



**VILLAGE COUNCIL AGENDA  
REGULAR MEETING  
226 Cypress Lane, Palm Springs, Florida 33461  
Thursday, September 24, 2020  
6:30 PM**

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*Persons who need an accommodation in order to attend or participate in this meeting should contact the Village Clerk at (561) 965-4010 at least three (3) business days prior to the meeting in order to request such assistance.*

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- 1. CALL TO ORDER**
- 2. ROLL CALL** *Mayor Bev Smith, Vice Mayor Patti Waller, Mayor Pro Tem Gary Ready, Council Member Doug Gunther, Council Member Joni Brinkman, Village Attorney Glen Torcivia, Village Manager Richard Reade and Village Clerk Kimberly Wynn*
- 3. INVOCATION**
- 4. PLEDGE OF ALLEGIANCE**
- 5. ADDITIONS, DELETIONS, OR MODIFICATIONS, AND APPROVAL OF AGENDA**
- 6. CONSENT AGENDA** *(Public Comment on Consent Agenda Items is permissible prior to voting)*
  - 6.1 Approval of Village Council Meeting Schedule - FY 2021
  - 6.2 Approve Property Improvement Program (PIP) Matching Grant Awards - 3430 Gulfstream Road and 444 Davis Road
    1. [Property Improvement Grant Agreement - 3430 Gulfstream Road](#)
    2. [3430 Gulfstream Road - Before and After Photos](#)
    3. [Property Improvement Grant Agreement - 444 Davis Road](#)
    4. [444 Davis Road - Before and After Photos](#)
  - 6.3 Approve Transportation/Mobility Plan Agreement (Task Order No. 288) - Professional Engineering Services - Planning, Zoning & Building Department (Proposed FY 2021 Budget - General Operating Fund) - Corradino Group, Inc.
    1. [Proposed Task Order No. 288 - The Corradino Group](#)

2. The Corradino Group Brochure
  3. Example Deliverable - Cutler Bay Transportation Master Plan
  4. Example Deliverable - Cutler Bay Complete Streets Report
  5. Map of Federal Aid Highway System
  6. Agenda Executive Brief - Village Council Meeting - July 9, 2020
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- 6.4 Approve Service Employees International Union/Florida Public Services Union (SEIU/FPSU) Agreement - Amendment
    1. Proposed SEIU Agreement Amendment - FY 2018-2021
    2. SEIU Membership Ratification E-mail - Rodrigo Hildago
    3. SEIU Membership Notice of Vote
  - 6.5 Resolution No. 2020-30 - Amend Schedule of Fees  
Motion to approve Resolution No. 2020-30, to amend the schedule of fees.
    1. Proposed Resolution No. 2020-30 - Amend Schedule of Fees - Proposed Fee Schedule - FY 2020
    2. Proposed Fee Schedule - FY 2020
  - 6.6 Approve, Auto & Truck Parts, Equipment, Accessories, Supplies & Services - 1st Amendment - Cooperative Purchase (Piggyback - Renewal) Public Service Department (FY 2021 Budget Funded) Genuine Parts Company/NAPA Integrated Business Solutions (IBS)
    1. Proposed 1st Amendment to Agreement - NAPA
    2. NAPA Approval to Piggyback
    3. Sourcewell - Letter of Agreement to Extend Contract - NAPA
    4. Sourcewell Membership Certificate
  - 6.7 Approve Sodium Hypochlorite Contract - 1st Amendment (Piggyback - Renewal) - Public Service Department (FY 2021 Budget Funded) – Allied Universal Corporation
    1. Proposed 1st Amendment to Agreement - Allied Universal Corp.
    2. Approval to Piggyback - Allied Universal Corp.
    3. Charlotte County - Administrative Contract Renewal (Renewal)
  - 6.8 Authorize Lot Clearing & Mowing Services Contract - Piggyback - Public Service Department (FY 2021 Budget Funded) – Doves All Services
    1. Proposed Agreement - Dove's All Services
    2. Approval to Piggyback - Dove's All Services
    3. Approval to Piggyback - City of West Palm Beach
    4. City of West Palm Beach - Contract Award Doves All Services
    5. City of West Palm Beach - Invitation To Bid - Lot Clearing Services
    6. City of West Palm Beach - Bid Tabulation - Lot Clearing Services
  - 6.9 Resolution No. 2020-31 - Public Nuisance Abatement Program - Record Special Assessment Liens (Village Abatement Costs)
    1. Proposed Resolution No. 2020-31 - Outstanding Nuisance Abatement Liens
    2. "Exhibit A" - Lien Calculations
    3. Section 10-22 - Procedure for Enforcement of a Nuisance
    4. Lake Worth Herald Advertisement - January 9 and January 16, 2020



- 6.10 Resolution No. 2020-32 - Approve Utility Accounts Write-Offs - Public Service Department (FY 2020)
1. Proposed Resolution No. 2020-32 Utility Write-Offs from 2016
  2. Village of Palm Springs Utilities Write-Off Journal - FY 2020
  3. Raftelis Report on the Financial Impact of the COVID-19 Crisis on U.S. Drinking Water Utilities
  4. Village Code of Ordinances Section 78 Billing Delinquencies
  5. Florida State Statutes Section 95-11 Limitations Other Than for the Recovery of Real Property

## **END OF CONSENT AGENDA**

### **7. PRESENTATIONS**

- 7.1 James Jamison - 100 Years Old Proclamation (ADDENDUM)
1. James Jamison Proclamation

### **8. PUBLIC COMMENT** *The public shall be limited to three (3) minutes to speak on agenda or non-agenda item(s)*

### **9. PUBLIC HEARINGS**

- 9.1 Ordinance No. 2020-14 - Establish FY 2020-2021 Millage Rates - Operating & Debt Service (*SECOND READING*)
1. Proposed Ordinance 2020-14 - Establish FY 2021 Millage Rates - Operating & Debt Service
  2. Form DR-420 - Certification of Taxable Value
  3. Form DR-420MMP - Maximum Millage Levy Calculation
  4. Form DR-420Debt - Certification of Voted Debt Millage
  5. Form DR- 420TIF - Certification of Palm Springs Community Redevelopment Agency (CRA) Taxable Increment Value
- 9.2 Ordinance No. 2020-13 - Adopt FY 2021 Budget (*SECOND READING*)
1. Proposed Ordinance No. 2020-13 - FY 2021 Budget
  2. Proposed FY 2021 Budget Summary Advertisement - Palm Beach Post
  3. FY 2021 Budget Message from the Village Manager
  4. Village of Palm Springs - Full Organizational Chart
- 9.3 Ordinance No. 2020-15 - Village Code Amendment - Utility Rates (*SECOND READING*)
1. Proposed Ordinance No. 2020-15 - Village Code Amendment - Approve Utility Rates - FY 2021 - FY 2024
  2. Final Fiscal Year 2020 Water & Wastewater Utility (5-Year) Rate Study - Kimley Horn & Raftelis
  3. Water & Wastewater Utility (5-Year) Rate Study - August 2020 Workshop Presentation

### **10. ACTIONS AND REPORTS**

**10.1 FIFTH AMENDMENT TO THE VILLAGE MANAGER AGREEMENT  
(ADDITIONAL INFORMATION WILL BE PROVIDED BEFORE THE COUNCIL  
MEETING)**

**11. VILLAGE MANAGER COMMENTS**

**12. VILLAGE COUNCIL COMMENTS**

**13. ADJOURNMENT**

**Next Meeting  
Thursday, October 8, 2020 @ 6:30 PM**

*If a person decides to appeal any decision made by this Council with respect to any matter considered at this meeting, he will need a record of the proceeding, and that for such purpose he may need to ensure that verbatim record of the proceedings is made, which record includes the testimony and evidence upon which the appeal is to be based.*



# Village of Palm Springs

## Executive Brief

**AGENDA DATE:** September 24, 2020

**DEPARTMENT:** Administration

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**ITEM 6.1:** Approval of Village Council Meeting Schedule - FY 2021

**SUMMARY:** The Village Charter and the Code of Ordinances requires the Council to hold at least one meeting per month. As a result, the Village Council is requested to approve the proposed meeting schedule for Fiscal Year (FY) 2021:

2020

Thursday, October 8, 2020

Thursday, November 12, 2020

Thursday, December 10, 2020

2021

Thursday, January 14, 2021

Thursday, February 11, 2021

Thursday, March 11, 2021

Thursday, April 8, 2021

Thursday, May 13, 2021

Thursday, June 10, 2021

Thursday, July 8, 2021

Thursday, July 22, 2021 - Budget Workshop - 5:00 or 5:30 p.m. *(prior to Council Meeting at 6:30 p.m.)*

Thursday, July 22, 2021 - Establish Tentative Millage Rate *(meeting will begin immediately following the conclusion of the Budget Workshop, which may be after 6:30 p.m.)*

Thursday, August 26, 2021 *(Meeting date was changed to the 4th Thursday because of the FLC Conference)*

Thursday, September 9, 2021 (Establish Millage Rate & Approve Budget - 1st Public Hearing)

Thursday, September 23, 2021 (Establish Millage Rate & Approve Budget - 2nd Public Hearing)

Thursday, October 14, 2021

Note: Council Meeting start times are 6:30 p.m., except for the July 22nd meeting, which will begin at 7:00 p.m. (or immediately following the Budget Workshop meeting) to provide sufficient time to hold the FY 2022 Budget Workshop. Also, additional meetings may be scheduled as required.

**FISCAL IMPACT:**

The proposed meeting schedule does not have a direct fiscal impact to the Village.

**ATTACHMENTS:**



# Village of Palm Springs

## Executive Brief

**AGENDA DATE:** September 24, 2020

**DEPARTMENT:** Planning, Zoning & Building

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### **ITEM 6.2:**

Approve Property Improvement Program (PIP) Matching Grant Awards - 3430 Gulfstream Road and 444 Davis Road

### **SUMMARY:**

The Village's Property Improvement Program (PIP) Committee is recommending that two (2) grant awards be approved for property owners who have completed an improvement project to their property and have filed the necessary documentation to receive matching grant funding under this program:

- Owner/Resident: Eran Stone
- Address: 3430 Gulfstream Road
- Project: Replaced asphalt shingled roof
- Eligible (Project) Cost(s): \$11,570.00
- Matching Grant Award: \$ 5,000.00
  
- Owner/Resident: Michael Davenport, Jr.
- Address: 444 Davis Road
- Project: Replaced 9 windows and 2 doors with impact-resistant glass
- Eligible (Project) Cost(s): \$13,892.57
- Matching Grant Award: \$ 5,000.00

The PIP Selection Committee met on March 19, 2020, June 2, 2020, and September 8, 2020, and recommended approval of the proposed grant awards (up to 50% of \$5,000). If approved by the Village Council, the awardees will be mailed their check and may be acknowledged at a future Village Council meeting.

**FISCAL IMPACT:**

Funding to support the proposed awards is available within the FY 2020 Budget - General Fund.

**ATTACHMENTS:**

Property Improvement Grant Agreement - 3430 Gulfstream Road

3430 Gulfstream Road - Before and After Photos

Property Improvement Grant Agreement - 444 Davis Road

444 Davis Road - Before and After Photos



# Village of Palm Springs

## PROPERTY IMPROVEMENT GRANT AGREEMENT

THIS AGREEMENT is entered this 23<sup>rd</sup> day of March 2020, by and between the VILLAGE OF PALM SPRINGS and Eran Stone (Applicant).

WHEREAS, the Applicant has made application for a grant with the Village of Palm Springs under the Property Improvement Program for real property located at 3430 Gulfstream Road and

WHEREAS, the Village of Palm Springs has approved said application.

IT IS HEREBY AGREED AS FOLLOWS:

- 1) Applicant agrees to rehabilitate the existing flat and pitch roof or other property elements consistent with the application submitted to the Village, which is attached to the Agreement as Exhibit "A".
- 2) In consideration of same and upon satisfactory completion and submittal of appropriate receipts, as determined by the Village Land Development Director in his/her sole discretion, the Village will reimburse Applicant fifty percent (50%) of the total (eligible) project costs, in an amount not to exceed **\$5,000.00**. **In no event shall the Village's reimbursement costs exceed \$5,000.00.**
- 3) Applicant, its successors or assigns, agrees to complete all work, as described on Exhibit "A" and obtain a Certificate of Occupancy or other applicable document that shows 100% completion of the work within one year from the execution of this Agreement, as set forth above.
- 4) Applicant, its successors or assigns, agrees to maintain the improvements for a period of five (5) years from completion. Should applicant, its successors or assigns, fail to maintain said improvements for a period of five years, applicant, its successors or assigns, shall be obligated to reimburse the Village the full amount of grant funding contributed by the Village under paragraph 2 of this Agreement.
- 5) This agreement shall be governed by the Laws of the State of Florida and venue shall be in Palm Beach County.



IN WITNESS WHEREOF, the parties have executed this agreement on the date first stated above.

**APPLICANT**

BY: [Signature]

Print Name: Eran Stone

**VILLAGE OF PALM SPRINGS**

BY: [Signature]

Richard J. Reade, Village Manager

STATE OF FLORIDA

COUNTY OF Palm Beach

The foregoing instrument was acknowledged before me by means of physical presence or online notarization, this 11<sup>th</sup> day of April, 2020, by Eran Stone, who is personally known to me or who has produced \_\_\_\_\_ (type of identification) as identification and who did (did not) take an oath.

[Signature]  
Signature of Notary Public – State of Florida





**BEFORE**





**AFTER**



# Village of Palm Springs

## PROPERTY IMPROVEMENT GRANT AGREEMENT

THIS AGREEMENT is entered into this 15<sup>th</sup> day of June, 2020, by and between the VILLAGE OF PALM SPRINGS and Michael J Davenport Jr (Applicant).

WHEREAS, the Applicant has made application for a grant with the Village of Palm Springs under the Property Improvement Program for real property located at 444 Davis Road; and

WHEREAS, the Village of Palm Springs has approved said application.

IT IS HEREBY AGREED AS FOLLOWS:

- 1) Applicant agrees to rehabilitate the rehabilitate the existing windows and doors or other property elements consistent with the application submitted to the Village, which is attached to the Agreement as Exhibit "A".
- 2) In consideration of same and upon satisfactory completion and submittal of appropriate receipts, as determined by the Village Land Development Director in his/her sole discretion, the Village will reimburse Applicant fifty percent (50%) of the total (eligible) project costs, in an amount not to exceed \$5,000.00. In no event shall the Village's reimbursement costs exceed \$5,000.00.
- 3) Applicant, its successors or assigns, agrees to complete all work, as described on Exhibit "A" and obtain a Certificate of Occupancy or other applicable document that shows 100% completion of the work within one year from the execution of this Agreement, as set forth above.
- 4) Applicant, its successors or assigns, agrees to maintain the improvements for a period of five (5) years from completion. Should applicant, its successors or assigns, fail to maintain said improvements for a period of five years, applicant, its successors or assigns, shall be obligated to reimburse the Village the full amount of grant funding contributed by the Village under paragraph 2 of this Agreement.
- 5) This agreement shall be governed by the Laws of the State of Florida and venue shall be in Palm Beach County.

IN WITNESS WHEREOF, the parties have executed this agreement on the date first stated above.

**APPLICANT**

BY: [Signature]

Print Name: Michael Davenport

**VILLAGE OF PALM SPRINGS**

BY: [Signature]

Richard J. Reade, Village Manager

STATE OF FLORIDA

COUNTY OF Palm Beach

The foregoing instrument was acknowledged before me this 17 day of June, 2020, by Michael J. Davenport Jr. (name of person acknowledging), who is personally known to me or who has produced FL DR Lic. (type of identification) as identification.



[Signature]  
Signature of Notary Public – State of Florida





**BEFORE**



**AFTER**



# Village of Palm Springs

## Executive Brief

**AGENDA DATE:** September 24, 2020

**DEPARTMENT:** Planning, Zoning & Building

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**ITEM 6.3:** Approve Transportation/Mobility Plan Agreement (Task Order No. 288) - Professional Engineering Services - Planning, Zoning & Building Department (Proposed FY 2021 Budget - General Operating Fund) - Corradino Group, Inc.

### **SUMMARY:**

The Planning, Zoning & Building Department is requesting approval of Task Order No. 288 with The Corradino Group, Inc., for professional planning and engineering services related to the development of a village-wide Transportation/Mobility Plan to improve local mobility within the Village. The proposed Mobility Plan would evaluate local conditions and assist in enhancing the Village's transportation network, aid multimodal connectivity, enhance connectivity to businesses, residential and public/civic facilities, support Complete Streets development and assist in guiding future investments into the community.

The proposed Transportation/Mobility Plan by The Corradino Group would incorporate (or accomplish) the following goals:

1. Review current traffic issues and roadway configurations and develop recommendations for improvement while taking into consideration future planned development opportunities
2. Review bicycle and pedestrian facilities and developing policy and project recommendations to improve accessibility to businesses, residential, public/civic facilities, and effect first and last-mile connections to Palm Tran
3. Establish a basis for local transit needs
4. Evaluate and implement, as appropriate, a Complete Streets/Complete Networks approach towards facilities geared towards travelers of all ages, and to provide a basis for future project funding and development for the Village of Palm Springs, Palm Beach County, and the Palm Beach Transportation Planning Agency (TPA)
5. Establish an overall transportation/mobility plan for the Village with projects developed



by category:

1. Roadway
2. Bicycle
3. Pedestrian
4. Transit
5. Policy

Note: The proposed scope of services was discussed with the Village Council during its regular meeting on July 9, 2020 and the "Public Engagement" task was modified to include a Public Workshop to be held as well as the development of a Steering Committee that will be comprised of local property and business owners. The proposed Steering Committee will meet three (3) times during this effort (during the kick-off stage, post-data collection results stage and prior to a Village Council hearing to consider approval of the Transportation/Mobility Plan).

The proposed tasks and associated costs to provide the professional planning and engineering services to complete this project by the Corradino Group are as follows:

| <b><u>Tasks to be Completed:</u></b>                                  | <b><u>Total</u></b> |
|-----------------------------------------------------------------------|---------------------|
| Task #1 - Project Management                                          | \$ 5,000            |
| Task #2 - Review Background Information and Previous Studies          | \$ 20,000           |
| Task #3 - Analysis of Base Conditions                                 | \$ 25,000           |
| Task #4 - Public Engagement                                           | \$ 11,500           |
| Task #5 - Project Development                                         | \$ 24,000           |
| Task #6 - Draft Transportation/Mobility Plan & Policy Recommendations | \$ 14,500           |
| <b>Total Project Cost:</b>                                            | <b>\$100,000</b>    |

The Village Council is expected to approve funding (\$100,000) within the proposed FY 2021 Budget - General Fund to support this project - the Palm Beach Transportation Planning Agency ("TPA") has agreed to partner with the Village and has committed to directly fund up to 50% or a maximum of \$50,000 of the fees associated with evaluating components of the Federal-Aid Highway system (Tasks #1, 2 & 3), which includes local collector roads. Thus, the remaining 50% of the total project cost (Tasks #4, 5 & 6) will be provided by the Village's General Fund [Note: only \$50,000 of the the total amount budgeted in FY 2021 for this project (\$100,000) will be expected to be expended for this project as it was recently determined that the TPA would directly contract for engineering services and provide direct payment to their selected engineering (and sub-contracted) firm].

Note: The Corradino Group is expected to be utilized by the Village under the Village's existing continuing services engineering contract. The TPA is expected to directly contract with (and pay) The Corradino Group as a sub-contractor under their continuing services contract with Kimley-Horn & Associates. Additionally, the TPA is expected to also utilize CTS Engineering,

Inc. as a sub-contractor.

If approved, the study effort and plan preparation will commence after October 1, 2020 and the proposed project is estimated to require approximately nine (9) months to complete (culminating with Village Council approval of a Transportation/Mobility Plan).

Staff recommends approval of the proposed Task Order No. 288 with The Corradino Group in the amount of \$50,000 for professional planning and engineering services for the preparation of a Transportation/Mobility Plan. The Village will not expend more than the amount in the approved Budget as it may be approved/adopted each year for these goods and services for the term of the contract.

The proposed task order (Task Order #288) has been prepared by the Planning, Zoning & Building Director and reviewed by the Finance Director and Village Attorney.

The Village has not worked with the proposed vendor previously; however; staff received positive feedback from the various references that were provided during the Village's Request for Qualifications (RFQ) for General Consulting Services (RFQ 2019R-001 - September 27, 2018) process that recommended (and approved) The Corradino Group to serve as a continuing services engineering firm for the Village of Palm Springs - February 14, 2019.

**FISCAL IMPACT:**

Funding to support the proposed Transportation/Mobility Plan is available within the proposed FY 2021 Budget - General Operating Budget:

| <b><u>Allocated/Estimated Project Funding</u></b>                | <b><u>Amount</u></b> |
|------------------------------------------------------------------|----------------------|
| FY 2021 Proposed Budget - General Fund - Village of Palm Springs | \$ 50,000            |
| FY 2021 Proposed Budget - General Fund - TPA Reimbursement       | <u>\$ 50,000</u>     |
| <b>Total Project Funding:</b>                                    | \$100,000            |

| <b><u>Expected Project Costs:</u></b>                            | <b><u>Amount</u></b> |
|------------------------------------------------------------------|----------------------|
| Proposed Project Request/Cost - Tasks #1, 2 & 3 - TPA Funded     | \$ 50,000            |
| Proposed Project Request/Cost - Tasks #4, 5 & 6 - Village Funded | <u>\$ 50,000</u>     |
| <b>Total Project Request/Cost:</b>                               | \$100,000            |

**(Village Goal - Maintain Our Small Town Small Town Feel within Our Diverse Community)**

The Village will not expend more than the amount within the approved budgets as they may be adopted/amended each year for these goods and services over the term of this contract.

**ATTACHMENTS:**

Proposed Task Order No. 288 - The Corradino Group

The Corradino Group Brochure

Example Deliverable - Cutler Bay Transportation Master Plan

Example Deliverable - Cutler Bay Complete Streets Report

Map of Federal Aid Highway System

Agenda Executive Brief - Village Council Meeting - July 9, 2020



## VILLAGE OF PALM SPRINGS

### **CONSULTING SERVICE TASK ORDER**

DATE: \_\_\_\_\_

TASK ORDER NO. 288 FOR CONSULTING SERVICES VILLAGE

RFQ. NO.: 2019R-001 G/L CODE: 01224-53100

CORRADINO GROUP PROJECT NO.: 4604\*01

PROJECT TITLE: TRANSPORTATION / MOBILITY PLAN

This Task Order, when executed, shall be incorporated in and shall become an integral part of the Agreement for Professional Services dated January 28, 2020 between the Village of Palm Springs (“VILLAGE”), and THE CORRADINO GROUP, INC. (“CONSULTANT”) hereafter referred to as the Agreement.

#### **I. PROJECT DESCRIPTION**

The Village Council has identified the desire to improve local mobility, to evaluate local conditions and create a Transportation / Mobility Plan to guide future investments into the community that will enhance the transportation network, aid multimodal connectivity, enhance connectivity to businesses, residential and public/civic facilities, and support Complete Streets development.

A Transportation / Mobility Plan is needed to accomplish the following goals:

1. Review current traffic issues and roadway configurations and develop recommendations for improvement while taking into consideration future planned development opportunities.
2. Review bicycle and pedestrian facilities and develop policy and project recommendations to improve accessibility to businesses, residential, public/civic facilities, and effect first and last mile connections to Palm Tran.
3. Establish basis for local transit needs.
4. Evaluate and implement, as appropriate, a Complete Streets/Complete Networks approach towards facilities geared towards travelers of all ages, and to provide a basis for future project funding and development for the Village of Palm Springs, Palm Beach County and the Palm Beach Transportation Planning Agency (TPA).
5. Establish an overall transportation/mobility plan for the Village with projects developed by category:
  - a. Roadway
  - b. Bicycle
  - c. Pedestrian

- d. Transit
- e. Policy

The Palm Beach Transportation Planning Agency (“TPA”) has agreed to partner with the Village on this effort. The TPA has committed to fund up to 50% or a maximum of \$50,000 of the fees associated with evaluating components of the Federal Aid Highway system, which includes local collector roads. Tasks One - Three will be funded pursuant to an agreement between Corradino and the TPA (note: Corradino will serve as a sub-contractor to Kimley-Horn & Associates, who has a continuing services contract with the TPA. CTS Engineering, Inc., a Disadvantaged Business Enterprise (DBE) under contract with the TPA, will also participate as a sub-contractor.) The Village’s financial responsibility for this project is solely for Tasks Four - Six.

## **II. SCOPE OF SERVICES**

The following is a description of the services to be provided under this Task Order.

### **Task One: Project Management**

Corradino will provide monthly progress reports for the duration of the project. Upon receiving the Notice to Proceed, Corradino will schedule a meeting with Village staff to confirm project goals, schedule & logistics and identify background data needs & planned projects. The schedule of the project will be discussed, as well as key stakeholders and public engagement expectations. Stakeholders are expected to include: FDOT District 4; Palm Beach County (PBC); Palm Tran; School District of PBC; public, private charter schools; Lake Worth Drainage District (LWDD), Village committees & advisory boards; neighborhood associations and key businesses.

### **Task Two: Review Background Information and Previous Studies**

This task will consist of a review of all transportation and parking studies impacting the Village of Palm Springs over the last 10 years. Local, regional and national trends in the field will be evaluated, including a description of similar efforts, an explanation of public-private partnerships and federal government funding initiatives.

The Village shall make available the following information as a guide:

- Village ROW and Utility Data, if available
- Village Comprehensive Plan
- Future Land Use Map and regulations
- Zoning Map and regulations
- CRA Findings of Necessity Report and other plans
- Park Connector Pathway
- Village Council Resolutions (Kirk Road, Lake Worth Road)

As needed, additional traffic counts will be collected.

Additional, Corradino will request and review the following:

- TPA LRTP, Ped/Bike Safety Study, Bike Suitability Map, Complete Streets Design

Guidelines, Lake Worth Road Multimodal Corridor Improvement Study

- GIS files used to populate the TPA’s GIS online site

- Signal 4 (i.e., police, sheriff, fire-rescue, etc.) and/or FDOT Crash data
- Palm-Tran Transit Development Plan and Transit Stop Data
- School District of Palm Beach County Stop Data
- Fire-Rescue direct entrance (Lake Worth Road)
- Other TPA Studies for the Area
- FDOT Projects for the Area, including Lake Worth Road RRR Project
- Traffic studies and traffic counts from Palm Beach County Traffic Engineering
- Boynton Beach vision zero and complete streets policies

Corradino will conduct a field review as necessary and photograph existing conditions.

### Task Three: Analysis of Base Conditions

Utilizing the information in Task Two, Corradino will develop two series of maps (in a format approved by the Village). The first series will depict a potential vision for each individual mode, and include Village roads, as well as State and County roads within the Village. This will then be cross referenced with a set of Draft Base Maps that will include a preliminary thoroughfare map, key origins/destinations ("asset inventory"), bike/ped network, transit hubs, school/park access network and other relevant items as needed.

Safety is an important component of all three analyses (Roadway, Bicycle and Pedestrian, and Transit) as Forest Hill Boulevard is a High Bike Crash Corridor and portion of Congress Avenue is a High Pedestrian Crash Corridor. Prior analyses for Lake Worth Road, which had at least 24 deaths over a period of 5 years, will be included. Additionally, concerns regarding Kirk Road will be included as well. Vision Zero initiatives and potentials for improvement will be considered as part of each analysis.

#### Roadway Analysis

Existing roadway configurations in the Village will be analyzed to maintain positive traffic conditions within current conditions as well as proposed/expected conditions as a result of new/planned development. Projects will be developed to establish the optimal roadway section, including potential traffic calming or road reconfiguration improvements, as well as to address needs for transit vehicles on the roadway network. In this task existing Level of Service (LOS) data will be evaluated as the basis for project recommendations.

#### Bicycle and Pedestrian Analysis

Roadway characteristics of all major arterials and collectors will be collected from FDOT and Palm Beach County, supplemented by field visits to obtain typical sections, and a qualitative assessment of the presence and scale of bicycle and pedestrian facilities, spacing of driveways and side streets, signal spacing, median openings, control devices, speed limits and main deficiencies that can be addressed by the study regarding pedestrian movement and bicycle travel. Information on the economic vitality of bicycle and pedestrian communities shall be provided. The study will make recommendations on how to create pedestrian linkages between major amenities within the Village. Corradino will use considerations of "Level of Stress" methodology to evaluate bicycle facilities and needs. Americans with Disability Act (ADA) considerations will be included as well. Standards for Bicycle and Pedestrian mobility will be defined as needed.



### Transit Analysis

This analysis will review transit technology, stops and first and last mile support for Palm Tran routes 46, 3, 60, 2, 61, 64, and 62 to identify needs that will improve local multimodal mobility. The need for a local circulator program will be reviewed, with a focus on connecting the neighborhoods with housing, businesses, residential and public/civic infrastructure such as schools and parks.

### Gap and Alternatives Analysis:

Corradino will refine the multimodal vision grid created through analysis, with public comments. Overlaying each mode's "vision grid," which depicts the build out routes for each mode, with existing facilities, infrastructure gaps will be identified. Each gap provides opportunities and improvement which will undergo an alternatives analysis, which will consider available rights-of-way and adjacent, connected facilities to evaluate the best alternative for infrastructure. The determination of infrastructure gaps and the alternatives analysis will provide the basis for a Complete Streets grid.

### Task Four: Public Engagement

At the beginning of the project, Corradino will coordinate with Village staff to utilize online means of communication, including e-blasts and social media as appropriate, to provide information to residents and local businesses about the study and offer opportunities for feedback. At the kickoff meeting, Corradino will coordinate with Village staff to identify a Steering Committee and a stakeholder's group. These groups shall be invited to meet and or review/comment at least twice during the course of the project to provide information and feedback. Meetings may be virtual as dictated by COVID-19 needs and current Village operations.

Corradino will conduct one (1) public workshop. This public workshop will present the multimodal grid as envisioned and invite feedback on the proposed grid. This workshop will also involve a presentation of the proposed projects, as well as an overview of the prioritization criteria which will be used to rank the projects. During this workshop, participants will be invited to provide their feedback on both proposed projects and the prioritization criteria. It is expected that the public workshop will be held virtually.

Corradino will present to the Village Planning & Zoning Board and Village Council the overall draft Transportation/Mobility Plan to solicit Council feedback and direction and will subsequently be available for Council presentation of the final Transportation/Mobility Plan during the adoption hearing. Corradino may also present the report's recommendations to the TPA Board and Technical Advisory Committees at times to be determined after consultation with the TPA.

### Task Five: Project Development

Corradino will develop a project list that is broken into the following categories:

- o Roadway
- o Bicycle
- o Pedestrian
- o Transit
- o Policy

Each project description will be written, as well as visual, and provide an estimated planning level

cost of construction (as applicable). Each project or projects within a specific geographic vicinity, or set policies, as appropriate shall have its own project page, which shall include the project, rationale for inclusion, cost estimate and map and visuals as appropriate. Action steps and potential funding sources (including eligibility) will be identified as appropriate.

#### Task Six: Draft Transportation/Mobility Plan and Policy Recommendations

This will focus on transportation policy issues as a means of enhancing transportation/mobility. Bicycle, pedestrian, transit and parking, traffic calming, urban design and zoning policies and programs will be ranked to develop a final set of recommendations. An examination of creative policy initiatives across the nation which incentivize the desired infrastructure will be undertaken. As applicable, potential grant funding sources will be included.

This task will initially involve the development of prioritization criteria, which will be provided to the Village for approval. These criteria will utilize policy initiatives, such as Vision Zero/improvement of safety, complete streets connectivity and planning for all ages, traffic calming and/or roadway reconfiguration, among others, as a framework to rank projects. After the ranking of all projects, the draft final report will be transmitted to the Village and TPA for review. The preliminary plan will include the vision map for each mode of transportation, and a multimodal, complete streets map, as well as base information and backup analyses and public engagement results. Opportunity Maps, Recommended Projects by Location, Type & Priority, General Cost Estimates; Grant Funding Sources, as well as recommended topics to be addressed within the Village Comprehensive Plan and Land Development regulations will be included.

Corradino will revise the draft transportation/mobility plan based on any comments from the Village and TPA to provide a highly graphic final transportation/mobility plan (in ADA-compliant .pdf format). A separate, standalone executive summary will be developed for general public understanding and consumption (in ADA-compliant .pdf format). All GIS and other data files in conjunction with the final plan will be provided to the Village for future usage. All information developed will be owned by the Village and will be provided in a format required by the Village

### **III. DELIVERABLES**

Deliverables for each task including quantities and formats are outlined below:

#### **TASK ONE:**

- Monthly Status Meeting and Progress Reports
- Kickoff Meeting and Meeting Minutes
- Project Schedule

#### **TASK TWO:**

- Traffic Counts, and Crash Data Collection, Compilation, and Analysis
- Technical Memo: Data and Background

#### **TASK THREE:**

- Technical Needs Memo: Roadway Analysis
- Technical Needs Memo: Bicycle and Pedestrian Analysis
- Technical Needs Memo: Transit Analysis

- Technical Memo: Multimodal Grid Development and Gap Analysis

#### TASK FOUR:

- Steering Committee meetings (3) (kick-off stage, post-data collection results stage, prior to Village Council hearing)
- Stakeholder input (review and comment)
- Public Workshop Presentation (prior to Task 6) and Meeting Notes
- Village Council Public Hearing / Presentation of Recommendations
- Follow-up Support to Assist Village Staff with Planning & Zoning Board and Village Council meetings, if needed (policy adoption)

#### TASK FIVE:

- Preliminary Project Listing, Cost Estimates, and Grants Review
- Draft Project Sheets
- Final Project Sheets

#### TASK SIX:

- Prioritization Criteria
- Technical Memo: Draft and Final Project Prioritization
- Draft Transportation/Mobility Plan
- Final Transportation/Mobility Plan and Executive Summary

### IV. **SCHEDULE**

Upon receipt of Notice-To-Proceed the CONSULTANT will complete the services identified in this Task Order within the schedule outlined in Table 1.

**Table 1**  
**Schedule**

| <b><u>Activity</u></b>                                                | <b><u>Time to Complete (Calendar Days)</u></b> | <b><u>Cumulative Time to Complete (Calendar Days)</u></b> |
|-----------------------------------------------------------------------|------------------------------------------------|-----------------------------------------------------------|
| Task 1: Project Management                                            | 270                                            | -                                                         |
| Task 2: Review Background Information and Previous Studies            | 60                                             | 60                                                        |
| Task 3: Analysis of Base Conditions                                   | 60                                             | 120                                                       |
| Task 4: Public Engagement                                             | 270                                            | -                                                         |
| Task 5: Project Development                                           | 90                                             | 210                                                       |
| Task 6: Draft Transportation/Mobility Plan and Policy Recommendations | 60                                             | 270                                                       |

\* The schedule is based upon conducting a kick-off meeting within 7 calendar days after the October 1<sup>st</sup> start date. All review comments shall be provided to Consultant within 14 calendar days after the Village receives

the submittal. An adjustment to the overall schedule will be required in the event the review meeting takes longer to be conducted and/or obtaining comments takes longer to receive.

**V. COMPENSATION AND PAYMENT**

The CONSULTANT will perform the tasks as outlined in the scope of services. Tasks One – Three (the TPA’s responsibility) and Tasks Four – Six (the Village’s responsibility) shall be conducted for a task-based Not-To-Exceed Fee as outlined in Table 2 and further detailed in Attachments 1 and 2.

**Table 2**  
**Budget Summary**

| <b>Description</b>                       | <b>Total</b>     |
|------------------------------------------|------------------|
| Task 1 – Task 3 (TPA Responsibility)     | \$50,000         |
| Task 4 – Task 6 (Village Responsibility) | \$50,000         |
| <b>TOTAL</b>                             | <b>\$100,000</b> |

**VI. ASSUMPTIONS**

Assumptions, items not included, etc.

- Village will extend invitations and assemble Steering Committee.
- Village will extend invitations and assemble Stakeholder Group.
- Village’s GoToMeeting platform will be utilized for public meetings.
- With Consultant assistance on message/content, Village will be responsible for communications and public meeting notices with residents and business owners.
- TPA agreement requirements are not Village responsibility.
- Consultant shall keep Village directly involved in Tasks One – Three, although Village has no financial responsibility for these activities.
- Village acceptance and approval is required of deliverables in all activities (Tasks One- Six).
- Consultant shall keep TPA directly involved in Tasks Four – Six although TPA has no financial responsibility for these activities.

**VII. AGREEMENT REFERENCE**

The work authorized under this Task Order shall be performed under the terms and conditions described within the Professional Services Agreement dated January 28, 2020, by and between the Village of Palm Springs (“VILLAGE”) and Corradino Group, Inc. (“CONSULTANT”). Compensation shall not exceed the hourly rates currently in effect under this Agreement.

**THE CORRADINO GROUP, INC.**

**VILLAGE OF PALM SPRINGS**

By: \_\_\_\_\_

By: \_\_\_\_\_

Print Name: \_\_\_\_\_

Title: \_\_\_\_\_

Date: \_\_\_\_\_

Village Attorney's Office

Approved as to form and legality

By: \_\_\_\_\_

(Required if over \$25,000)

## **Attachment 1**

### **Corradino Fees and Deliverables (Tasks 4-6) (Village Responsibility)**

# ATTACHMENT 1

Village of Palm Springs  
Proposed Budget: Mobility Plan

| #     | Task #                                                | Deliverable                                            | Cost      |    |           |
|-------|-------------------------------------------------------|--------------------------------------------------------|-----------|----|-----------|
| 4     | <b>Public Engagement</b>                              |                                                        |           | \$ | 11,500    |
|       |                                                       | Public Workshop Meeting and Meeting Notes              | \$ 6,000  |    |           |
|       |                                                       | Stakeholders Group Meetings                            | \$ 4,000  |    |           |
|       |                                                       | Council Public Hearing                                 | \$ 1,500  |    |           |
| 5     | <b>Project Development</b>                            |                                                        |           | \$ | 24,000    |
|       |                                                       | Project Development, Cost Estimates, and Grants Review | \$ 16,500 |    |           |
|       |                                                       | Draft Project Sheets                                   | \$ 5,000  |    |           |
|       |                                                       | Final Project Sheets                                   | \$ 2,500  |    |           |
| 6     | <b>Draft Mobility Plan and Policy Recommendations</b> |                                                        |           | \$ | 14,500    |
|       |                                                       | Prioritization Criteria                                | \$ 1,500  |    |           |
|       |                                                       | Technical Memo: Draft and Final Project Prioritization | \$ 5,000  |    |           |
|       |                                                       | Draft Mobility Plan                                    | \$ 5,000  |    |           |
|       |                                                       | Final Mobility Plan and Executive Summary              | \$ 3,000  |    |           |
| Total |                                                       |                                                        | \$ 50,000 | \$ | 50,000.00 |



## **Attachment 2**

### **Corradino, Kimley-Horn and CTS Fees and Deliverables (Tasks 1 - 3) (TPA Responsibility)**

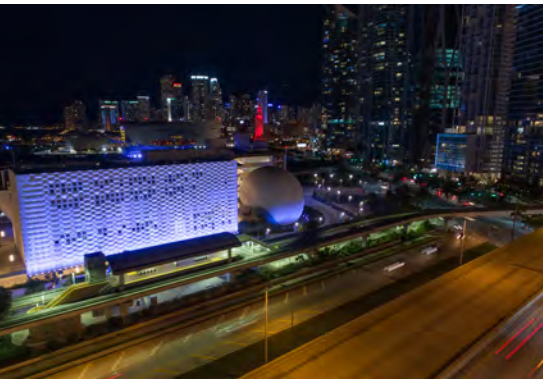
# ATTACHMENT 2 (TPA Costs)

## Village of Palm Springs Mobility Plan

| #     | <u>Deliverable</u>                                                    | <u>Cost</u> |    |           |
|-------|-----------------------------------------------------------------------|-------------|----|-----------|
| 1     | <b>Project Management</b>                                             |             | \$ | 5,000     |
| 1.1   | Deliverable: Kickoff Meeting and Meeting Minutes and Project Schedule | \$ 1,000    |    |           |
| 1.2.a | November Status Meeting and Progress Reports                          | \$ 1,000    |    |           |
| 1.2.b | December Status Meeting and Progress Reports                          | \$ 1,000    |    |           |
| 1.2.c | January Status Meeting and Progress Reports                           | \$ 1,000    |    |           |
| 1.2.d | February Status Meeting and Progress Reports                          | \$ 1,000    |    |           |
| 2     | <b>Review Background Information and</b>                              |             | \$ | 20,000    |
|       | Technical Memo: Data and Background Review                            | \$ 20,000   |    |           |
| 3     | <b>Analysis of Base Conditions</b>                                    |             | \$ | 25,000    |
| 3.1   | Technical Needs Memo: Roadway Analysis                                | \$ 6,000    |    |           |
| 3.2   | Technical Needs Memo: Bicycle and Pedestrian Analysis                 | \$ 6,000    |    |           |
| 3.3   | Technical Needs Memo: Transit Analysis                                | \$ 4,000    |    |           |
| 3.4   | Technical Memo: Multimodal Grid Development and Gap Analysis          | \$ 9,000    |    |           |
| Total |                                                                       | \$ 50,000   | \$ | 50,000.00 |

# PLANNING INNOVATION

## WITH IMPLEMENTATION IN MIND



[WWW.CORRADINO.COM](http://WWW.CORRADINO.COM)

THE  
CORRADINO  
GROUP





## QUALIFICATIONS OF THE FIRM

The Corradino Group (TCG) offers a wide variety of Traffic Engineering, Traffic Operations and Transportation Planning Services. Our Engineers, Planners, and Technicians have stellar credentials in the profession, including our Chief Traffic Engineer with over 36 years' experience from both a public service and private practice standpoint. TCG's staff is prepared to assist governmental agencies with technical, administrative, and other specialty services related to the transportation industry:

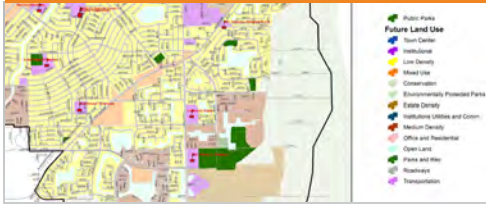
- Governmental Administration
- Program Management
- Project Management
- Policy Planning
- Policy Development
- Systems Planning
- Subarea/Corridor Planning
- Transportation Master Planning
- Corridor Modeling
- Regional Network Modeling
- Land Planning/Engineering
- Federal/State/Local Grants
- Inter-Governmental Liaison
- Signing and Pavement Marking
- Traffic Signal Design
- Network/Isolated Signal Optimization
- Adaptive Signal Systems
- Advanced Traffic Management Systems (ATMS)
- Intelligent Transportation Systems (ITS)
- Maintenance of Traffic
- Highway Project Data Support
- Interchange Justification/Modification Reports
- Roadway Safety Audits
- Highway Safety Analyses
- Traffic Crash Analyses
- Traffic Calming
- Complete Streets
- Context-Sensitive Design
- Bicycle Facilities
- Pedestrian Facilities
- Mass Transit
- Trip Generation Studies
- Parking Studies
- Impact Fees
- Driveway Permits
- Crime Prevention Through Environmental Design (CPTED)
- Public Relations
- Public Hearings
- Design Charettes





# EXPERIENCE MATTERS

## TRANSPORTATION



### TOWN OF CUTLER BAY

#### Transportation Master Plan

Plan to Serve as Blueprint for Existing and Future Development

- Transportation Master Plan
- Traffic Counts and Field Observations
- Level of Service/Capacity Analyses
- Travel Demand Forecasting
- Alternatives Analysis and Evaluation
- Extensive Public Involvement

## TRANSIT



### CITY OF ROCKFORD

#### Comprehensive Operational Analysis

Comprehensive Review of Major Transit System

- Evaluation of Route Ridership
- Design and Implementation of Rider Survey
- Recommendations to Increase Ridership
- Develop Service Alternatives
- Budget and Program Evaluation

## MULTIMODAL



### CITY OF DORAL

#### Multimodal Transit Mobility Plan

Provide for Strategic Implementation of Multimodal Projects

- Transportation Mobility Plan
- Level of Service/Capacity Analyses
- Traffic Calming Studies
- Circulator/Community Shuttle
- Traffic Impact Analysis
- Funding Shift from Roadway to Alternatives

## EXPERT SERVICES



Public Engagement



Transportation Master Planning



Multimodal Studies



Traffic



Development Review

## DISTINGUISHED WORK - PROVEN INNOVATION

Selected by Peers and Experts for Excellence in Planning and Design



**2014** Memphis-Shelby Office of Sustainability | Low Impact Development Award  
Low Impact Design Competition

**2009** American Planning Association | Outstanding Transportation Study Award of Excellence  
Palmetto Bay Bicycle and Pedestrian Master Plan

**2009** American Planning Association | Outstanding Smart Growth Project Award of Excellence  
City of Hialeah Automated Concurrency Management Systems

**2008** TEAMFL | Chairman's Award  
I-95 Express Lands Project

**2006** Florida Transportation Monthly | Top 20 Consulting Firms in Florida  
3rd in PD&E Contracts, 16th in Planning, 1st in CEI Contracts

**2004** Florida Redevelopment Association | Roy Kenzie Award Management Programs & Creative Partnerships  
Hialeah Concurrency Management Plan

## CORRIDOR STUDIES



### **SOUTH DADE FLORIDA** **US-1 Busway Project** **PD&E and Alternatives Analysis**

#### **Exclusive Bus Lanes to Provide a Parallel Corridor Adjacent to US-1**

- Project Development
- Environmental Studies
- Travel Forecasting
- Traffic Operations Analysis
- Preliminary Engineering and Final Design
- Bus Rapid Transit

## COMPLETE STREETS



### **CITY OF SOUTH MIAMI** **Complete Streets** **Design Manual**

#### **Plan to Serve as Blueprint for Existing and Future Development**

- Multimodal Level of Service
  - Roadway
  - Bicycle/Pedestrian
  - Transit
- Comprehensive Plan Policy Updates
- Implementable Strategy by Street Type

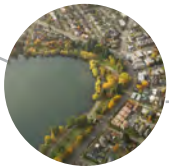
## PUBLIC ENGAGEMENT



### **MEMPHIS MPO** **Long Range Transportation Plan -** **Public Outreach**

#### **Outreach to Ensure Public Engagement in Planning**

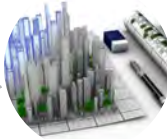
- Public Interactive Workshops
- Web-based GIS Outreach
- Project Website Development
- Presentation of Plans for Public Comments



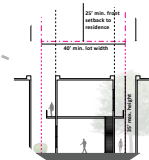
**Growth  
Management**



**EARs**



**Comprehensive  
Planning**



**Zoning**

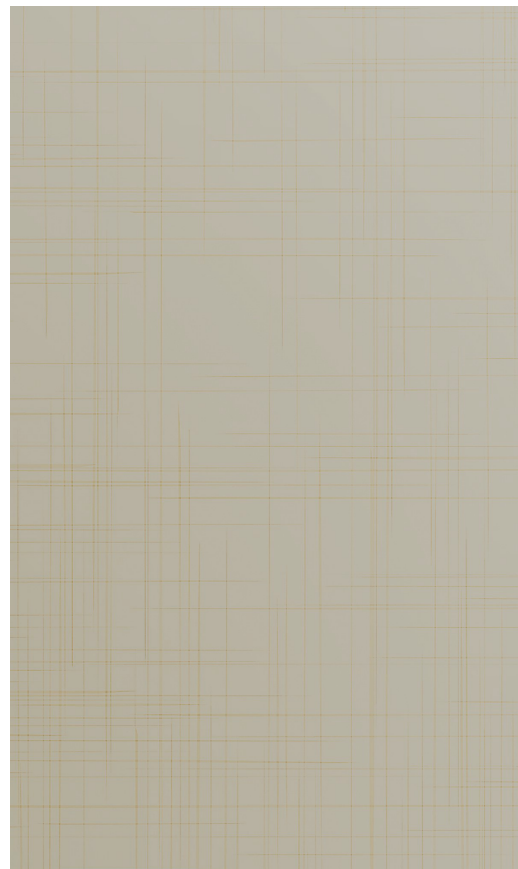


**Strategic  
Planning**

## DEDICATED PROFESSIONALS







# TRANSPORTATION MASTER PLANNING

## Planning for the Future as Our Communities Grow

Our approach to transportation master planning examines the infrastructure, land use, and policy of a community in context with projected growth to produce accessibility and choice for the individual. Looking at community transportation infrastructure and policy in a holistic manner involves ensuring that new technologies and understanding of human travel behavior are translated into projects and strategies that prepare for future growth in a sustainable manner. By providing choices to maintain and enhance the transportation network, Corradino's plans keep your neighborhood evolving as it flows into the future.



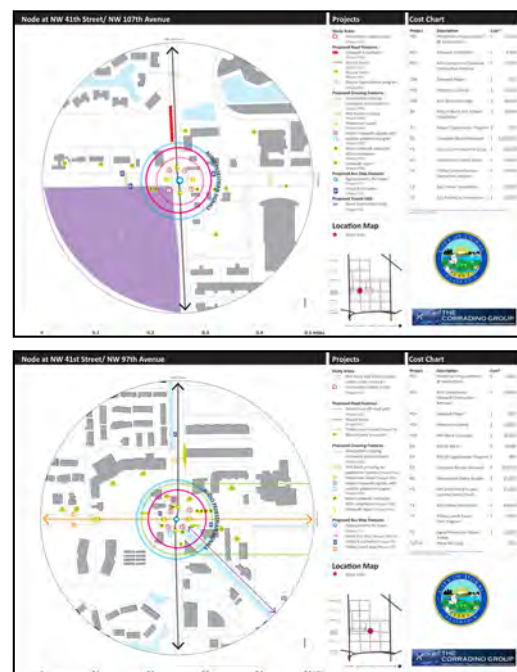
## Town of Cutler Bay - Transportation Master Plan

Since Cutler Bay's incorporation in 2005, Corradino acted as the Town's initial Planning Director, Planning Staff and Transportation Consultant. Corradino continues to serve as the Town's General Planning Consultant assisting with a wide variety of tasks. In this study, Corradino collected data at 50 locations and evaluated the existing conditions of the roadway, transit, bicycle, and pedestrian systems. Travel demand forecasting was performed using the MPO Long Range Model to project conditions into the future. Extensive public involvement was conducted to reconcile the desires of the community with the transportation needs. Through a series of detailed and highly graphic reports and presentations, Corradino was able to build consensus on a list of projects which are being prioritized for inclusion into the Town's Capital Improvement Program. Preparing for the future has been the constant focus of the Town of Cutler Bay, therefore ongoing initiatives have been designed and implemented including the Strategic Plan, Comprehensive Plan, Transportation Master Plan and a Bicycle and Pedestrian Master Plan.



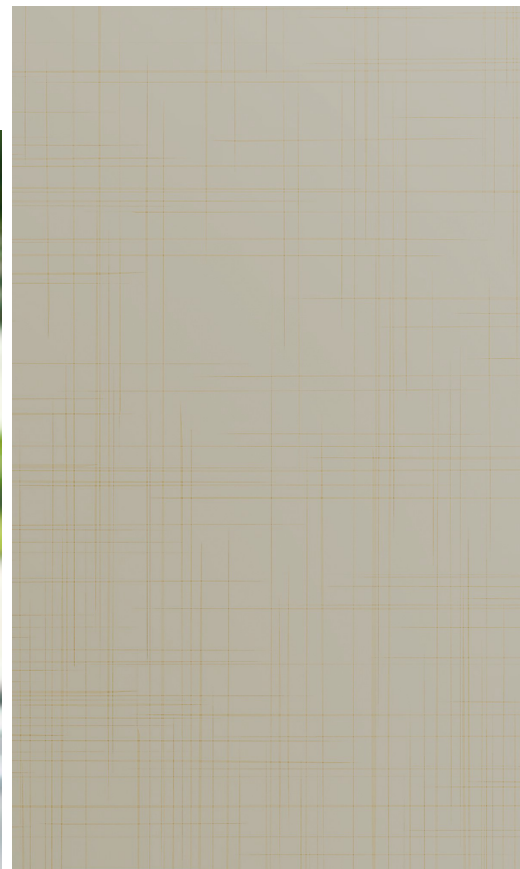
## City of Doral - Transportation Master Plan

As a newly incorporated municipality, Doral wanted to create a multimodal transportation infrastructure to enhance its existing network of roadways, involving pedestrian, bicycling, vehicular, freight, and mass transit elements. Through the development and adoption of a Transportation Master Plan, Doral was able to attain funding from the People's Transportation Plan, which has been instrumental in the implementation of its Trolley Circulator system, a project which Corradino also assisted the City in developing. This Master Plan focused on an intensive public involvement process to build consensus on projects developed in the areas of roadway capacity, alternative modes, and transportation demand management. A set of 27 projects was developed in these areas and implemented in a 5-year Capital Improvements Plan.



## City of Hallandale Beach - Multimodal Mobility Plan

These days everyone wants a rail station. But technically not everyone needs one. Progressive forward thinking communities are examining what it takes to make themselves competitive for these resources. Hallandale Beach is one of these places. Geographically, the City is less than half a percent of the size of Broward County. Yet it contains 2% of the population, and is 6 times denser than the County on average. Moving in the City is becoming increasingly difficult by automobile, and is downright dangerous on foot or on bicycle. Corradino evaluated the mobility system of Hallandale Beach. Aimed at current and future needs, this study evaluated roadways, pedestrian networks, bicycling facilities, and transit routing to increase mobility via multimodal planning. Work involved transportation systems analysis, review of demographics and trends, field assessment of the urban design and intermodal connectivity, and public outreach. The US-1 Corridor between Aventura, FL and Hollywood, FL, which runs through Hallandale Beach, and its potential development as a BRT system, is an important study component. Transportation and land use are inextricably linked. A city cannot thrive unless the two are planned and implemented concurrently. Care was taken to coordinate with land use planning to provide multimodal mobility and capacity to support future growth and ultimately make the area's central core warrant and be more competitive for a commuter rail station.



## BIKE/PEDESTRIAN

### Building Healthy Communities with Active Transportation

Corradino's Award Winning bike/pedestrian Master Plan connects communities and enhances local quality of life through planning for active transportation. Integrating both Complete Networks master planning as well as engineering design, Corradino's plans work because we develop the vision with implementation in mind. This results in a seamless process that brings each neighborhoods vision into reality.



## City of Aventura - Master Plan for Bicycle & Pedestrian Connectivity



For Aventura, Corradino has undertaken a Unified Bicycle and Pedestrian Master Plan. The northeastern part of the city is one of the most congested areas in the county. The local grid is fractured by the intracoastal waterway, parks and canals. The regional roads carry heavy traffic. Roadway capacity is limited as additional capacity would require the acquisition of private land. This project focused on levels-of-service for alternative modes to the automobile. A series of projects were put in place to mitigate the existing weakness of the system. Each is evaluated by the city on an annual basis as part of the budgeting process, then reprioritized and moved into the Capital Improvement Element.

## Village of Key Biscayne - K-8 Safe Routes to School Traffic Impact Study

This Safe Routes to School study involved the cooperation of multiple agencies operating within the Village of Key Biscayne as well as technical review of several factors influencing transportation and behavior. The Safe Routes to School for Key Biscayne K-8 Center Study was conducted by The Corradino Group based on guidelines contained in the Safe Routes to School Procedure Manual developed by the Miami-Dade MPO in 2005. Route deficiencies were identified and addressed based on the following measures: Identification/Field Review; Survey; School Zone Boundary and Walking Distance to School; Land Use; Existing Roadway Characteristics; Site Assessment and Inventory of Existing Facilities; Roadway Facilities/Pedestrian facility/Traffic Controls and Devices.



This study designated routes to be as direct as possible, while avoiding potential pedestrian/vehicular conflicts or bicycle/vehicular conflicts. In this task, the school survey was reviewed, and the boundaries were explained and mapped. Additionally, the existing facilities were inventoried through site visits, aerial photography review and other means of data collection. These facilities included roadway facilities, pedestrian facilities, and traffic control devices. A base map was produced, and Safe Routes have been identified. Recommendations included \$1 million in infrastructure improvements throughout the Village.

## Village of Palmetto Bay - Bicycle & Pedestrian Master Plan

This award-winning plan served a variety of users from a bicycle and pedestrian perspective. A multifaceted approach was recommended, providing the ability to use these non-automotive means of transportation to support multimodal and intermodal initiatives that were initiated by Palmetto Bay and Miami-Dade County. An overall bicycle and pedestrian master plan was completed with the basic sidewalk network linking the existing Village generators with the overall county Greenway system which borders Palmetto Bay on both East and West boundaries.



To develop a multi-level bicycle and pedestrian network focused on servicing the multiple user groups, a hierarchy facility was developed that included:

- Basic Pedestrian Network
- Local Connectivity
- Commuter Access
- Greenways
- Commercial Connectors
- Policy



# COMPLETE STREETS

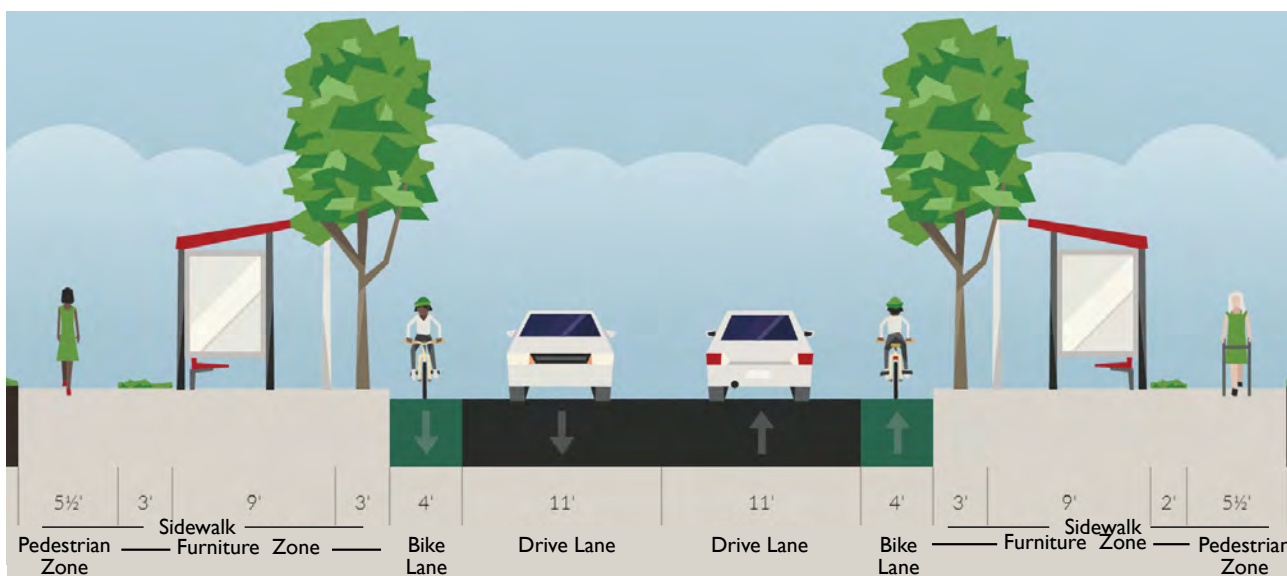
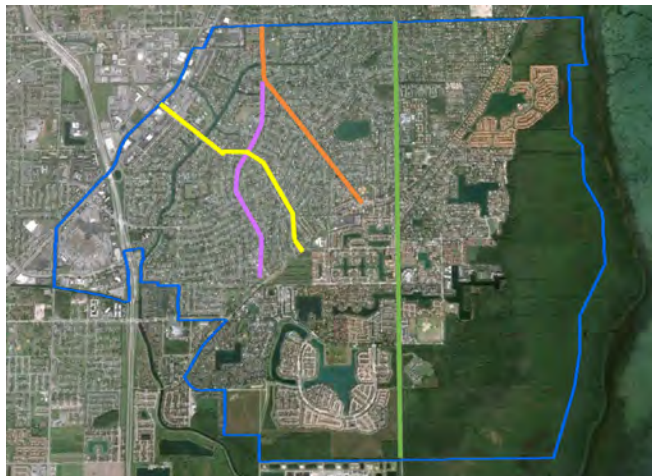
Connecting the Users with the Land

Corradino's Complete Streets philosophy connects transportation planning with land use in a multimodal environment. Providing for each mode of transportation – transit, bicycle, pedestrian, vehicle – our approach has consistently highlighted the accessibility of place and mobility of communities for the past four decades. By integrating land use, and urban design concepts, into multimodal transportation, our plans bridge the connectivity between the modes, transcending multimodality to develop truly intermodal systems that serve as key frameworks for successful cities.



## Town of Cutler Bay - Complete Streets Corridor Analysis

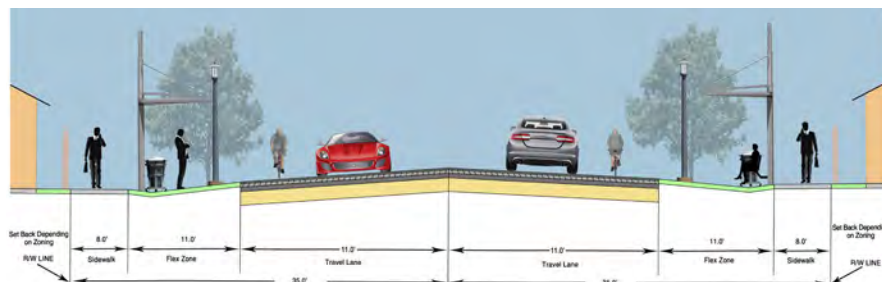
This study will advance the Town's efforts in Complete Streets by continuing the success of Old Cutler Road and Caribbean Boulevard. Involving public feedback and considerations of multimodality needs for the Town, the plan provided a conceptual redesign of Marlin Road, Gulfstream Road, Franjo Road, and SW 87th Avenue that was context sensitive to local land uses.

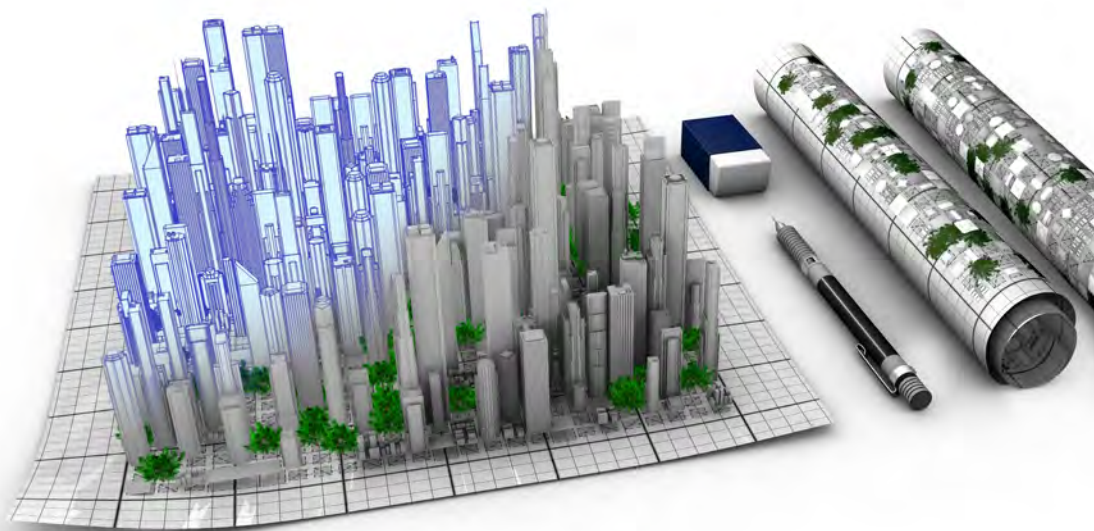


## South Miami - Complete Streets Manual

The South Miami Complete Streets Manual was completed in 2016, designed to implement multimodal "Complete Streets" on designated routes within the City of South Miami. This study includes the evaluation of existing rights-of-way; bicycle, transit and pedestrian levels of service; and existing and proposed transportation infrastructure, and resulted in a set of specific guidelines and standards which the City adopted and utilizes to implement its Complete Streets program.

As part of this project, Corradino reviewed the City's Comprehensive Plan and proposed amendments which will allow for the better implementation of Complete Streets initiatives.





## CORRIDOR STUDIES/LAND USE

Providing for Sustainable and Connected Growth

Corradino's land use experience stems from its role as in-house planning staff for local municipalities. As municipal experts, specializing in land use administration, zoning and comprehensive plan amendments, Corradino staff are able to leverage its understanding of potential needs resulting from community growth and translate these community needs into recommendations that connect land use and transportation.



## City of Homestead - General Planning Services

In 2014, Corradino was tasked with completing Comprehensive Plan Future Land Use Plan Map amendments, the rezoning of City-owned properties in Downtown Homestead, and amending the zoning code to allow for certain public and retail/entertainment facilities.

Corradino has worked for the City of Homestead since the mid-1990s having completed several planning and engineering studies in and around the City, including a city-wide gateway signage project, the Transportation Element of the Comprehensive Plan and the design of the Campbell Drive/Florida's Turnpike interchange. In 2007, the firm was hired to its current General Planning Services Contract.

In this contract Corradino serves in several capacities. Joseph M. Corradino, AICP has served since 2011 as the City's Development Services Director. In this position he oversees the Business Licensing Division, the Planning and Zoning Division and the Building Division. This Department has a combined budget of nearly \$2 million. This year it issued nearly 5,000 permits, and with over 13,000 inspections, generated nearly \$4 million in revenue. The Department renews nearly 2,500 business licenses and processes nearly 80 public or administrative hearings annually. Recently, Corradino assisted in the planning of the new downtown, a new TOD on the US-1 Busway, providing land use review and recommendations for changes.

Corradino's staff works seamlessly with City staff and management to assure that this very important department is able to continually move development forward in an efficient and effective manner, as long as applicants are adhering to the City's code. To supplement the municipal staff, Corradino provides its planners to review public hearing applications as part of the City's cost recovery process. In this capacity, Corradino's Planners, including Scarlet Hammons, AICP, CTP, Michelle Lopez, and Gregory Prytyka, PE, review all manners of applications including site plans, variances, certificates of use, special exceptions, planned unit developments and traffic impact analyses. In addition, Corradino handles special projects that have included annexation analyses, zoning code chapter revisions, a public art master plan, comprehensive plan amendments, and zoning and land use map changes.





## City of North Miami - Illustrative Concept Plan for Downtown

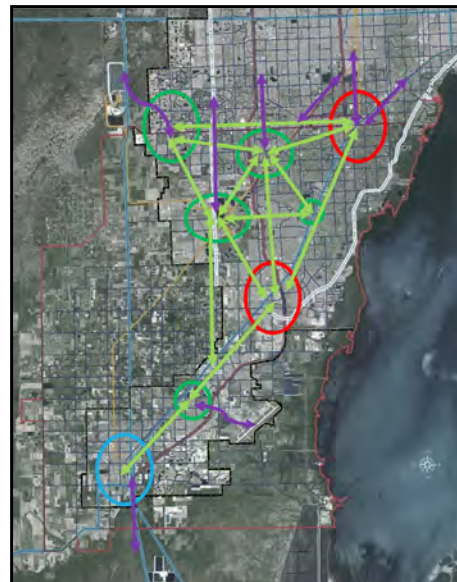
The Corradino Group was selected to lead this seven-month effort to develop the Illustrative Concept Plan for Key Elements of the Downtown. This focused on generating ideas for strategic locations of redevelopment and civic improvement within the boundaries of the Downtown District (C-3), as recommended by the City's Downtown Master Plan. This Plan conceptualized new land use patterns, public and private redevelopment opportunities, urban design elements, landscape/streetscape enhancements to guide public and private investment. Additionally, urban, landscape, and streetscape design concepts were identified. A variety of graphics including collage renderings, plan, aerial views, and street-level perspectives were prepared to depict concepts. The Concept Plan and graphics provide a visualization of the key elements and recommendations of the Master Plan and will serve as a guide for the long-term coordination of private and public investment. As the ultimate goal, the City envisions the downtown area to be a lively, safe and comfortable area for new and existing residents, businesses and visitors alike.



## Miami-Dade County TPO - South Dade Corridor Alternative Analysis

The Miami-Dade County Transportation Planning Organization (TPO) entered into contract with The Corradino Group to examine the need for additional transit improvements in the South Dade Corridor between Dadeland South and Florida City. The study will recommend an initial broad set of alternatives for the US-1/Busway Corridor. The initial set of alternatives will be analyzed and narrowed down to a smaller set of alternatives. The second tier of alternatives will be evaluated at an increased level of detail before being presented to the public. Public recommendations for a selected alternative will be forwarded to the TPO board who will select the final alternative (known as the Locally Preferred Alternative or LPA), which may be further analyzed in a more detailed phase of the study.

**RED = REGIONAL HUB**  
**BLUE = COMMUNITY HUB**  
**GREEN = FUTURE HUB**





## TRAFFIC ENGINEERING/ITS (INTELLIGENT TRANSPORTATION SYSTEMS)

Finding New Pathways, One Link at a Time

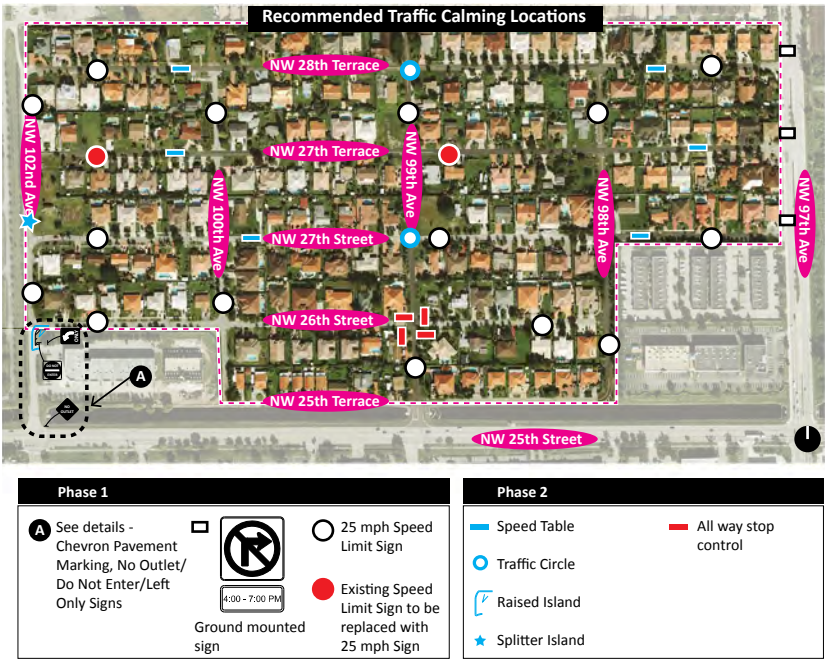
The Corradino Group offers a wealth of professional staff deeply experienced in the traffic engineering needs of state, county, and municipal governments. Typical projects include review of traffic impact studies for all sizes of developments, investigation of crash locations (safety studies), operations studies to determine optimal geometry and traffic control, and standard studies such as speed limits, no-passing zones, signal warrant analyses, travel time & delay studies, etc.

The Corradino Group keeps up to date with the latest technology, and possesses the specialized technical experience in both Intelligent Transportation Systems and Advanced Traffic Management Systems that can help guide the local maintaining agencies in planning for the future of Transportation Systems Management and Operations. Understanding that all technology relies on interactions with the end users and that technology builds upon itself, our plans consider phasing in the implementation of technology, and sequencing projects as needed; as is the case with Automated Vehicle technology, which must be implemented to ensure supporting infrastructure is available. Ultimately, what we provide are options as the future progresses for your community to take advantage of innovation in design.





City of Doral - Traffic Calming Study



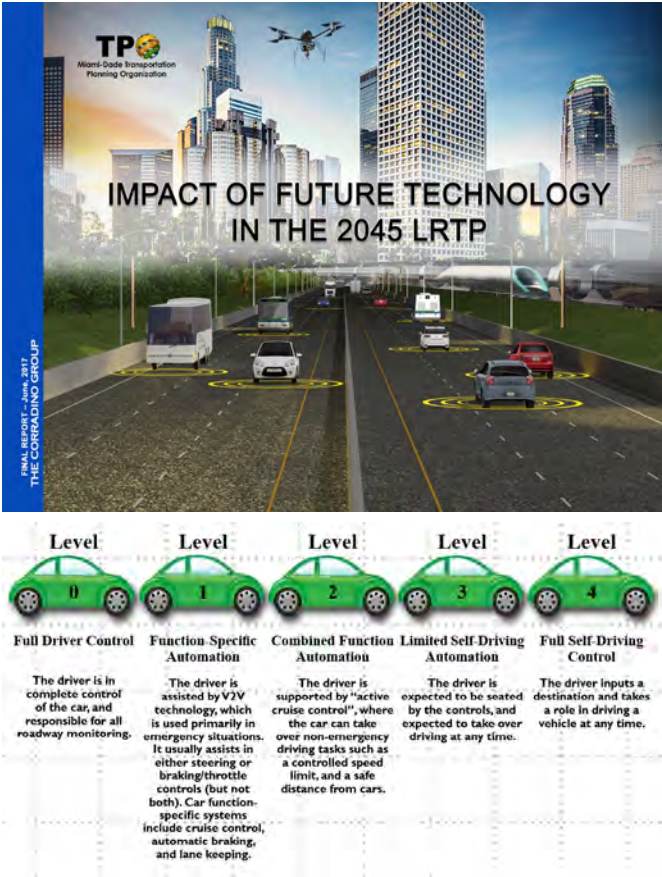
Corradino provided traffic calming features for the Vanderbilt Park neighborhood in Doral, Florida. The objective of this study was to determine if improvements are necessary to maintain the quality of life for the residents by managing traffic concerns in an appropriate fashion to minimize through-traffic intrusion into the residential neighborhood and to maintain vehicle speeds at suitable levels. Two public involvement meetings were held to engage residents in the local area. Following traffic count and speed measurements, traffic calming measures were recommended.

Miami-Dade County - TPO Tech Study Impact of Technology on 2045 LRTP

ITS stands for Intelligent Transportation Systems. ITS is a national program aimed at using modern computers and communications to make travel smarter, faster, safer and more convenient.

ITS makes travel safer and less time-consuming, and makes it easier to choose the way you wish to travel. And business has a more efficient, less costly way of moving its products to the marketplace.

Over the next few decades, technology will continue to revolutionize our way of life. The phenomenon of connecting “everything” through technology is termed the “Internet of Things” or “IoT.” The key to planning for this future--the Internet of Things revolution--is to establish a network of “technology infrastructure” that is capable of supporting human needs. This network must provide for upgrades quickly and efficiently. With the infrastructure in place, any city, town, rural place, or area along any roadway/corridor can build out the Internet of Things. The impacts, the potential benefits, and the disruptive changes to everyday life as we know it, are just beginning.

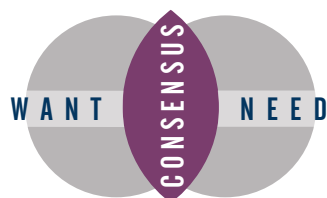




# PUBLIC ENGAGEMENT

## Achieving Consensus for Community Initiatives Through the Science of Planning

At Corradino we recognize that a project is only successful if the community is actively engaged throughout every step of the process, therefore we weave visioning as a planning process through all planning projects. The value of a clear vision for a community cannot be understated as it provides an overview for community plans, policies, and decisions as the community grows.

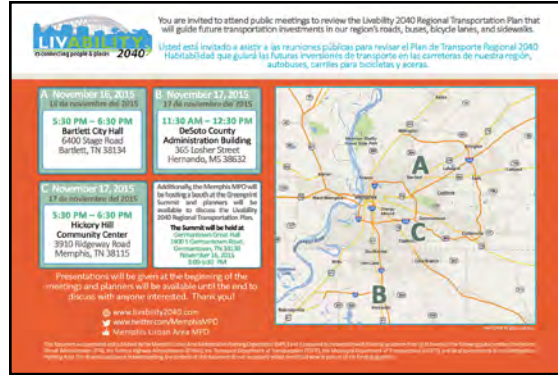


Corradino builds consensus by delivering projects that bridge the gap between want and need

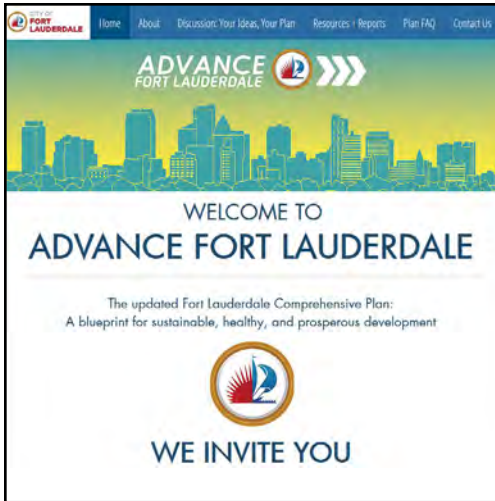


## City of Memphis - MPO Public Outreach Support

Corradino provides web-based GIS support to Memphis MPO Livability 2040 Regional Transportation Plan by implementing Public Participatory GIS (PPGIS) outreach models to improve public participation and provide for geospatially located feedback mechanisms. Corradino also presents to the public on Plan items during public workshops.



## City of Fort Lauderdale - Comprehensive Plan/Public Outreach Support



Corradino is preparing the City of Fort Lauderdale's Comprehensive Plan, which requires extensive outreach. To prepare for this study, our staff prepared a Public Participation Plan. With 10 specific points to ensure a more modern approach to public engagement, this plan provides the opportunity for the public to be engaged at their convenience, by providing information and feedback outlets via the project's website. In addition, our plan includes specific outreach to local youth, and is designed to engage the public continuously throughout the 18-month process through workshops and web blasts.

## FDOT DISTRICT-WIDE/PUBLIC COMMUNICATIONS SERVICES FOR D4 MISCELLANEOUS CONSTRUCTION PROJECTS

Since 2004, Corradino has provided Public Information Services on major construction projects for the Florida Department of Transportation (FDOT) District Four (D4), such as the \$400M I-95 Mobility 2000 widening, and is the only consultant to provide Districtwide Public Information Services for D4 miscellaneous construction projects since 2010.

Exceeding customer service expectations is a top priority for each of our team members, as our #1 goal is to minimize the impact of FDOT construction while ensuring the safety of the traveling public and our construction teams. The demographics within D4 can vary greatly, but the core of its customers remains the same... motorists, cyclists, pedestrians, full time and seasonal residents, business owners, elected officials, municipal leaders, members of the media, and a frequent influx of tourists and travelers. Based on the project scope of each individual construction project, we craft our communications outreach plan to ensure we are capturing the target audience each and every time. The experience and relationships we have acquired through the 100+ projects we've completed as a PIS team for D4, are quite simply, invaluable and irreplaceable.









# THE CORRADINO GROUP

NASHVILLE | LOUISVILLE | INDIANAPOLIS | DETROIT

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Town of Cutler Bay

# Transportation Master Plan



October 2014





# TABLE OF CONTENTS

|                   |     |
|-------------------|-----|
| INTRODUCTION..... | I-1 |
|-------------------|-----|

|                                  |     |
|----------------------------------|-----|
| TASK 1: PUBLIC INVOLVEMENT ..... | 1-1 |
| 1.1 MEETINGS / ENGAGEMENT.....   | 1-1 |
| 1.2 THE CONVERSATION.....        | 1-4 |

|                                             |      |
|---------------------------------------------|------|
| TASK 2: DATA                                |      |
| COLLECTION ANALYSIS.....                    | 2-1  |
| 2.1 POLICIES / PREVIOUS AND ONGOING STUDIES |      |
| AND WORK PROGRAMS.....                      | 2-5  |
| 2.2 TRAFFIC DATA .....                      | 2-32 |

|                                      |      |
|--------------------------------------|------|
| TASK 3: NEEDS ASSESSMENT .....       | 3-1  |
| 3.1 CAPACITY PROJECTS .....          | 3-2  |
| 3.2 ALTERNATIVE MODES PROJECTS ..... | 3-10 |
| 3.3 CORRIDOR ENHANCEMENT .....       | 3-24 |
| 3.4 POLICY .....                     | 3-29 |

|                                     |      |
|-------------------------------------|------|
| TASK 4: DEVELOPMENT OF              |      |
| POTENTIAL PROJECTS .....            | 4-1  |
| CORRIDOR ENHANCEMENT PROJECTS ..... | 4-2  |
| POLICY PROJECTS.....                | 4-15 |
| CAPACITY PROJECTS .....             | 4-41 |
| ALTERNATIVE MODE PROJECTS .....     | 4-59 |

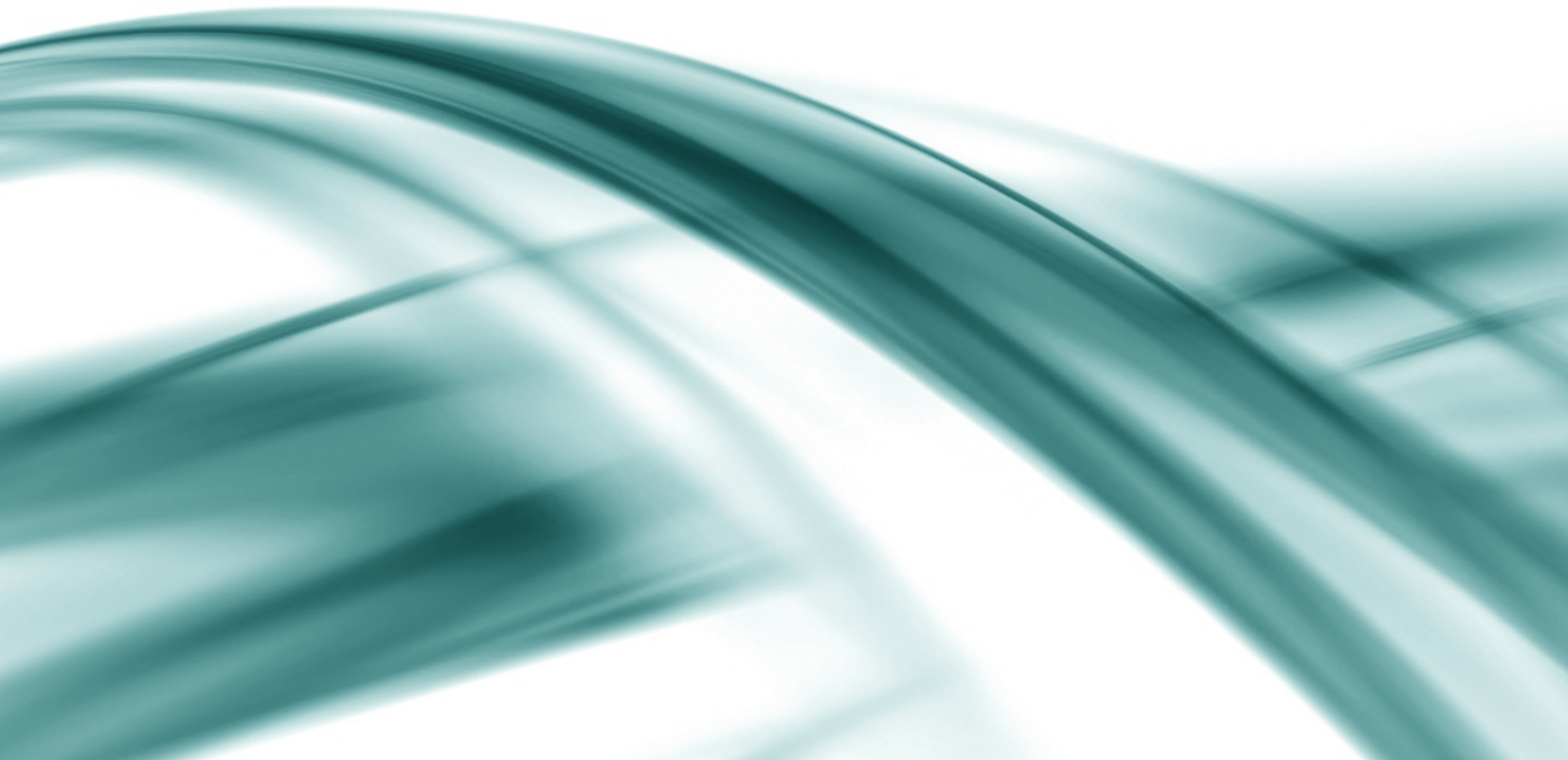


## Table of Contents

|                                              |            |
|----------------------------------------------|------------|
| <b>TASK 5: IMPLEMENTATION STRATEGY .....</b> | <b>5-1</b> |
| <b>CAPACITY PROJECTS .....</b>               | <b>5-3</b> |
| <b>CORRIDOR ENHANCEMENT PROJECTS .....</b>   | <b>5-5</b> |
| <b>POLICY PROJECTS .....</b>                 | <b>5-6</b> |
| <b>ALTERNATIVE MODE PROJECTS .....</b>       | <b>5-8</b> |
| <b>CAPITAL IMPROVEMENT PROJECTS .....</b>    | <b>5-9</b> |

## APPENDIX

# INTRODUCTION





# INTRODUCTION

The Town of Cutler Bay is the recipient of \$35,000 from the MPO's highly competitive 2014 Municipal Grant Program. Cutler Bay's application was ranked highest in the MPO and received 100% of the requested funding, in large part due to the Town's performance with the MPO. In 2008, Cutler Bay completed its first transportation master plan, which was funded by the same Municipal Grant Program. Since that time, the Town has placed great effort into assuring that these funds have not simply gone to produce studies, but have been used to create capital programs that have been implemented. Primary recommendations of the original Transportation Master Plan were both a Transit Circulator and a Bicycle and Pedestrian Plan. The initial study took care in working with citizens, staff, elected officials

and local agencies to develop consensus on a vision to guide transportation projects and policy. Over 60 projects were identified, 75 percent of which the Town has already initiated or completed.

Several years have passed, and now, so as not to lose momentum, it is time to update this Master Plan and develop an additional list of multimodal transportation projects that can be undertaken in the upcoming years. As the South Dade economy begins to rebound from the recent recession, it is important for municipalities to have capital projects in the pipeline so that there are projects to build when funding is available. Additionally it is important to re-engage the citizens into the process.





This Master Plan update strives to review the existing Plan and incorporate citizen concerns reported over the past five years. In the process, existing conditions were documented by the collection of new data. The plan has resulted in the recommendation of an entirely new project bank which prioritized all of the pending projects and removed completed projects. This is the initial planning phase in the development of a multimodal transportation capital improvement plan. A scope of services with six tasks was developed:

- Task I: Public Involvement**
- Task II: Data Collection and Analysis**
- Task III: Needs Assessment**
- Task IV: Development of Potential Projects**
- Task V: Implementation Strategy**
- Task VI: Final Report**

The culmination of this is an updated project bank, which will become the guide by which the Town invests in its transportation infrastructure. This has resulted in 63 multimodal projects at a potential value of approximately \$21 million. This report summarizes these activities task by task.

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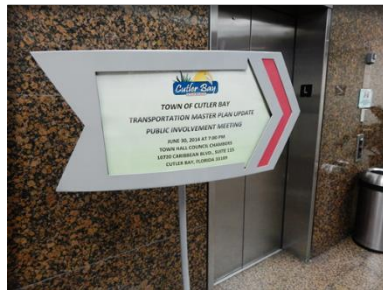
# PUBLIC INVOLVEMENT





# TASK 1: PUBLIC INVOLVEMENT

There is an art and science to transportation planning. To gain consensus and implement projects the community must agree to, and want, what is being planned. This project places great effort into both the art (finding out what is wanted), and the science (finding out what is needed). What is wanted stems from a significant engagement of the public to build consensus. This is done the old fashioned way, by earning it. Public involvement on this study occurred throughout the project.



## 1.1 MEETINGS / ENGAGEMENT

Multiple efforts were undertaken to engage the public, explain the projects scope of services, existing conditions, data collection, and system utilization, in order to determine the desires of the public and keep the project moving forward. A steering committee was formed and met with to ensure the project was progressing. Stakeholders were met with to gain insight into specific ideas or concerns that individuals may have had. Community organizations were met with in small groups, and overall public workshops and hearings were provided to gain consensus for the study's results and recommendations.





## Task 1: Public Involvement

### Steering Committee

The purpose of the public involvement task is to discuss and receive public input on key local planning issues related to the Transportation Master Plan. The process began with coordination in a kickoff meeting with the project management team, after which a steering committee was created. The committee then focused on a discussion and review of the various draft sections of the report for presentation in a public hearing. Finally, the committee met to review recommendations and issue the final report. The



steering committee was met with on three occasions during the effort: Once at the outset, once at the study's mid-point, and again nearing this study's conclusion.



### Stakeholders

Community leaders, including citizens, staff and elected officials were met with in one-on-one settings and in small groups to discuss their concerns. Over a dozen meetings were held.

### Workshops

Multiple workshops were held to engage stakeholders between May and September 2014. In addition, the Steering Committee meeting in April 2014 was open to the public.

Public outreach efforts for these meetings included meeting time and place postings on/in:

- The Town's Website
- The Town Hall's Bulletin Board
- Public notice in the Miami Herald on May 22<sup>nd</sup>, 2014
- Email notification to persons who have opted into the Town's email list.
- Two large Electronic Message Boards strategically placed along Town roads.

During these workshops, information was presented on background findings and analyses to date, with a discussion and solicitation of feedback from the public on areas of concern for further investigation as well as potential projects for implementation. Meetings with people in small groups were also undertaken. Specific groups included the Concerned Citizens of Cutler Bay and the Cutler Bay Business Association. Two broad public workshops were held later in the process in order to present a complete picture of the analysis and recommendations, including one at Town Hall on June 30, and another at Cutler Ridge Park on July 9. An initial workshop was conducted in September 2014 to present findings to the council, with the first public hearing for adoption of the Transportation Master Plan by the Town Council occurring in October 2014.

The following dates represent workshop presentations conducted:

- April 10<sup>th</sup>
- May 8<sup>th</sup>
- June 3<sup>rd</sup>
- June 30<sup>th</sup>
- July 9<sup>th</sup>
- September 17<sup>th</sup>

Concerns regarding mass transit, bicycling routes, gaps in sidewalks, and missing infrastructure at intersections and with missing road linkages, along with truck traffic, were raised. In total, there were nearly 100 suggestions. These were





## Task 1: Public Involvement

organized into the logical categories of corridor studies, capacity projects, transit, bicycle and pedestrian projects as well as policy projects.



The overriding concern throughout the community was how to maintain the character of the Town while accommodating or preparing for the growth it will absorb from within the Town and the inevitable growth of the surrounding area. Traffic and preservation of the character of the neighborhood on Old Cutler Road and other areas of the Town were presented as major issues of concern for future development. The perception of safety and viability of alternative modes of transportation were also critical concerns.

The community realizes that its quality of life, character and future related to transportation is linked to the growth and development of South Dade. It is realized that to a great extent that road widenings could only mitigate tomorrow's problems to a certain extent. It is realized that there needed to be a more expeditious shift to transit as well as a focus on economic development.

The plan was reviewed by the public and presented in a public hearing in Fall 2014 where it was formally accepted by the Town. It is anticipated that this plan will be used to populate the Town's Capital Improvement Element with roadway capacity, alternative mode (transit, pedestrian, bicycling), corridor enhancement and policy projects.

### 1.2 THE CONVERSATION

Incorporated in 2005, Cutler Bay currently has a population of just over 42,000 in an area of about 10 square miles. The community has a median age of 35 years old. It is serviced by 9 Miami Dade Transit routes and its own municipal circulator. It is the county's most recently incorporated municipality and the one furthest south before Homestead and Florida City.

There is tremendous pride in being from what used to be called Cutler Ridge and South Dade. People live here because they like the atmosphere, character and pace of life, which many feel different from areas north of SW 88<sup>th</sup> Street. Yet most all acknowledge change is coming.



In the Growth Management Plan, the Town has the goals of being Safe, Efficient, Multi-modal, and Environmentally Friendly in regards to transportation.

In the public involvement portion of this projects, it was a priority to understand that Transportation and Land Use are inextricably linked.

The Future Land Use Map dictates the intensity of development, and the community realizes that transportation infrastructure must be in place to serve those uses.

South Dade is geographically large, but it is long and narrow from a development perspective, because it has an Urban Development Boundary, which focuses on growth. This approach is different from the Broward model in the sense that Broward was allowed to develop to its levy, spreading a thin veneer or predominantly low density development from the ocean to the Everglades. Infill development will occur naturally as old uses are intensified. Miami Dade's model preserves land for the future. Yet at this time, development is generally low density residential or commercial, with no major employment centers.

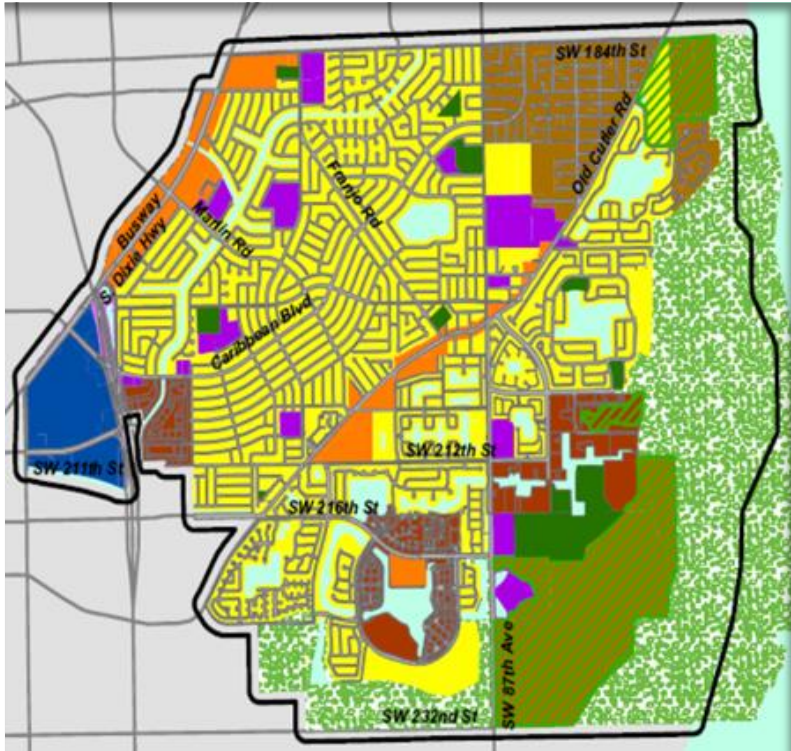
Yet most of the growth is expected to be absorbed in South Dade over the next 25 years. The following graphics show how the Homestead urban area and the Cutler Bay urban area have been growing closer to each other over the last several decades.



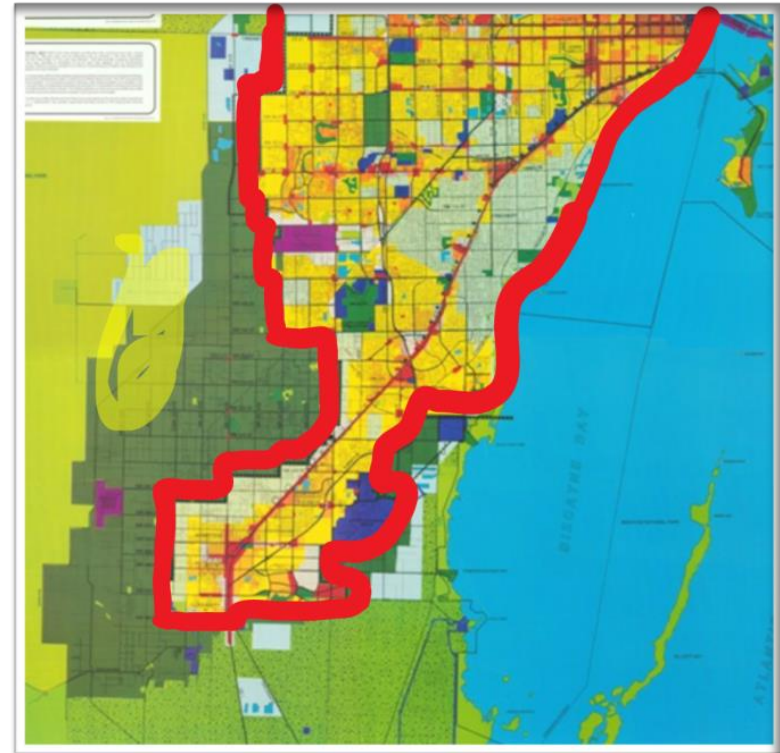




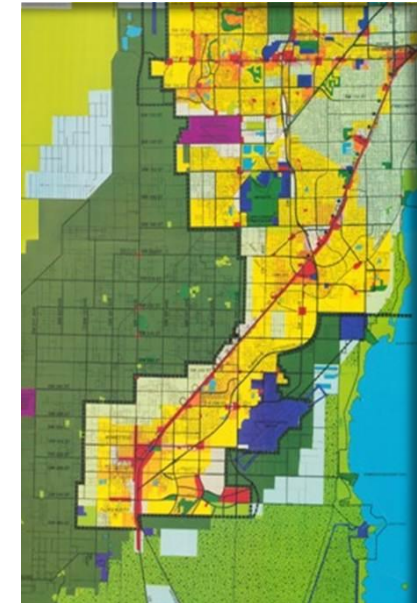
## Task 1: Public Involvement



Town of Cutler Bay Land Use Map



Urban Growth Boundary within Cutler Bay



Development of South Miami-Dade County in 1975 (Left), 1983 (Middle), and Current (Right)

With all of this potential growth the challenges are great. There are currently only three connected ways out of South Dade. These are Krome Avenue, US-1 and the Florida's Turnpike. Old Cutler Road only connects as far south as Cutler Bay. Each day, hundreds of thousands of people must commute in and out of the community, generally in the peak hours, and create a highly directional flow on the roads, resulting in extreme congestion.

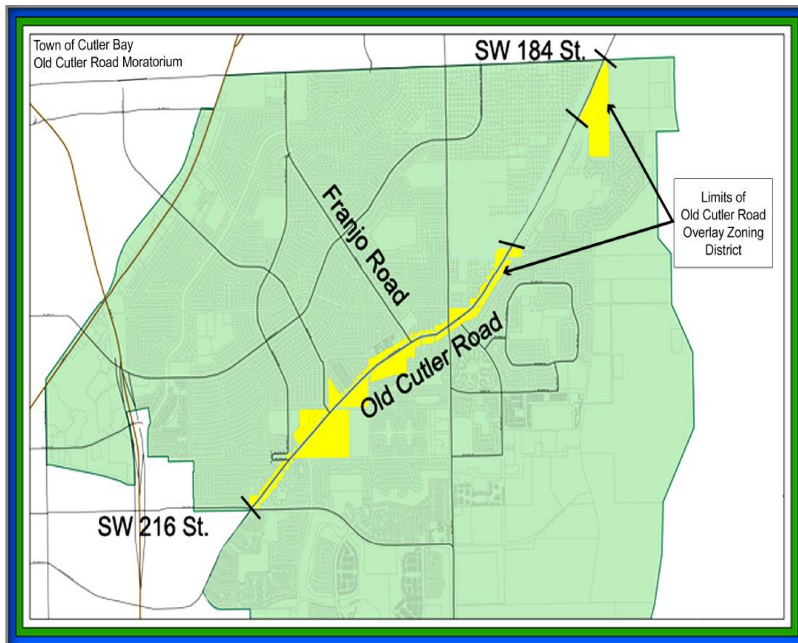
The community understands that the common thread between Homestead and Pinecrest is the US-1 Corridor. In an effort to work with the Urban Development Boundary, and focus development on the eastern half of the County, strides have been made towards intensifying the US-1 Corridor. Multiple "charrette areas" have been planned. Many have had new land use and zoning codes put in place. Some have been implemented. Dadeland was built in the 2000s. Most recently, Cutler Bay's Urban





## Task 1: Public Involvement

Center District and Old Cutler Road areas have been fitted with updated land development regulations. The Old Cutler Road area has been given a recent retrofit relative to the roadway. This beautification project worked within the parameters of the 1974 historic designation to provide multimodal supporting infrastructure for potential land development in the area. Today, the road accommodates cars, bicycles, pedestrians and transit.



**Old Cutler Road**

The Urban Center District is a Dadeland-sized regional activity center. It provides Cutler Bay with the potential

gravity to be a major economic factor in South Dade. Surrounding the area now are the South Dade Government Center, the South Dade Performing Arts



**Urban Center District as envisioned**

Center and Cutler Bay's Town Hall. The District sits at the confluence of the Busway, Turnpike and US-1.

The US-1 Corridor contains the Busway. This is a controversial piece of infrastructure that can be misunderstood. Miami Dade County's treatment of US-1

between Miami, Dadeland and Florida City has historically been progressive. A hundred years ago, Flagler's rail line carried people and goods all the way to Key West. By the 1970s, it was decided that the addition of capacity to the corridor would not occur in the form of a roadway, but in the form of transit. It is a distinct policy decision which has led to the development of the current MetroRail system and the continuation of transit via the US-1 Busway.

I-95 could have been extended along the corridor to the south. Instead, Metrorail was implemented to Dadeland. At this time, high capacity transit was available in South Dade. By the mid-1990s, the Busway was extended to Florida City. This was one of the first Bus Rapid Transit Systems in the nation. South Dade and Cutler Bay are fortunate to have this extraordinary infrastructure in place nearly three decades before other areas of the county have received their lines. It's ironic that the least populated area of the County has been the recipient of the most transit. In 2014, Miami Beach still has no rapid transit connecting it with the mainland.



**The Busway along US-1 connects areas of existing and future urban centers, seen as pink nodes by providing bus rapid transit to these concentrations of population and future development.**





## Task 1: Public Involvement

Within the community the Busway is hotly debated. Currently an MDX study of Managed Lanes is ongoing, yet has reached no conclusions.

One issue that must be grappled with is the concept of grade separation. The South Dade Alternatives Analysis suggested grade separated intersections to make the transit flow more efficiently. In its current condition, the buses spend about 40 percent of their travel time stopped at intersections. Eliminating these conflict points would reduce the travel time significantly. Regardless of Managed Lanes, Bus Rapid Transit, or Light Rail, the travel times would be improved by eliminating the conflicts.

There seems to be consensus that the busway should be for transit and the debate is between the MPO's proposed alternative of Bus Rapid Transit and Light Rail. The difference between the two modes was discussed and debated throughout the project. It is clear that the community desires transit and would like to see funding for additional capacity shift to more transit or transit related projects.



**As an example of how creation of grade separation between cars and public mass transit could be implemented, SW 200<sup>th</sup> Street can be developed incrementally to change it from current at grade settings (Left), to a grade separated Busway (Middle) which allows for increased flow, with further development occurring as needed to incorporate extensions of the current MetroRail system (Right) at a future date.**

## Town of Cutler Bay Transportation Master Plan Update 2014 · Public Workshops



### Transportation Master Plan Update 2014



Cutler Bay Business Association – May 8, 2014



## Task 1: Public Involvement



### Transportation Master Plan Update 2014



Transportation Plan Steering Committee— April 10, 2014





## Transportation Master Plan Update 2014



Concerned Citizens Meeting – June 3, 2014

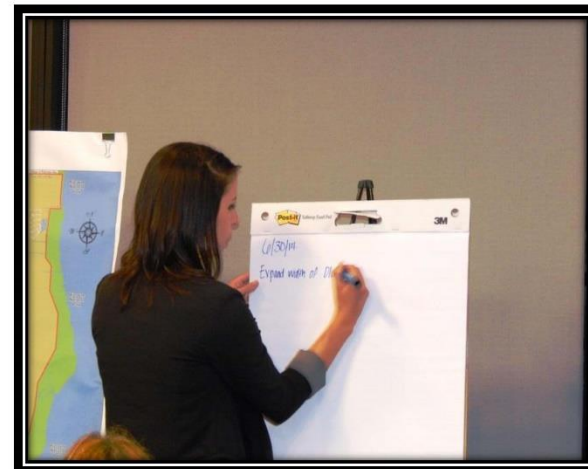




## Task 1: Public Involvement



### Transportation Master Plan Update 2014



Transportation Master Plan Community Meeting – June 30, 2014

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# DATA COLLECTION & ANALYSIS





## TASK 2: DATA COLLECTION & ANALYSIS

This chapter of the report focuses on examining existing policies, as well as previous or ongoing studies or work programs that have slated projects for the area. Additionally, data was collected and analyzed in the areas of traffic, transit, bicycle and pedestrian information. Other transportation indicators related to these factors were researched and evaluated. The levels of service for these respective issues was quantified and projected into the future. It is from this information that potential projects were developed.

It was determined that the roadway systems performance is deteriorating over time, as can be expected. Currently 16% of the Town's total acreage is consumed by rights of way. The traffic movements happen on 14 primary roads. The five principle arterial roads, including US-1, the Turnpike,

Old Cutler Road, SW 216th Street and SW 184th Street/Eureka Drive, carry the bulk of Cutler Bay's traffic, providing access to other regional urban centers. Over 40 traffic signals exist within the community. Cutler Bay is not in the Urban Infill Area, therefore its level of service varies, but it is predominantly D and E, with E (120%) on US-1. Traffic data was reviewed for 49 roadway links on these roads. In 2014, 31 of 49 links, or 63.3 % operate at an acceptable level of service. 18 links or 37.7% are failing. This is about 11% worse than it was in 2008. By 2020, 27 links (55.1%) are acceptable, and 22 links (44.9%) are unacceptable. By 2035, 24 (49.0%) are acceptable, and 25 links (51%) are unacceptable. This is a relatively balanced system, and performing similarly as it was projected during the 2008 analysis.





## Task 2: Data Collection & Analysis

Roadways expected to slip into an unacceptable level of service in the next six years include:

- Caribbean Boulevard between US-1 and SR-821
- SW 216th Street between Old Cutler Road and SW 87th Avenue
- Old Cutler Road between SW 112th Avenue and SW 216th Street

As expected, US-1 carries the bulk of the non-Turnpike traffic in the community with volumes approaching 55,000 vehicles per day.

Average Annual Daily Traffic Volumes range from 1,907 to 120,144 vehicles per day. The lowest volumes of traffic can be found on Caribbean Boulevard between SW 87th Ave. and SW 184th St., SW 232nd St. between SW 97th Ave. and SW 87th Ave, and Gulfstream Road between Caribbean Boulevard and Franjo Road – these roads primarily run through low density residential areas. The highest volumes can be found on the Florida Turnpike (SR-821) between SW 216th St. and Quail Roost Drive and on US-1 between SW 211th St., and SW 184th St.

Cutler Bay is an automobile dominated area. Additional research shows that nearly 92% of Cutler Bay workers commute by car, with the preponderance of these commuters in single occupancy vehicles. Twelve percent utilize carpools. While national statistics show that there are about 1.8 vehicles per household, this is below the

national average. Cutler Bay drivers travel about 19,000 vehicle miles per year, again lower than the national average, but higher than the county average of about 17,000 vehicle miles per household.

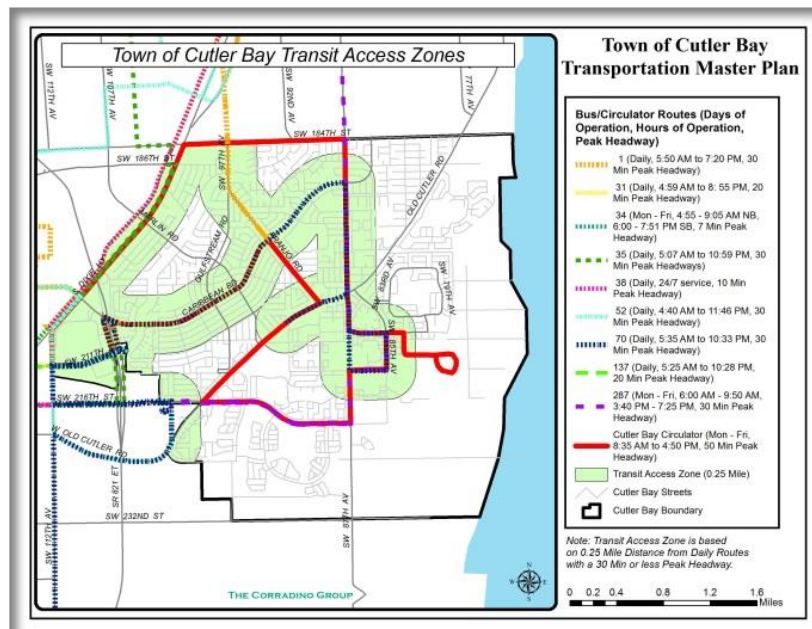
Aside from cars, transit utilizes the roadway network, though not to a great extent. Despite Miami-Dade Transit being one of the largest departments of Miami-Dade County government, it has been unable in recent times to secure enough financing to realize the optimal desired countywide operation and frequency. Perennially operating at a deficit, MDT receives funding from the People's Transportation Plan, a plan enacted in 2002 in the countywide election. This department operates the Metrobus system, Metrorail, Metromover, Special Transit Service and the Busway.

Uniquely situated within the Town of Cutler Bay are three regionally significant private and public structures, all of which serve as a catalyst for regional development and vital transportation links. The Southland Mall, South-Dade Government Center, and South-Dade Performing Arts Complex comprise the dense nucleus or regional activity that requires adequate public transportation connectivity in order to minimize regional traffic. The Town of Cutler Bay benefits greatly from these regional centers, bringing ten bus routes into the area.

Ten regional bus routes link Cutler Bay with points north and south along the busway as well as with west Kendall

and Doral. Transit is not solely restricted to the commercial/institutional hubs; three separate bus routes bisect much of the town, providing extensive coverage and continuity throughout the residential areas. The Town also operates its own circulator through the community. MDT Routes have headways ranging from between 7 and 35 minutes, while the Cutler Bay Circulator has 50-minute headway. The bulk of the ridership occurs on three primary routes: Rte. 38 (7,866 avg. weekday riders); Rte. 35 (3,166 avg. weekday riders); and Rte. 137 (2,275 avg. weekday riders).

**Figure 2.1: Town of Cutler Bay Transit Access Zones**



Bus Route Data Source: Miami-Dade GIS, Miami Dade Transit

Bus route 38 services the full 19.7-mile busway from the Dadeland South Metrorail station to Florida City. This route provides 24-hour service along the busway and operates at peak 10-12 minute headways. Route 38 takes approximately 80 minutes to complete half of the full route length. Friday, Saturday, and Sunday schedules are similar, with peak 13-minute headways and overnight operation. Bus route 137 connects the Town of Cutler Bay neighborhoods with the communities in western Miami-Dade County. The route begins weekday southbound service at 5:35 AM and runs until 8:10 PM. Route 137 takes approximately 90 minutes to complete half of the full route length. Bus route 35 operates parallel to the Miami-Dade Busway servicing mainly the neighborhoods located Southeast of US-1 (south of 186th street) and west of US-1 into the Kendall region. The route utilizes a .17 mile segment of the busway between SW 186th and SW 184th streets. Route 200, also known as the Cutler Bay Circulator, is operated by MDT per an inter-local agreement. This route originally ran clockwise internally in a circular loop within Cutler Bay on Mondays, Wednesdays, and Fridays from 8:35 AM to 4:50 PM. The route operates at peak headway of 50 minutes, and takes approximately 42 minutes to complete the full length of the journey. The route's service has been recently expanded to start proving service Monday through Fridays. It now carries 1,900 passengers per month, up from 50 when it initiated. There are 90 bus stops in Cutler Bay, with 5 stops on the busway. Cutler Bay is well covered with



## Task 2: Data Collection & Analysis

about half of the areas meeting this standard. Areas of most adequate coverage are within ¼ mile of the Busway, Caribbean Boulevard, 87<sup>th</sup> Avenue, parts of Old Cutler Road and the Urban Center District.

From a bicycle and pedestrian standpoint each street has been evaluated. There is a high presence of sidewalks and areas for bike facilities. Generally, pavement conditions are adequate, but obstructions and incomplete paths do exist in many cases. Of the +-50 links measured on the Cutler Bay system, about 88% have a level of service of C or D, with only about 12% having a level of service of E or F. Because bicycle and pedestrian level of service is based on the quality of service not the quantity of service, communities should strive for LOS A. No links in Cutler Bay are better than LOS C. Even on Old Cutler Road, a roadway with an existing Multi Use Path, the LOS is only "C". This is primarily due to the fact that the neighboring roadway is a LOS "F". What this means is that despite the fact that the Old Cutler Path is separated from the roadway itself, people still fear taking the path due to the poor traffic conditions on Old Cutler Road, and poor paving conditions and debris on the path itself. Cutler Bay's existing greenways are limited to the US-1/Busway, Old Cutler Road, and SW 87<sup>th</sup> Avenue corridors. Comparatively speaking, Cutler Bay's existing facilities are well connected and provide access to various local and regional activity centers.

There are several indicators of a well-rounded mobility system and a healthy community. These include Mode Split, Vehicles Per Household, Vehicle Miles Traveled, Travel Time to Work and a balance of sites being used as an Origin and a Destination. This is the economic aspect of transportation, pointing to the true nexus of transportation and land use, and how many transportation and land use problems can be solved through the implementation of economic policy.

Cutler Bay is both suburban and urban, unlike all but a few cities in Miami-Dade County. In fact, it is more of a microcosm of a major city, because it encompasses a wide variety of intensities, transportation options and reactions to those options. The burden on the citizens of Cutler Bay simply to move or get to work is growing significantly. The rise in gas prices over the decade, from \$1.29 in January 2000 to \$3.63 in 2012, combined with periodic spikes, has impacted the community. Many municipalities have reported needs to increase public transit, with some studies indicating permanent increases in ridership existing past the spikes in gasoline prices. Yet at this same time we have seen local transit service decreases. Due to the increased household costs of gasoline, combined with generally poor economic conditions resulting from the recession, use of lower cost alternative modes of transportation, including walking, bicycling, and public transit, has surged nationwide. Nationally, vehicle-miles traveled have decreased as drivers work to curb the rising



expenses associated with automobile use. That is why it is imperative to build a viable and connected multimodal system beginning with places to bike and walk. People need options. It is estimated that monthly household transportation costs in Cutler Bay have increased over 24% to about \$1,148 since 2008. These costs are high because generally we live a long way from where we work. The average travel time to work in the Town of Cutler Bay is 35.3 minutes, which has increased from the last Transportation Master Plan adopted by the Town, when average travel time to work was 33.35 minutes. This travel time is higher than the US average of 25.7 minutes, Florida's average of 26.2 minutes, and Miami-Dade County's average of 29.5 minutes. This results from a large increase in population and no corresponding increase in local jobs. Of all the trips that originate in Cutler Bay, only about 35% remain in South Dade. Most (30%) are headed to the west central part of the county (Doral), while the remainder head towards Downtown and Miami Beach and the northwestern area of the county. Of all the trips in the county that end in Cutler Bay, 80% of them originate in South Dade, meaning that we need to get out of South Dade to work while people from other parts of the county are not coming here to work, or shop, or recreate. Approximately 3% of the population of the workers of Cutler Bay live in Cutler Bay, with more than 66% of Cutler Bay's workers commuting out of the Town to go to work. Evaluation of the housing to jobs ratio within the Town, therefore, will be integral to

understanding future traffic patterns and mitigation techniques, and opens up the possibility of solutions related less to the capital improvement infrastructure and related more towards less expensive options, such as local and regional economic development. Strategic economic development policies and initiatives designed at attracting industries to the available areas within the Town and South Dade would have a dramatic impact on traffic, with little investment in transportation infrastructure.

## 2.1 POLICIES / PREVIOUS AND ONGOING STUDIES AND WORK PROGRAMS

Significant policies have been reviewed and reported on, including the Growth Management Act, the Miami Dade County Comprehensive Development Master Plan, the Cutler Bay Growth Management Plan, the Urban Development Boundary, Old Cutler Road, the US-1 Corridor and Busway as well as the Home Rule Charter. Additionally, multiple studies and work programs have been reviewed for how they may impact the community, including the MPO's Unified Planning Work Program, Long Range Transportation Plan, and Transportation Improvement Program for the various agencies. Other relevant studies that were examined include the Cutler Bay Bicycle and Pedestrian Plan, the Palmetto Bay Transportation Master Plan, the MPO's Arterial Grid Analysis, and the MDX Busway Managed Lanes Study.





### 2.1.1 Significant Policy Documents and Policy

There are several policy documents that guide development, transportation and growth management locally, regionally and state-wide. Cutler Bay is in charge of setting its own goals, objectives and policies in its Growth Management Plan which must ultimately fit within the parameters of both Miami-Dade County and the State of Florida policies which have been developed over time. This chapter is a discussion of the guiding policy documents and existing policies such as the Urban Development Boundary, Old Cutler Road, the US-1/Busway Corridor and Concurrency, which the Town needs to work within to achieve its goals.

#### Florida's Growth Management Act

Florida's Growth Management Act, enacted by the 1985 legislature, requires the state's 67 counties and approximately 400 municipalities to adopt Local Government Comprehensive Plans that guide future growth and development. A critical aspect of the Act is its concurrency provision requiring facilities and services to be available and concurrent with the impacts of development. This legislation guides Cutler Bay in its development of Growth Management Plan and implementation of its policies.

#### Miami-Dade County Comprehensive Development Master Plan (CDMP)

Miami-Dade County has adopted in the Transportation Element and the Capital Improvement Elements minimum acceptable peak-period LOS for all state and county roads within the Urban Development Boundary but outside the Urban Infill Area, in communities such as Cutler Bay, as follows:

- a. Roadways shall operate at no worse than LOS D (90 percent of their capacity) except that State Urban Minor Arterials (SUMAs) may operate at LOS E (100 percent of their capacity);
- b. Where public mass transit service exists having headways of 20 minutes or less within ½-mile distance, roadways shall operate at or above LOS E;
- c. Where extraordinary transit service such as commuter rail or express bus service exists parallel roadways within ½ mile shall operate at no greater than 120 percent of roadway capacity.

Even though the CDMP has peak period provisions for facilities located within the Urban Development Boundary area, the CDMP does make provisions to comply with section 163.3180 F.S. which are the standards for SIS, FIHS and Trip-Funded facilities:

- a. Limited access State highways shall operate at LOS D or better, except where exclusive through lanes exist, roadways may operate at LOS E.
- b. Controlled access State highways shall operate at LOS D or better, except where such roadways are parallel to exclusive transit facilities or are located inside designated transportation concurrency management areas (TCMA's), roadways may operate at LOS E.
- c. Constrained or backlogged limited and controlled access State highways operating below the foregoing minimums must be managed to not cause significant deterioration.

Additionally, the CDMP in its Capital Improvement Element has incorporated minimum peak-hour, mass transit level of service within the Urban Development Boundary of the Land Use Plan map. Provisions for mass transit service will be required where a combined resident and work force population reach 10,000 persons per square mile or more. This requires public transit service having 30-minute headway and an average route spacing of one mile provided that:

- The average combined population and employment density along the corridor between the existing transit network and area of expansion exceeds 4,000 per square mile. The corridor is 0.5

miles on either side of any necessary new routes or route-extensions to the area of expansion.

- It is estimated that there is sufficient demand to warrant service.
- The service is economically feasible.
- The expansion of transit service into new areas is not provided at a detriment to existing or planned services in higher density areas with greater need.

These caveats provide ample latitude in the actual implementation of suggested service.

### **Cutler Bay Growth Management Plan**

The Cutler Bay Growth Management Plan is an official long-range policy statement adopted on April 28, 2008 by a formal resolution in the Town Council. The Growth Management Plan guides the long-range, comprehensive decision-making process generally concerning physical development. The plan also directs the Town's actions intended to influence development over the long-term and contains goals, objectives, policies, and guidelines for growth and redevelopment for the Town. Cutler Bay's Growth Management Plan contains 10 "elements" that address future land use, housing, infrastructure, coastal management, conservation, intergovernmental coordination, capital improvements, transportation, recreation and open space, and educational facilities. Elements primarily affecting transportation are the Land



## Task 2: Data Collection & Analysis

Use Element, Transportation Element, and the Capital Improvements Element.

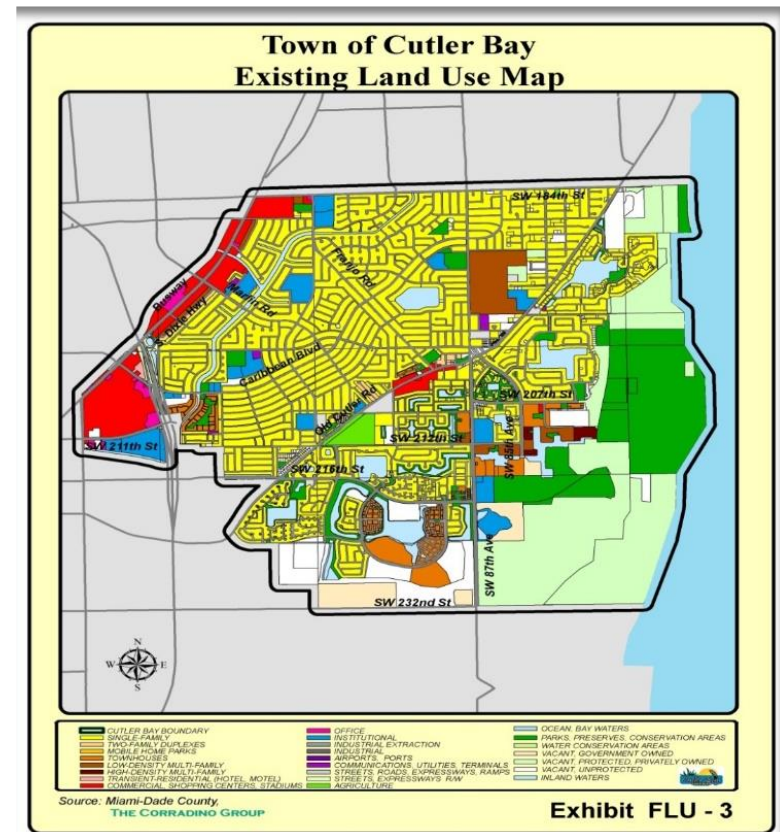
### **Cutler Bay Land Use Element**

The Future Land Use Element represents the Town of Cutler Bay's vision for its development and redevelopment, with a 5 year span for short term planning and the year 2020 for long term planning purposes. The element provides detailed analyses of the existing land use in Cutler Bay which was substantially built at the time of its incorporation in 2005. The element concludes that single-family residential development is the predominant land use within the town. Commercial development is concentrated along US-1 and Old Cutler Road. Future Land Use in Cutler Bay is planned to accommodate a projected 60,000 residents by 2020.

Given the near "built-out" nature of Cutler Bay, the philosophy of the Future Land Use Element and the Town's planning program are preservation and enhancement of existing residential neighborhoods, resource protection and enhancement, and redevelopment of commercial areas as mixed-use activity centers in accordance with adopted charrettes and special area plans. In order to accommodate future growth, the land use element places emphasis on the establishment of the Cutler Ridge "Town Center" and other mixed-use districts located along the existing arterials of Old Cutler Road and US-1 South Dixie Highway. This urban center is to be design-

unified and mixed-use in nature, has been classified by the county as a Metropolitan Urban Center, and is a critical aspect of Cutler Bay's future population growth and regional influence.

**Figure 2.2: Town of Cutler Bay Existing Land Use Map**



Typical urban centers are typically high-density, mixed-use developments served by transit and are usually found at important transportation nodes. The high residential capacity in the Urban Center influences the population projection for the Town.

### Transportation Element

Cutler Bay wishes to provide development that is supportive of high occupancy transit, as is warranted by its location along the transit corridor, while maintaining the character and function of its single-family residential areas. The Town seeks to provide incentives for Transit Oriented Development, while providing the transportation infrastructure to serve it.

The Transportation Element maintains two overarching goals: to provide for the Citizens of Cutler Bay a Safe, Convenient, Accessible and Efficient Transportation System, and to develop this system in a financially feasible manner. These goals are then divided into twelve objective areas with accompanying specific policies: Level of Service Standards, Alternative Modes of Transportation, Safe and Convenient Pedestrian and Bicycle Networks, A Transportation System Coordinated with Land Use, Transportation Plans Coordinated with Other Jurisdictions, A Transportation System to Enhance and Preserve Neighborhoods, Concurrency and Growth Management, Transportation that Serves the Regional Needs as well as Local Interests, Hurricane & Disaster Preparedness, Elderly and Transit Dependent

Transportation Services, Capital Improvement Program, and Financing. The last two serve as the financial policies and courses of action which mandate prioritization of projects and allow for fair-share payments, such as impact fees and donations of Rights-of-Way by new developments and re-developments.

**Table 2.1** below, from the Growth Management Plan, details the Level of Service Standards policy adopted by the Town of Cutler Bay in its Transportation Element.

**Table 2.1: T-1 Town of Cutler Bay Adopted LOS**

| Table T-1 Adopted Peak Hour Level of Service Standards                                                                                                                                                                                                                                                                                                                            |                                                     |                                                     |                                                       |                                                            |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------|-----------------------------------------------------|-------------------------------------------------------|------------------------------------------------------------|
| NON-FIHS, <u>SIS NOR TRIP-FUNDED FACILITIES MINIMUM LEVELS OF SERVICE</u><br><u>WITHIN THE TOWN OF CUTLER BAY</u>                                                                                                                                                                                                                                                                 |                                                     |                                                     |                                                       |                                                            |
| Location                                                                                                                                                                                                                                                                                                                                                                          | Facility -<br>Town, County<br>and State<br>Roadways | Transit Availability                                |                                                       |                                                            |
|                                                                                                                                                                                                                                                                                                                                                                                   |                                                     | No<br>Transit<br>Availabilit<br>y                   | 20 Min. Headway<br>Transit Service<br>Within 1/2 Mile | Extraordinary Transit<br>(Commuter Rail or<br>Express Bus) |
| Outside Miami-<br>Dade Urban<br>Infill Area                                                                                                                                                                                                                                                                                                                                       | Principal<br>Arterials                              | LOS D                                               | LOS E (100% of<br>Capacity)                           | (120% of Capacity)                                         |
|                                                                                                                                                                                                                                                                                                                                                                                   | Minor Arterials                                     | LOS D                                               | LOS E (100% of<br>Capacity)                           | (120% of Capacity)                                         |
|                                                                                                                                                                                                                                                                                                                                                                                   | Collectors                                          | LOS D                                               | LOS E (100% of<br>Capacity)                           | (120% of Capacity)                                         |
|                                                                                                                                                                                                                                                                                                                                                                                   | Local Roads                                         | LOS D                                               | LOS E (100% of<br>Capacity)                           | (120% of Capacity)                                         |
| <u>STATEWIDE MINIMUM LEVEL OF SERVICE STANDARDS FOR THE STATE<br/>HIGHWAY SYSTEM, ROADWAYS ON THE STRATEGIC INTERMODAL SYSTEM (SIS),<br/>ROADWAYS ON THE FLORIDA INTRASTATE HIGHWAY SYSTEM (FIHS) AND<br/>ROADWAY FACILITIES FUNDED IN ACCORDANCE WITH SECTION 339.2819,<br/>FLORIDA STATUTES, THE TRANSPORTATION REGIONAL INCENTIVE PROGRAM<br/>(TRIP) WITHIN CUTLER BAY (1)</u> |                                                     |                                                     |                                                       |                                                            |
| SIS and FIHS<br>Facilities                                                                                                                                                                                                                                                                                                                                                        | Location                                            |                                                     |                                                       | Constrained or<br>Backlogged Roadways<br>(3)               |
|                                                                                                                                                                                                                                                                                                                                                                                   | Inside Cutler<br>Bay                                | Roadway Parallel to Exclusive<br>Transit Facilities |                                                       |                                                            |
| Limited Access<br>Facilities                                                                                                                                                                                                                                                                                                                                                      | LOS D (E)                                           | LOS E                                               |                                                       | Manage                                                     |
| Controlled<br>Access Facilities                                                                                                                                                                                                                                                                                                                                                   | LOS D                                               | LOS E                                               |                                                       | Manage                                                     |
| <u>TRIP-funded<br/>Facilities and<br/>other State<br/>Roads (2)</u>                                                                                                                                                                                                                                                                                                               | <u>Location</u>                                     |                                                     |                                                       |                                                            |
| <u>Other Multilane<br/>(2)</u>                                                                                                                                                                                                                                                                                                                                                    | <u>LOS D</u>                                        | <u>LOS E</u>                                        |                                                       | <u>Manage</u>                                              |
| <u>Two-Lane (2)</u>                                                                                                                                                                                                                                                                                                                                                               | <u>LOS D</u>                                        | <u>LOS E</u>                                        |                                                       | <u>Manage</u>                                              |

Source: Town of Cutler Bay Growth Management Plan





## Task 2: Data Collection & Analysis

### **Capital Improvements Element**

The Cutler Bay Comprehensive Plan's Capital Improvement Element provides for the policies regarding the development of facilities necessary for the achievement of good Level of Service and as well as fiscal and project prioritization guidelines to ensure the development and/or rehabilitation of infrastructure necessary for concurrency management as Cutler Bay grows. It also directs Cutler Bay to coordinate its capital improvements with Miami-Dade County and the Town of Palmetto Bay. Large-scale projects totaling \$10,000 or more will be included in the town's Schedule of Capital Improvements, which, per Florida State Law, will be updated annually as Appendix B of the Town of Cutler Bay's Growth Management Plan.

Florida Statutes s. 163.3177(2) requires the Town to demonstrate that projects listed during the first three years of the 5-Year Schedule of Capital Improvements (SCI) have committed funding sources, while the remaining two years may include both committed and planned funding sources. This Schedule of Capital Improvements, which is provided for in the Capital Improvements Element, provide the means by which Cutler Bay can implement projects based on timing, location, cost projections, and associated revenue sources.

### **Urban Development Boundary**

The Urban Development Boundary is included on the county's Future Land Use Map to distinguish the area where urban development may occur from areas where it should not occur. Development orders permitting urban development will generally be approved within the UDB provided that Level-of-Service standards for necessary public facilities will be met.

The Urban Expansion Area is that area located between the existing UDB and the 2015 Boundary. It is the area where current projections indicate that further urban development beyond the existing UDB is likely to be warranted sometime between now and 2015.

First implied through the Land Use Plan map and policies in 1975 (as seen in **Figure 2.3**), the Urban Development Boundary was first denoted by an explicit line on the Land Use Map in 1983.

It has several key focuses:

- Urban land use and service policies referred to the delineated line;
- The best "Agriculture" land was distinguished from less suitable "Open Land" on the map; and
- Stronger agricultural land use preferences policies were added for the area delineated as "Agriculture."

Figure 2.3: 1975 Boundary

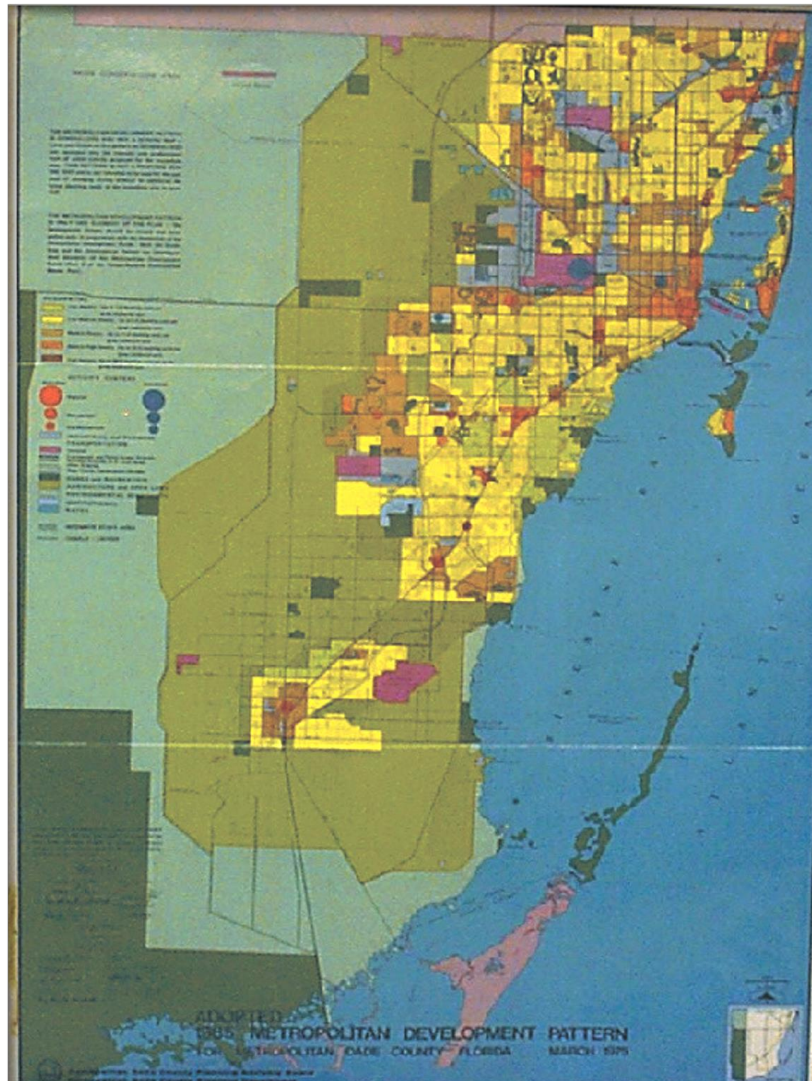
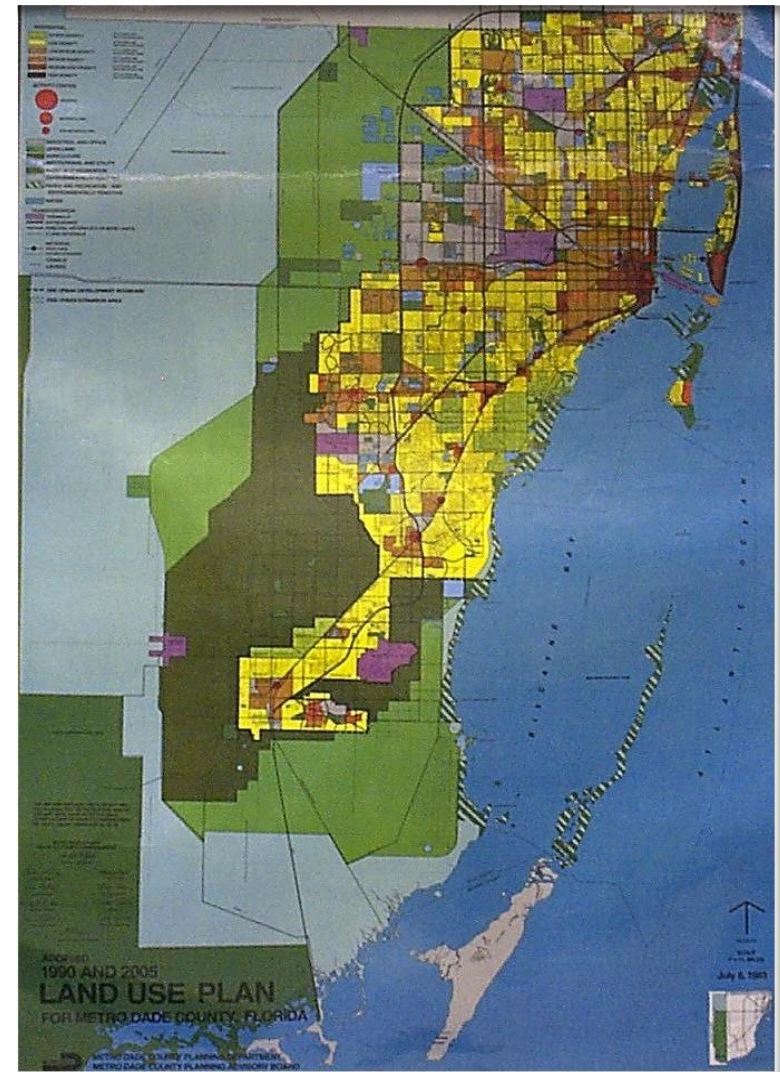
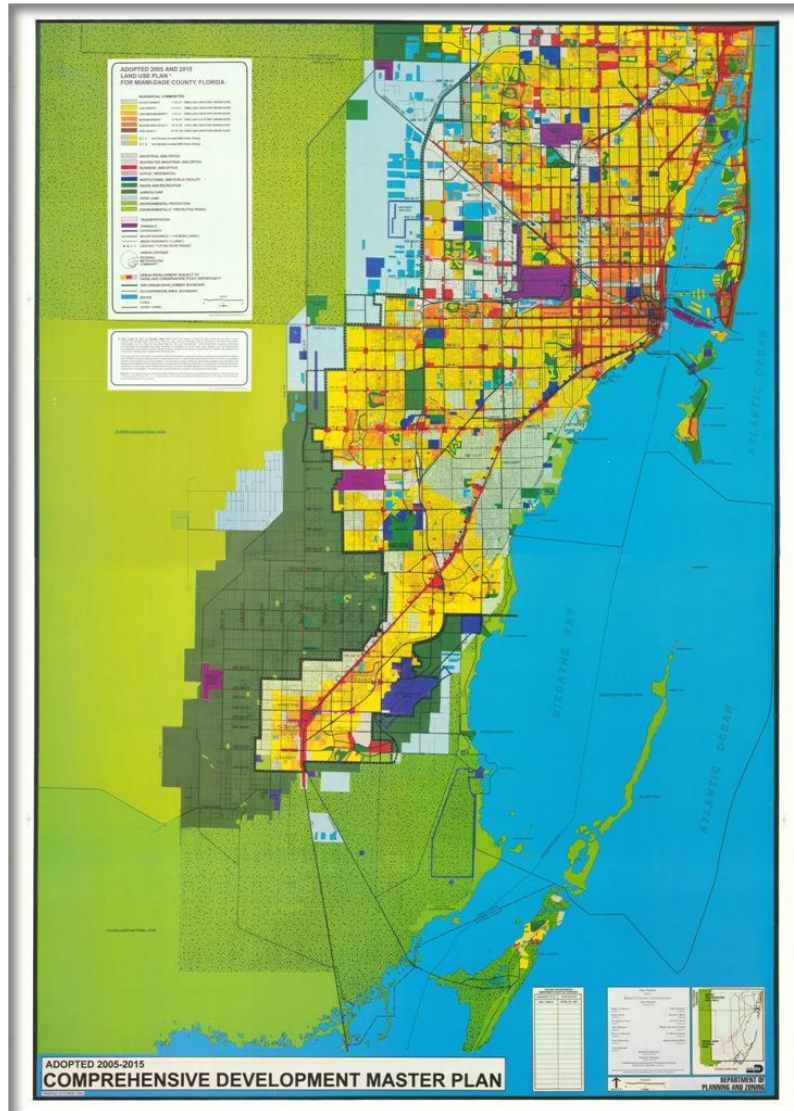


Figure 2.4: 1983 Boundary





**Figure 2.5: Current Boundary**



Since 1975, the county has opted for contained, contiguous development rather than scattered, leap-frog development, as can be seen over time in **Figures 2.3** and **2.4**. It strives for efficient delivery of public services and infrastructure and doing so means less land is needed for urban development. As a result, the more environmentally sensitive land and agriculture will be protected from urban encroachment. This policy of containment promotes infill/redevelopment. The UDB has a slow expansion rate – as of December 2012, it had only increased from 364 mi<sup>2</sup> to 420 mi<sup>2</sup> since 1975, with only 2,400 acres added since 1991. Currently, only approximately 6% of the land within the boundary is undeveloped, and is too small to accommodate the expected population growth in Miami-Dade County of 700,000 persons by 2030. This slow growth of the boundary, coupled with the fast projected population growth, indicates a targeted policy of infill development and increase in density which will, in turn, affect density and land use, and may require additional investments in regional and local transportation systems to accommodate this growth.

Initially, applications for amendment were allowed annually for free. Later, they were allowed biennially and a fee requirement was established. A super majority, 9 of 13 commission votes, is required to amend the UDB. Since 1991, UDB/UEA amendment applications are accepted once every 2 years (every odd numbered year in the spring).

**UDB Policies**

The Residential Capacity Policy says that 15 years projected growth beyond EAR adoption should be maintained. The Expansion Location Policy says that the boundary should be moved only when additional supply is needed. The shortcoming of the policy is that it is reactive to what is coming and not proactive in determining the amount of housing desired.

The following areas shall not be considered for expansion:

- a. The Northwest Wellfield Protection Area;
- b. Water Conservation Areas, Biscayne Aquifer Recharge Areas; and Everglades Buffer Areas designated by the SFWMD;
- c. The Redland area.

The following areas shall be avoided:

- a. Delineated Future Wetlands;
- b. Land designated Agriculture;
- c. Category 1 Hurricane Evacuation Areas

The following areas shall be given priority:

- a. Tiers having the earliest projected supply depletion year;
- b. Land contiguous to the UDB;

- c. Locations within one mile of a Planned Urban Center or Extraordinary Transit Service corridor.
- d. Locations having projected surplus service capacity where necessary facilities and services can be readily extended.

Since the implementation of the UDB in 1975, the county feels that development has been more contained on a gross basis with little or no more scattershot/leapfrog development. The area-wide average Net Density is similar at + 8 du/ac. Densities have increased in eastern areas and slightly decreased in western areas.

**Old Cutler Road**

In 1974 Old Cutler Road was designated as an historic road by Senate Bill No. 340. This bill prohibited the use of state funds for certain physical changes on or near the road. Required was the review of the division of archives, history and records management for the approval of other specific changes. It limited the erection of signs, and planned on the erection of markers and to obtain historic easements in property along the road.

The road has a long history. It was initially constructed in 1883 by William Fuzzard, the founder of the Town of Cutler. Fuzzard cut a path from his home through the wilderness four and one-half miles northeast along Biscayne Bay to Coconut Grove. This was the first overland route between the two cities. Cutler was





## Task 2: Data Collection & Analysis

located south of 88<sup>th</sup> Street in present day Coral Gables. The road was generally built on the costal ridge and was less prone to flooding.

Notable sections of the legislation include:

Section 2, which states that no state funds shall be expended by any public body or agency to:

1. Cut or remove any tree with a diameter of 6", within 35' of the edge of pavement.
2. The physical dimensions or location of the road cannot be altered except for the addition of primary or secondary roads intersecting with it.
3. Nothing could be built or demolished or significantly altered within 100' of the edge of pavement except for when adding bike paths and recreational facilities, or facilities that further preserve or enhance the historic or scenic value of the road. Nothing in the statue prevents the ordinary maintenance of the road; however, the preservation of the road is to take priority over the considerations of traffic management and the public safety is to not be construed as to require alternation in the road when alternative means of promoting safety were available.

Section 3, which states that no signs were to be erected within 300 feet of either side of the edge of pavement except for roads signs, signs not visible from the road,

historic markers, signs that do not exceed six square feet and signs advertising business selling products adjacent to the road.

### ***US-1/Busway Corridor***

A conscious decision was made to add capacity to the US-1 corridor from I-95 to Homestead by way of alternative mode, as opposed to physical roadway capacity. Traditional policy on capacity would have been to purchase the railroad right-of-way and add travel lanes, ultimately resulting in extending I-95 from Miami to Homestead on the right-of-way that Metrorail and the Busway now occupy. Instead, Metrorail was implemented from Miami to Dadeland at about SW 98<sup>th</sup> Street near Pinecrest in 1983. Future legs were to include the area from Pinecrest to Homestead.

In the early 1980s Federal policy changed and funding for such projects became infinitely harder to attain. In President Ronald Regan's speech at the opening of the Metrorail, he essentially said that it would have been "cheaper to purchase every rider a Cadillac" instead of constructing the Metrorail. Hence fewer dollars were given towards such projects, and more stringent requirements for attaining those dollars have been put in place. Under the new rules it became impractical to construct Metrorail on the corridor. The alternative became the Busway.

Using the FEC right of way, Miami-Dade County in partnership with the US Government built the Busway in two legs, which opened in 1997 and 2007. Few places in post WWII America are the beneficiary of such a project. This long-standing policy decision to build capacity as transit and not vehicular lanes is nearly impossible to reverse, extremely unique and something that the community must deal with in South Dade as it moves forward.

Recent work analyzing the South Dade Corridor has suggested that not enough density exists to make a Metrorail system competitive or cost effective. The County has approved the plan to enhance the Bus Rapid Transit capacities of the corridor, with park and ride lots, and bus priority, either by signaling or grade separated intersections, until ridership warrants a rail system. Any future conversion of the corridor may involve policy decisions based on density, available funds, and alternative options for development, such as light-rail transit.

### **Concurrency**

Growth Management or Concurrency has been in place in the State of Florida since the 1980s. Concurrency basically states that infrastructure supporting development must be in place within 3 years from issuance of a building permit. Concurrency measures all categories specified in the Growth Management Plan, but most specifically to this report it measures transportation Level of Service. It does so by

evaluating Level of Service, and is determined by how many trips remain on the transportation facility after a specific development is implemented. The developers are given the opportunity to mitigate impact by paying their proportionate fair share.

State law enables concurrency to be measured in three ways. Basic concurrency measures individual roadways or segments of them. This is usually done in newer communities. As communities age, the Transportation Concurrency Management Area concept is used. This enables measurement of concurrency on an area-wide basis, assuming that traffic uses a variety of paths to link common origins and destinations. In doing so it provides credits for the implementation of transit. Finally, there is the Transportation Concurrency Exception Area concept. This is for more mature communities who have built nearly all the alternative mode capacities that they can. Here concurrency is simply tracked.

In Miami-Dade County, an Urban Infill Area has been initiated to focus redevelopment on an urban core to combat the continuing sprawl of low density single family development far from existing utilities. The Urban Infill Area in Miami-Dade County is defined as that part of the county located east of, and including, SR 826 (Palmetto Expressway) and NW/SW 77<sup>th</sup> Avenue, excluding the area north of SR 826 and west of I-95. Cutler Bay is outside of the Urban Infill Boundary and is subject to more restrictive concurrency requirements of LOS D.



## Task 2: Data Collection & Analysis

To understand how concurrency operates requires the examination of three important jurisdictions. The state regulations, coordinated with the Miami-Dade County's Comprehensive Plan and the Town of Cutler Bay Growth Management Plan, make up these components.

Miami-Dade County has 128,000 square miles designated as a Transportation Concurrency Exception Area (TCEA), for urban infill development, urban redevelopment and public transit. This area was designated in 1994 pursuant to Amendment 94-2 of the Miami-Dade County Comprehensive Development Master Plan (CDMP).

Other local governments may grant exceptions from concurrency requirements for transportation facilities but only if specifically applied for. The local government shall adopt strategies into the plan-implementation that support and fund mobility within the designated exception area, including alternative modes of transportation.

### **Home Rule Charter**

Miami-Dade County is unique. Since its formation in 1957, the county has had a two-tier system of government. Under this system, Miami-Dade County comprises a large unincorporated area and 34 incorporated areas or municipalities. Each municipality has its own government and provides such city-type services as police, zoning protection and, in some cases, fire service.

State voters amended the State of Florida's Constitution in 1956 to allow for a Home Rule Charter. Dade County was granted the power to create commission districts, pass ordinances, create penalties, levy and collect taxes to support a centralized metropolitan form of government. The Board of County Commissioners (BCC) may create municipalities, special taxing districts and other boards or authorities as needed. The Home Rule Charter for Miami-Dade County was adopted at referendum on May 21, 1957. The charter's main provision relative to transportation is that the county maintains control of all engineering, construction and maintenance of its roads, bridges and canals, along with all traffic signals and signs supporting them regardless of municipal jurisdiction.

The Home Rule Charter is a two-tiered process of government. It was progressive in the 1950s when developed, but many feel that the system has failed over the past two decades, as evidenced by the recent round of incorporations leading to 34 cities in the geographic area of the county. Many of the incorporating cities have done so because of a poor Level of Service provided by the County. The manner in which it has been organized is that the cities are the "lower tier" of local government, often providing police and sometimes fire protection, all zoning and code enforcement, and other typical city services within their jurisdiction. These services are paid for by municipal taxes. The county is the "upper tier," provides services of a metropolitan nature, such as emergency

management, airport and seaport operations, public housing and health care services, transportation, environmental services, solid waste disposal, etc. These are funded by county taxes, which are assessed on all incorporated and unincorporated areas.

Of the county's 2.6 million total residents, the majority now live in incorporated areas. The remainder is part of the Unincorporated Municipal Services Area (UMSA). For these residents, the county fills the role of both lower- and upper-tier government, with the County Commission acting as their lower-tier municipal representative body. Residents within UMSA pay an UMSA tax, equivalent to a city tax, which is used to provide County residents with equivalent city services (police, fire, zoning, water and sewer, etc.). Residents of incorporated areas do not pay UMSA taxes. Due to this charter, many services that are local by nature in incorporated areas are instead under the control of the county. Many in the community desire that all county land be incorporated either by the formation of new cities or annexation by existing cities. Local zoning and code enforcement, police, and often fire services, can be given to the municipalities and regional responsibilities to the county.

### **Official Transportation Implementation Documents**

Implementation of major transportation projects follows a structured process. This takes a project through the initial concept, planning, design, and construction phases. First,

a project is started with an idea; this may come from a citizen, elected official or a member of one of the transportation agencies. It may be initially examined through the MPO's Unified Planning Work Program. If the idea has no fatal flaws and it is deemed to be worthwhile, it may move to the FDOT Planning work program, where it goes through a Project Development and Environmental Study (PD&E). The process was developed to ensure that the design of transportation projects appropriately reflects and incorporates the unique engineering and community characteristics of the area. FDOT created the process to ensure that projects receiving Federal aid follow the policies and procedures outlined in the National Environmental Policy Act. If a locally preferred alternative can be selected, the project can move to the MPO's Long Range Transportation Plan, where it is prioritized somewhere in a 25-year time horizon. As implementation gets closer the project moves to the Transportation Improvement Program (TIP), which acts as a 5-year transportation capital improvement program. Here, funds are allocated to the project to ensure that the project's design is completed and that it is constructed. This process is for projects that use federal dollars in their implementation. Purely local improvements can come from the County Capital Improvement Program or a Municipalities Capital Improvement Program stemming from the Peoples Transportation Plan. This chapter explains what each plan does.





## Task 2: Data Collection & Analysis

### **Unified Planning Work Program (UPWP)**

The Unified Planning Work Program is an annual program of studies implemented by the Metropolitan Planning Organization, (MPO) mainly through their General Planning Consultant Contract. The Unified Planning Work Program (UPWP) defines transportation planning activities for Miami-Dade County that are to be completed during the year. The projects in the UPWP stem from the policies found in the Miami-Dade Long Range Transportation Plan (LRTP) and the Miami-Dade Comprehensive Development Master Plan. It is also consistent with local plans adopted by all municipalities. Projects in the UPWP totaled \$12,151,106 for the Fiscal period of July 1, 2012 to June 30, 2014. The UPWP is guided by policies supported by the State of Florida and the MPO Governing Board. Development of the program requires the cooperation of regional agencies, the Florida Department of Transportation (FDOT), and guidance from Federal transportation agencies that support the program through grants. Formal technical guidance is provided. The selection process for new studies to be included in the UPWP consists of several steps. Each year, ideas are solicited from the general public and industry professionals through the MPO website and the distribution of a Call for Ideas Brochure. The UPWP Development Committee, appointed by the TPC, evaluates proposals and makes recommendations based on established criteria. These recommendations are then presented to the pertinent committees for

endorsement and later to the MPO Governing Board for final approval.

### **Long-Range Transportation Plan (LRTP) 2035**

The Long Range Transportation Plan (LRTP) was developed to guide transportation improvements in Miami-Dade County for the next 25 years. The 2035 Plan includes enhancements to roadways, transit, bicycle and pedestrian facilities, and greenways/trails. The LRTP intends to improve transportation systems and travel, promote economic vitality, enhance social benefits, encompass environmental affairs, integrate land use, transportation, growth, and development, while optimizing sound investment strategies. Some of the objectives and goals of the LRTP include improving countywide accessibility, reducing congestion, and enhancing the mobility of all county residents.

For the purposes of transportation and planning analysis, Miami-Dade County has been subdivided into six general regions in the LRTP: Beach/CBD, Central, North, Northwest, South, and West as seen in **Figure 2.6**. The Town of Cutler Bay falls within the South division that also includes the City of Homestead, Florida City, Village of Palmetto Bay, and the Village of Pinecrest, in addition to neighborhoods such as Perrine, Goulds, and Naranja. The major transportation corridors outlined in the South are SR-821/Homestead Extension of Florida's Turnpike, South Dixie Highway (US-1), Killian Parkway, Old Cutler Road, and Krome Avenue.

Federal law requires that the LRTP address minimum of a 20-year planning horizon from the date of the MPO adoption. The most recent LRTP update in Miami-Dade County was adopted in November of 2009. This report can act as the Town's public involvement for the 2040 LRTP. The Town has attended the local workshops and provided input based on the Transportation Element of the Growth Management Plan.

Figure 2.6: Transportation Planning Areas

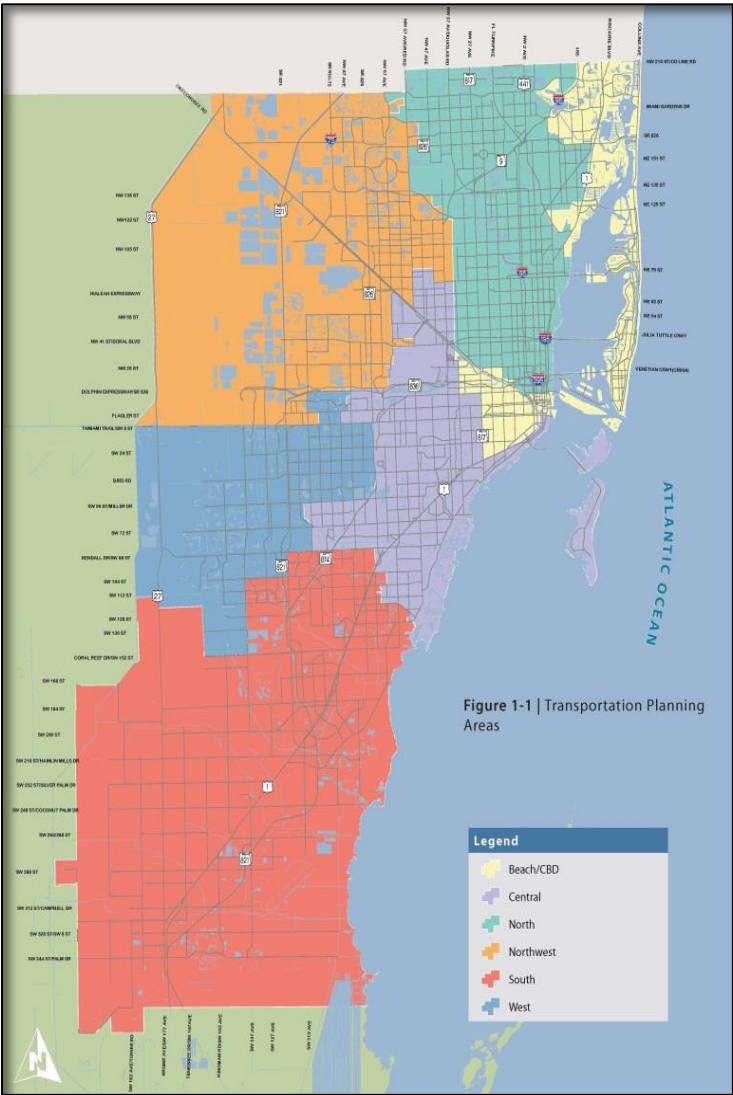


Figure 1-1 | Transportation Planning Areas



## Task 2: Data Collection & Analysis

Table 2.2 displays all of the projects that will affect the Town of Cutler Bay.

**Table 2.2: Cuter Bay Projects**

| Agency                             | Project                                                                   | From                                                     | To                                                       | Description                                                                                                                                                                                       | Town Limits |
|------------------------------------|---------------------------------------------------------------------------|----------------------------------------------------------|----------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------|
|                                    | Caribbean Boulevard Roadway Improvement Project (JPA)                     | Coral Sea Road                                           | SW 87 <sup>th</sup> Avenue                               | Drainage Improvements, lighting installation, and roadway resurfacing                                                                                                                             | Y           |
| Cutler Bay Public Works Department | Old Cutler Roadway Improvement Project                                    | SW 87 <sup>th</sup> Avenue                               | SW 97 <sup>th</sup> Avenue                               | Traffic Circles (SW87 <sup>th</sup> Avenue and SW 97 <sup>th</sup> Avenue), drainage improvements, bike paths improvements, lighting installation, sidewalk installation, and roadway resurfacing | Y           |
|                                    | SW 216 <sup>th</sup> Street and SW 97 <sup>th</sup> Avenue Traffic Circle | SW 216 <sup>th</sup> Street & SW 97 <sup>th</sup> Avenue | SW 216 <sup>th</sup> Street & SW 97 <sup>th</sup> Avenue | Traffic Circle and Roadway Improvement                                                                                                                                                            | Y           |
| FDOT                               | US-1 South Dixie Highway Repaving                                         | s/o SW 112 <sup>th</sup> Street                          | n/o SW 184 <sup>th</sup> Street/Eureka Drive             | Re-pavement of road                                                                                                                                                                               | Y           |
| Miami-Dade County                  | Caribbean Boulevard Bridge Improvement                                    | C-1N Canal                                               | C1-N Canal                                               | Bridge over the C1-N canal – lengthening and widening of bridge, separation of pedestrian and vehicular traffic, increasing conveyance capacity of Canal                                          | Y           |

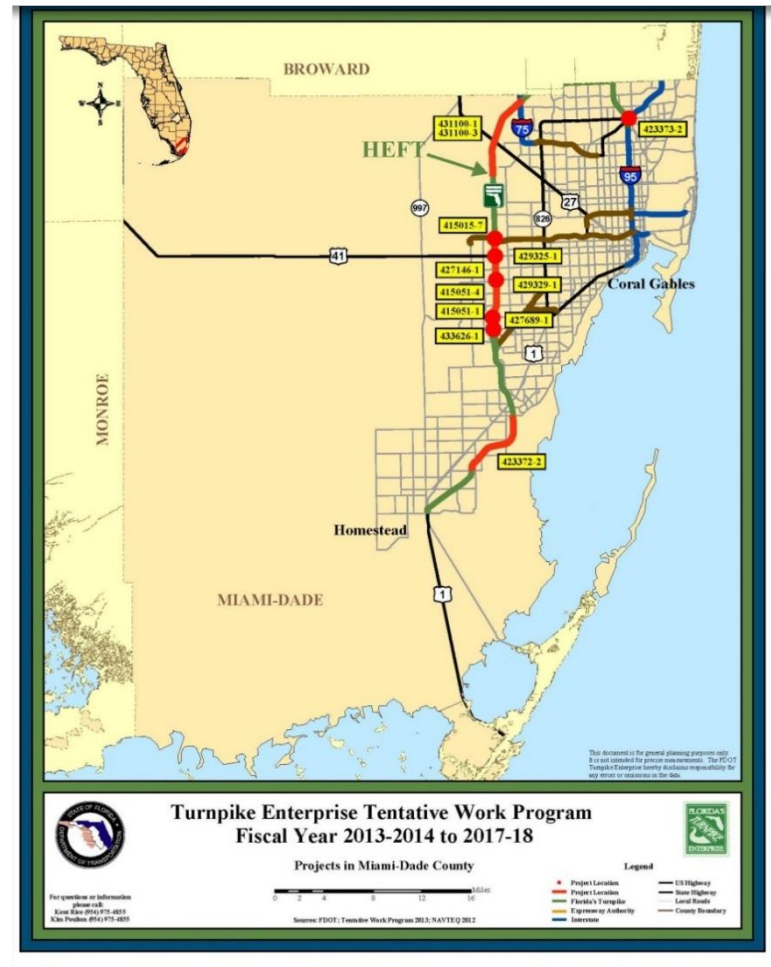
### ***Miami-Dade County Transportation Improvement Program***

The Transportation Improvement Program (TIP) serves as the five-year capital improvement program for transportation. It specifies proposed transportation improvements to be implemented in Miami-Dade County over the coming five years. The TIP is prepared every year to fulfill Federal statutory requirements, a condition to receive Federal funding for qualifying transportation projects. The TIP is a continuing planning process that results in plans and programs consistent with the comprehensive plan and development of the urbanized area. The priorities established by the TIP illustrate the policy decisions of the Metropolitan Planning Organization (MPO) as to the order in which transportation improvements will be advanced throughout the program period. Projects featured in the Miami-Dade Transportation Improvement Program that are situated within, or in the vicinity of the Town of Cutler Bay, are detailed below.

### ***Turnpike Enterprise***

The TIP calls for the widening of the Homestead Extension of Florida's Turnpike (HEFT) from four lanes to six lanes from SW 216<sup>th</sup> Street to SW 228<sup>th</sup> Street and eight to ten lanes from SW 228<sup>th</sup> Street to just North of Eureka Drive. There is also a pending Project Development and Environment (PD&E) study to widen the Homestead Extension from Campbell Drive (MP 2) to US-1 (MP 13).

**Figure 2.7: Turnpike Enterprise Projects**



(Source: 2014 Miami-Dade TIP)



### The Miami-Dade Expressway Authority (MDX)

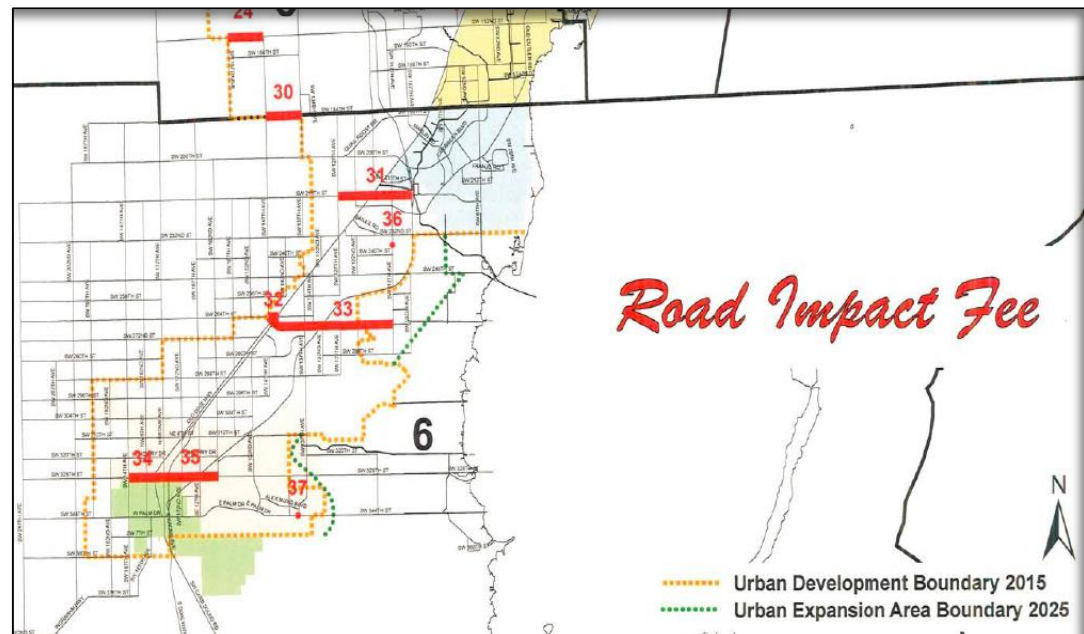
MDX is an agency of the state of Florida, created in 1994 pursuant to Chapter 348, Part I, Florida Statutes, for the purposes of and having the power to acquire, hold, construct, improve, maintain, operate, own and lease an expressway system located in Miami-Dade County. The Authority may also fix, alter, change, establish and collect tolls, rates, fees, rentals, and other charges for the services and facilities of such system and is further authorized to issue bonds.

Currently, Project 20003 – U.S. 1 Express Lanes (MPO Project Number XA20003) is budgeted for \$4,137,000 for FYs 2013-2015. This program provides for a PD&E Study to evaluate the feasibility of incorporating managed lanes within the South Miami-Dade Busway along U.S. 1. This project is part of the MDX Master Plan and the MPO Long Range Transportation Plan. The PD&E Study is anticipated to be completed in FY 2014 and includes the evaluation of a 20-mile segment from SW 344<sup>th</sup> Street to SW 88<sup>th</sup> Street.

### Road Impact Fee

Transportation Improvements Projects whose income derives from the Miami-Dade County Road Impact Fee are included in the Transportation Improvement Program. The projects near the Town of Cutler Bay are illustrated below. As shown in the figure, none of the proposed road impact fee projects fall within the Town's boundaries.

**Figure 2.8: Road Impact Fee Projects in Cutler Bay and Surrounding Areas**



(Source: 2014 Miami-Dade TIP)

### Local Gas Option Tax

A Florida Statute authorized the Capital Improvement Three Cent Local Option Gas Tax, in 1993 (reduced from 5 cents to 3 cents in 1996). In accordance with the state statute, proceeds of this tax have been programmed for transportation expenditures needed to meet the requirements of the capital improvement element of the adopted comprehensive plan.

The distribution to the municipalities for FY 2013-14 is based on a weighted formula that accounts for percentage of population (Statistics from the Bureau of Economic and Business Research, University of Florida) and the center line mileage of municipal roadway for each city (from the "2012 City/County Mileage Report" – Florida Department of Transportation).

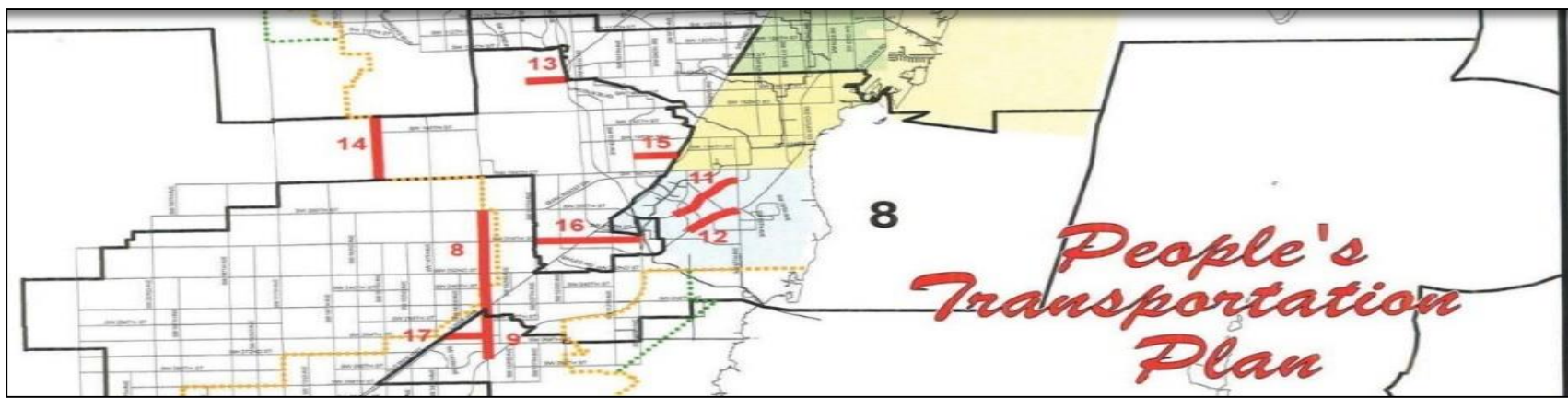
In FY 2013-14, the estimated net revenue for the local option gas tax, is projected as of March 1, 2013 at \$24.247 million at 95% with \$6.304 million to be distributed to the municipalities and \$17.943 million to the County. The Town of Cutler Bay is expected to receive 0.00755% of the total proceeds, or \$183,004.

### People's Transportation Plan

On the November 5, 2002 ballot, voters approved the People's Transportation Plan (PTP), which provides for a half-percent sales surtax to fund major transportation improvements.

The Citizens' Independent Transportation Trust (CITT), a group of citizens who function as an independent decision-making body, was created to oversee the construction and management of the PTP's 25-year, \$17 billion transportation plan. The Public Works Department (PWD) has worked closely with the CITT to provide a wide

**Figure 2.9: People's Transportation Plan Projects**



PTP Projects (Source: 2014 Miami-Dade TIP)



## Task 2: Data Collection & Analysis

range of roadway and neighborhood improvements. The PWWM PTP Work Program for FY 2014 totals over \$82 Million. Cutler Bay projects are found in Commission District 8 of the PTP Capital Improvements Projects listing.

Two projects funded by the People's Transportation Plan are in Cutler Bay:

11. Caribbean Boulevard from Coral Sea Road to SW 87 Avenue (MPO Project Number PW000442): This project involves the widening of Caribbean Boulevard from 2-3 lanes, and includes PTP funds through 2013-2015.

12. Old Cutler Road from SW 97 Avenue to SW 87 Avenue (MPO Project Number PW000441):

This project involves Curb and Gutter and Traffic Operational Improvements, and includes PTP funds through 2012-2014.

*Florida Department of Transportation (FDOT):*

State highway and Interstate TIP projects fall under the responsibility of FDOT, and are listed as part of the MPO's TIP report.

One project is currently budgeted for near Cutler Bay:

US-1 South Dixie Highway (MPO project number DT4291881): This project is managed by the FDOT and involves resurfacing work from south of SW 112 Avenue to north of SW 184<sup>th</sup> Street/Eureka (see map below). This

project is budgeted for \$3,406,000 for FYs 2013-2018 and expected to be completed in 2014.

**Figure 2.10: FDOT Resurfacing, Restoration, and Rehabilitation Improvements**



(Source: Miami-Dade MPO TIP 201)

### **Cutler Bay 5-Year Capital Improvements Schedule – Capital Improvements Element (CIE)**

The Capital Improvements Element of the Town's Growth Management Plan provide for the establishment and annual update of the 5-Year Capital Improvements Schedule. This schedule notes all capital improvements projects in Cutler Bay, including transportation, as well as their financial sources and outlay for the next 5 years. The latest version of the CIE 5-year Schedule was adopted in July 2013.

The prior sections on the UPWP, the LRTP, and the Miami-Dade County TIP all contribute to applicable projects

listed below. In addition, funding on the local level may come from development impact fees, which are specific to local communities and thus not necessarily reflected on the County's TIP. The most recent update to the Town's CIE lists improvements budgets totaling \$10,400,000 for three Public Works transportation projects from transportation-related Special Revenue Funds for FY 2013-2014 through FY 2016-2017, and \$2,641,000 for Bridge and Drainage improvements, which affects pedestrian and vehicular traffic, from the Stormwater Utilities funds.

#### *Public Works Projects:*

1. Old Cutler Roadway Improvement Project: This improvement involved development of Traffic Circles (SW 87 Ave & SW 97 Ave), drainage improvements, bike lanes, lighting installation, sidewalk installation, and roadway reconstruction. This project was funded from PTP funds, as noted in prior sections, as well as a Joint Participation Agreement. The project was completed on time and on budget.
2. Caribbean Blvd Roadway Improvement Project: This improvement involves development of Traffic Circles (Gulfstream Road & SW 192<sup>nd</sup> Drive), drainage improvements, bike lanes, lighting installation, sidewalk installation, and roadway reconstruction. This project is funded from PTP funds,

as noted in prior sections, as well as a Joint Participation Agreement, and is currently funded for \$9,220,000 from FY 2013-2014 through FY 2015-2016.

3. SW 216<sup>th</sup> Street & SW 97<sup>th</sup> Avenue Traffic Circle: This project involved the development of a Traffic Circle and other roadway improvements. The project was completed on time and on budget.

Projects within the Town of Cutler Bay conducted by other agencies:

Caribbean Boulevard Drainage Improvements (Miami-Dade County Project Number 602900): The Caribbean Boulevard bridge improvement, as related to transportation, consists of expanding the existing bridge crossing the C-1N Canal with a longer and wider bridge to improve traffic safety (separate pedestrian and vehicle traffic) and to enhance the conveyance capacity of the canal. This project is funded with \$2,641,000 from the Stormwater Utilities funds from FY 2013-2014 through FY 2016-2017.

#### ***Cutler Bay Bicycle/Pedestrian Master Plan***

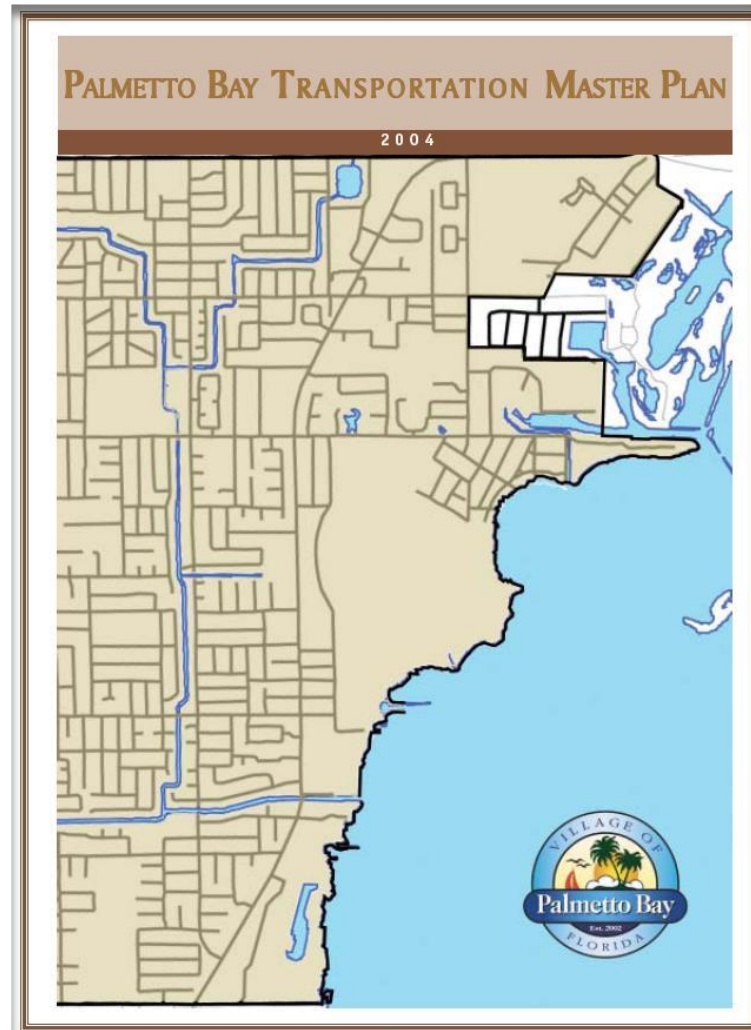
As Cutler Bay rises to regional prominence, it is expected that the number of short trips will continue increase, as destinations like work, restaurants, shopping and schools all come closer to people's homes. Short trips are



defined as being less than a half-mile. Today, we live in an automobile dominated society; one of the main reasons for this trend, which hold more true in Cutler Bay than in the rest of Miami-Dade County, is because the options and conditions necessary to reduce private vehicular usage. In the future it is anticipated that a large portion of these short trips will often times be made by walking or bicycling rather than by driving, if the conditions are planned for now. As traffic congestion increases, the construction of bicycle and pedestrian facilities as an alternative to automobile travel becomes more and more important and will help maintain mobility within the community.

Florida is one of the two most dangerous states in which to walk or bike. This fact strikes fear into parents as they consider allowing their

**Figure 2.11: Palmetto Bay Transportation Master Plan**



children play or ride in the community, and has led to Cutler Bay commissioning a Safe Routes to School audit. As a remedy it is an intention of federal transportation policy to increase non-motorized trips to at least 15 percent of all trips and to reduce the number of non-motorized users killed in traffic crashes by at least 10 percent.

Today walking and biking account for less than 1% of all trips. Transit trips equate to less than 4% of all trips. This is largely because adequate facilities do not exist. In Florida, concurrency requirements were revised in 1999 to encourage a more comprehensive multi-modal evaluation of transportation facilities. Local governments are directed to use professionally accepted techniques for measuring level of service for all modes: automobile, bicycle, pedestrian, transit and trucks. The creation of a Bicycle and Pedestrian Plan in Cutler Bay was a positive step forward towards achieving a very safe

community where a higher percentage of non-motorized trips are taken.

Nearly seventy projects were developed in the 2011 Bicycle/Pedestrian Master Plan via examination of the basic pedestrian network, issues of local connectivity and regional connections. The projects needs out-paced the resources to implement the various programs; the potential cost to implement this program in its entirety was estimated to potentially be over \$20 Million, resulting in a need to implement the most effective projects and seek grant opportunities and partnerships for less financially feasible efforts.

### **Palmetto Bay Transportation Master Plan**

The Village of Palmetto Bay's Transportation Master Plan was completed in 2004 and aims to provide the Village with a blueprint for future transportation projects and investments. The Transportation Plan received the 2004 Outstanding Transportation Study Award from the American Planning Association's Gold Coast Section. The Palmetto Bay Transportation Master Plan has identified transportation and mobility issues through a series of stakeholder meetings and public workshops in addition to data collection and analysis. This interactive and analytical process led to the formulation of the Project Bank, which is the palate of projects of all sizes that have been prioritized to develop the implementation plan. Projects were developed in four

categories: Corridor, Capacity, Alternative Mode, and Sustainable Community.

The Palmetto Bay Transportation Master Plan took a comprehensive look at the existing roadway structure within the Village, finding the 2004 LOS to be unacceptable on US-1 and Cutler Rd. Village growth through 2020 showed a considerable increase in traffic volume and decrease in LOS. Given the nearly built out condition of Palmetto Bay, it was concluded that this decline in LOS was mostly the result of additional through trips as commuters' access points north and south of the Village daily. The result is that the remaining capacity in the rest of the network is disappearing as drivers begin to utilize the neighborhood streets, trying to find a path that is not congested.

Palmetto Bay's Transportation Vision was formulated through intense public involvement, including conversations with community members, elected officials and village staff. The following are key points from which the plan has developed:

- Serving the Needs of the Residents by Controlling Congestion

Palmetto Bay is primarily a residential community with a number of schools, parks, and recreational amenities. It is bound on both the east and west by the major transportation corridors of US-1 and Old Cutler Road. A

main concern is to maintain the Village character by not encouraging additional traffic through the Village.

- Promoting a Safe but Efficient Traffic Flow by Controlling Intrusion

As development to the south becomes more intensive, it is realized that traffic will attempt to find alternative routes that will include streets within the village. It is desired to keep this traffic on the State and County road system, and protect neighborhood streets from traffic intrusion.

- Provide Alternatives by Supporting Multimodal and Transit Policy Initiatives

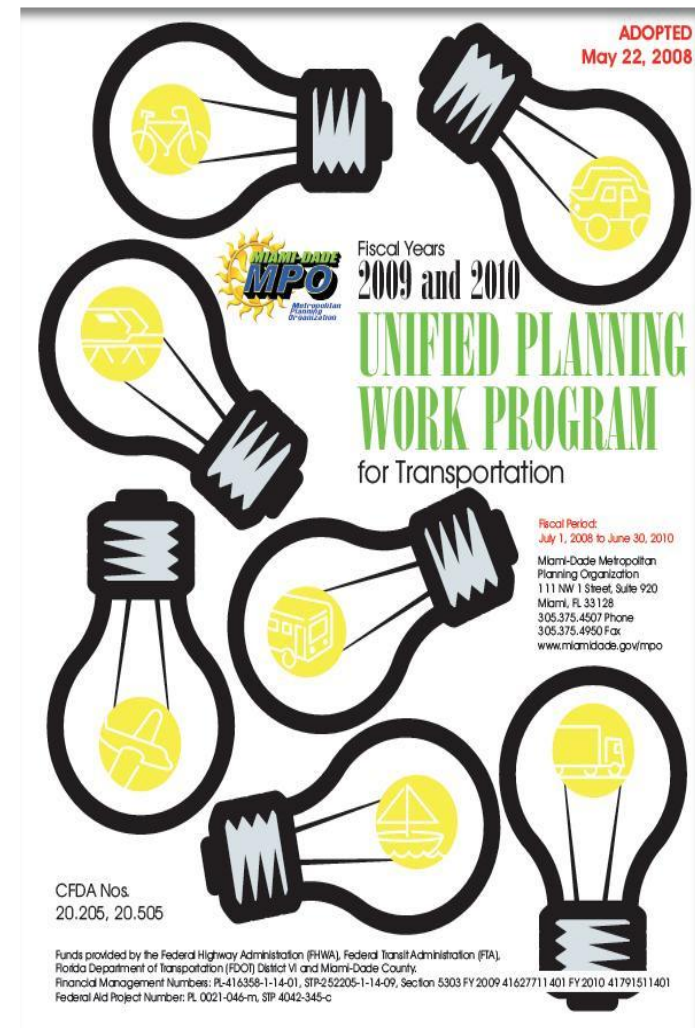
Miami-Dade County is growing at a tremendous rate, which often out paces a government's ability to plan. Palmetto Bay realizes that transportation alternatives will need to be provided to effectively move people in the future. To this end the Village supports Miami-Dade County's efforts to develop transit. In addition a major focus will be to provide for alternatives and enhance the ability for transit to circulate within the Village boundaries.

- Enhancing the Quality of Life by Protecting Village Amenities

Through a multi-modal focus, using the funding available through the Peoples Transportation Plan,

Palmetto Bay will be able to increase the quality of life for its citizens and become one of the more attractive places to live in our region.

**Figure 2.12: Unified Planning Work Program**



**Table 2.3**

| Goals                                                                                                                                                                        | Objectives                                                                                                                                                                                                                                                                                                                                                                                            |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Goal 1</b><br>Improve corridor mobility                                                                                                                                   | <ul style="list-style-type: none"> <li>• Improve North/South mobility</li> <li>• Improve transportation options within project area</li> </ul>                                                                                                                                                                                                                                                        |
| <b>Goal 2</b><br>Improve citizen access to employment                                                                                                                        | <ul style="list-style-type: none"> <li>• Improve economic opportunities</li> <li>• Provide transit connections to downtown employment</li> <li>• Improve access for transportation disadvantaged</li> </ul> <p>Use transit accessibility as a key marketing tool for promoting the economic development / redevelopment in the study area by attracting a broader range of employment categories.</p> |
| <b>Goal 3</b><br>a) Improve corridor safety<br>b) Improve operating efficiencies                                                                                             | <ul style="list-style-type: none"> <li>• Improve intersection safety</li> <li>• Provide safety and urban design amenities that make cycling and walking more appealing</li> <li>• Separate pedestrians, autos and transit</li> <li>• Provide efficient transit services</li> <li>• Minimize transit delays in corridor</li> <li>• Reduce transit/auto conflicts at intersections</li> </ul>           |
| <b>Goal 4</b><br>Reduce auto dependency                                                                                                                                      | <ul style="list-style-type: none"> <li>• Increase transit usage</li> <li>• Provide environmental benefits through reduced mobile source emissions, greenhouse gas emissions and energy consumption</li> </ul>                                                                                                                                                                                         |
| <b>Goal 5</b><br>Accommodate future population growth in south Miami-Dade by providing the citizens of South Miami-Dade with high quality and cost-effective transit service | <ul style="list-style-type: none"> <li>• Provide cost-effective solutions</li> <li>• Increase speed of transit service</li> <li>• Provide reliable service</li> <li>• Minimize transfers</li> <li>• Develop a staged program of transit improvements in the corridor</li> <li>• Match capacity of Dadeland South Terminal to busway</li> <li>• Improve frequency of transit service</li> </ul>        |
| <b>Goal 6</b><br>Modify development patterns in the corridor to support transit                                                                                              | <ul style="list-style-type: none"> <li>• Support transit supportive land use and future patterns Reorient corridor design to support pedestrianism</li> <li>• Encourage transit oriented development (TOD) around stations</li> <li>• Create opportunities and mechanisms for public/private development partnerships</li> <li>• Improve access to stations</li> </ul>                                |
| <b>Goal 7</b><br>Develop plan for incremental increase of transit infrastructure                                                                                             | <ul style="list-style-type: none"> <li>• Foster the Greenway development and environment of the corridor</li> <li>• Promote sustainable development</li> </ul> <p>Preserve existing communities and neighborhoods</p>                                                                                                                                                                                 |

### MPO Arterial Grid Study

The MPO Arterial Grid Study provides an in depth analysis of the effectiveness of the grid system in Miami-Dade County. The study contends that a grid system provides enhanced connectivity and accessibility and that travel is more direct reducing the number of vehicle miles traveled (VMT).

Based on the results of the project screening and input from the Study Advisory Committee (SAC), a list of recommendations for improving the efficiency of the arterial grid system was developed. The recommendations were broadly categorized into the following two groups:

- Project recommendations include capacity modifications to existing roadways and constructing “missing links” to enhance continuity.
- Policy recommendations include the development of policies related to the capacity needs along the arterial grid roadway network.

The study identified a list of potential capacity improvement projects that are not identified in the LRTP. The projects listed below fall within the boundaries of the Town of Cutler Bay or its immediate surroundings.

**Table 2.4**

| Road                        | From                         | To                           | Potential | Project Type |
|-----------------------------|------------------------------|------------------------------|-----------|--------------|
| SW 117 <sup>th</sup> Avenue | Quail Roost Drive            | US-1                         | 4L        | Type I       |
| SW 87 <sup>th</sup> Avenue  | SW 163 <sup>rd</sup> Terrace | SW 164 <sup>th</sup> Street  | Bridge    | Type II      |
| SW 77 <sup>th</sup> Avenue  | SW 159 <sup>th</sup> Terrace | SW 160 <sup>th</sup> Terrace | Bridge    | Type II      |
| SW 77 <sup>th</sup> Avenue  | SW 173 <sup>rd</sup> Street  | SW 174 <sup>th</sup> Street  | Bridge    | Type II      |





## Task 2: Data Collection & Analysis

The Village of Palmetto Bay would adamantly reject bridging canals within its boundaries. It was recommended that these options not be considered further.

In 2006, the Miami-Dade MPO conducted a study of transit improvements in the US-1 corridor between the Dadeland South Metrorail station and Florida City. The purpose of the study was focused on improvements to transit operations and service in the corridor.

In order to develop alternatives that responded to the needs of the corridor, the following goals and objectives were developed.

Seven alternatives were analyzed during Tier I analysis. South Link Corridor transportation needs were analyzed using available secondary data on population and employment, land use, travel patterns and growth trends in the study area. On the basis of corridor transportation needs and goals and objectives, the alternatives were identified by the general public with the input from the technical committee.

Although there is support for a Metrorail extension, projected ridership was not enough to offset costs. The Locally Preferred Alternative (LPA) as approved by the MPO was:

- Modified Enhanced Bus Rapid Transit
- BRT enhancements and features

- Metrorail extension to SW 104<sup>th</sup> Street
- Grade separation at several major intersections

### **Busway Managed Lanes Study**

This study was initiated in 2008, and attempts to use the SAFTEA-LU concepts of tolling, like used on the I-95 Corridor as a method of attaining the improvements recommended in the South Dade Alternatives Analysis in the near term. The project, if clearly focused on providing a transit alternative, is a progressive project and well worth examine further. If it does not have the permanent goal of being a transit alternative, it will be a regression of long standing policy in South-Dade that will ultimately make traffic congestion worse and slow the implementation of meaningful transit. Several policy decisions will be important and critical to the success of the project. These include determining what percent of revenue is returned to transit, the system-wide HOV compatibility, the duration of bonding the availability of other MDX funds to support project, and the maintenance of envelope for Metrorail extension.

The purpose of the study was twofold:

- To determine if reasonable alternatives exist for developing managed lanes in the South Dade Busway right-of-way
- To evaluate the revenue generating potential for rapid transit improvements in the South Dade corridor

It examined 3 alternatives:

- Alternative One – 2-lane at-grade
  - Allowing private vehicles to utilize existing busway for a toll, plus TSP improvements
  - Zero elevated stations
- Alternative Two – 4-lane with grade separations at South Link locations
  - Approximately 6-8 elevated stations
- Alternative Three – 4-lane fully elevated facility
  - Approximately 22 elevated stations

It explored the existing traffic conditions and lane deficiencies on US-1. Almost each segment of the road is deficient between one and three lanes, particularly in the afternoon northbound and southbound.

**Table 2.5**

| Intersection                                                          | Direction  | Existing Lanes | Laneage Deficiency |    |
|-----------------------------------------------------------------------|------------|----------------|--------------------|----|
|                                                                       |            |                | AM                 | PM |
| U.S. 1 at SW 312 <sup>th</sup> Street                                 | Northbound | 2              | 0                  | 1  |
|                                                                       | Southbound | 2              | 0                  | 1  |
| U.S. 1 at SW 117 <sup>th</sup> Avenue/<br>SW 211 <sup>th</sup> Street | Northbound | 2              | 1                  | 1  |
|                                                                       | Southbound | 2              | 0                  | 2  |
| U.S. 1 at SW 200 <sup>th</sup> Street                                 | Northbound | 3              | 0                  | 0  |
|                                                                       | Southbound | 3              | 0                  | 2  |
| U.S. 1 at SW 184 <sup>th</sup> Street                                 | Northbound | 3              | 1                  | 1  |
|                                                                       | Southbound | 3              | 0                  | 2  |
| U.S. 1 at SW 152 <sup>nd</sup> Street                                 | Northbound | 3              | 2                  | 1  |
|                                                                       | Southbound | 3              | 0                  | 2  |
| U.S. 1 at SW 136 <sup>th</sup> Street                                 | Northbound | 3              | 3                  | 1  |
|                                                                       | Southbound | 3              | 0                  | 2  |
| U.S. 1 at SW 112 <sup>th</sup> Street                                 | Northbound | 3              | 3                  | 2  |
|                                                                       | Southbound | 3              | 0                  | 3  |
| U.S. 1 at SW 104 <sup>th</sup> Street                                 | Northbound | 3              | 3                  | 2  |
|                                                                       | Southbound | 4              | 0                  | 3  |

It looked at project costs per alternative:

**Table 2.6**

| Alternative                                         | Total Construction Cost | Construction Cost per Mile |
|-----------------------------------------------------|-------------------------|----------------------------|
| Alternative 1: Two-Lane At-Grade                    | \$22 million            | \$1.3 million              |
| Alternative 2A: Three-Lane Partial Grade Separation | \$471 million           | \$28.2 million             |
| Alternative 2B: Four-Lane Partial Grade Separation  | \$505 million           | \$30.3 million             |
| Alternative 2C: Two-Lane Partial Grade Separation   | \$228 million           | \$13.6 million             |
| Alternative 3: Four-Lane Elevated                   | \$1,830 million         | \$109.6 million            |

It summarized the alternatives:

**Table 2.7**

|                                               | Alternative 1  | Alternative 2A | Alternative 2B | Alternative 2C | Alternative 3   |
|-----------------------------------------------|----------------|----------------|----------------|----------------|-----------------|
| Average Daily Traffic                         | 4,900          | 12,500         | 12,500         | 6,130          | 24,100          |
| Peak hour, peak-direction capacity            | 900            | 1,800          | 1,800          | 900            | 2,940           |
| Construction Cost (2008 \$)                   | \$22 million   | \$471 million  | \$505 million  | \$228 million  | \$1830 million  |
| Annual Revenue (2030 \$)                      | \$11.2 million | \$21.8 million | \$21.8 million | \$14.0 million | \$37.2 million  |
| Annualized Const Cost (assuming 30-year term) | \$1.4 million  | \$30.3 million | \$32.5 million | \$14.7 million | \$117.9 million |
| Peak direction toll per mile (2030 \$)        | \$0.75         | \$0.60         | \$0.60         | \$0.75         | \$0.75          |
| Estimated (2030) daily volume on US 1         | 143,000        | 137,200        | 137,200        | 141,800        | 133,000         |



### 2.2 TRAFFIC DATA

Traffic volumes have been evaluated to develop a picture of existing conditions. This provides the basis for the analysis and development of needs. To do this the most recent MPO Long Range Transportation Model has been examined for roads on the network where counts exist, which is along section line roads, as well as Old Cutler Road and US-1. Existing count data has been collected.

This section of the report also addresses a physical inventory of the transportation network, in terms of roadway function and classification. It discusses the Level of Service concept and evaluates the existing and future performance of the roadway, including evaluation of the transit system. This data will be heavily relied upon as the basis for the development of future projects, which will be designed to mitigate issues discovered here. The chapter also evaluates various traffic impact analysis types. As development occurs in the Town, traffic impact analyses will be prompted by the developer and reviewed by the Town.

Through this process, the roadway functional classification was examined by looking at the arterials, collectors, and the number of lanes and signals. The concept of Level of Service is explained in how it is calculated and what the various thresholds are per each grade. The system's entire performance was evaluated in the existing condition and in the future years. This is critical in developing projects for the project bank. Finally, roadway usage indicators were researched to frame the discussion. Issues included

vehicle usage, vehicle miles traveled and vehicles per household.

#### 2.2.1 Roadway Function and Classification

##### **Limited and Controlled Access Facilities**

Limited and controlled access facilities serve as the principal arterials linking regionally significant locations. The principal arterials serve the highest volume of traffic corridors, linking various urban centers within an urbanized area. Principal arterials move high volumes of vehicles while constituting only a small percentage of the local roadway network. On limited access facilities, access to adjacent properties is restricted, limiting the permitted number of driveways and access points.

Three regional principal arterial roads traverse the Town of Cutler Bay, Old Cutler Road, US-1 (South Dixie Highway), and the Homestead Extension of the Florida Turnpike. Of these three regional roads, the Homestead Extension of Florida's Turnpike and US-1 (South Dixie Highway) are the only two limited or controlled access facilities. Traveling north/south, the Turnpike passes through the western section of Cutler Bay, dividing the institutional and commercial regional hub from the single-family residences of the Town. The two primary access points to the Turnpike for the Town of Cutler Bay are exits 12 and 11, located at the intersections of Caribbean Boulevard and US-1 and SW 216<sup>th</sup> Street and SW 107<sup>th</sup> Avenue, respectively. US-1, which also travels north/south bisects the western fringes of the town and provides regional access to most of the commercial properties in Cutler Bay.



Figure 2.12: Limited and Controlled Access Facilities



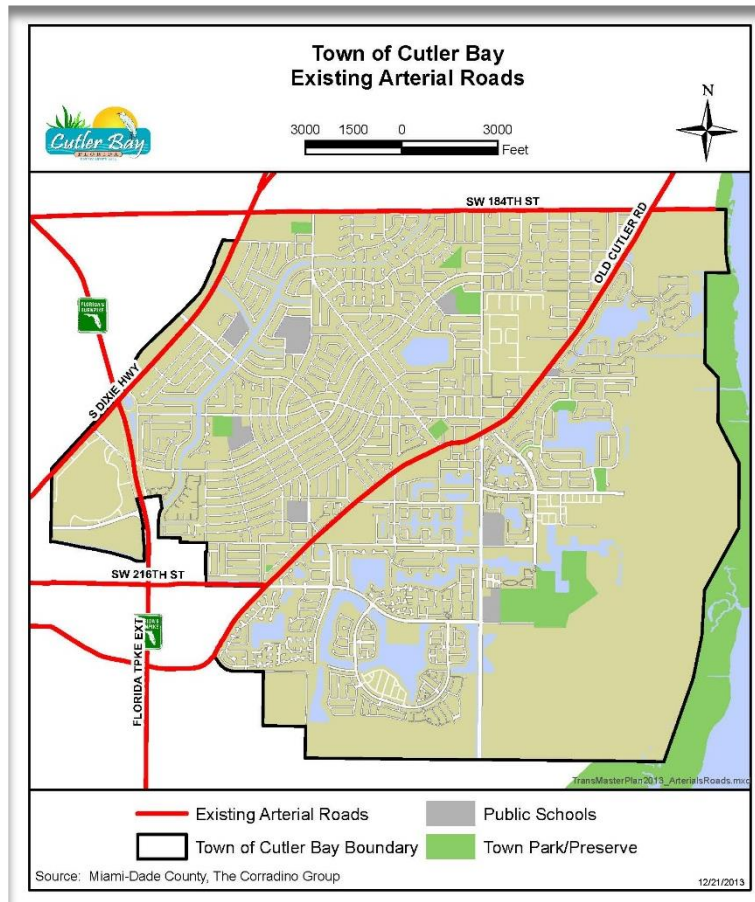
### Arterial Roads

Minor arterial roadways support and link to the major arterials, carrying moderate amounts of traffic. Minor arterials typically carry regional trips of shorter distances than major arterials, at slower speeds. They provide continuity among communities, linking bus routes and commercial land uses. Access is not restricted along these arterials.

The five principle arterial roads, which includes the three regional principal roads previously discussed and which connect Cutler Bay with the surrounding communities are US-1, the Turnpike, Old Cutler Road, SW 216<sup>th</sup> Street and SW 184<sup>th</sup> Street/Eureka Drive. These roadways carry the bulk of Cutler Bay's traffic, providing access to other regional urban centers. The three minor arterials within Cutler Bay are Old Cutler Road, SW 184<sup>th</sup> Street, and SW 216<sup>th</sup> Street. Old Cutler Road, a historically designated 2-lane highway, bisects Cutler Bay traveling through the residential areas and secondary central commercial district. On the northern limit of the town, SW 184<sup>th</sup> Street divides the Town of Cutler Bay from the Village of Palmetto Bay. SW 184<sup>th</sup> Street provides east/west access to US-1, HEFT (exit 13), and Larry & Penny Thompson Park. SW 216<sup>th</sup> Street, another east/west arterial, also connects to US-1 and HEFT along the southern boundary of the town.



**Figure 2.13: Existing Arterial Roads**



### Collector Roads

Collector roads are low/moderate capacity roadways that link traffic from smaller local roads to arterials or highways. Collector roads are four lanes in width or less and usually feature relatively non-intensive land uses along them. Aside from some small-scale commercial developments, key local community centers such as schools, churches, and parks are found along collector roads. The collector roads of Cutler Bay are as follows:

- SW 87<sup>th</sup> Avenue is the easternmost, complete north/south roadway in Cutler Bay, yet it connects no further north that SW 168<sup>th</sup> Street in Palmetto Bay. The two-lane road connects Cutler Bay with Palmetto Bay to the north and the Blackpoint Marina Regional Park to the south. Located along SW 87<sup>th</sup> Avenue is Centennial Middle School and E.L. Whigham Elementary School.
- The Franjo Road collector links the SW 97<sup>th</sup> Avenue collector and Caribbean Boulevard collector with the Old Cutler Road arterial. Franjo Road is bordered mainly by single family homes with light commercial development at the intersection with Old Cutler Road, as well as Tiffany Drive, Bel Aire Drive, and Franjo Park.
- SW 97<sup>th</sup> Avenue travels north/south through the geographic center of Cutler Bay. The two-lane road provides local access to Cutler Ridge Middle School, Gulfstream Elementary School, and Holy Rosary Catholic School.

- Marlin Road diagonally bisects Cutler Bay from the US-1 Arterial to Old Cutler Road in the east/west direction. The two-lane road provides access to single-family residences, Methodist Kindergarten, and Bel-Aire Elementary School.
- Caribbean Boulevard is the most extensive and critical collector road in Cutler Bay. The road links two of the three primary arterials, US-1 and HEFT, with SW 97<sup>th</sup> Avenue, Marlin Road, Franjo Road, SW 87<sup>th</sup> Avenue, and SW 184<sup>th</sup> Street. Caribbean Boulevard travels along the route connecting Southland Mall, Cutler Bay Town Hall, Balere Language Academy, Cutler Ridge Christian Academy, Pinelands Presbyterian Church, Cutler Ridge Elementary, and Whispering Pines Elementary School.
- SW 216<sup>th</sup> Street becomes a collector road east of Old Cutler Road. It provides local access to E.L. Elementary School, La Petite Academy, and Lincoln City Park number one.

Figure 2.14: Collector Roads

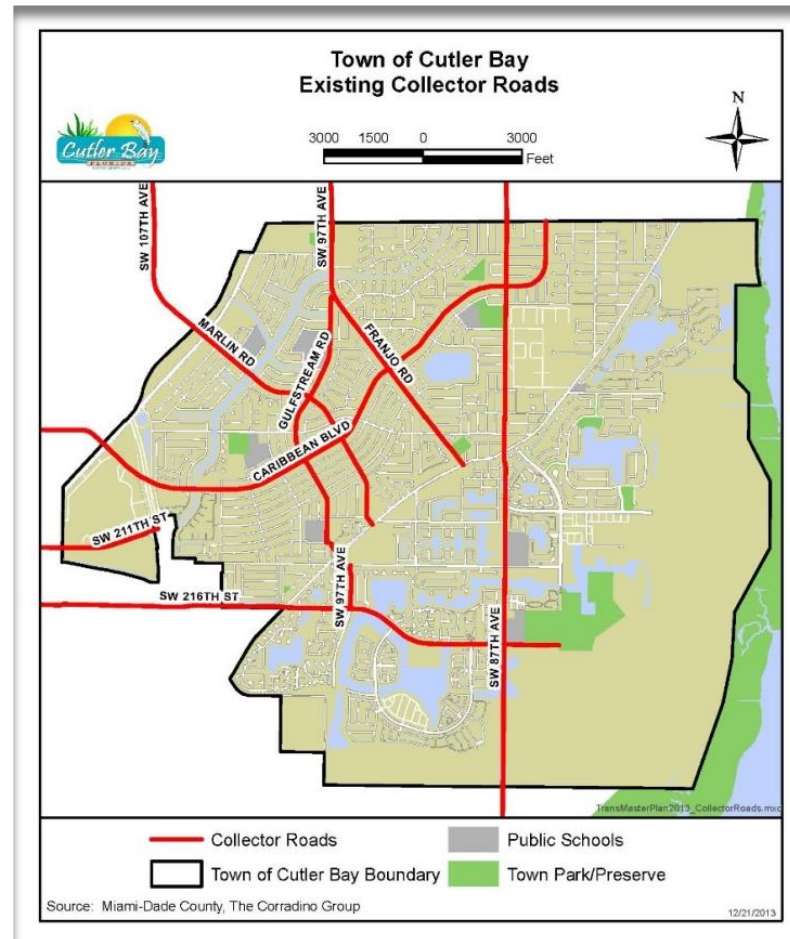
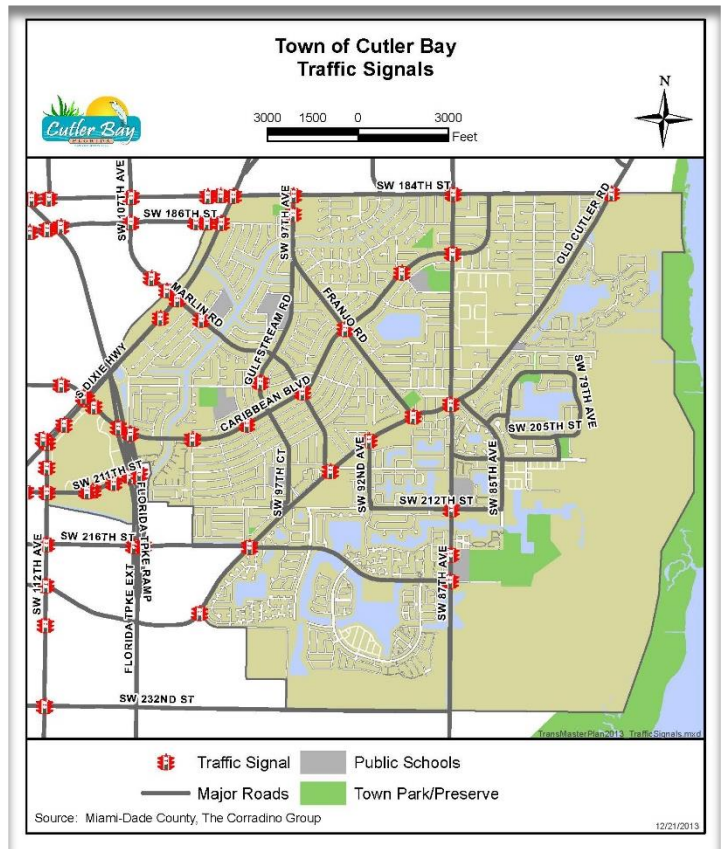








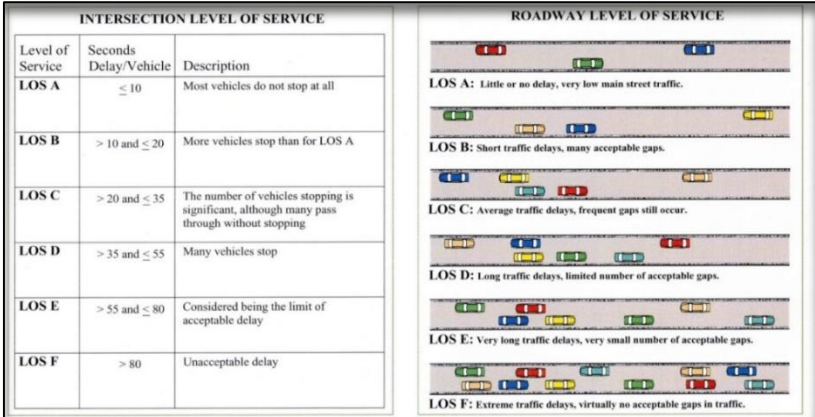
Figure 2.16: Traffic Signals, Cutler Bay



**2.2.2 Level of Service (What is Level of Service? (LOS) ?)**  
LOS is a quality measure describing operational conditions within a traffic stream, generally in terms of such service measures as speed and travel time, freedom to maneuver, traffic interruptions, and comfort and convenience.

The analysis of street systems is based upon the concept of Level of Service (LOS). The presentation of LOS is indicated by the letters "A" through "F" with LOS A representing the best operating conditions and LOS F the worst. Level-of-Service A and B are usually not easy to achieve on arterial and main collectors roadways in large urbanized areas like Miami-Dade County during typical high volume peak hour traffic periods. LOS D through E is more typically found in large urbanized areas for these types of roadways, with many roadways operating at LOS F.

Figure 2.17: Intersection and Roadway LOS



While LOS A and B are considered "best," as mentioned, the level of investment and conditioning required to achieve these standards in transportation may not necessarily be the best approach for a community, which must balance limited resources across different services it must provide to the Town. Thus, adopted level of standards may range from C to E, depending on the location and the roads.



**Table 2.8: Level of Service**

| LOS | Volume/Capacity |
|-----|-----------------|
| A   | <.60            |
| B   | .61 to 0.70     |
| C   | .71 to 0.80     |
| D   | .81 to 0.90     |
| E   | .91 to 1.00     |
| F   | >1.00           |

When the LOS is presented it generally represents the ratio of volume to capacity (V/C). Volume is the number of vehicles that actually pass a given point on the road in a given time. Capacity is the maximum number of vehicles that can pass a given point on the road in a given time.

From an engineering standpoint, every roadway has a design capacity that is a maximum number of cars per lane that can cross through a segment of roadway. This varies based on several factors, including lane width, number of lanes, number and location of intersections, number and location of signals, etc. Each roadway segment is given a “functional classification” based on these factors.

Essentially the capacity of a roadway is represented as 1.0. or 100%. The Level of Service of the roadway represents a percentage of that capacity. Level of Service A is between 0 and 0.6, or 60% of capacity. The generally acceptable LOS for roadways in Miami-Dade County is LOS D, which is between 0.81 and 0.9 (81% - 90%)

of capacity. Level of Service F is anything over 1.0 or 100% of capacity. **Table 2.8** shows the volume capacity ratio for each LOS category. Level of service is provided for “links” (segments) of roadway, and “nodes” (intersections). This analysis primarily examined roadway level of service. **Table 2.8** represents thresholds for each Level of Service when calculating Volume/Capacity for Cutler Bay as defined by the Cutler Bay Growth Management Plan.

These LOS standards represent a range of operating conditions and the driver's perception of those conditions, as described below.

- LOS A describes free-flow operations at average travel speeds, usually at about 90% of the free flow speed. Vehicles are unimpeded in their ability to maneuver within the traffic stream. Distance between vehicles is +/- 30 car lengths. On most of Cutler Bay's roads (speed limit of 30 mph) this is represented by a speed of 25 mph or greater.
- LOS B describes reasonably unimpeded operation at an average travel speed, usually about 70% of the free flow speed. The ability to maneuver is only slightly restricted. Distance between vehicles is about 20 car lengths. On most of Cutler Bay's roads (speed limit of 30 mph) this is represented by a speed of between 20 mph and 25 mph.
- LOS C describes stable operating conditions with some restrictions of driver ability to maneuver and change lanes in mid-block locations. Longer



queues and signal coordination will contribute to a lower average speed of about 50% of free flow speed. The distance between vehicles is about 15 car lengths. On most of Cutler Bay's roads (speed limit of 30 mph) this is represented by a speed of between 13mph and 20mph.

- LOS D borders on a range in which small increases in flow may cause substantial increases in delay in travel speed. LOS D may be caused by poor signal progression, inappropriate signal timing or high volumes. Average travel speed is about 40% of the free flow speed. The distance between vehicles is about 10 car lengths. On most of Cutler Bay's roads (speed limit of 30 mph) this is represented by a speed of between 9 mph and 13 mph.
- LOS E is characterized by significant delays and average travel speed of 33% or less of the free flow speed. LOS E is caused by a combination of high traffic volumes, high signal density, adverse signal progression, and inappropriate signal timing, all of which result in extensive delays at critical intersections. The distance between vehicles is minimal. On most of Cutler Bay's roads (speed limit of 30 mph) this is represented by a speed of between 7 mph and 9 mph.
- LOS F is characterized by urban street flow at extremely low speeds, typically 25% of the free flow speed. Intersection congestion exists at critical signalized intersections with high delay, high volumes and extensive queuing. There is generally

less than one car length distance between vehicles. On most of Cutler Bay's roads (speed limit of 30 mph) this is represented by a speed of less than 7 mph.

On urban streets with traffic signals, LOS is directly related to the free flow speed found on each type of street. **Table 2.9** determines LOS by comparing Urban street class and average speed of traffic.

**Table 2.9: Arterial Level of Service Thresholds**

| Urban Street Class | Average Travel Speed |          |
|--------------------|----------------------|----------|
|                    | I                    | II       |
| B                  | >31 mph              | >22 mph  |
| C                  | >23 mph              | >17 MPH  |
| D                  | >18 mph              | >13 mph  |
| E                  | >15 mph              | > 10 mph |

Source: *FDOT Quality/Level of Service Handbook 2013*

Since the 2008 Transportation Master Plan was submitted, the LOS standards have changed due to a reclassification of the roads systems from a basis on the amount of signalization per mile, with up to four classifications, to two classifications based on posted speed limits. These updated numbers are reflected in the Florida Department of Transportation's 2012 Quality/Level of Service Handbook. The changes experienced are due to updates from HCM 2000 to HCM 2010 version. FDOT now uses two-classes instead of one (based on posted speed), using average travel speed as the service measure instead of the ratio of average travel speed to base free-flow speed,



## Task 2: Data Collection & Analysis

and set free-flow speed equal to the posted speed plus five miles per hour instead of the free-flow speed computations in the HCM 2010 methodology.

These changes have resulted in both large increases and decreases in the LOS standards by which analysis is conducted, and poses policy implications on future development and concurrency management, including capital improvements and the levy of impact fees. Furthermore, the vast difference and compression of the classification systems implies that this shift in the methodology will not necessarily result in a true comparative analysis that will benefit Cutler Bay. To compensate for this change in comparative analysis from the 2008 model due to the large differences, this analysis has been extended to include a LOS evaluation of 2008 numbers based upon the standards from the new classification system.

### **LOS Analysis Types**

There are several types of Level of Service Determination, each becoming progressively more specific as needed. These can be generally classified into three categories, i.e. regional, local and project specific. The level of detail goes up with specificity.

### **Regional – Long Range Transportation Plan**

The most basic level of LOS is examined at the regional or county planning level by the Miami-Dade Metropolitan Planning Organizations (MPO) Long Range Transportation Plan model, (LRTP) to test the impact of transportation improvements for the future. This projects Level of Service 15 and 20 years into the future. It tests the general

improvements to the overall system of certain transportation projects, and is used to for the long range “cost feasible plan” which guides the investment of federal dollars into the local transportation system. Using basic demographic data from the US-Census a regional transportation model is developed for Palm Beach County, Broward County and Miami-Dade County. For 2035 the LRTP model shows that much of Old Cutler Road will be operating at LOS E or F.

The MPO LRTP family of documents and products contain traffic volume data for the base year analysis (in the current plan is the year 2005) as well as future year analyses such as 2020 and 2035. Growth rate factors can be developed between the MPO's years 2005, and 2035 traffic volume data and, cross referenced with other verified and existing traffic count data, be used to project current and future vehicular traffic volumes.

Future vehicular traffic volumes from the MPO roadway networks are the result of a process that starts by developing future socio-economic and land use data based on the adopted Comprehensive Plan. The socio-economic and land use data is used to generate vehicular trips which in turn are distributed among all the traffic analysis zones (small areas about the size of a census block, which contains all model data including origin and destination, trip direction and trip numbers) and then assigned to the roadway network.

### **Local – Highway Capacity Analysis**

A second, more detailed level of analysis is generally done through local transportation master plans, where actual

counts are examined and evaluated with specific approved methodologies. As indicated above, evaluating roadway capacity and LOS under existing conditions is based on collecting traffic volume as well as signal and roadway related data and performing the necessary field observations and technical analyses.

Roadway capacity and LOS for future year conditions are basically performed in the same manner as with the existing conditions, with the exception of field observations and the fact that current year vehicular volumes are projected to a future year using professionally accepted practices. Among the professionally accepted practice is the use of transportation related data from the Miami-Dade Metropolitan Planning Organization (MPO) adopted Long Range Transportation Plan (LRTP). Other professionally accepted practice include using historic vehicular volume data to develop a growth rate and use it to project existing volumes into the future based on the historical data. This method has limitations and should be used with caution, due to the need to account for future land use and demographic changes. Past growth trends in traffic volumes may not necessary project into the future at the same rate as in the past.

#### ***Project Specific – Traffic Impact Analysis***

The most detailed level of analysis would be used as part of a concurrency determination for a specific proposed development. Some communities have Automated Concurrency Management Systems which automatically calculate remaining roadway capacities and subsequent Level of Service. Cutler Bay uses its consultants and recover the Cost via the ordinance for Full Cost Recovery.

The developer at his option may review and comment on the Towns study but the decision as to any modification due to those comments is with the Town and its consultants, based on their professional judgment. The developer is typically given the opportunity to mitigate level of service deficiencies, by paying their fair share to upgrade the transportation facility(ies). A proposed development/redevelopment typical traffic impact study usually requires 3 types of analyses:

- a. Analysis to reflect existing roadway capacity and LOS
- b. Analysis to reflect future conditions (opening year of the proposed project) without the proposed project
- c. A final analysis to reflect future year conditions including the proposed project generated vehicular volumes. In order to perform the future year analyses, it is necessary to project existing vehicular volumes to the future year using growth rates developed from the MPO data or by other professionally accepted practices.

There are exceptions to the requirement of performing a traffic impact in cases such as a single family home or any other specific exception as dictated by State or locally enacted law or policies. According to State Law (s. 163.3180), a local government may grant an exception from the concurrency requirement for transportation facilities if the proposed development/redevelopment is otherwise consistent with the adopted local government comprehensive plan and is a project that promotes public transportation or is located within an area designated in the Comprehensive Plan for urban infill development, urban redevelopment, downtown revitalization and infill



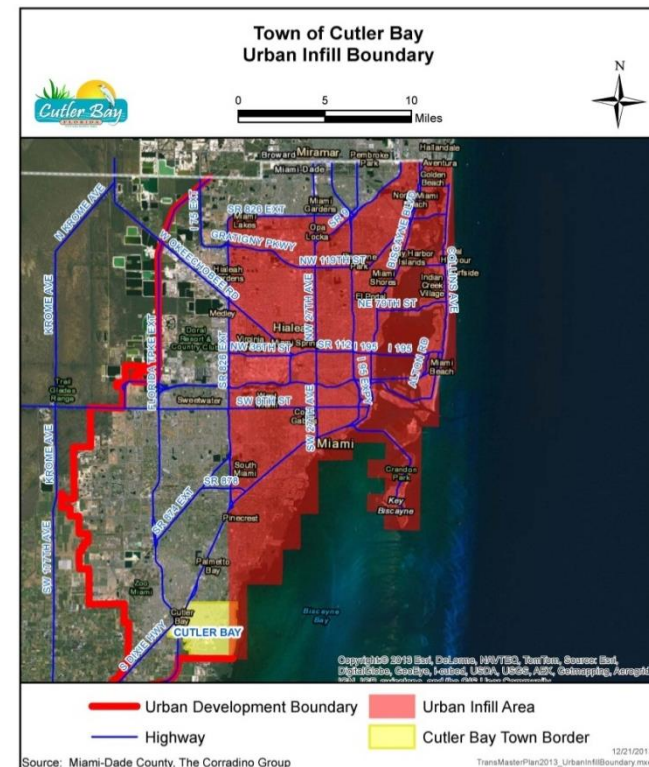
and redevelopment under s.163.2517, or for a transportation concurrency exception area. Another instance where a traffic impact study may not be required is under the “de minimis” impact (s. 163.3180 (6)), where the actual traffic impact is very small and thus not needing an impact analysis.

A traffic impact analysis is necessary and required by local governments, not only to meet State concurrency requirements, but also to ensure that a proposed development project will not create adverse impacts to the roadway network in terms of operations and safety. For example, the local government needs to ensure that the proposed site's driveways will operate adequately and not cause problems such as vehicle queues extending onto the adjacent roadway and blocking its vehicular traffic causing both operational and safety concerns. The local government may also need to be assured that vehicular traffic destined to and from the proposed project site will not cause operational and safety issues at the nearby intersections, etc.

Minimum acceptable arterial (roadway) Level of Service standards are normally established by the entity responsible for maintaining the facility. In Miami-Dade County this is FDOT and the County. Across the State these Standards typically vary between D, E and variations of E (like E+20%, E+50%, etc.). Theoretically, nothing would prevent a local government from assuming maintenance responsibility for a facility. They could then set the Level of Service. However, the new Level of Service would need to conform to State and County standards. In most cases, there would be no real advantage to owning the road.

Nearly all minor arterials in Miami-Dade County have a LOS Standard of D or E, the exception being for facilities being within the Urban Infill Boundary, which is the area inside (south or east) of the Palmetto Expressway. **Figure 2.18** shows the Urban Infill Boundary in red, Old Cutler Road and other roads in blue and Cutler Bay in yellow.

**Figure 2.18: Cutler Bay and UDB**



These facilities are allowed to be LOS E + (20% of E) within ½ mile of transit, or E+ (50% of E) within ½ mile of Metrorail or Busway. This was implemented to counteract the negative impacts of concurrency, which actually “incentivized” the opposite of its intention by causing development to occur outside of the urban core. No provisions were made for infill development south of where SW 77<sup>th</sup> Ave. intersects Biscayne Bay. Cutler Bay, though it has many areas within ½ mile of the Busway, is not to use these more lenient standards. There is no threshold for Off Peak Level of Service. Generally, the peak hour traffic represents about 10% of daily volumes. If the peak hour traffic is allowed to be LOS E, then off peak hour traffic will generally be LOS B or C around the peaks, and LOS A at certain periods of the day. In our County the coastal communities of the barrier islands have broad peak hours, which means that the peak hour is less than 10% and multiple hours have between 5% and 7% of daily traffic. In these types of congested areas, traffic has learned that it must travel off peak to get to places, so the peak periods become extended.

As these roads perform an important transportation function, and are costly to build and maintain, adequate usage is required to achieve a substantial cost/benefit. For example, a facility functioning at LOS B or C in the peak hour would be considered underutilized, with more than adequate capacity. When financial resources are relatively scarce, the funds used to construct those extra lanes could have been used elsewhere in the County or State on facilities that exceeded the proposed level of service. Conversely, when actual Level of Service exceeds the standard, either development is to stop, or

the facility is to be brought into compliance within 3 years of the impacting-development being issued a building permit. This stems from Florida's growth management legislation, referred to as “concurrency.”

### 2.2.3 Transportation System Performance

The science of transportation planning is in evaluating the transportation network from a technical perspective. This entails collecting necessary data on the system in the form of traffic counts, then analyzing these counts to determine the Level of Service on the network today, in 2020 and in 2035. A variety of projects can then be developed to address the community's needs. This analysis has looked at the roadways and transit system as well as the bicycle and pedestrian network.

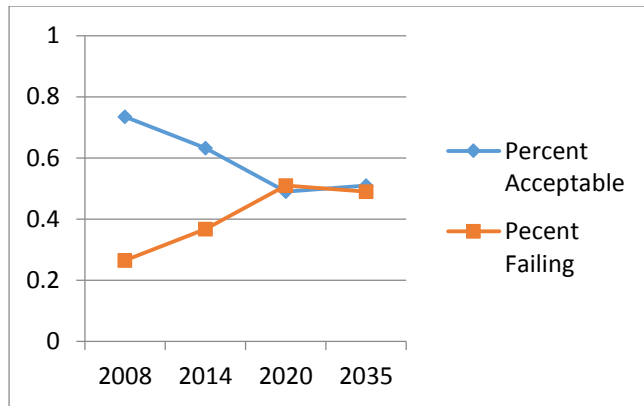
#### 2.4.1 Roadway LOS

Traffic counts data was reviewed for 49 roadway links on 14 roads. (links are segments of roadway between intersections). In 2014, 31 of 49 links, or 63.3% operate at an acceptable Level of Service. 18 links or 37.7% are failing. By 2020, 24 links (49.0%) are acceptable, and 25 links (51.0 %) are unacceptable. By 2035, 25 (51.0%) are acceptable, and 24 links (49.0%) are unacceptable. It should be noted though, as demonstrated in the LOS evaluation tables, that for 2035, the improvement in acceptable links is contingent on the Turnpike being expanded from 6 to 10 lanes. If the Turnpike is not expanded, then the analysis would indicate 21 links (42.9%) are acceptable, with 28 links (57.1%) failing to meet adopted concurrency standards, as seen in **Figures 2.19 and 2.20**.

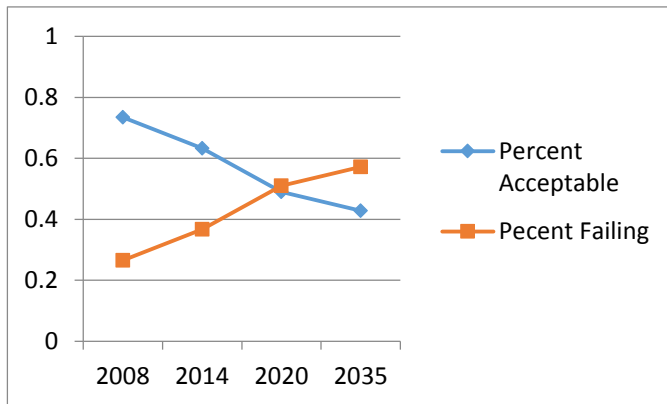


## Task 2: Data Collection & Analysis

**Figure 2.19: System Performance Over Time (Assuming Turnpike Expansion)**



**Figure 2.20: System Performance Over Time (With No Turnpike Expansion)**



**Table 2.20: Cutler Bay Roads and Adopted LOS Standards**

| Town of Cutler Bay<br>Transportation Element |                         |                |                |              |                          |              |      |      |      |
|----------------------------------------------|-------------------------|----------------|----------------|--------------|--------------------------|--------------|------|------|------|
| 2008 - 2035 Conditions                       |                         |                |                |              |                          |              |      |      |      |
| #                                            | ROAD                    | FROM           | TO             | JURISDICTION | TYPE                     | LOS STANDARD |      |      |      |
| 1                                            | SW 184 ST               | SW 107 AVE     | US-1           | COUNTY       | URBAN MINOR ARTERIAL     | E            | 1719 | 1800 | 1800 |
| 2                                            |                         | US-1           | Franjo Rd.     |              |                          | E            | 1719 | 1800 | 1800 |
| 3                                            |                         | Franjo Rd      | SW 92 Ave      |              |                          | E            | 747  | 792  | 792  |
| 4                                            |                         | SW 92 Ave      | SW 87 Ave      |              |                          | E            | 747  | 792  | 792  |
| 5                                            |                         | SW 87 Ave      | Old Cutler Rd  |              |                          | E            | 747  | 792  | 792  |
| 6                                            | Caribbean Blvd          | SW 117 Ave     | SW 110 Ave     | COUNTY       | URBAN COLLECTOR          | D            | 333  | 675  | 720  |
| 7                                            |                         | SW 110 Ave     | US-1           |              |                          | D            | 657  | 1467 | 1530 |
| 8                                            |                         | US-1           | SR 821         |              |                          | D            | 657  | 1467 | 1530 |
| 9                                            |                         | SR 821         | SW 97 Ave      |              |                          | D            | 333  | 675  | 720  |
| 10                                           |                         | SW 97 Ave      | Marlin Rd.     |              |                          | D            | 333  | 675  | 720  |
| 11                                           |                         | Marlin Rd.     | Franjo Rd.     |              |                          | D            | 333  | 675  | 720  |
| 12                                           |                         | Franjo Rd.     | SW 87 Ave      |              |                          | D            | 333  | 675  | 720  |
| 13                                           |                         | SW 87 Ave      | SW 184 St      |              |                          | D            | 333  | 675  | 720  |
| 14                                           | SW 211 St               | SW 114 Ave     | US-1           | COUNTY       | URBAN COLLECTOR          | E            | 657  | 1467 | 1530 |
| 15                                           |                         | US-1           | SW 112 Ave     |              |                          | E            | 1053 | 2268 | 2304 |
| 16                                           |                         | SW 112 Ave     | SR 821         |              |                          | E            | 1053 | 2268 | 2304 |
| 17                                           | SW 212 St               | SW 87 Ave      | SW 85 Ave      | LOCAL        | URBAN LOCAL              | D            | 657  | 1467 | 1530 |
| 18                                           | SW 216 St               | SR 821         | Old Cutler Rd  | COUNTY       | URBAN MINOR ARTERIAL     | E            | 657  | 1467 | 1530 |
| 19                                           |                         | Old Cutler Rd  | SW 87 Ave      |              |                          | E            | 657  | 1467 | 1530 |
| 20                                           | SW 232 St               | SW 97 Ave      | SW 87 Ave      | LOCAL        | URBAN LOCAL              | D            | 370  | 750  | 800  |
| 21                                           | SW 85 Ave               | Old Cutler Rd  | SW 212 St      | LOCAL        | URBAN LOCAL              | D            | 657  | 1467 | 1530 |
| 22                                           | Old Cutler Rd           | SW 112 Ave     | SW 224 St      | COUNTY       | URBAN COLLECTOR          | D            | 333  | 675  | 720  |
| 23                                           |                         | SW 224 St      | SW 216 St      |              | URBAN COLLECTOR          | D            | 333  | 675  | 720  |
| 24                                           |                         | SW 216 St      | SW 97 Ave      |              | URBAN MINOR ARTERIAL     | E            | 333  | 675  | 720  |
| 25                                           |                         | SW 97 Ave      | Marlin Rd.     |              | URBAN MINOR ARTERIAL     | E            | 333  | 675  | 720  |
| 26                                           |                         | Marlin Rd.     | SW 87 Ave      |              | URBAN MINOR ARTERIAL     | E            | 333  | 675  | 720  |
| 27                                           |                         | SW 87 Ave      | SW 184 St      |              | URBAN MINOR ARTERIAL     | E            | 333  | 675  | 720  |
| 28                                           |                         | SW 184 St      | SW 77 Ave      |              | URBAN MINOR ARTERIAL     | E            | 333  | 675  | 720  |
| 29                                           |                         | SW 216 St      | SW 211 St      |              |                          | D            | 3020 | 3660 | 3940 |
| 30                                           |                         | SW 211 St      | Caribbean Blvd |              |                          | D            | 3020 | 3660 | 3940 |
| 31                                           |                         | Caribbean Blvd | US-1           |              |                          | D            | 4580 | 5500 | 6080 |
| 32                                           |                         | US-1           | Quail Roost Dr |              |                          | D            | 4580 | 5500 | 6080 |
| 33                                           | Gulfstream Rd/SW 97 Ave | Caribbean Blvd | Franjo Rd.     | COUNTY       | URBAN COLLECTOR          | D            | 333  | 675  | 720  |
| 34                                           |                         | Franjo Rd      | SW 184 St      |              |                          | D            | 333  | 675  | 720  |
| 35                                           |                         | SW 184 St      | SW 174 St      |              |                          | D            | 333  | 675  | 720  |
| 36                                           | Marlin Rd               | Old Cutler Rd  | Caribbean Blvd | COUNTY       | URBAN COLLECTOR          | D            | 333  | 675  | 720  |
| 37                                           |                         | Caribbean Blvd | SW 97 Ave      |              |                          | D            | 333  | 675  | 720  |
| 38                                           |                         | SW 97 Ave      | US-1           |              |                          | D            | 333  | 675  | 720  |
| 39                                           |                         | US-1           | SW 107 Ave     |              |                          | D            | 657  | 1467 | 1530 |
| 40                                           | Franjo Rd.              | Old Cutler Rd  | Caribbean Blvd | COUNTY       | URBAN COLLECTOR          | D            | 333  | 675  | 720  |
| 41                                           |                         | Caribbean Blvd | SW 97 Ave      |              |                          | D            | 333  | 675  | 720  |
| 42                                           | SW 87 Ave               | SW 232 St      | SW 216 St      | COUNTY       | URBAN COLLECTOR          | D            | 333  | 675  | 720  |
| 43                                           |                         | SW 216 St      | Old Cutler Rd  |              |                          | D            | 747  | 792  | 792  |
| 44                                           |                         | Old Cutler Rd  | Caribbean Blvd |              |                          | D            | 657  | 1467 | 1530 |
| 45                                           |                         | Caribbean Blvd | SW 184 St      |              |                          | D            | 657  | 1467 | 1530 |
| 46                                           |                         | SW 184 St      | SW 174 St      |              |                          | D            | 657  | 1467 | 1530 |
| 47                                           |                         | SW 211 St      | Caribbean Blvd |              |                          | E(1.2)       | 2940 | 3020 | 3020 |
| 48                                           | US-1                    | Caribbean Blvd | Marlin Rd.     | STATE        | URBAN PRINCIPAL ARTERIAL | E(1.2)       | 2940 | 3020 | 3020 |
| 49                                           |                         | Marlin Rd.     | SW 184 St      |              |                          | E(1.2)       | 2940 | 3020 | 3020 |

Abbreviations:  
 TWLTL = Two Way Left Turn Lane  
 E(1.2)=Extraordinary Transportation E(120%)

Most traffic seems to be moving north and south through Cutler Bay. This follows the expected commuting pattern of trips moving north out of South Dade in the morning to work and back again in the evening. This is mainly because the employment centers are mostly all north of SW 88<sup>th</sup> Street. US-1 carries the bulk of the volume through Cutler Bay, with daily volumes between 45,000 vehicles and 55,000 vehicles. The Level of Service on this road is at LOS C, with a standard of E. The highest volume at approximately 55,000 vehicles per day is on the segment between Caribbean Boulevard and Marlin Road. The segment north of Marlin Road drops 8,000 trips. These trips use Marlin Road northbound as a way of getting out of the community.

Marlin Road is LOS D between Old Cutler Road and Caribbean Boulevard and LOS F between Caribbean Boulevard and north of US-1. Flow along this road builds as it progresses north. Approximately 9,900 daily trips are on Marlin between Old Cutler Road and Caribbean Boulevard. The number jumps to 14,400 between Caribbean and US-1, building more flow as it passes through existing residential developments, and reaches approximately 38,000 north of US-1 as it joins Northbound US-1 traffic.

Franjo Road is LOS F as it approaches SW 184<sup>th</sup> Street, accounting for over 19,000 vehicles per day. The Level of Service and traffic flow from the residential areas indicates a movement trend northwards along Franjo Road or west along Caribbean Boulevard and Marlin Road towards SR 821 and US-1.

SW 87<sup>th</sup> Avenue is primarily LOS C, with the exception of the segment between Caribbean Boulevard and SW 184<sup>th</sup> Street, where an increase in traffic can be attributed to vehicular traffic heading north and results in LOS D for the section.

Old Cutler Road does not follow a northern trend in traffic flow, but instead concentrates westward and centrally, due to traffic resulting from the economic corridor at the juncture of Franjo Road and Old Cutler Road and the location of the turnpike and US-1 to the west. Many northbound trips exit on SW 87<sup>th</sup> Avenue to head north through Palmetto Bay instead of staying on Old Cutler Road, which results in the section of Old Cutler Road at an LOS of C, which may seem odd as both adjoining sections to the north and the south are LOS F. Caribbean Boulevard follows the same trend as Old Cutler Road, in movement to the west. This road carries daily volumes of traffic between 6,500 and 32,000 per day.

What is seen here is the impact of the Turnpike (SR 821) with transit to and from Western Dade locations such as Doral; the Southland Mall; and the Old Cutler Road commercial center as transit generators. Carried forward, one can see the impact that the Urban Center District and the Old Cutler Road Charrette Area have in the future as they developed as mixed use, Office and Residential centers in the area. While a high density of traffic may be seen at the point of activity, this traffic will be classified as both origins and destinations, meaning that they will both have positive financial impacts on the community as opposed to being directional pass through traffic, which will only leave only congestion and pollution. Both have





## Task 2: Data Collection & Analysis

the potential to reverse traffic flow on each of the major roads carrying people through the community.

### **Existing and Projected Roadway Levels-of-Service (LOS) for the Town of Cutler Bay**

For the Town of Cutler Bay's Transportation Master Plan, four colors are shown in the following maps and tables (green, yellow, blue, and red). Green indicates that the roadway link is operating at or better than LOS C, meaning that in general, there is no significant congestion and the roadway segment can absorb additional traffic volumes. Yellow indicates LOS D, meaning that there is additional room for more vehicles, although limited. Blue indicates LOS E or that the roadway segment is operating at capacity and may be able to absorb only minor amount of additional traffic volumes depending on the specific case at hand. Finally, the red is indicative of LOS F, meaning that capacity has have been exceeded and that the standards have been exceeded; in others words, the roadway segment is experiencing higher traffic congestion with associated longer delays and should not absorb additional traffic volumes. However, when measuring concurrency, LOS D is the general standard, with differences resulting from transit routes with express buses or with at least 20 minutes of peak headway times, which can operate at LOS E.

Table 2.11: Actual LOS

| Town of Cutler Bay<br>Transportation Element |                         |                |                |              |                          |              |               |       |                              |     |                    |
|----------------------------------------------|-------------------------|----------------|----------------|--------------|--------------------------|--------------|---------------|-------|------------------------------|-----|--------------------|
| 2008 - 2035 Conditions                       |                         |                |                |              |                          |              |               |       |                              |     |                    |
| #                                            | ROAD                    | FROM           | TO             | JURISDICTION | TYPE                     | LOS STANDARD | 2008 EXISTING |       |                              |     |                    |
|                                              |                         |                |                |              |                          |              | GROWTH RATE   | AADT  | PEAK HR PEAK DR VOLUME (vph) | LOS | Available Capacity |
| 1                                            | SW 184 ST               | SW 107 AVE     | US-1           | COUNTY       | URBAN MINOR ARTERIAL     | E            | 1.04          | 19542 | 942                          | C   | 858                |
| 2                                            |                         | US-1           | Franjo Rd.     |              |                          | E            | 1.04          | 20957 | 1010                         | C   | 790                |
| 3                                            |                         | Franjo Rd      | SW 92 Ave      |              |                          | E            | 1.04          | 14146 | 682                          | C   | 110                |
| 4                                            |                         | SW 92 Ave      | SW 87 Ave      |              |                          | E            | 1.04          | 16459 | 704                          | C   | 88                 |
| 5                                            |                         | SW 87 Ave      | Old Cutler Rd  |              |                          | E            | 1.04          | 9199  | 493                          | C   | 299                |
| 6                                            | Caribbean Blvd          | SW 117 Ave     | SW 110 Ave     | COUNTY       | URBAN COLLECTOR          | D            | 1.04          | 19208 | 1012                         | F   | -337               |
| 7                                            |                         | SW 110 Ave     | US-1           |              |                          | D            | 1.04          | 31722 | 1672                         | F   | -205               |
| 8                                            |                         | US-1           | SR 821         |              |                          | D            | 1.04          | 10685 | 563                          | C   | 904                |
| 9                                            |                         | SR 821         | SW 97 Ave      |              |                          | D            | 1.28          | 19553 | 1025                         | F   | -350               |
| 10                                           |                         | SW 97 Ave      | Marlin Rd.     |              |                          | D            | 1.04          | 9249  | 487                          | D   | 188                |
| 11                                           |                         | Marlin Rd.     | Franjo Rd.     |              |                          | D            | 1.04          | 7322  | 340                          | D   | 335                |
| 12                                           |                         | Franjo Rd.     | SW 87 Ave      |              |                          | D            | 1.04          | 6017  | 341                          | D   | 334                |
| 13                                           |                         | SW 87 Ave      | SW 184 St      |              |                          | D            | 1.04          | 1338  | 89                           | C   | 586                |
| 14                                           | SW 211 St               | SW 114 Ave     | US-1           | COUNTY       | URBAN COLLECTOR          | E            | 1.04          | 13428 | 715                          | D   | 815                |
| 15                                           |                         | US-1           | SW 112 Ave     |              |                          | E            | 1.04          | 16954 | 903                          | C   | 1401               |
| 16                                           |                         | SW 112 Ave     | SR 821         |              |                          | E            | 1.04          | 18720 | 997                          | C   | 1307               |
| 17                                           | SW 212 St               | SW 87 Ave      | SW 85 Ave      | LOCAL        | URBAN LOCAL              | D            | 1.04          | 8361  | 445                          | C   | 1022               |
| 18                                           | SW 216 St               | SR 821         | Old Cutler Rd  | COUNTY       | URBAN MINOR ARTERIAL     | E            | 1.04          | 24838 | 1353                         | D   | 177                |
| 19                                           |                         | Old Cutler Rd  | SW 87 Ave      |              |                          | E            | 1.16          | 14427 | 890                          | D   | 640                |
| 20                                           | SW 232 St               | SW 97 Ave      | SW 87 Ave      | LOCAL        | URBAN LOCAL              | D            | 1.04          | 1749  | 93                           | C   | 657                |
| 21                                           | SW 85 Ave               | Old Cutler Rd  | SW 212 St      | LOCAL        | URBAN LOCAL              | D            | 1.04          | 3884  | 207                          | C   | 1260               |
| 22                                           | Old Cutler Rd           | SW 112 Ave     | SW 224 St      | COUNTY       | URBAN COLLECTOR          | D            | 1.04          | 9796  | 591                          | D   | 84                 |
| 23                                           |                         | SW 224 St      | SW 216 St      |              | URBAN COLLECTOR          | D            | 1.04          | 9638  | 597                          | D   | 78                 |
| 24                                           |                         | SW 216 St      | SW 97 Ave      |              | URBAN MINOR ARTERIAL     | E            | 1.04          | 19935 | 869                          | F   | -149               |
| 25                                           |                         | SW 97 Ave      | Marlin Rd.     |              | URBAN MINOR ARTERIAL     | E            | 1.04          | 18847 | 986                          | F   | -266               |
| 26                                           |                         | Marlin Rd.     | SW 87 Ave      |              | URBAN MINOR ARTERIAL     | E            | 1.04          | 21351 | 962                          | F   | -242               |
| 27                                           |                         | SW 87 Ave      | SW 184 St      |              | URBAN MINOR ARTERIAL     | E            | 0.91          | 13346 | 793                          | F   | -73                |
| 28                                           |                         | SW 184 St      | SW 77 Ave      |              | URBAN MINOR ARTERIAL     | E            | 1.04          | 27387 | 1341                         | F   | -621               |
| 29                                           | SR 821                  | SW 216 St      | SW 211 St      | STATE        | LIMITED ACCESS FREEWAY   | D            | 1.04          | 34156 | 1819                         | C   | 1841               |
| 30                                           |                         | SW 211 St      | Caribbean Blvd |              |                          | D            | 1.04          | 44859 | 2390                         | C   | 1270               |
| 31                                           |                         | Caribbean Blvd | US-1           |              |                          | D            | 1.04          | 77531 | 4130                         | C   | 1370               |
| 32                                           |                         | US-1           | Quail Roost Dr |              |                          | D            | 1.04          | 97369 | 5187                         | D   | 313                |
| 33                                           | Gulfstream Rd/SW 97 Ave | Caribbean Blvd | Franjo Rd.     | COUNTY       | URBAN COLLECTOR          | D            | 1.04          | 2166  | 163                          | C   | 512                |
| 34                                           |                         | Franjo Rd      | SW184 St       |              |                          | D            | 1.03          | 14634 | 773                          | F   | -98                |
| 35                                           |                         | SW184 St       | SW 174 St      |              |                          | D            | 1.04          | 9307  | 579                          | D   | 96                 |
| 36                                           | Marlin Rd               | Old Cutler Rd  | Caribbean Blvd | COUNTY       | URBAN COLLECTOR          | D            | 1.04          | 8476  | 439                          | D   | 236                |
| 37                                           |                         | Caribbean Blvd | SW 97 Ave      |              |                          | D            | 1.04          | 13515 | 696                          | E   | -21                |
| 38                                           |                         | SW 97 Ave      | US-1           |              |                          | D            | 1.04          | 13655 | 700                          | E   | -25                |
| 39                                           |                         | US-1           | SW 107 Ave     |              |                          | D            | 1.04          | 37616 | 1925                         | F   | -458               |
| 40                                           | Franjo Rd.              | Old Cutler Rd  | Caribbean Blvd | COUNTY       | URBAN COLLECTOR          | D            | 1.04          | 13805 | 653                          | D   | 22                 |
| 41                                           |                         | Caribbean Blvd | SW 97 Ave      |              |                          | D            | 1.04          | 18680 | 995                          | F   | -320               |
| 42                                           | SW 87 Ave               | SW 232 St      | SW 216 St      | COUNTY       | URBAN COLLECTOR          | D            | 1.04          | 2834  | 185                          | C   | 490                |
| 43                                           |                         | SW 216 St      | Old Cutler Rd  |              |                          | D            | 0.84          | 7208  | 425                          | C   | 367                |
| 44                                           |                         | Old Cutler Rd  | Caribbean Blvd |              |                          | D            | 0.99          | 7049  | 607                          | C   | 860                |
| 45                                           |                         | Caribbean Blvd | SW 184 St      |              |                          | D            | 1.04          | 8576  | 633                          | C   | 834                |
| 46                                           |                         | SW 184 St      | SW 174 St      |              |                          | D            | 1.04          | 13079 | 854                          | D   | 613                |
| 47                                           |                         | SW 211 St      | Caribbean Blvd |              |                          | E(1.2)       | 1.04          | 52151 | 2028                         | C   | 992                |
| 48                                           | US-1                    | Caribbean Blvd | Marlin Rd.     | STATE        | URBAN PRINCIPAL ARTERIAL | E(1.2)       | 1.04          | 73236 | 2844                         | C   | 176                |
| 49                                           |                         | Marlin Rd.     | SW 184 St      |              |                          | E(1.2)       | 1.04          | 67613 | 2623                         | C   | 397                |

Abbreviations:  
 TWLTL = Two Way Left Turn Lane  
 E(2)=Extraordinary Transportation E(120%)



## Task 2: Data Collection & Analysis

**Table 2.11: Actual LOS, Cont'd**

| Town of Cutler Bay<br>Transportation Element |                         |                |                |              |                          |              |                 |          |          |          |                      |            |                    |
|----------------------------------------------|-------------------------|----------------|----------------|--------------|--------------------------|--------------|-----------------|----------|----------|----------|----------------------|------------|--------------------|
| 2014 Existing Conditions                     |                         |                |                |              |                          |              |                 |          |          |          |                      |            |                    |
| #                                            | ROAD                    | FROM           | TO             | JURISDICTION | TYPE                     | LOS STANDARD | 2014 Projection |          |          |          |                      |            |                    |
|                                              |                         |                |                |              |                          |              | No. OF LANES    | C VOLUME | D VOLUME | E VOLUME | Annual Growth Factor | AADT (vpd) | Available Capacity |
| 1                                            | SW 184 St               | SW 107 Ave     | US-1           | COUNTY       | URBAN MINOR ARTERIAL     | E            | 4               | 1120     | 1620     | 1720     | 1.029                | 23260      | 1605               |
| 2                                            |                         | US-1           | Franjo Rd.     |              |                          | E            | 4               | 1120     | 1620     | 1720     | 0.976                | 18129      | 1450               |
| 3                                            |                         | Franjo Rd      | SW 92 Ave      |              |                          | E            | 2               | 480      | 760      | 810      | 0.976                | 12237      | 979                |
| 4                                            |                         | SW 92 Ave      | SW 87 Ave      |              |                          | E            | 2               | 480      | 760      | 810      | 0.976                | 14238      | 1139               |
| 5                                            |                         | SW 87 Ave      | Old Cutler Rd  |              |                          | E            | 2               | 480      | 760      | 810      | 1.011                | 9812       | 526                |
| 6                                            | Caribbean Blvd          | SW 117 Ave     | SW 110 Ave     | COUNTY       | URBAN COLLECTOR          | D            | 2               | 250      | 530      | 660      | 0.995                | 18598      | 980                |
| 7                                            |                         | SW 110 Ave     | US-1           |              |                          | D            | 4               | 580      | 1140     | 1320     | 1.001                | 31912      | 1682               |
| 8                                            |                         | US-1           | SR 821         |              |                          | D            | 4               | 580      | 1140     | 1320     | 1.036                | 13184      | 695                |
| 9                                            |                         | SR 821         | SW 97 Ave      |              |                          | D            | 2               | 250      | 530      | 660      | 1.041                | 24910      | 1893               |
| 10                                           |                         | SW 97 Ave      | Marlin Rd.     |              |                          | D            | 2               | 250      | 530      | 660      | 1.086                | 15189      | 1154               |
| 11                                           |                         | Marlin Rd.     | Franjo Rd.     |              |                          | D            | 2               | 250      | 530      | 660      | 1.126                | 14937      | 1135               |
| 12                                           |                         | Franjo Rd.     | SW 87 Ave      |              |                          | D            | 2               | 250      | 530      | 660      | 1.017                | 6674       | 378                |
| 13                                           |                         | SW 87 Ave      | SW 184 St      |              |                          | D            | 2               | 250      | 530      | 660      | 1.061                | 1907       | 127                |
| 14                                           | SW 211 St               | SW 114 Ave     | US-1           | COUNTY       | URBAN COLLECTOR          | E            | 4               | 580      | 1140     | 1320     | 1.019                | 15057      | 802                |
| 15                                           |                         | US-1           | SW 112 Ave     |              |                          | E            | 6               | 609      | 1197     | 1386     | 1.020                | 19094      | 1017               |
| 16                                           | SW 212 St               | SW 112 Ave     | SR 821         | LOCAL        | URBAN LOCAL              | E            | 6               | 609      | 1197     | 1386     | 1.015                | 20437      | 1089               |
| 17                                           |                         | SW 87 Ave      | SW 85 Ave      |              |                          | D            | 4               | 580      | 1140     | 1320     | 1.020                | 9431       | 502                |
| 18                                           | SW 216 St               | SR 821         | Old Cutler Rd  | COUNTY       | URBAN MINOR ARTERIAL     | E            | 4               | 1120     | 1620     | 1720     | 1.025                | 28870      | 1572               |
| 19                                           |                         | Old Cutler Rd  | SW 87 Ave      |              |                          | E            | 4               | 1120     | 1620     | 1720     | 1.014                | 15658      | 966                |
| 20                                           | SW 232 St               | SW 97 Ave      | SW 87 Ave      | LOCAL        | URBAN LOCAL              | D            | 2               | 333      | 675      | 720      | 1.080                | 2772       | 148                |
| 21                                           | SW 85 Ave               | Old Cutler Rd  | SW 212 St      | LOCAL        | URBAN LOCAL              | D            | 4               | 657      | 1467     | 1530     | 1.064                | 5633       | 300                |
| 22                                           | Old Cutler Rd           | SW 112 Ave     | SW 224 St      | COUNTY       | URBAN COLLECTOR          | D            | 2               | 250      | 530      | 660      | 1.020                | 11000      | 664                |
| 23                                           |                         | SW 224 St      | SW 216 St      |              | URBAN COLLECTOR          | D            | 2               | 250      | 530      | 660      | 1.020                | 10822      | 670                |
| 24                                           |                         | SW 216 St      | SW 97 Ave      |              | URBAN MINOR ARTERIAL     | E            | 2               | 1120     | 1620     | 1720     | 1.003                | 20340      | 886                |
| 25                                           |                         | SW 97 Ave      | Marlin Rd.     |              | URBAN MINOR ARTERIAL     | E            | 2               | 1120     | 1620     | 1720     | 1.001                | 18940      | 990                |
| 26                                           |                         | Marlin Rd.     | SW 87 Ave      |              | URBAN MINOR ARTERIAL     | E            | 2               | 1120     | 1620     | 1720     | 0.993                | 20511      | 924                |
| 27                                           |                         | SW 87 Ave      | SW 184 St      |              | URBAN MINOR ARTERIAL     | E            | 2               | 1120     | 1620     | 1720     | 0.907                | 7450       | 443                |
| 28                                           |                         | SW 184 St      | SW 77 Ave      |              | URBAN MINOR ARTERIAL     | E            | 2               | 1120     | 1620     | 1720     | 0.995                | 26557      | 1501               |
| 29                                           |                         | SW 216 St      | SW 211 St      |              | URBAN MINOR ARTERIAL     | D            | 4               | 3020     | 3660     | 3940     | 1.046                | 44821      | 2387               |
| 30                                           | SR 821                  | SW 211 St      | Caribbean Blvd | STATE        | LIMITED ACCESS FREEWAY   | D            | 4               | 3020     | 3660     | 3940     | 1.036                | 55353      | 2948               |
| 31                                           |                         | Caribbean Blvd | US-1           |              |                          | D            | 6               | 4580     | 5500     | 6080     | 1.036                | 95666      | 5096               |
| 32                                           |                         | US-1           | Qual Roost Rd  |              |                          | D            | 6               | 4580     | 5500     | 6080     | 1.036                | 120144     | 6400               |
| 33                                           | Gulfstream Rd/SW 97 Ave | Caribbean Blvd | Franjo Rd.     | COUNTY       | URBAN COLLECTOR          | D            | 2               | 250      | 530      | 660      | 1.036                | 2673       | 201                |
| 34                                           |                         | Franjo Rd      | SW 184 St      |              |                          | D            | 2               | 250      | 530      | 660      | 1.021                | 16550      | 874                |
| 35                                           |                         | SW 184 St      | SW 174 St      |              |                          | D            | 2               | 250      | 530      | 660      | 1.030                | 11141      | 692                |
| 36                                           | Marlin Rd               | Old Cutler Rd  | Caribbean Blvd | COUNTY       | URBAN COLLECTOR          | D            | 2               | 250      | 530      | 660      | 1.025                | 9849       | 510                |
| 37                                           |                         | Caribbean Blvd | SW 97 Ave      |              |                          | D            | 2               | 250      | 530      | 660      | 1.011                | 14423      | 743                |
| 38                                           |                         | SW 97 Ave      | US-1           |              |                          | D            | 2               | 250      | 530      | 660      | 1.023                | 15640      | 802                |
| 39                                           |                         | US-1           | SW 107 Ave     |              |                          | D            | 4               | 580      | 1140     | 1320     | 1.003                | 38510      | 1960               |
| 40                                           | Franjo Rd.              | Old Cutler Rd  | Caribbean Blvd | COUNTY       | URBAN COLLECTOR          | D            | 2               | 250      | 530      | 660      | 1.009                | 14597      | 690                |
| 41                                           |                         | Caribbean Blvd | SW 97 Ave      |              |                          | D            | 2               | 250      | 530      | 660      | 1.004                | 19113      | 1018               |
| 42                                           | SW 87 Ave               | SW 232 St      | SW 216 St      | COUNTY       | URBAN COLLECTOR          | D            | 2               | 250      | 530      | 660      | 1.065                | 4147       | 271                |
| 43                                           |                         | SW 216 St      | Old Cutler Rd  |              |                          | D            | 4               | 747      | 792      | 792      | 0.836                | 2461       | 145                |
| 44                                           |                         | Old Cutler Rd  | Caribbean Blvd |              |                          | D            | 4               | 657      | 1467     | 1530     | 0.992                | 6722       | 579                |
| 45                                           |                         | Caribbean Blvd | SW 184 St      |              |                          | D            | 4               | 657      | 1467     | 1530     | 1.044                | 11117      | 820                |
| 46                                           |                         | SW 184 St      | SW 174 St      |              |                          | D            | 4               | 657      | 1467     | 1530     | 1.023                | 14984      | 978                |
| 47                                           |                         | SW 211 St      | Caribbean Blvd |              |                          | E(1,2)       | 6               | 2110     | 2570     | 3252     | 0.977                | 45397      | 1766               |
| 48                                           | US-1                    | Caribbean Blvd | Marlin Rd.     | STATE        | URBAN PRINCIPAL ARTERIAL | E(1,2)       | 6               | 2110     | 2570     | 3252     | 0.953                | 54734      | 3777               |
| 49                                           |                         | Marlin Rd.     | SW 184 St      |              |                          | E(1,2)       | 6               | 2110     | 2570     | 3252     | 0.953                | 48138      | 3322               |

Abbreviations:  
TWLTL = Two Way Left Turn Lane  
E(2)=Extraordinary Transportation E(120%)

Table 2.11: Actual LOS, Cont'd

| Town of Cutler Bay<br>Transportation Element |                         |                |                |              |                          |              |             |          |          |                      |            |                              |                    |
|----------------------------------------------|-------------------------|----------------|----------------|--------------|--------------------------|--------------|-------------|----------|----------|----------------------|------------|------------------------------|--------------------|
| 2020 Conditions                              |                         |                |                |              |                          |              |             |          |          |                      |            |                              |                    |
| #                                            | ROAD                    | FROM           | TO             | JURISDICTION | TYPE                     | LOS STANDARD | 2020 FUTURE |          |          |                      |            |                              |                    |
|                                              |                         |                |                |              |                          |              | C VOLUME    | D VOLUME | E VOLUME | Annual Growth Factor | AADT (vpd) | PEAK HR PEAK DR VOLUME (vph) | Available Capacity |
| 1                                            | SW 184 St               | SW 107 Ave     | US-1           | COUNTY       | URBAN MINOR ARTERIAL     | E            | 1120        | 1620     | 1720     | 1.004                | 23846      | 1150                         | D                  |
| 2                                            |                         | US-1           | Franjo Rd.     |              |                          | E            | 1120        | 1620     | 1720     | 1.049                | 24168      | 1165                         | D                  |
| 3                                            |                         | Franjo Rd      | SW 92 Ave      |              |                          | E            | 480         | 760      | 810      | 1.036                | 15090      | 727                          | D                  |
| 4                                            |                         | SW 92 Ave      | SW 87 Ave      |              |                          | E            | 480         | 760      | 810      | 1.035                | 17534      | 750                          | D                  |
| 5                                            |                         | SW 87 Ave      | Old Cutler Rd  |              |                          | E            | 480         | 760      | 810      | 1.006                | 10186      | 546                          | D                  |
| 6                                            | Caribbean Blvd          | SW 117 Ave     | SW 110 Ave     | COUNTY       | URBAN COLLECTOR          | D            | 250         | 530      | 660      | 1.072                | 28234      | 1488                         | F                  |
| 7                                            |                         | SW 110 Ave     | US-1           |              |                          | D            | 580         | 1140     | 1320     | 1.070                | 47834      | 2521                         | F                  |
| 8                                            |                         | US-1           | SR 821         |              |                          | D            | 580         | 1140     | 1320     | 1.140                | 27394      | 1444                         | F                  |
| 9                                            |                         | SR 821         | SW 97 Ave      |              |                          | D            | 250         | 530      | 660      | 1.013                | 26958      | 1413                         | F                  |
| 10                                           |                         | SW 97 Ave      | Marlin Rd.     |              |                          | D            | 250         | 530      | 660      | 1.013                | 16414      | 865                          | F                  |
| 11                                           |                         | Marlin Rd.     | Franjo Rd.     |              |                          | D            | 250         | 530      | 660      | 1.018                | 16594      | 771                          | F                  |
| 12                                           |                         | Franjo Rd.     | SW 87 Ave      |              |                          | D            | 250         | 530      | 660      | 1.029                | 7922       | 449                          | D                  |
| 13                                           |                         | SW 87 Ave      | SW 184 St      |              |                          | D            | 250         | 530      | 660      | 1.014                | 2074       | 138                          | C                  |
| 14                                           |                         | SW 114 Ave     | US-1           |              |                          | E            | 580         | 1140     | 1320     | 1.035                | 18515      | 986                          | D                  |
| 15                                           |                         | US-1           | SW 112 Ave     |              |                          | E            | 609         | 1197     | 1386     | 1.015                | 20875      | 1112                         | D                  |
| 16                                           | SW 211 St               | SW 112 Ave     | SR 821         | COUNTY       | URBAN COLLECTOR          | E            | 609         | 1197     | 1386     | 1.047                | 26911      | 1433                         | F                  |
| 17                                           | SW 212 St               | SW 87 Ave      | SW 85 Ave      | LOCAL        | URBAN LOCAL              | E            | 580         | 1140     | 1320     | 1.029                | 11215      | 597                          | D                  |
| 18                                           | SW 216 St               | SR 821         | Old Cutler Rd  | COUNTY       | URBAN MINOR ARTERIAL     | E            | 1120        | 1620     | 1720     | 1.024                | 33371      | 1818                         | F                  |
| 19                                           |                         | Old Cutler Rd  | SW 87 Ave      |              |                          | E            | 1120        | 1620     | 1720     | 1.081                | 24933      | 1538                         | D                  |
| 20                                           | SW 232 St               | SW 97 Ave      | SW 87 Ave      | LOCAL        | URBAN LOCAL              | D            | 250         | 530      | 660      | 1.062                | 3983       | 212                          | C                  |
| 21                                           | SW 85 Ave               | Old Cutler Rd  | SW 212 St      | LOCAL        | URBAN LOCAL              | D            | 580         | 1140     | 1320     | 0.989                | 5257       | 280                          | C                  |
| 22                                           | Old Cutler Rd           | SW 112 Ave     | SW 224 St      | COUNTY       | URBAN COLLECTOR          | D            | 250         | 530      | 660      | 1.142                | 28268      | 1705                         | F                  |
| 23                                           |                         | SW 224 St      | SW 216 St      |              | URBAN COLLECTOR          | D            | 250         | 530      | 660      | 1.128                | 28049      | 1737                         | F                  |
| 24                                           |                         | SW 216 St      | SW 97 Ave      |              | URBAN MINOR ARTERIAL     | E            | 1120        | 1620     | 1720     | 1.029                | 24100      | 1050                         | C                  |
| 25                                           |                         | SW 97 Ave      | Marlin Rd.     |              | URBAN MINOR ARTERIAL     | E            | 1120        | 1620     | 1720     | 1.025                | 22027      | 1152                         | D                  |
| 26                                           |                         | Marlin Rd.     | SW 87 Ave      |              | URBAN MINOR ARTERIAL     | E            | 1120        | 1620     | 1720     | 1.027                | 24108      | 1086                         | C                  |
| 27                                           |                         | SW 87 Ave      | SW 184 St      |              | URBAN MINOR ARTERIAL     | E            | 1120        | 1620     | 1720     | 1.026                | 17233      | 1024                         | C                  |
| 28                                           |                         | SW 184 St      | SW 77 Ave      |              | URBAN MINOR ARTERIAL     | E            | 1120        | 1620     | 1720     | 1.019                | 29788      | 1459                         | D                  |
| 29                                           |                         | SW 216 St      | SW 211 St      |              | URBAN MINOR ARTERIAL     | D            | 2660        | 3440     | 3910     | 1.036                | 55393      | 2951                         | D                  |
| 30                                           | SR 821                  | SW 211 St      | Caribbean Blvd | STATE        | LIMITED ACCESS FREEWAY   | D            | 2660        | 3440     | 3910     | 1.046                | 65802      | 3505                         | E                  |
| 31                                           |                         | Caribbean Blvd | US-1           |              |                          | D            | 7220        | 5410     | 6150     | 1.018                | 103596     | 5518                         | C                  |
| 32                                           |                         | US-1           | Quail Roost Dr |              |                          | D            | 7220        | 5410     | 6150     | 1.008                | 118663     | 6321                         | C                  |
| 33                                           |                         | Caribbean Blvd | Franjo Rd.     |              |                          | D            | 250         | 530      | 660      | 1.050                | 2674       | 201                          | C                  |
| 34                                           | Gulfstream Rd/SW 97 Ave | Franjo Rd      | SW184 St       | COUNTY       | URBAN COLLECTOR          | D            | 250         | 530      | 660      | 1.023                | 19008      | 1004                         | F                  |
| 35                                           |                         | SW184 St       | SW 174 St      |              |                          | D            | 250         | 530      | 660      | 1.016                | 12262      | 762                          | F                  |
| 36                                           |                         | Old Cutler Rd  | Caribbean Blvd |              |                          | D            | 250         | 530      | 660      | 1.033                | 11987      | 620                          | E                  |
| 37                                           | Marlin Rd               | Caribbean Blvd | SW 97 Ave      | COUNTY       | URBAN COLLECTOR          | D            | 250         | 530      | 660      | 1.018                | 16073      | 828                          | F                  |
| 38                                           |                         | SW 97 Ave      | US-1           |              |                          | D            | 250         | 530      | 660      | 1.013                | 16944      | 869                          | F                  |
| 39                                           |                         | US-1           | SW 107 Ave     |              |                          | D            | 580         | 1140     | 1320     | 1.021                | 43401      | 2221                         | F                  |
| 40                                           | Franjo Rd.              | Old Cutler Rd  | Caribbean Blvd | COUNTY       | URBAN COLLECTOR          | D            | 250         | 530      | 660      | 1.044                | 18882      | 893                          | F                  |
| 41                                           |                         | Caribbean Blvd | SW 97 Ave      |              |                          | D            | 250         | 530      | 660      | 1.048                | 25291      | 1347                         | F                  |
| 42                                           | SW 87 Ave               | SW 232 St      | SW 216 St      | COUNTY       | URBAN COLLECTOR          | D            | 250         | 530      | 660      | 1.059                | 5840       | 381                          | D                  |
| 43                                           |                         | SW 216 St      | Old Cutler Rd  |              |                          | D            | 580         | 1140     | 1320     | 1.043                | 11873      | 700                          | D                  |
| 44                                           |                         | Old Cutler Rd  | Caribbean Blvd |              |                          | D            | 580         | 1140     | 1320     | 1.040                | 11412      | 983                          | D                  |
| 45                                           |                         | Caribbean Blvd | SW 184 St      |              |                          | D            | 580         | 1140     | 1320     | 1.017                | 12265      | 905                          | D                  |
| 46                                           |                         | SW 184 St      | SW 174 St      |              |                          | D            | 580         | 1140     | 1320     | 1.024                | 17246      | 1126                         | D                  |
| 47                                           |                         | SW 211 St      | Caribbean Blvd |              |                          | E(1,2)       | 2110        | 2570     | 3252     | 1.032                | 54935      | 2136                         | D                  |
| 48                                           | US-1                    | Caribbean Blvd | Marlin Rd.     | STATE        | URBAN PRINCIPAL ARTERIAL | E(1,2)       | 2110        | 2570     | 3252     | 1.047                | 72239      | 2806                         | E                  |
| 49                                           |                         | Marlin Rd.     | SW 184 St      |              |                          | E(1,2)       | 2110        | 2570     | 3252     | 1.044                | 65465      | 2539                         | D                  |

Abbreviations:  
 TWLTL = Two Way Left Turn Lane  
 E(2)=Extraordinary Transportation E(120%)





## Task 2: Data Collection & Analysis

Table 2.11: Actual LOS, Cont'd

| Town of Cutler Bay<br>Transportation Element |                         |                |                |              |                      |                |                        |                          |        |                      |            |                              |       |                    |
|----------------------------------------------|-------------------------|----------------|----------------|--------------|----------------------|----------------|------------------------|--------------------------|--------|----------------------|------------|------------------------------|-------|--------------------|
| 2035 Conditions                              |                         |                |                |              |                      |                |                        |                          |        |                      |            |                              |       |                    |
| #                                            | ROAD                    | FROM           | TO             | JURISDICTION | TYPE                 | LOS STANDARD   |                        |                          |        | 2035                 |            |                              |       |                    |
|                                              |                         |                |                |              |                      |                |                        |                          |        | Annual Growth Factor | AADT (vpd) | PEAK HR PEAK DR VOLUME (vph) | LOS   | Available Capacity |
| 1                                            | SW 184 ST               | SW 107 AVE     | US-1           | COUNTY       | URBAN MINOR ARTERIAL | E              | 1719                   | 1800                     | 1800   | 1.001                | 24145      | 1164                         | C     | 636                |
| 2                                            |                         | US-1           | Franjo Rd.     |              |                      | E              | 1719                   | 1800                     | 1800   | 1.010                | 27905      | 1345                         | C     | 455                |
| 3                                            |                         | Franjo Rd      | SW 92 Ave      |              |                      | E              | 747                    | 792                      | 792    | 1.007                | 16756      | 808                          | F     | -16                |
| 4                                            |                         | SW 92 Ave      | SW 87 Ave      |              |                      | E              | 747                    | 792                      | 792    | 1.007                | 19458      | 833                          | F     | -41                |
| 5                                            |                         | SW 87 Ave      | Old Cutler Rd  |              |                      | E              | 747                    | 792                      | 792    | 1.001                | 10378      | 556                          | C     | 236                |
| 6                                            | Caribbean Blvd          | SW 117 Ave     | SW 110 Ave     | COUNTY       | URBAN COLLECTOR      | D              | 333                    | 675                      | 720    | 1.014                | 34789      | 1833                         | F     | -1158              |
| 7                                            |                         | SW 110 Ave     | US-1           |              |                      | D              | 657                    | 1467                     | 1530   | 1.014                | 58563      | 3086                         | F     | -1619              |
| 8                                            |                         | US-1           | SR 821         |              |                      | D              | 657                    | 1467                     | 1530   | 1.026                | 42712      | 2251                         | F     | -784               |
| 9                                            |                         | SR 821         | SW 97 Ave      |              |                      | D              | 333                    | 675                      | 720    | 1.000                | 26941      | 1412                         | F     | -737               |
| 10                                           |                         | SW 97 Ave      | Marlin Rd.     |              |                      | D              | 333                    | 675                      | 720    | 0.994                | 15002      | 791                          | F     | -116               |
| 11                                           |                         | Marlin Rd.     | Franjo Rd.     |              |                      | D              | 333                    | 675                      | 720    | 0.986                | 13377      | 622                          | D     | 53                 |
| 12                                           |                         | Franjo Rd.     | SW 87 Ave      |              |                      | D              | 333                    | 675                      | 720    | 1.006                | 8632       | 489                          | D     | 186                |
| 13                                           |                         | SW 87 Ave      | SW 184 St      |              |                      | D              | 333                    | 675                      | 720    | 1.003                | 2163       | 144                          | C     | 531                |
| 14                                           | SW 211 St               | SW 114 Ave     | US-1           | COUNTY       | URBAN COLLECTOR      | E              | 657                    | 1467                     | 1530   | 1.007                | 20532      | 1094                         | D     | 436                |
| 15                                           |                         | US-1           | SW 112 Ave     |              |                      | E              | 1053                   | 2268                     | 2304   | 1.003                | 21827      | 1163                         | D     | 1141               |
| 16                                           |                         | SW 112 Ave     | SR 821         |              |                      | E              | 1053                   | 2268                     | 2304   | 1.009                | 30881      | 1645                         | D     | 659                |
| 17                                           | SW 212 St               | SW 87 Ave      | SW 85 Ave      | LOCAL        | URBAN LOCAL          | D              | 657                    | 1467                     | 1530   | 1.006                | 12229      | 651                          | C     | 816                |
| 18                                           | SW 216 St               | SR 821         | Old Cutler Rd  | COUNTY       | URBAN MINOR ARTERIAL | E              | 657                    | 1467                     | 1530   | 1.005                | 35878      | 1954                         | F     | -424               |
| 19                                           |                         | Old Cutler Rd  | SW 87 Ave      |              |                      | E              | 657                    | 1467                     | 1530   | 1.016                | 31462      | 1941                         | F     | -411               |
| 20                                           | SW 232 St               | SW 97 Ave      | SW 87 Ave      | LOCAL        | URBAN LOCAL          | D              | 370                    | 750                      | 800    | 1.012                | 4775       | 254                          | C     | 496                |
| 21                                           | SW 85 Ave               | Old Cutler Rd  | SW 212 St      | LOCAL        | URBAN LOCAL          | D              | 657                    | 1467                     | 1530   | 0.998                | 5079       | 271                          | C     | 1196               |
| 22                                           | Old Cutler Rd           | SW 112 Ave     | SW 224 St      | COUNTY       | URBAN COLLECTOR      | D              | 333                    | 675                      | 720    | 1.027                | 36393      | 2196                         | F     | -1521              |
| 23                                           |                         | SW 224 St      | SW 216 St      |              | URBAN COLLECTOR      | D              | 333                    | 675                      | 720    | 1.024                | 32034      | 1984                         | F     | -1309              |
| 24                                           |                         | SW 216 St      | SW 97 Ave      |              | URBAN MINOR ARTERIAL | E              | 333                    | 675                      | 720    | 1.006                | 26234      | 1143                         | F     | -423               |
| 25                                           |                         | SW 97 Ave      | Marlin Rd.     |              | URBAN MINOR ARTERIAL | E              | 333                    | 675                      | 720    | 1.005                | 23754      | 1242                         | F     | -522               |
| 26                                           |                         | Marlin Rd.     | SW 87 Ave      |              | URBAN MINOR ARTERIAL | E              | 333                    | 675                      | 720    | 1.005                | 26138      | 1178                         | F     | -458               |
| 27                                           |                         | SW 87 Ave      | SW 184 St      |              | URBAN MINOR ARTERIAL | E              | 333                    | 675                      | 720    | 1.005                | 9376       | 557                          | D     | 163                |
| 28                                           |                         | SW 184 St      | SW 77 Ave      |              | URBAN MINOR ARTERIAL | E              | 333                    | 675                      | 720    | 1.004                | 31548      | 1545                         | F     | -825               |
| 29                                           |                         | SR 821         | SW 216 St      |              | SW 211 St            | STATE          | LIMITED ACCESS FREEWAY | D                        | 3020   | 3660                 | 3940       | 1.007                        | 61581 | 3280               |
| 30                                           | SW 211 St               |                | Caribbean Blvd | D            | 3020                 |                |                        | 3660                     | 3940   | 1.009                | 82618      | 4401                         | C     | 4819               |
| 31                                           | Caribbean Blvd          |                | US-1           | D            | 4580                 |                |                        | 5500                     | 6080   | 1.003                | 111918     | 5962                         | C     | 3258               |
| 32                                           | US-1                    |                | Quail Roost Dr | D            | 4580                 |                |                        | 5500                     | 6080   | 1.002                | 129448     | 6895                         | C     | 2325               |
| 33                                           | Gulfstream Rd/SW 97 Ave | Caribbean Blvd | Franjo Rd.     | COUNTY       | URBAN COLLECTOR      | D              | 333                    | 675                      | 720    | 1.010                | 4136       | 311                          | C     | 364                |
| 34                                           |                         | Franjo Rd      | SW184 St       |              |                      | D              | 333                    | 675                      | 720    | 1.005                | 20371      | 1076                         | F     | -401               |
| 35                                           |                         | SW184 St       | SW 174 St      |              |                      | D              | 333                    | 675                      | 720    | 1.003                | 12864      | 800                          | F     | -125               |
| 36                                           |                         | Old Cutler Rd  | Caribbean Blvd |              |                      | D              | 333                    | 675                      | 720    | 1.007                | 13224      | 685                          | E     | -10                |
| 37                                           | Marlin Rd               | Caribbean Blvd | SW 97 Ave      | COUNTY       | URBAN COLLECTOR      | D              | 333                    | 675                      | 720    | 1.004                | 16967      | 874                          | F     | -199               |
| 38                                           |                         | SW 97 Ave      | US-1           |              |                      | D              | 333                    | 675                      | 720    | 1.003                | 17636      | 904                          | F     | -229               |
| 39                                           |                         | US-1           | SW 107 Ave     |              |                      | D              | 657                    | 1467                     | 1530   | 1.004                | 46196      | 2364                         | F     | -897               |
| 40                                           | Franjo Rd.              | Old Cutler Rd  | Caribbean Blvd | COUNTY       | URBAN COLLECTOR      | D              | 333                    | 675                      | 720    | 1.009                | 21476      | 1015                         | F     | -340               |
| 41                                           |                         | Caribbean Blvd | SW 97 Ave      |              |                      | D              | 333                    | 675                      | 720    | 1.009                | 29094      | 1549                         | F     | -874               |
| 42                                           | SW 87 Ave               | SW 232 St      | SW 216 St      | COUNTY       | URBAN COLLECTOR      | D              | 333                    | 675                      | 720    | 1.011                | 6930       | 452                          | D     | 223                |
| 43                                           |                         | SW 216 St      | Old Cutler Rd  |              |                      | D              | 747                    | 792                      | 792    | 1.008                | 3602       | 212                          | C     | 580                |
| 44                                           |                         | Old Cutler Rd  | Caribbean Blvd |              |                      | D              | 657                    | 1467                     | 1530   | 1.008                | 9555       | 823                          | D     | 644                |
| 45                                           |                         | Caribbean Blvd | SW 184 St      |              |                      | D              | 657                    | 1467                     | 1530   | 1.003                | 12882      | 951                          | D     | 516                |
| 46                                           |                         | SW 184 St      | SW 174 St      |              |                      | D              | 657                    | 1467                     | 1530   | 1.005                | 18503      | 1208                         | D     | 259                |
| 47                                           |                         | US-1           | SW 211 St      |              |                      | Caribbean Blvd | STATE                  | URBAN PRINCIPAL ARTERIAL | E(1,2) | 2940                 | 3020       | 3020                         | 1.006 | 60431              |
| 48                                           | Caribbean Blvd          |                | Marlin Rd.     | E(1,2)       | 2940                 | 3020           |                        |                          | 3020   | 1.001                | 73823      | 2867                         | C     | 153                |
| 49                                           | Marlin Rd.              |                | SW 184 St      | E(1,2)       | 2940                 | 3020           |                        |                          | 3020   | 1.005                | 70611      | 2739                         | C     | 281                |
| Abbreviations:                               |                         |                |                |              |                      |                |                        |                          |        |                      |            |                              |       |                    |
| TWLTL = Two Way Left Turn Lane               |                         |                |                |              |                      |                |                        |                          |        |                      |            |                              |       |                    |
| E(2)=Extraordinary Transportation E(120%)    |                         |                |                |              |                      |                |                        |                          |        |                      |            |                              |       |                    |

**Existing Year 2008 Roadway Level of Service (LOS)  
Measured as Peak-hour, Peak-direction**

Due to the changes in the standards resulting from the changes enacted by the Florida Department of Transportation in setting the LOS standards, the 2008 numbers have been used to re-assess the roads in order to provide an appropriate comparison. In 2008, 36 links, or 73.5 %, were acceptable, with 13, or 26.5% below the adopted LOS. Under the previously used standards, 27 links, or 55% were acceptable, and 22 links, or 45%, failed to meet the adopted LOS.

The following major roadways operated at LOS D:

- Caribbean Boulevard between 97<sup>th</sup> Avenue and 87<sup>th</sup> Avenue
- SW 211<sup>st</sup> Street between SW 114<sup>th</sup> Avenue and US-1
- SW 216<sup>th</sup> Street between SR-821 and SW 212<sup>th</sup> Street
- Old Cutler Road between SW 112<sup>th</sup> Avenue and SW 216<sup>th</sup> Street
- Gulfstream/97<sup>th</sup> Road between SW 184<sup>th</sup> Street and SW 174<sup>th</sup> Street
- Marlin Road between Old Cutler Road and Caribbean Boulevard
- Franjo Road between Old Cutler Road and Caribbean Boulevard
- SW 87<sup>th</sup> Avenue between SW 184<sup>th</sup> Street and SW 174<sup>th</sup> Street

The following major roadways operated at LOS E:

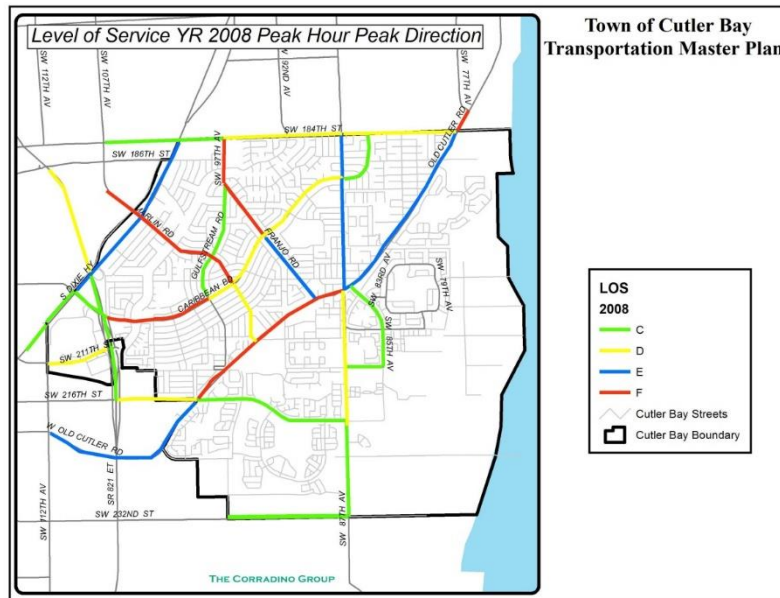
- Marlin Road between Caribbean Boulevard and US-1

The following major roadways operated at LOS F:

- Caribbean Boulevard between SW 117<sup>th</sup> Avenue and US-1
- Caribbean Boulevard between SR 821 and SW 97<sup>th</sup> Avenue
- Old Cutler Road between SW 216<sup>th</sup> Street and SW 174<sup>th</sup> Street
- Gulfstream Road/SW 97<sup>th</sup> Avenue between Franjo Road and SW 184<sup>th</sup> Street
- Marlin Road between US-1 and SW 107<sup>th</sup> Ave
- Franjo Road between Caribbean Boulevard and SW 97<sup>th</sup> Avenue

The following two maps (**Figures 2.21 and 2.22**) depict the LOS under the old and revised standards as applied to the 2008 numbers:

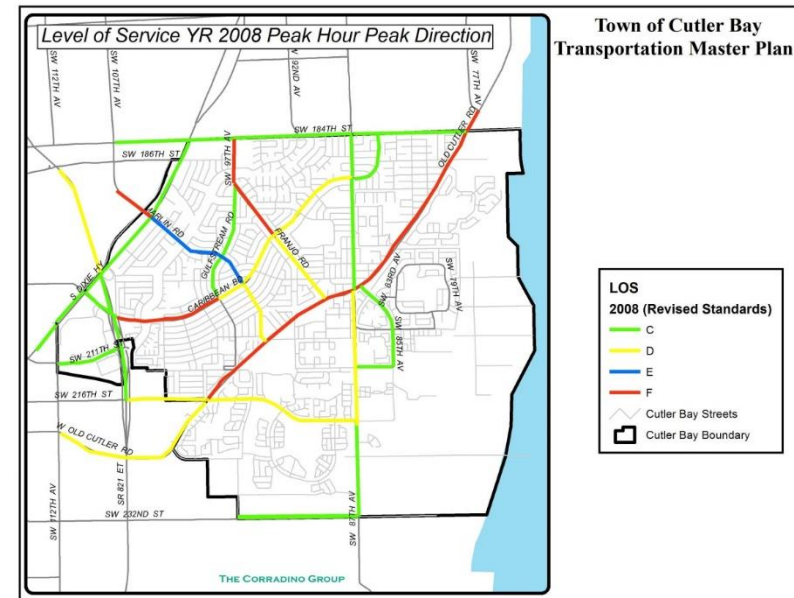
**Figure 2.21: 2008 LOS (2008 Cutler Bay TMP)**



### **Existing Year 2014 Roadway Level of Service (LOS) Measured as Peak-hour, Peak-direction**

In 2014, 31 of 49 links or 63.3% operate at an acceptable Level of Service. 18 links or 37.7% are failing to meet the adopted LOS. Under the same standards, in 2008, 36 links, or 73.5 %, were acceptable, with 13 links, or 26.5% failing.

**Figure 2.22: 2008 LOS (New FDOT Standards)**



The following major roadways are operating at LOS D:

- Caribbean Boulevard between US-1 and SR 821
- Caribbean Boulevard between Franjo Road and 87<sup>th</sup> Avenue
- SW 211<sup>th</sup> Street between SW 114<sup>th</sup> Avenue and SR 821
- SW 216<sup>th</sup> Street between Old Cutler Road and SW 212<sup>th</sup> Street
- Old Cutler Road between SW 112<sup>th</sup> Avenue and SW 216<sup>th</sup> Street
- SR 821 between Caribbean Boulevard and US-1
- Marlin Road between Old Cutler Road and Caribbean Boulevard
- SW 87<sup>th</sup> Avenue between Caribbean Boulevard and SW 174<sup>th</sup> Street

The following major roadways are operating at LOS E:

- Caribbean Boulevard between Marlin Road and Franjo Road
- Gulfstream/97<sup>th</sup> Road between SW 184<sup>th</sup> Street and SW 174<sup>th</sup> Street
- Franjo Road between Old Cutler Road and Caribbean Boulevard

The following major roadways are operating at LOS F:

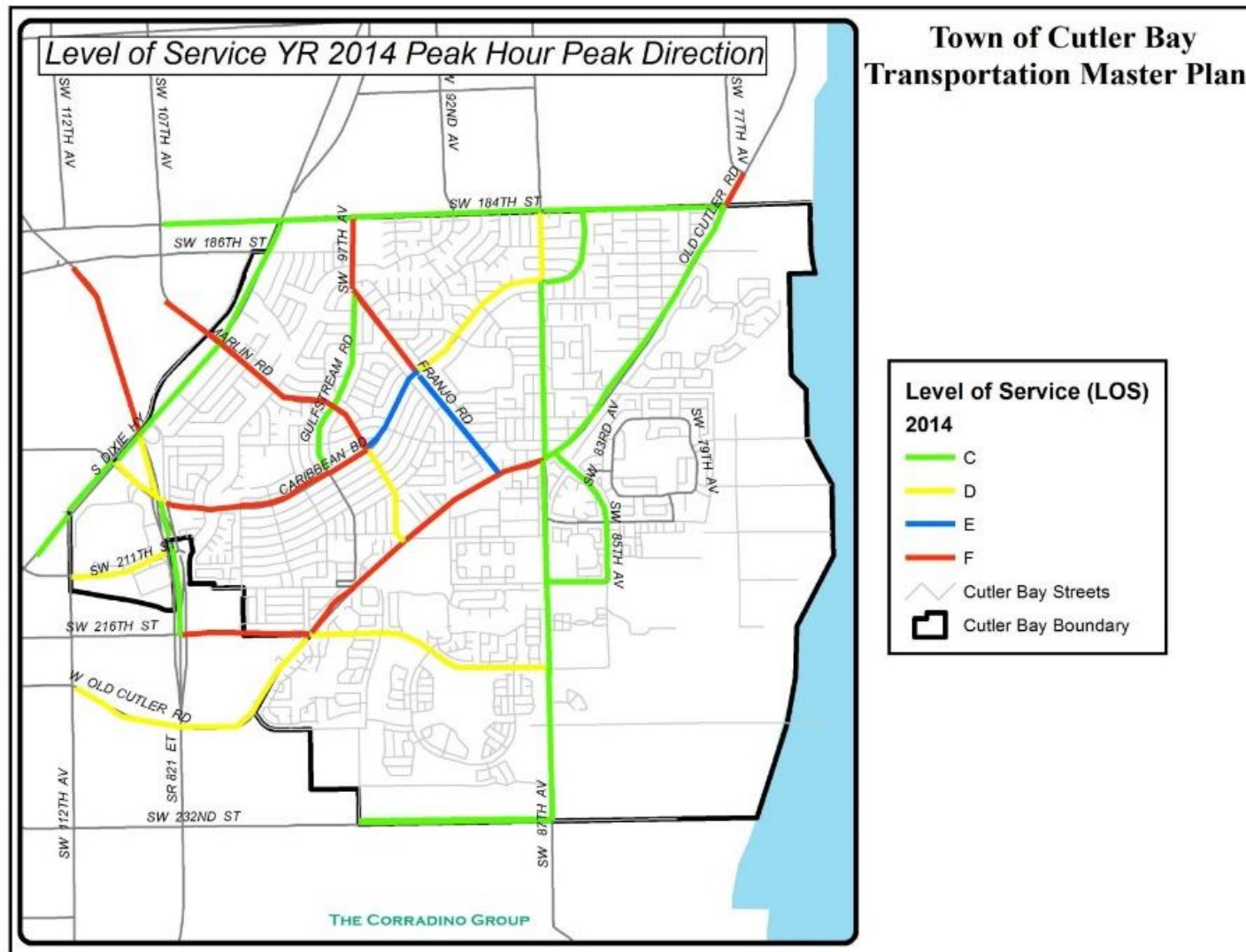
- Caribbean Boulevard between SW 117<sup>th</sup> Avenue and US-1

- Caribbean Boulevard between SR-821 and Marlin Road
- SW 216<sup>th</sup> Street between SR-821 and Old Cutler Road
- Old Cutler Road between SW 216<sup>th</sup> Street and SW 87<sup>th</sup> Avenue
- Old Cutler Road between SW 194<sup>th</sup> Street and SW 174<sup>th</sup> Street
- SR 821 between US-1 and Quail Roost Drive
- Gulfstream Road/SW 97<sup>th</sup> Avenue between Franjo Road and SW 184<sup>th</sup> Street
- Marlin Road between Caribbean Boulevard and SW 107<sup>th</sup> Avenue
- Franjo Road between Caribbean Boulevard and SW 97<sup>th</sup> Avenue

The map on the following page illustrates the existing year 2014 LOS (**Figure 2.23**):



Figure 2.23: 2014 Level of Service



**Year 2020 Roadway Level of Service (LOS) Measured as Peak-hour, Peak-direction**

By 2020, all of Old Cutler Road will be LOS F, as will Franjo Road and the northern part of SW 97<sup>th</sup> Ave. Marlin Road is at LOS F and E, which surpasses acceptable concurrency thresholds. 24 links (49.0 %) are acceptable, and 25 links (51.0 %) are unacceptable by 2020.

The following major roadways are operating at LOS D:

- Caribbean Boulevard between Franjo Road and SW 184<sup>th</sup> Street
- SW 211<sup>th</sup> Street between SW 114<sup>th</sup> Avenue and SR 821
- Marlin Road between Old Cutler Road and Caribbean Boulevard
- SW 87<sup>th</sup> Avenue between SW 232<sup>nd</sup> Street and SW 216<sup>th</sup> Street
- SW 87<sup>th</sup> Avenue between Old Cutler Road and SW 174<sup>th</sup> Street

The following major roadways are operating at LOS E:

- Caribbean Boulevard between US-1 and SR 821

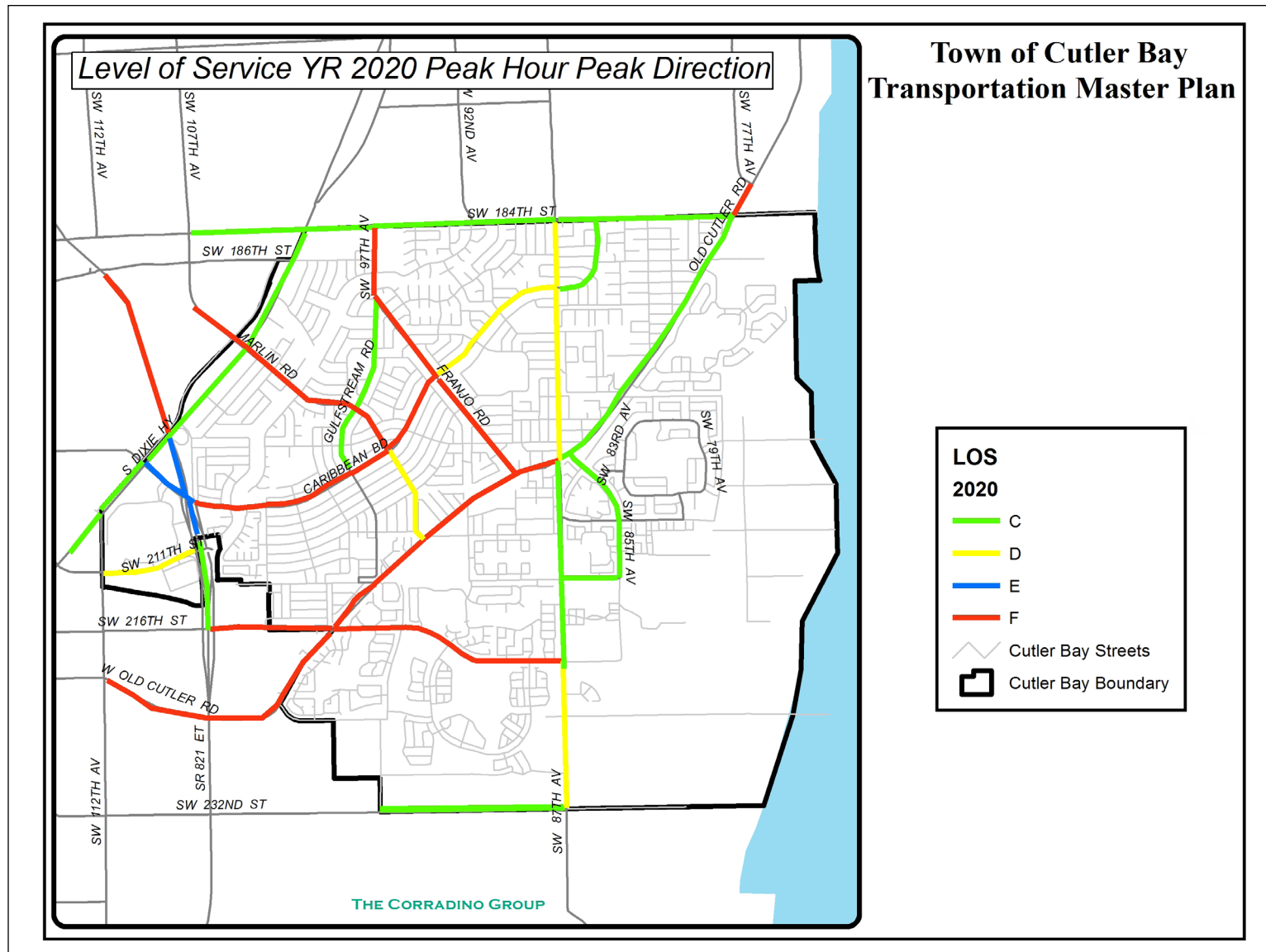
The following major roadways are operating at LOS F:

- Caribbean Boulevard between SW 117<sup>th</sup> Avenue and US-1

- Caribbean Boulevard between SR 821 and Marlin Road
- SW 216<sup>th</sup> Street between SR-821 and SW 212<sup>th</sup> Street
- Old Cutler Road between SW 112<sup>th</sup> Avenue and SW 87<sup>th</sup> Avenue
- Gulfstream Road/SW 97<sup>th</sup> Avenue between Franjo Road and SW 174<sup>th</sup> Street
- Marlin Road between Caribbean Boulevard and SW 107<sup>th</sup> Avenue
- Franjo Road between Old Cutler Road and SW 97<sup>th</sup> Avenue

The map on the following page illustrates the Year 2020 LOS:

Figure 2.24 – Year 2020 Level of Service



**Year 2035 Roadway Level of Service (LOS) Measured as Peak-hour, Peak-direction**

By 2035, 25 links (51.0 %) are acceptable, and 24 links (49.0 %) are unacceptable. The slight improvement from the 2020 figures is attributed to the expansion of the Turnpike noted in the Miami-Dade MPO LRTP, which allowed for 3 failing links to change from failing to acceptable Level of Service grades.

The following major roadways are operating at LOS D:

- Caribbean Boulevard between Marlin Road and 87<sup>th</sup> Avenue
- SW 211<sup>th</sup> Street between SW 114<sup>th</sup> Avenue and SR 821
- SW 87<sup>th</sup> Avenue between SW 232<sup>nd</sup> Street and SW 216<sup>th</sup> Street
- SW 87<sup>th</sup> Avenue between Old Cutler Road and SW 174<sup>th</sup> Street

The following major roadways are operating at LOS E:

- Marlin Road between Old Cutler Rd and Caribbean Blvd

The following major roadways are operating at LOS F:

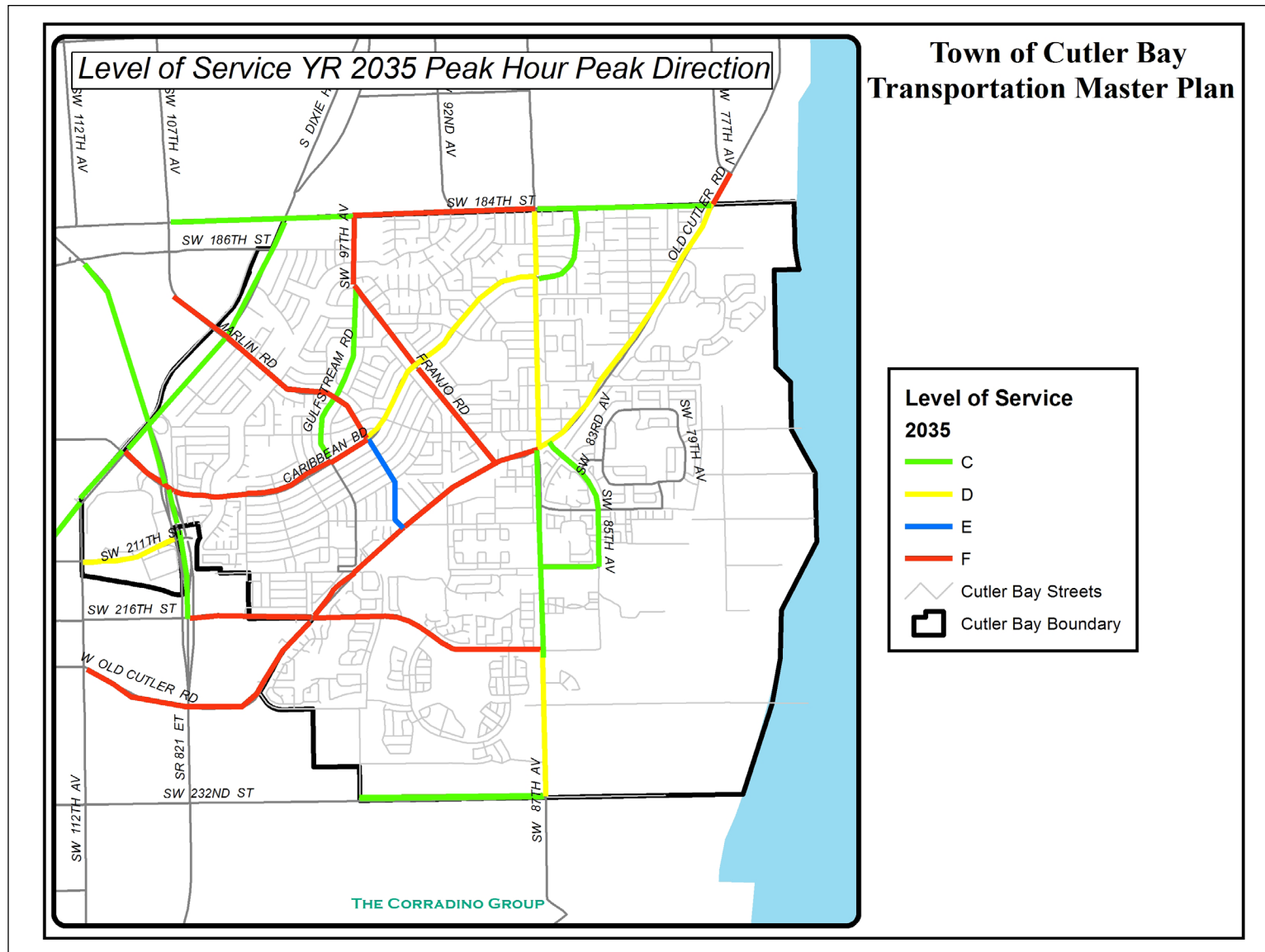
- SW 184<sup>th</sup> Street between Franjo Road and SW 87<sup>th</sup> Avenue

- Caribbean Boulevard between SW 117<sup>th</sup> Avenue and Marlin Road
- SW 216<sup>th</sup> Street between SR-821 and SW 212<sup>th</sup> Street
- Old Cutler Road between SW 112<sup>th</sup> Avenue and SW 87<sup>th</sup> Street
- Gulfstream Road/SW 97<sup>th</sup> Avenue between Franjo Road and SW 174<sup>th</sup> Street
- Marlin Road between Caribbean Boulevard and SW 107<sup>th</sup> Avenue
- Franjo Road between Old Cutler Road and SW 97<sup>th</sup> Avenue

The map on the following page graphically depicts the Year 2035 LOS:



Figure 2.25 – Year 2035 Level of Service



**Summary of Roadway LOS Analyses**

From the above roadway segment analyses, the following observations are made:

Comparison Between Year 2008 and 2014

Roadways falling below the acceptable LOS Standard:

- Caribbean Boulevard between SW 97<sup>th</sup> Avenue and Franjo Road
- SW 216<sup>th</sup> Street between SR-821 and Old Cutler Road
- SR 821 between US-1 and Quail Roost Drive
- Franjo Road between Old Cutler Road and Caribbean Boulevard

One roadway shifted from having an unacceptable LOS to an acceptable LOS due to changes in traffic volumes:

- Old Cutler Road between SW 87<sup>th</sup> Avenue and SW 184<sup>th</sup> Avenue

Roadways falling from E to F:

- Marlin Road between Caribbean Boulevard and US-1

Comparison Between Year 2014 and 2020

Roadways falling from above to below the acceptable LOS Standard:

- Caribbean Boulevard between US-1 and SR-821
- SW 216<sup>th</sup> Street between Old Cutler Road and SW 87<sup>th</sup> Avenue.
- Old Cutler Road between SW 112<sup>th</sup> Avenue and SW 216<sup>th</sup> Street

Roadways with their LOS going from E To F (Failing Roadways with continuing decline):

- Caribbean Boulevard between Marlin Road and Franjo Road
- Gulfstream Road/SW 97<sup>th</sup> Avenue between SW 184<sup>th</sup> Street and SW 174<sup>th</sup> Street
- Franjo Road between Old Cutler Road and Caribbean Boulevard

Comparison between Year 2020 and 2035

Roadways with their LOS going from D To E:

- Marlin Road between Old Cutler Road and Caribbean Boulevard

Roadways with their LOS going from E To F:

- Caribbean Boulevard between US-1 and SR-821

Improving Roadways due to projected traffic decreases:



## Task 2: Data Collection & Analysis

- Caribbean Boulevard between Marlin Road and Franjo Road

The Project Bank section of this report provides details on the proposed improvements for these locations.

### Modal Split

91.9 percent of Cutler Bay's workers commute by car, truck, or van, 3 percent by public transit, 2.4 percent walk or travel by some other means, and 2.7 percent worked at home (2012 US Census). In addition, Cutler Bay has a pattern of primarily private vehicle usage trending towards single occupancy in the vehicle, with 12.1% of all commuters carpooling.

By comparison, 90.2 percent of the region's commuters travel to work by car, 5.2 percent by public transit, 4.6 percent walk or travel by some other means, such as bicycle, motorcycle, or taxi. Compared to Miami-Dade County, a larger proportion of Cutler Bay's population uses personal vehicles for transit, and a lower percentage of the population utilizes public transit, walking, or other means of transportation.

Nationally, 86.1 percent of workers commute by car, truck, or van, 5 percent by public transit, 3.6 percent walk or travel by some other means, and 4.3 percent worked at home (2011 US Census). Of the commuters by car, the national trend is to drive alone, though at 19.1% of all commuters carpooling, a significantly higher

percentage of workers carpool in the United States as a whole than in Cutler Bay. These national trends have remained consistent since the adoption of the last Transportation Master Plan in 2008.

### Vehicles per Household

Determining the number of vehicles available per household is one of the most significant methods used to estimate actual vehicle use. A variety of socioeconomic and personal factors contribute to vehicle per household statistics, including more affordable vehicle models, increasing vehicle product lives, population growth, employment per household, income, and the number of licensed drivers per household. Nationally, statistics indicate that there are 1.03 vehicles per licensed driver and 1.52 vehicles per employed person. The Town of Cutler Bay averages 1.79 vehicles per household, below the 1.92 national figure established in 2009 by the US Department of Transportation. While the mean number of vehicles in households nationwide is 1.92 personal vehicles, households in the United States on average have 1.87 drivers who are 15 years or older, indicating more vehicles than drivers on average (US Federal Highway Administration).

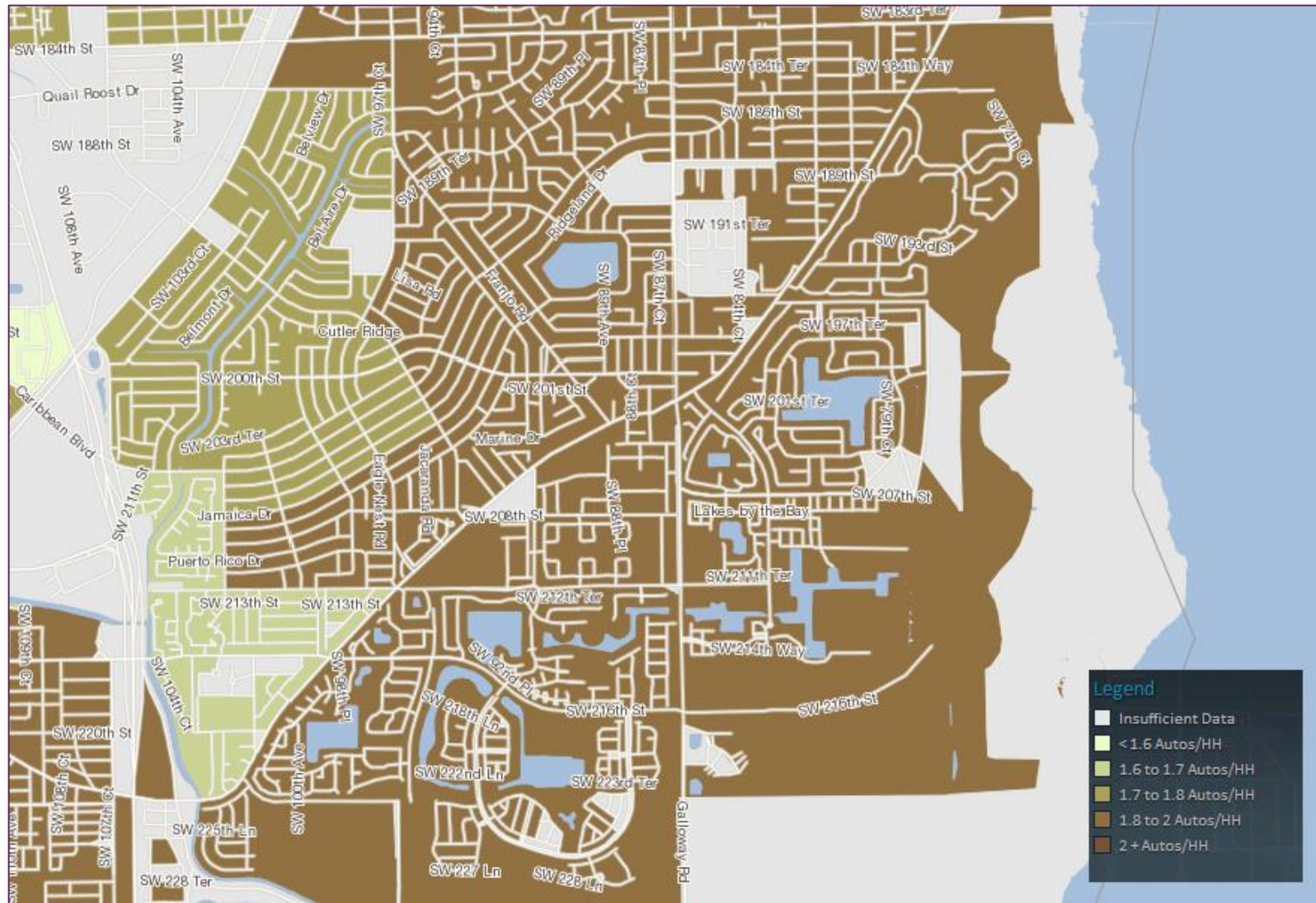
Vehicle ownership is lowest in the areas adjacent to the Southland Mall/Government Center area as can be seen in **Figure 2.26**. Trends seen in the 2008 Transportation Master Plan, though at 1.64 autos per



household, is still higher than the national average of vehicles per worker. While this census block area has a significantly lower median household income, at \$31,835 per year, the census block with the second lowest number of autos per household has an annual median household income of \$68,155, which is significantly higher than the average annual median income of \$62,564 for Cutler Bay as a whole (US Census 2012 estimates).



**Figure 2.26: Vehicles per Household (Source: Center for Neighborhood Technology, 2012)**



While studies show a strong, positive correlation between household income and levels of automobile ownership, with higher incomes resulting in a higher likelihood of private vehicle ownership, this pattern does not seem to have a correlated trend in Cutler Bay. Rather, review of the census tracts east of Old Cutler Road indicates higher automobile ownership per household, despite having below average annual median household incomes of \$40,481 (US Census 2012 estimates). General demographic trends point to decreased automobile usage over time, which should result in less automobile ownership over time as well. However, what the current situation shows in Cutler Bay is that general trends do not necessarily hold consistently in all neighborhoods. It seems more likely that the pattern of auto ownership is partially driven by necessity in the case of Cutler Bay – the sprawl-like nature of development east of Old Cutler Road naturally demands automobile usage to navigate the transit system. Conversely, the area adjacent to the US-1 highway has immediate access to the South Dade Busway system, which can be utilized regardless of income and thus may lower demand for autos per household in the area as the previous figure indicates. Intermodal accessibility and efficiency in urban design, therefore, is an important consideration to evaluate in reducing congestion resulting from increased numbers of vehicles in the area.

### **Vehicle-Miles Traveled**

Vehicle-Miles Traveled (VMT) is the total number of miles driven by all residential vehicles within a given period and geographic area. It is influenced by factors such as population, the number of vehicles per household, the number of car trips per day, and distance traveled. VMT is a critical factor for highway planning and management. When combined with other data, VMT are often used to estimate congestion, air quality, and potential gas tax revenues.

VMT in the past decade increased to approximately 3,000 billion miles, with annual increases until 2007, when these numbers began to decline and taper off to its current levels within the 2,950 billion miles range. VMT provide a comprehensive look at several different factors within a given area. Generally, lower VMT is an indication of an area with more intensive land-use.

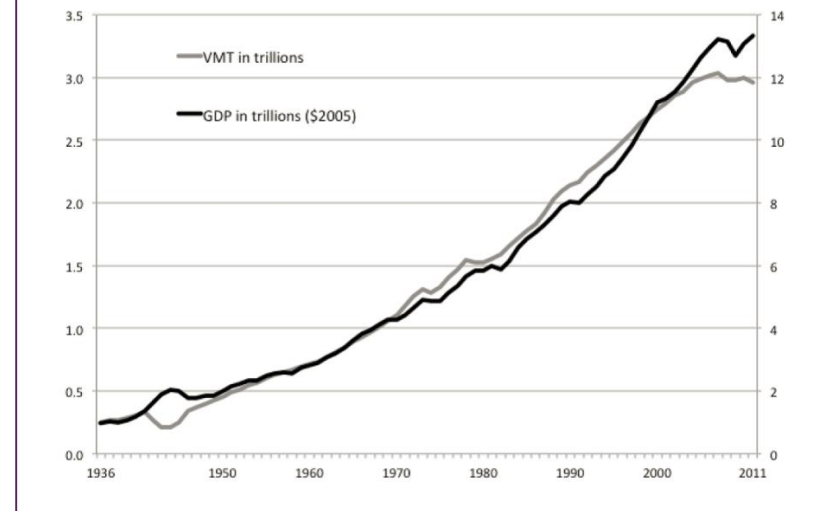
Sprawl-laden cities or places with low-density construction are most likely to experience high VMT because of the absence of reasonable mobility alternatives. High VMT is therefore generally correlated to regions that are predominantly autocentric. Network composition and connectivity is also a major contributor to VMT. Cities with defined, interconnected through-streets are more likely to feature lower VMT than areas with broken or disconnected roadway networks because of the direct link and various access points created.

However, recent national trends also indicate a strong relationship with economy and the ability of a household to afford travel may shift consumer preferences which would result in lower VMT overall, such as a rearrangement of modal split choices or generally lower amounts of non-essential travel, such as leisure-related trips. The VMT responds greatly to the conditions of the market, and a decrease in VMT can be associated with similar decreases in congestion, pollution, and increases in alternative modes of mobility such as walking, bicycling, or public transportation.

There is also a historically strong relationship between the Nation's economy and VMT. Since the 1930s, growth in the Gross Domestic Product (GDP) and vehicle-miles of travel (VMT) reflect strikingly similar patterns, including the period of energy disruptions during the 1970s (Source: US Department of Transportation).

**Figure 2.27**

**Figure 1. Total Auto and Truck VMT (trillions) and GDP (trillions of \$2005), 1936-2011**



Source: Ecola, Lisa and Martin Wachs. (2012). *Exploring the Relationship Between Travel Demand and Economic Growth*. Federal Highway Administration. [http://www.fhwa.dot.gov/policy/otps/pubs/vmt\\_gdp/index.cfm](http://www.fhwa.dot.gov/policy/otps/pubs/vmt_gdp/index.cfm)

However, this trend is not necessarily constant, and as was found in a study presented to the Department of Transportation, general consensus indicates that both of these variables are affected by changes in population, employment and resulting productivity, as well as the price of fuel (Ecola and Watts, 2012. Exploring the Relationship Between Travel Demand and Economic Growth. Federal Highway Administration).

The Town of Cutler Bay experiences an average of approximately 19,294.36 vehicle-miles traveled annually per household. A direct correlation can be made between the regions with the highest public transportation use and VMT, equating to lower VMT than most other sections in the Town.

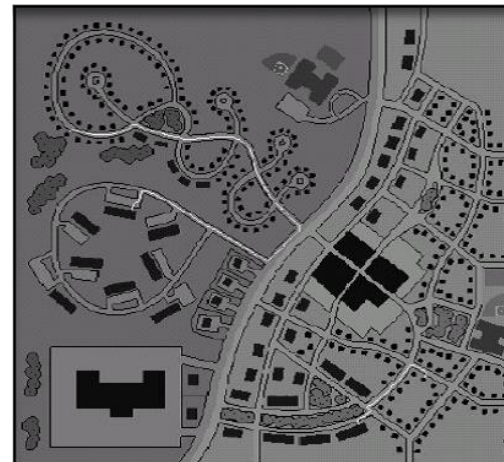
The Vehicle-Miles Traveled per household in Cutler Bay ranges from 17,318.45 to 21,425.92. Generally, the area east of Old Cutler Road experiences higher annual VMTs per households on average. The Town of Cutler Bay's VMT's per household ranks significantly lower than the national average of 25,338.55 VMT per household, but higher than Miami-Dade County's average VMT per household of 17,350.02.

The higher VMT in the area east of the Old Cutler Road is the result of sprawl-like development that has removed the local grid street system, placing further stress on the local arterial and collector roadways.

**Figure 2.28** illustrates the connectivity differences

between grid networks and sprawl. The arterial in the center of the images connects two sides of a fictional city with very different land uses and planning. The right side illustrates the grid network while the left depicts a pattern of sprawl similar in pattern to eastern Cutler Bay's development. The two sides show identical land uses and units. Note: that the single access points and segregated land uses depicted by the sprawl side of the image, lead to an increase in VMT, congestion, pollution, and isolation. The connected network allows for smaller neighborhood streets with various forms of transit. The direct paths and routes to the various mixed-use facilities encourage walking, and cycling, and thus placing less stress on the local roadways.

**Figure 2.28: Sprawl vs. Grid Network**



(Source: Suburban Nation)





## Task 2: Data Collection & Analysis

### 2.4.2: Transit LOS

Miami-Dade Transit (MDT) is the agency responsible for providing the public transportation needs within Cutler Bay and the entire Miami-Dade County region. Currently, MDT is the 15<sup>th</sup> largest public transit system in the United States and the largest transit agency in the state of Florida. MDT operates Metrobus, Metrorail, Metromover, and STS Paratransit, providing comprehensive coverage from Broward County south into Monroe County.

#### Metrobus

MDT directly operates over 800, 40-foot buses and 78 minibuses along more than 100 routes. MDT buses travel over 29 million scheduled miles throughout Miami-Dade each year. In 2013, Metrobus' total annual ridership was 6,476,776.

#### Metrorail

Metrorail is an electrically powered, elevated, heavy rail rapid transit system that extends from Pinecrest to Medley. Metrorail links Downtown Miami's Central Business District with Tri-Rail, the Civic Center, and Hialeah to the north and Kendall, the University of Miami, and South Miami to the south. The 25-mile system was first opened on May 20, 1983 and today experiences over 120,000 daily boardings.

Metrorail operates from 5 a.m. to midnight, seven days a week, including holidays. On weekdays, trains arrive

every 7-8 minutes during morning and afternoon peak hours, every 15 minutes during weekday midday hours, and every 30 minutes from 7:30 p.m. until closing. Weekend service runs every 30 minutes.

#### Metromover

Metromover is a free, automated, and elevated people-mover system that serves downtown Miami from the Omni district to Brickell. The Metromover connects with Metrorail at the Government Center and Brickell stations. Metromover links the offices, judicial courts, and retail of the central business district with the emerging condominium residences and entertainment districts in downtown Miami.

#### Special Transportation Service (STS)

STS is Miami-Dade Transit's complimentary Paratransit service, based on the Metrobus, Metrorail, and Metromover services. It was established in 1976 to meet the special transportation needs of disabled Miami-Dade County citizens and is available to anyone a physician certifies as unable to use regular public transit. Privately contracted sedans, vans, and vans equipped with lifts provide door-to-door service for eligible customers and service is offered with no restrictions on trip purpose. Fare is \$3.50 for a one-way trip.

Despite Miami-Dade Transit being one of the largest departments of Miami-Dade County government, it has been unable in recent times to secure enough financing

to realize the optimal desired countywide operation and frequency. Perennially operating at a deficit, MDT receives funding from the People's Transportation Plan, a plan enacted in 2002 in the countywide election, and has not achieved promised results.

#### Miami-Dade Busway

The initial 8.3-mile phase of South Miami-Dade Busway, the first of its kind in Florida, began operation in 1997. The South Miami-Dade Busway runs from Florida City to the Dadeland South Metrorail station in downtown Kendall, adjacent to US-1. The busway was built by the Florida Department of Transportation (FDOT) and can solely be used by Miami-Dade buses and emergency vehicles.

The first segment of the extension to Florida City opened in 2005, and extended the Busway 5 miles from SW 112<sup>th</sup> Ave. to SW 264<sup>th</sup> St. in Naranja. The second and final segment of the extension, which opened in 2007, now extends the Busway another 6.5 miles south from SW 264<sup>th</sup> St. to SW 344<sup>th</sup> St. in Florida City, Miami-Dade County's southernmost municipality.

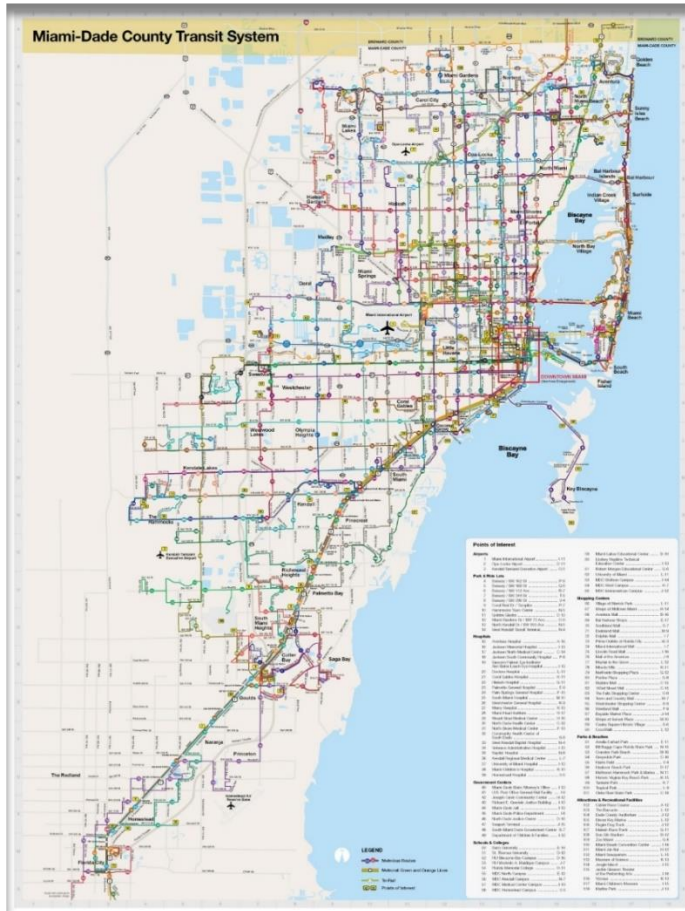
Today, the 20-mile busway links Pinecrest, Palmetto Bay, Cutler Bay, Goulds, Naranja, Homestead, and Florida City neighborhoods. Both local and express buses operate on the right-of-way, traversing the entire corridor from Pinecrest to SW 344<sup>th</sup> Street in an hour or less. Access to the adjacent neighborhoods from the busway for local bus routes is achieved at major intersections. Meanwhile,

express buses offer a limited stop service from each of the 5 park & ride facilities along the path at SW 152<sup>nd</sup>, SW 168<sup>th</sup>, SW 200<sup>th</sup>, SW 244<sup>th</sup> and SW 296<sup>th</sup> Streets, and in Cutler Bay, residents now also have a Park and Ride lot at the busway at SW 112<sup>th</sup> Avenue. Plans are in the works for a future Park & Ride lot at SW 344<sup>th</sup> St. There are a total of 28 stops along the entirety of the Busway, all of which are covered and contain transfer and route information. Daily, over 10 bus routes use the busway for all or part of their commutes, providing riders with a congestion-free connection through much of southern Miami-Dade County.

#### **Existing Public Transportation**

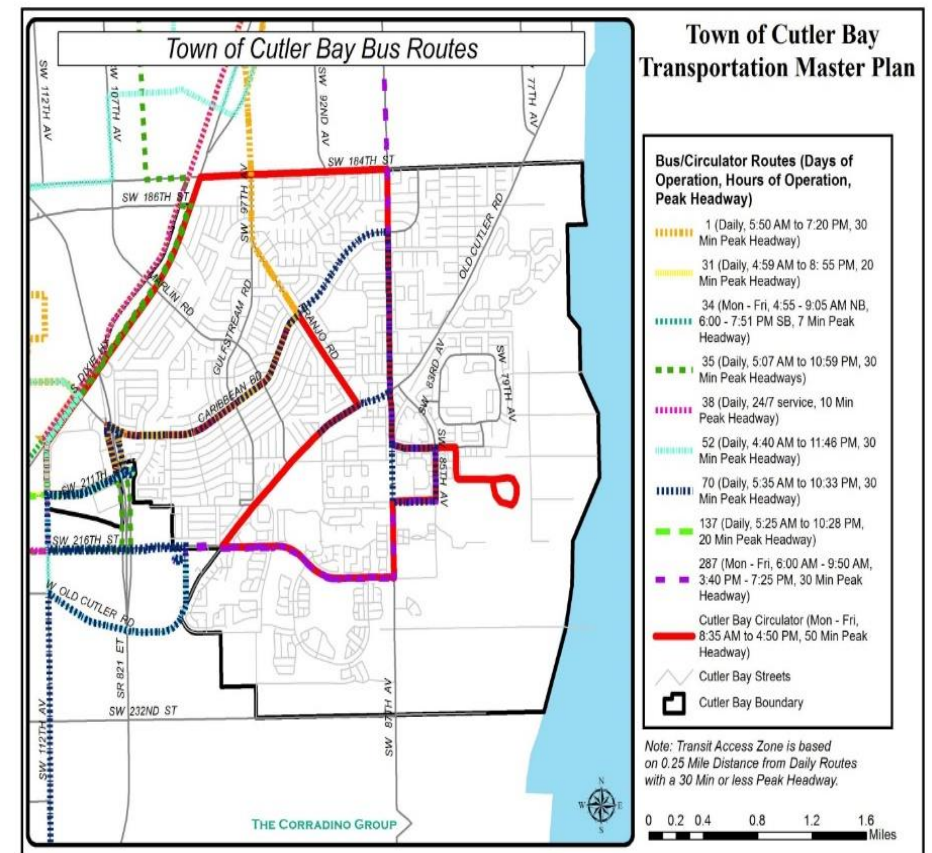
Uniquely situated within the Town of Cutler Bay are three regionally significant private and public structures, all of which serve as a catalyst for regional development and vital transportation links. The Southland Mall, South-Dade Government Center, and South-Dade Performing Arts Complex, comprise the dense nucleus or regional activity that requires adequate public transportation connectivity in order to minimize regional traffic. The Town of Cutler Bay benefits greatly from these regional centers, bringing ten bus routes into the area.

Figure 2.29: South Miami-Dade Busway and Routes



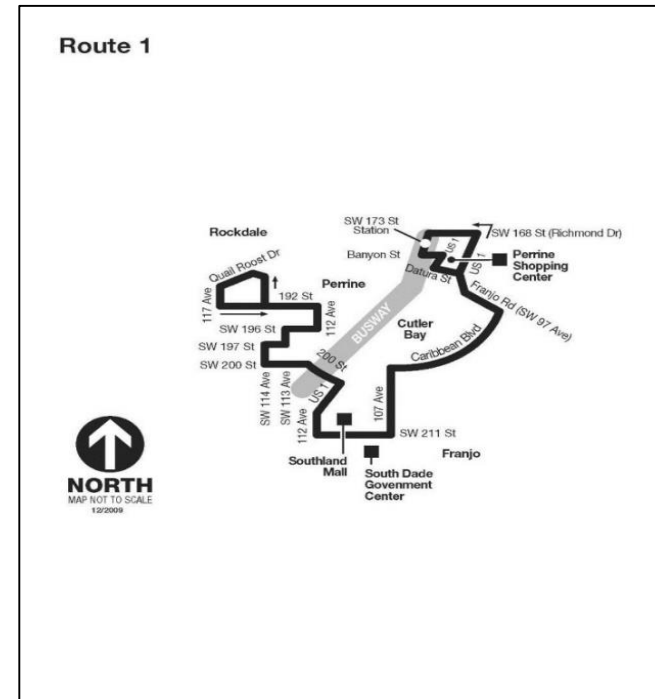
(Data Source: Miami-Dade County)

Figure 2.30: Existing Cutler Bay Bus Routes



**Table 2.12: Cutler Bay Bus Routes**

| Route                             | Peak Headway (Minutes) | Weekend Service | Hours of Operation             |                                | Average Weekday Ridership |
|-----------------------------------|------------------------|-----------------|--------------------------------|--------------------------------|---------------------------|
|                                   |                        |                 | Begin                          | End                            |                           |
| 1                                 | 30                     | Yes             | 5:50 AM                        | 7:20 PM                        | 584                       |
| 31                                | 20                     | Yes             | 4:59 AM                        | 8:55 PM                        | 1,952                     |
| 34                                | 7-10                   | No              | 4:55 – 9:05 AM<br>(Northbound) | 6:00 – 7:51 PM<br>(Southbound) | 1,823                     |
| 35                                | 30                     | Yes             | 5:07 AM                        | 10:59 PM                       | 3,166                     |
| 38                                | 10-20                  | Yes             | 24/7                           |                                | 7,866                     |
| 52                                | 30                     | Yes             | 4:40 AM                        | 11:46 PM                       | 1,952                     |
| 70                                | 30                     | Yes             | 5:35 AM                        | 10:33 PM                       | 1,649                     |
| 137                               | 30-35                  | Yes             | 5:25 AM                        | 10:28 PM                       | 2,275                     |
| Cutler Bay circulator (Route 200) | 50                     | No              | 8:35 AM                        | 4:50 PM                        | 50                        |
| 287                               | 34                     | No              | 6:00 AM                        | 7:25 PM                        | 417                       |

**Cutler Bay Bus Routes:****Figure 2.31:****Route 1 (via busway):**

(Source: Miami-Dade Transit)

Bus Route 1 services a 5.3-mile segment of the busway from the Dadeland North Metrorail station to the Cutler Ridge Park & Ride. The route begins weekday service at 5:50 AM (northbound) and operates at a peak 30 minute headway (effective July 19, 2013) until 6:50 PM.



Route 1 takes approximately 40 minutes to complete half of the full route length. Saturday and Sunday schedules are similar, with peak 40-minute headways and operation from approximately 7:00 AM to 7:40 PM. Route 1 services both Dadeland North and South Metrorail stations, Cutler Ridge Mall, The Falls Mall, the 152<sup>nd</sup> Street Park & Ride lot, the 168<sup>th</sup> Street Park & Ride Lot, the Perrine Shopping Center, and the Southland Mall. The route utilizes a continuous 5.3 segment of the busway from the Dadeland South Metrorail Station to SW 168<sup>th</sup> Street.

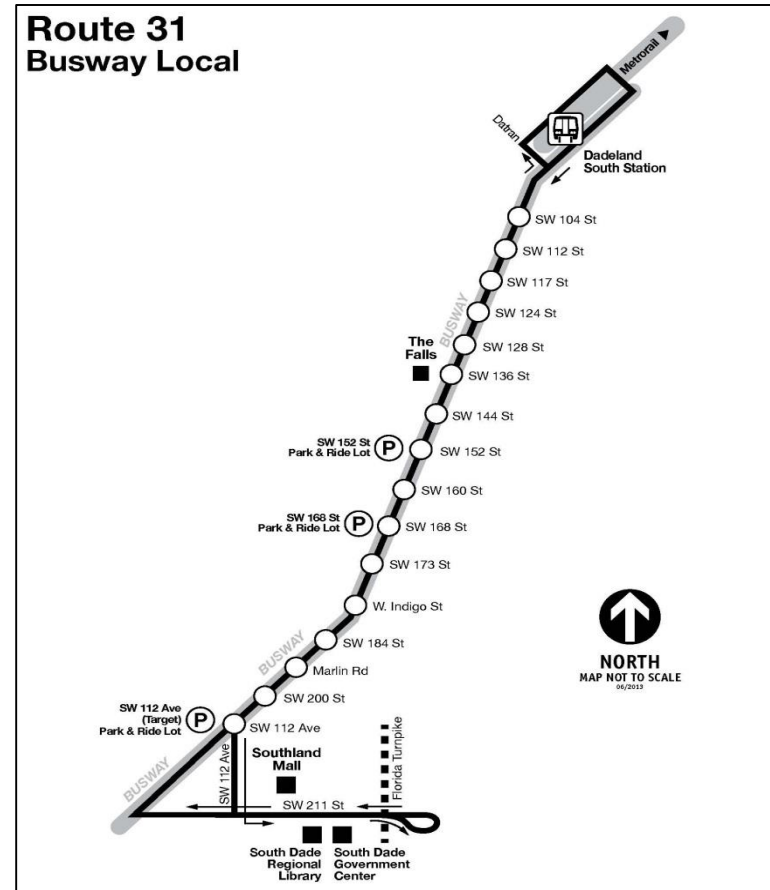
For the Fiscal Year October 2012 to September 2013, the average weekday boarding on the route was 584 passengers, with 187,497 passengers for the year, for an average of 15,625 passengers per month. The buses used to serve Bus Route 1 are equipped to handle handicap passengers and those commuting with bicycles.

Bus Route 1 connects Cutler Bay with Metrorail at the Dadeland South and North Stations (approx travel time from the South Dade Government Center: 40 minutes.) The route enters Cutler Bay from the north along Franjo Road. At Caribbean Boulevard, the route heads west to 107<sup>th</sup> Avenue where it turns south to SW 211<sup>th</sup> Street. The route passes along the South Dade Government Center Complex, South Dade Performing Arts Center, and Southland Mall, before exiting the town along US-1.

Route 1 makes use of the covered bus shelters along Franjo Road, Caribbean Boulevard, and SW 211<sup>th</sup> Street.

**Figure 2.32:**

**Route 31 (busway local):**



(Source: Miami-Dade Transit)

Bus Route 31 services an 8.3-mile segment of the Busway from the Dadeland North Metrorail Station to SW 112th Avenue at Southland Mall. The route begins weekday service at 4:59 AM (northbound) and operates at a peak 20 minute headway until 8:24 PM. Route 31 takes approximately 33 minutes to complete half of the full route length.

Saturday and Sunday schedules are similar, with peak 30-minute headways and operation from approximately 4:59 AM to 8:43 PM (Northbound). Route 31 services Dadeland South Metrorail Station, The Falls, Southland Mall, South Dade Government Center and the SW 152<sup>nd</sup> and SW 168<sup>th</sup> Street park & ride lots. The route utilizes a continuous 8.3 segment of the Busway from the Dadeland South Metrorail station to SW 112<sup>th</sup> Avenue.

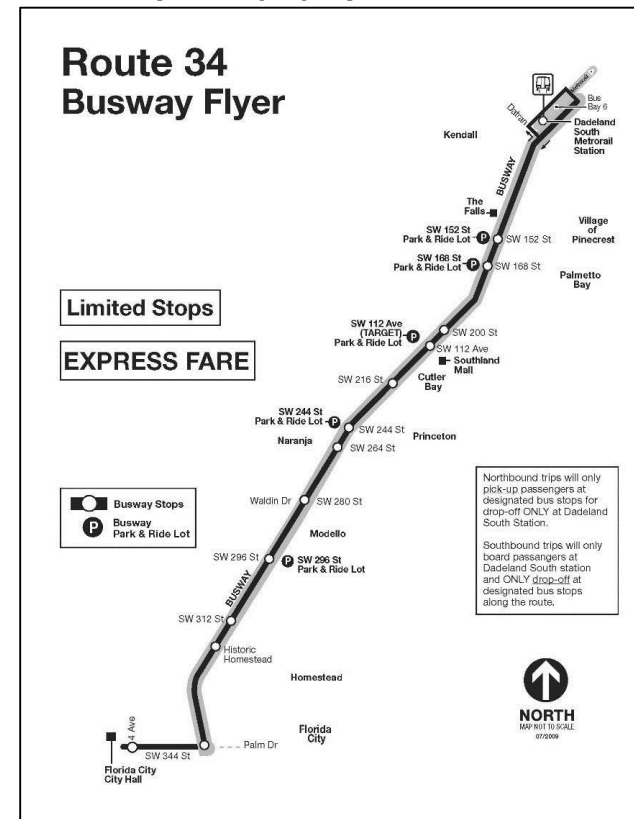
For the Fiscal Year October 2012 to September 2013, the average weekday boarding on the route was 1952 passengers, with 617, 216 passengers for the year, for an average of 51, 435 passengers per month. The buses used to serve Bus Route 31 are equipped to handle handicap passengers and those commuting with bicycles.

Bus Route 31 connects Cutler Bay with Metrorail at the Dadeland South Station (approx travel time from the South Dade Government Center: 30 minutes.) The route heads south to the Southland Mall via SW 112<sup>th</sup> Avenue and turns onto SW 211<sup>th</sup> Street. It then heads east and

runs a short loop after passing the South Dade Government Center complex along SW 211<sup>th</sup> Street before returning to the Busway along SW 211<sup>th</sup> Street.

**Figure 2.33:**

**Route 34 (Busway flyer):**



(Source: Miami-Dade Transit)



## Task 2: Data Collection & Analysis

Bus Route 34 services the full 19.7-mile busway from the Dadeland South Metrorail Station to Florida City. The 34 Busway Flyer is a limited stop express bus, with fares of \$2.65 for full fare passengers. The route begins weekday service at 4:55 AM (northbound only) and operates at a peak 7-10 minute headway until 9 AM. The route continues service southbound beginning at 3:46PM and operates until 7:51 PM. Route 34 takes approximately 63 minutes to complete the full route length (one-way). Route 34 does not operate on Saturday or Sunday. Route 34 services the Dadeland South Metrorail Station, The Falls Mall, Southland Mall, Florida City and the SW 152<sup>nd</sup>, SW 168<sup>th</sup>, SW 200<sup>th</sup>, SW 244<sup>th</sup>, and SW 296<sup>th</sup> Streets' park & ride lots. The route utilizes the full 19.7 mile Busway from the Dadeland South Metrorail Station to Florida City.

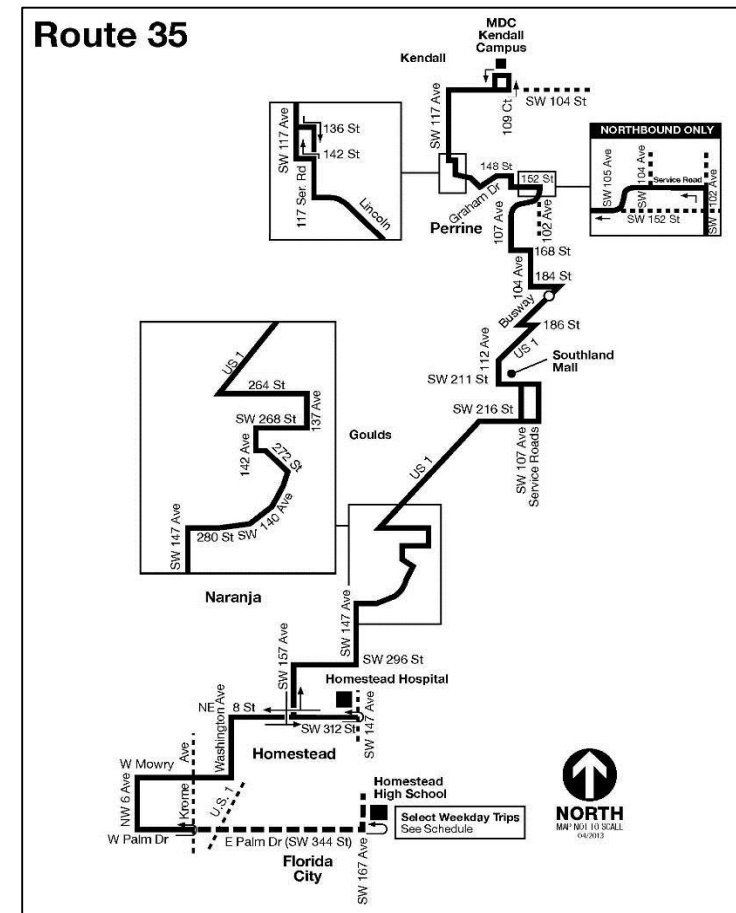
For the Fiscal Year October 2012 to September 2013, the average weekday boarding on the route was 1,823 passengers, with 463,828 passengers for the year, for an average of 38, 652 passengers per month. The buses used to serve Bus Route 34 are equipped to handle handicap passengers and those commuting with bicycles.

Bus Route 34 connects Cutler Bay with Metrorail at the Dadeland South Station to the north and Florida City to the south (approx. travel time from the SW 200<sup>th</sup> Street Busway Station: 40-45 minutes northbound, 37 minutes southbound.) This route has only two stops within the

Town limits, both of which are located along the Busway: the SW 112<sup>th</sup> Avenue Park & Ride lot and SW 200<sup>th</sup> Street.

**Figure 2.34:**

### Route 35:



(Source: Miami-Dade Transit)

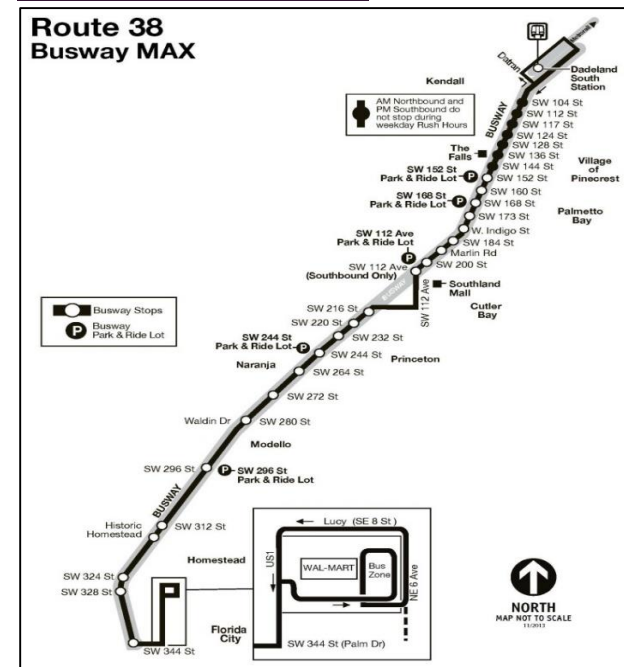
Bus Route 35 operates parallel to the Miami-Dade Busway servicing mainly the neighborhoods located Southeast of US-1 (south of 186th street) and west of US-1 into the Kendall region. The route utilizes a 0.17 mile segment of the busway between SW 186th and SW 184th Streets. The route begins weekday service at 5:22 AM and operates at 30-minute headways between 6:40 AM and 2:40 PM, after which it operates at 25-minutes headways until 4:15 PM, after which the headway increases 30 minutes until 7:25 PM before increasing to 45-65 minute headways and ceasing service at 10:05 PM (northbound). Route 31 takes approximately 100 minutes to complete half of the full route length. Saturday and Sunday schedules are different, with headways in the range of 60 minutes and operations from approximately 6:40 AM to 10:05 PM on Saturdays (Northbound) and 6:40 AM to 7:00 PM on Sundays. Route 35 services Miami-Dade College Kendall Campus Perrine, Southland Mall, South Miami-Dade Government Center, Homestead Hospital, and Homestead High School (select weekday trips only).

For the Fiscal Year October 2012 to September 2013, the average weekday boarding on the route was 3,166 passengers, with 945,010 passengers for the year, for an average of 78,751 passengers per month. The buses used to serve Bus Route 35 are equipped to handle handicap passengers and those commuting with bicycles.

Route 35 connects the Town of Cutler Bay with the Miami-Dade College Kendall Campus to the north and Homestead and Florida City to the south. Route 35 enters the Town limits from the north at SW 186th Street and US-1. The route travels south along US-1 to SW 112th Avenue where it continues south to SW 211th Street. The route runs east along the South Dade Government Center before exiting the Town limits at SW 108th Avenue en route to SW 216th Street.

**Figure 2.35:**

**Route 38 (Busway max):**



(Source: Miami-Dade Transit)





## Task 2: Data Collection & Analysis

Bus Route 38 services the full 19.7-mile Busway from the Dadeland South Metrorail Station to Florida City. This route provides 24-hour service along the Busway and operates at peak 10-12 minute headways. Route 38 takes approximately 80 minutes to complete half of the full route length. Friday, Saturday, and Sunday schedules are similar, with peak 13-minute headways and overnight operation. Route 38 services the Dadeland South Metrorail Station, Cutler Ridge Mall, The Falls Mall, the 152<sup>nd</sup> Street Park & Ride lot, the 168<sup>th</sup> Street Park & Ride lot, the Perrine Shopping Center, and the Southland Mall. The route utilizes a continuous 5.3 segment of the Busway from the Dadeland South Metrorail Station to SW 168<sup>th</sup> Street.

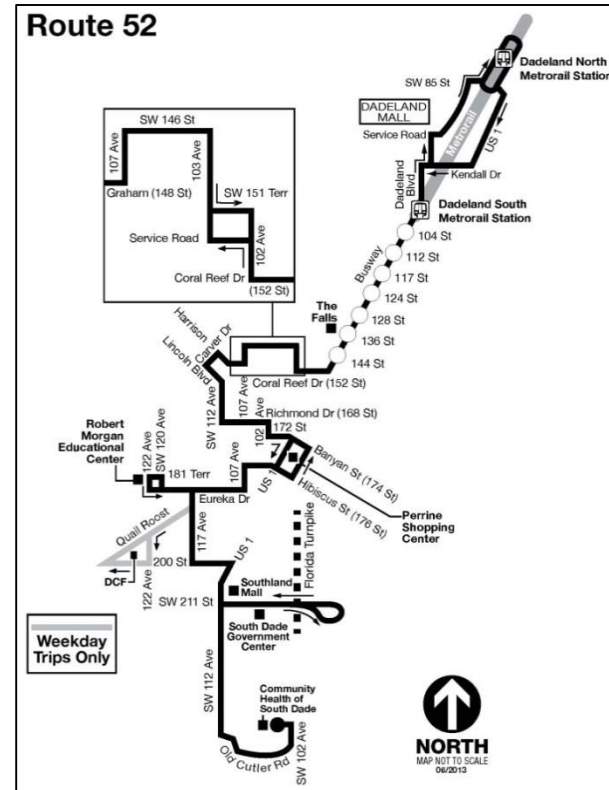
For the Fiscal Year October 2012 to September 2013, the average weekday boarding on the route was 7866 passengers, with 2,640,533 passengers for the year, for an average of 220,044 passengers per month. The buses used to serve route 38 are equipped to handle handicap passengers and those commuting with bicycles.

Bus Route 38 connects Cutler Bay with Metrorail to the north at the Dadeland South Station and with Florida City to the south (approx. travel time from the South Dade Government Center: 30 minutes north, 35 minutes south). The route enters Cutler Bay from the north at SW 112<sup>th</sup> Avenue and exits the town en route to SW 216<sup>th</sup> Street, where it turns west. The route passes along the

South Dade Performing Arts Center and Southland Mall before returning to the Busway.

**Figure 2.36:**

### Route 52:



(Source: Miami-Dade Transit)

Bus Route 52 services a 4.2-mile segment of the Busway from the Dadeland North Metrorail Station to SW 152<sup>nd</sup> Street/Coral Reef Drive. The route begins weekday service

at 4:45 AM (northbound) and operates at peak 30-minute headway in the mornings until 10:00 PM (1-hour headway northbound in the afternoon/evening). Route 52 takes approximately 110 minutes to complete half of the full route length. Saturday and Sunday schedules are similar, with 1-hour headways and operation from approximately 5:45 AM to 9:00 PM.

Route 52 services the Dadeland North and Dadeland South Metrorail Stations, Dadeland Mall, The Falls, The Perrine Shopping Center, Jackson South Hospital, Robert Morgan Educational Center, DCF (weekday trips only), Southland Mall, South Miami-Dade Government Center, and the Community Health Center of South Dade. The route utilizes a continuous 4.2 segment of the busway from the Dadeland South Metrorail Station to SW 152<sup>nd</sup> Street.

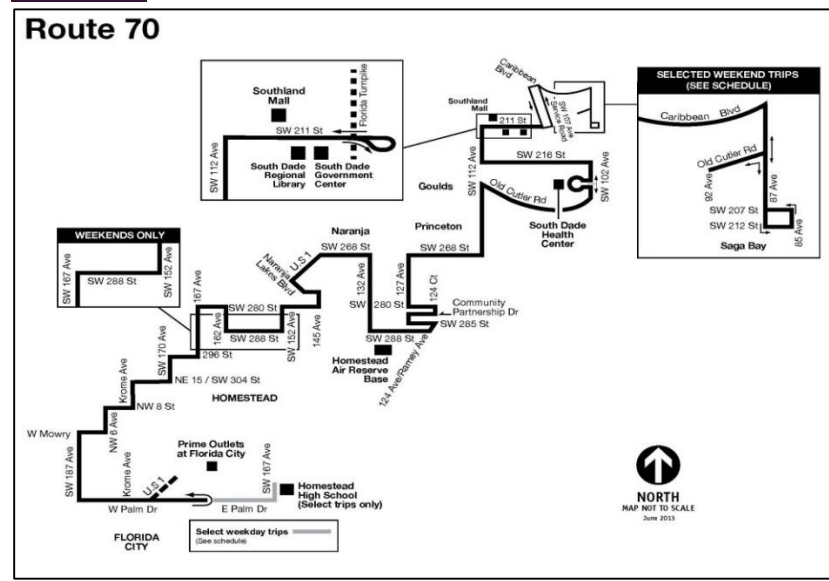
For the Fiscal Year October 2012 to September 2013, the average weekday boarding on the route was 1952 passengers, with 594, 918 passengers for the year, for an average of 49, 577 passengers per month. The buses used to serve Bus Route 52 are equipped to handle handicap passengers and those commuting with bicycles.

Bus Route 52 connects Cutler Bay with Metrorail at the Dadeland North and Dadeland South Stations to the north and with the Community Health of South Dade to the south (approx. travel time from the South Dade Government Center: 84 minutes northbound, 9 minutes southbound.) The route enters Cutler Bay from the north

along SW 112<sup>th</sup> Avenue. At SW 211<sup>th</sup> Street, the route turns east taking passengers to the doorstep of the South Dade Government Center Complex, South Dade Performing Arts Center, and Southland Mall, before turning around to head west and then south to exit the Town along SW 112<sup>th</sup> Street.

**Figure 2.37:**

### Route 70:



(Source: Miami-Dade Transit)

Route 70 services an area parallel to the Miami-Dade Busway, operating in the Cutler Bay, Saga Bay, Princeton, Naranja, Homestead, and Florida City neighborhoods. The route begins weekday service at

approximately 5:52 AM and operates at a peak 30 minute headway until approximately 9:32 PM. Route 70 takes approximately 70 minutes to complete half of the full route length. Saturday and Sunday schedules are similar, with 1-hour headways and operation from approximately 5:45 AM to 9:22 PM on Saturdays, and 5:47 AM to 8:16 PM on Sundays. The route services the South Dade Government Center, Southland Mall, Homestead Air Reserve Base, Prime Outlets Mall, and Homestead High School (select weekday trips only).

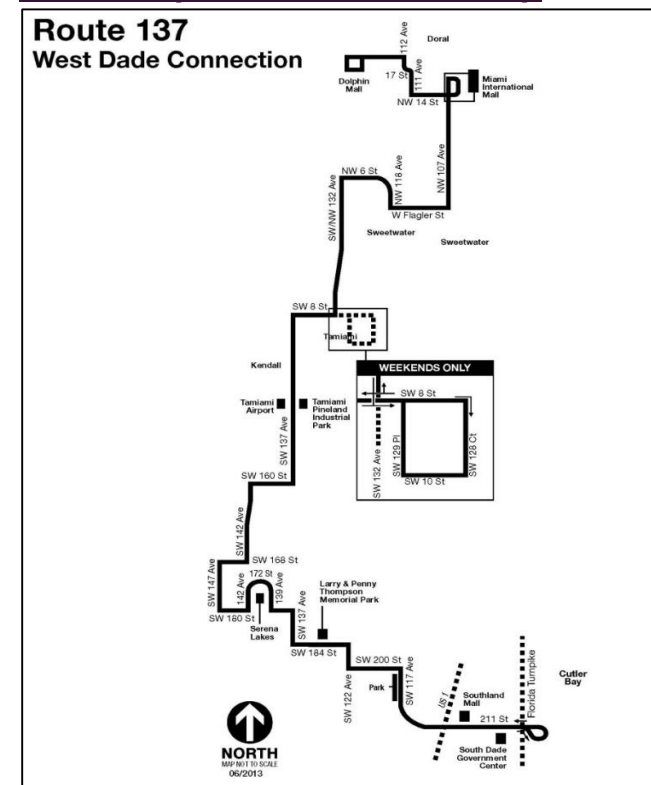
For the Fiscal Year October 2012 to September 2013, the average weekday boarding on the route was 1687 passengers, with 509, 774 passengers for the year, for an average of 42, 481 passengers per month. The buses used to serve Bus Route 70 are equipped to handle handicap passengers and those commuting with bicycles.

Route 70 connects the Town of Cutler Bay with the Homestead Air Reserve Base and Florida City to the South (approx. travel time to Homestead Air Reserve base from South Dade Government Center: 25 minutes.) The route begins its service in the heart of the Town, providing service to Saga Bay, the neighborhoods adjacent to Caribbean Boulevard, and the Regional Center. Route 70 enters the Town limits from the south along Old Cutler Road at SW 102<sup>nd</sup> Avenue, the route heads north circulating along the Health Center before turning west on SW 216<sup>th</sup> Street. At SW 112<sup>th</sup> Avenue, the route heads north again to SW 211<sup>th</sup> Street, passing by

the Southland Mall, Performing Arts Center, and South Dade Government Center. The route follows SW 107<sup>th</sup> Avenue north to Caribbean Boulevard where it then turns east. The route heads south at SW 87<sup>th</sup> Avenue, looping around Centennial Middle School on SW 212<sup>th</sup> Street before returning.

**Figure 2.38:**

**Route 137 (West Dade Connection):**



(Source: Miami-Dade Transit)

Bus Route 137 connects Cutler Bay with Tamiami Airport and Dolphin Mall to the northwest (approx. travel time from the South Dade Government Center to Tamiami Airport: 35 minutes) The route enters Cutler Bay from the west along SW 211<sup>th</sup> Street. After looping around the South Dade Government Center, the route returns north, providing regional bus service to and from Cutler Bay to West Miami-Dade County.

## Cutler Bay Local Circulator – Route 200

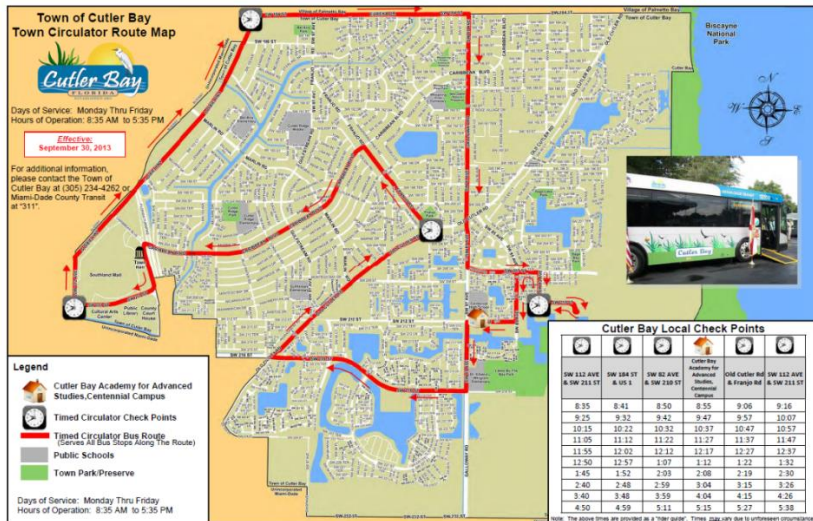






## Task 2: Data Collection & Analysis

**Figure 2.40:**  
**Circular Map as Provided by Town of Cutler Bay**



(Source: Town of Cutler Bay)

Route 200, also known as the Cutler Bay Circulator, is operated by MDT per an interlocal agreement. This route originally ran clockwise internally in a circular loop within Cutler Bay on Mondays, Wednesdays, and Fridays from 8:35 AM to 4:50 PM. The route operates at a peak headway of 50 minutes, and takes approximately 42 minutes to complete the full length of the journey. The route's service has been recently expanded to start providing service Monday through Fridays.

The route begins at SW 112<sup>th</sup> Avenue and SW 211<sup>th</sup> Street, heading north to US-1, where it travels north until

heading east onto SW 184<sup>th</sup> Street. The route then heads south onto SW 87<sup>th</sup> Street, where it heads east again on SW 207<sup>th</sup> Street towards SW 82<sup>nd</sup> Avenue. The route then heads east into the Saga Bay neighborhood along SW 210<sup>th</sup> Street before looping back and heading west towards SW 207<sup>th</sup> Street and SW 85<sup>th</sup> Avenue, where the route heads south to SW 212<sup>th</sup> Street. On SW 212<sup>th</sup> Street, the route heads west, then south onto SW 87<sup>th</sup> Avenue, before heading west along SW 216<sup>th</sup> Avenue towards Old Cutler Road. The route then heads north onto Old Cutler Road and Franjo Road, turns west towards Caribbean Boulevard, and heads south onto SW 107<sup>th</sup> Avenue and turns to head west on SW 211<sup>th</sup> Street, thereby completing the loop.

The route services the South Dade Shopping Center, the Shopping Center on US1 / Marlin Rd, Southland Mall, the Town of Cutler Bay Town Hall, the South Miami-Dade, Cultural Arts Center, South Dade Government Center, Cutler Bay Academy for Advanced Studies – Centennial Campus, Health South on Old Cutler Road, and the Old Cutler Towne Center.

The Town of Cutler Bay's PTP monies partially funds daily operations of this route, and the circulator was purchased using the American Recovery and Reinvestment Act transit grant monies; fare is 25 cents per ride. For the Fiscal Year October 2012 to September 2013, the average weekday boarding on the route was 50 passengers, with 7,544 passengers for the year, for an

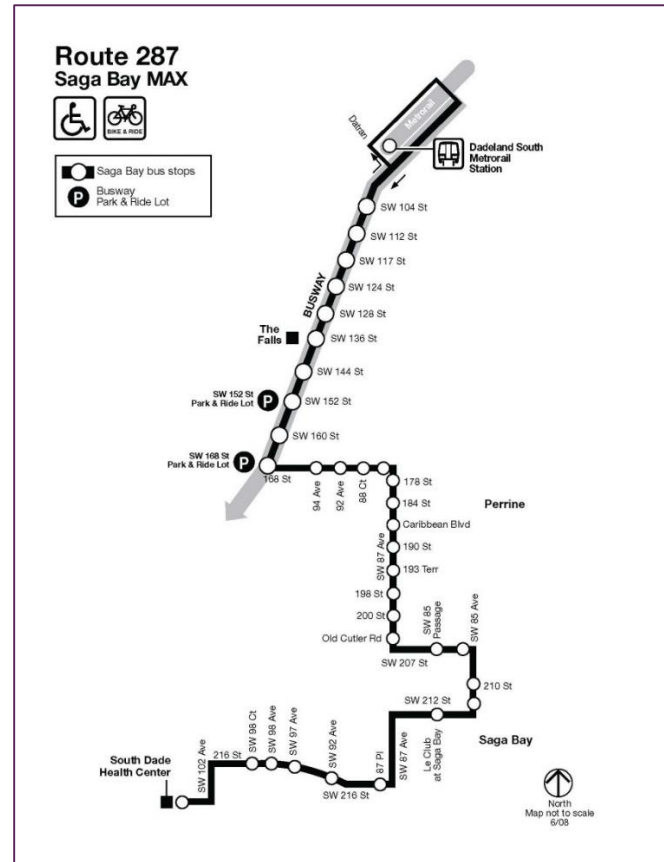
average of 629 passengers per month. Please note that given the relatively recent change in the scheduling for the bus route, these average numbers are based on Monday, Wednesday, and Friday boardings. The buses used to serve bus route 200, Town of Cutler Bay Town Circular, are equipped to handle handicap passengers and those commuting with bicycles.

Bus Route 287 services a 5.3-mile segment of the busway from the Dadeland South Metrorail Station to the SW 168<sup>th</sup> Street. The route begins weekday service at 6:00 AM (northbound) and operates at a peak 30- minute headway. Service runs between 6:00 AM and 9:08 AM and 4:28 PM and 6:03 PM on weekdays (northbound). Route 287 takes approximately 40 minutes to complete half of the full route length. Route 287 does not offer weekend service. Route 287 services the Dadeland South Metrorail Station, The Falls, SW 152<sup>nd</sup>/168<sup>th</sup> Street Park & Ride lots, and South Dade Community Health.

For the Fiscal Year October 2012 to September 2013, the average weekday boarding on the route was 417 passengers, with 106,380 passengers for the year, for an average of 8,865 passengers per month. The buses used to serve Bus Route 287 are equipped to handle handicap passengers and those commuting with bicycles.

**Figure 2.41:**

**Route 287 (Saga Bay Max):**



(Source: Miami-Dade Transit)



## Task 2: Data Collection & Analysis

Heading north, Route 287 begins in Cutler Bay at the South Dade Community Health Center. The route travels east along SW 216<sup>th</sup> Street to SW 87<sup>th</sup> Avenue where it turns north. At SW 212<sup>th</sup> Street, the route heads east to SW 85<sup>th</sup> Avenue, where it turns north to turn west onto SW 207<sup>th</sup> Street. At SW 87<sup>th</sup> Avenue, the route heads north out of the Town of Cutler Bay at SW 184<sup>th</sup> Street.

### **Park & Ride**

Miami-Dade Transit operates five park & ride facilities along the South-Miami-Dade Busway. All of the facilities are provided to transit users free of charge. The SW 112<sup>th</sup> Avenue Park & Ride facility is located adjacent to the Town of Cutler Bay, west of the town's limits. The average weekday at this Park & Ride facility features 140 vehicles or 106% of the lot's capacity. All of the Park & Ride facilities and connecting routes are listed below.

#### Busway/SW 152 Street

- Connecting bus routes: 31 (Busway Local), 34 (Busway Flyer), 38 (Busway MAX), 52, 57, 252 (Coral Reef MAX), and 287 (Saga Bay MAX)

#### Busway/SW 168 Street

- Connecting bus routes: 1, 31 (Busway Local), 34 (Busway Flyer), 38 (Busway MAX), 52, and 287 (Saga Bay MAX)

#### Busway/SW 112<sup>th</sup> Avenue (Target)

- Connecting bus routes: 31 (Busway Local), 34 (Busway Flyer)

#### Busway/SW 244 Street

- Connecting bus routes: 34 (Busway Flyer) and 38 (Busway MAX)

#### Busway/SW 296 Street

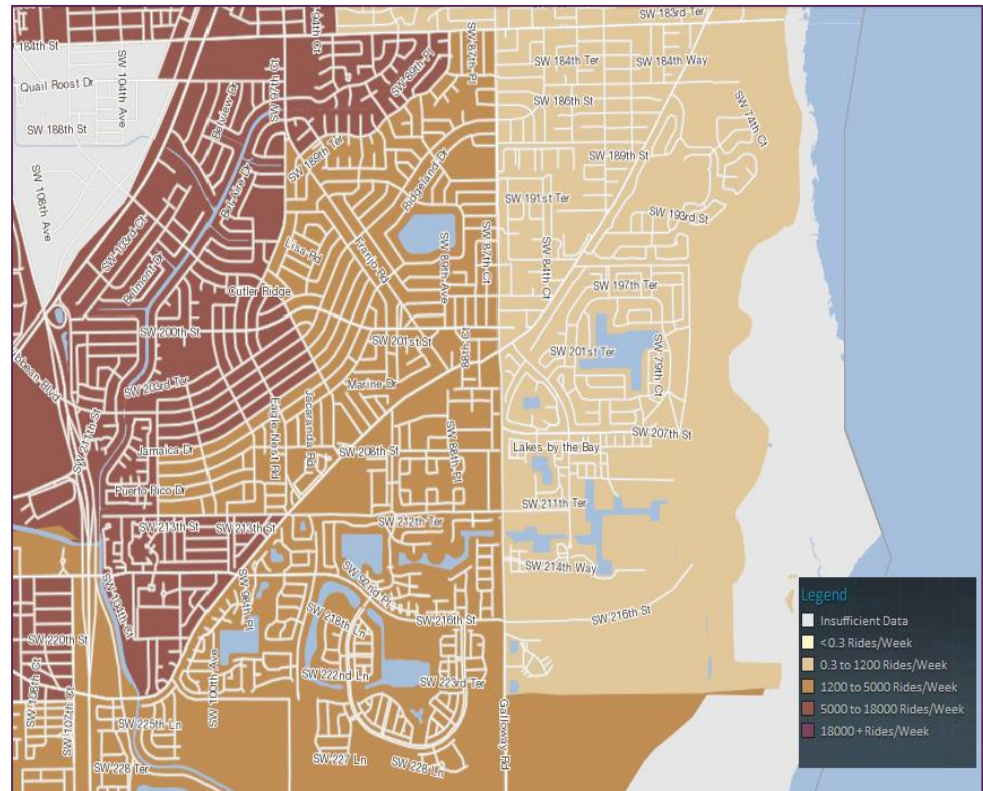
- Connecting bus routes: 34 (Busway Flyer) and 38 (Busway MAX)

### **Transit Use**

Within the Town of Cutler Bay, transit use is highest in the corridor parallel to the Busway and around the Southland Mall/Government Center area. The level of transit use in these sections of the town is not an anomaly, but rather the result of effective land-use management and facility placement. These sections within the Town are also the regions with the most intensive land uses and thus the lowest vehicle use per person.

The transit connectivity index, illustrated in **Figure 2.42**, depicts the availability of transit within the Cutler Bay and surrounding area. Computing a region's connectivity index is complex, taking transit's accessibility, connectivity, and usability factors into account in order to determine a practical quantitative figure. Transit availability requires that transit be available spatially at the origin and at the destination. Accessibility is a measure of the distances passengers must walk to reach a transit stop (usually  $\frac{1}{4}$  mile or 5 minutes) or drive to a park & ride facility. Transit connectivity is a measure of the public transportation readily available in a given area and takes factors such as bus routes and schedules into account. Usability, perhaps the hardest to quantify, relates to how user-friendliness of the system. Stops, stations, and transit must be easily identifiable for a system to be considered useable. In Cutler Bay, the Miami-Dade Busway provides the strongest link in transit connectivity.

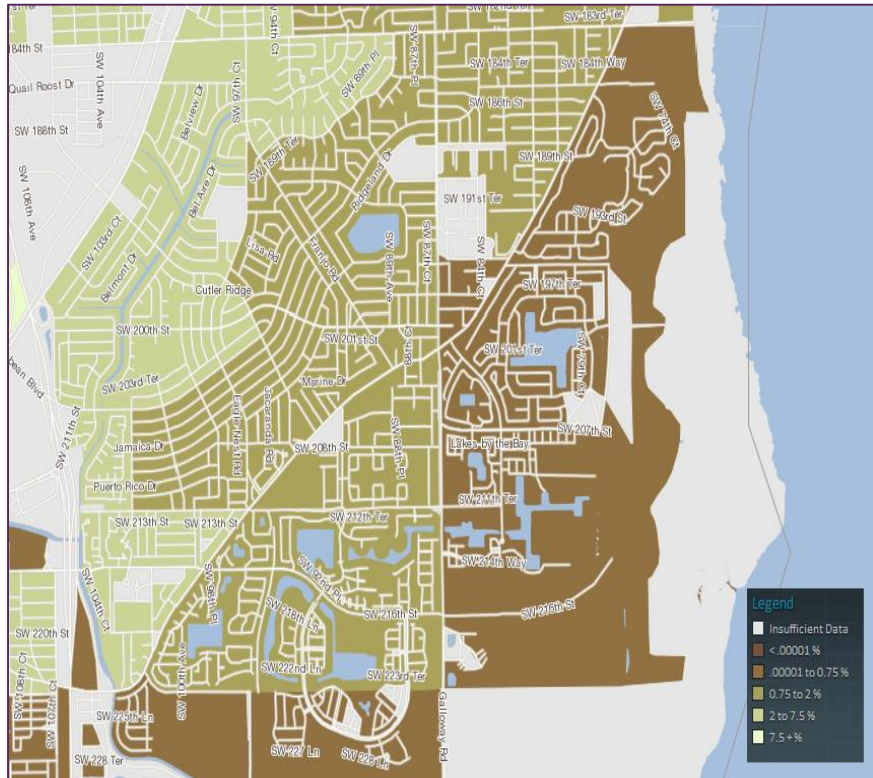
**Figure 2.42: Transit Connectivity Index**



(Source: Center for Neighborhood Technology, 2012)



**Figure 2.43: Transit Ridership as Percent of Workers**



(Source: Center for Neighborhood Technology)

The easily identifiable stations, routes, and Park & Ride facilities coupled with the high frequency of certain routes, makes the Busway an accessible asset for the local public transportation system. Transit connectivity is therefore higher in the western part of the township. This may explain the distribution of workers taking transit as seen in **Figure 2.43**.

The figure shows the transit ridership as a % of all workers originating from the area. In the east brown area, we see that almost all workers drive to work.

Despite the connectivity, transit use in Cutler Bay varies from a high of 4.54% of households nearest to the regional hub and Busway to 0.43% of households along the southern and eastern fringes of the Town limits, where land use patterns tend to trend towards traditional sprawl development. On average, 2.05% of Cutler Bay households use public transportation regularly to commute to work (2012 US Census Estimate).

Transit use is greatest along the Miami-Dade busway, west of the natural barrier formed by the Cutler Drain Canal C-100B as seen in the aerial in **Figure 2.44**. The residential density of this neighborhood is 2.85 households per acre, the 2nd highest figure in Cutler Bay, while the employment density is in the 1,726 to 4,783 jobs per square mile range, and is part of the major employment core area of the Town. The area is horizontally mixed-use in nature and provides the nearest pedestrian link to the Miami-Dade Busway within the Town.

Within Cutler Bay, the neighborhoods bordering the Busway to the west and routes 1 and 70 along Caribbean Boulevard, generally experience transit use by at least 3% of workers in the region. Incidentally, the homes in this region of the Town were constructed in the 1950s along a modified grid-like pattern that enhanced

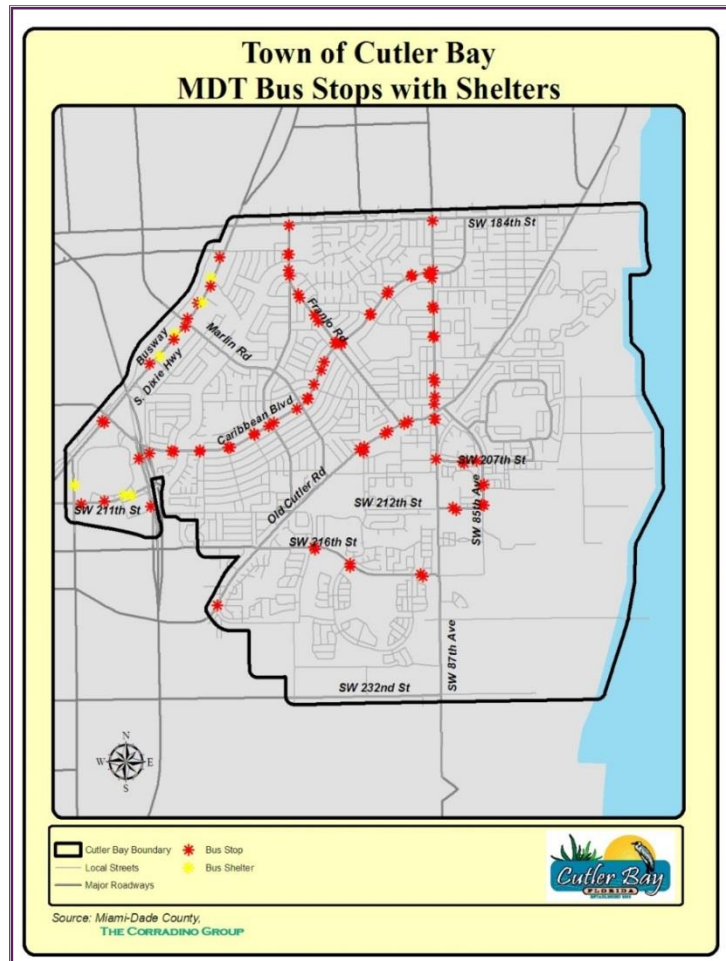
Internally, Cutler Bay has instituted a Town Circulator. This circulator provides increased access for the various neighborhood to the Southland Mall area, as well as the employment center and the Busway along US-1.

This aerial map shows the intersection of SW 19th St and SW 10th Ave in Miami. The map includes the following labels:

- Streets:** SW 19th St, SW 10th Ave, SW 18th St, SW 17th St, SW 16th St, SW 15th St, SW 14th St, SW 13th St, SW 12th St, SW 11th St, SW 10th St, SW 9th St, SW 8th St, SW 7th St, SW 6th St, SW 5th St, SW 4th St, SW 3rd St, SW 2nd St, SW 1st St.
- Canals:** Cutler Ridge Canal, Cutler Ridge Canal C-100B, Cutler Ridge Canal C-100C.
- Landmarks:** Cutler Ridge Canal, Cutler Ridge Canal C-100B, Cutler Ridge Canal C-100C.
- Other Labels:** SW 19th St, SW 10th Ave, SW 18th St, SW 17th St, SW 16th St, SW 15th St, SW 14th St, SW 13th St, SW 12th St, SW 11th St, SW 10th St, SW 9th St, SW 8th St, SW 7th St, SW 6th St, SW 5th St, SW 4th St, SW 3rd St, SW 2nd St, SW 1st St.

Bus stops, shelters, and benches are essential for maintaining an adequate rider base. These features improve the usability and accessibility of the public transportation system. Easily identifiable bus stops and routes are critical in creating a user-friendly system. Benches and shelters provide shade and comfort for passengers, facilitating the use of the system while improving the quality of life for all. **Figure 2.45** depicts the most recent data available from Miami-Dade Transit regarding bus stop location and shelter placement.

**Figure 2.45: MDT Bus Stops with Shelters**



### Transit Level of Service

Transit Level of Service is based on proximity and timing of transit provided to the community. In order to have an adequate Level of Service it would be optimal to have transit operating at 30 minute or less headways within  $\frac{1}{4}$  mile of each neighborhood. Cutler Bay is well covered with about half of the areas meeting this standard. Areas of most adequate coverage are within  $\frac{1}{4}$  mile of the Busway, Caribbean Boulevard, SW 87<sup>th</sup> Avenue, parts of Old Cutler Road and the Urban Center District.

### 2.4.3: Bicycle/Pedestrian

The Cutler Bay Bicycle and Pedestrian Master Plan was initiated in 2011. It studied the entirety of the bicycle and pedestrian network, and projected a level of service.

The determination of the pedestrian level of service for each segment of the Miami-Dade Network is based on the operational level of service methodology adopted by the Florida Department of Transportation (FDOT). The Pedestrian Level of Service (PLOS) Model identifies the pedestrian level of service for a segment of the Pedestrian Network on a scale of A to F based on a numerical model evaluating a facility's given conditions. A PLOS of "A" indicates good pedestrian conditions and "F" indicates the least favorable conditions. PLOS is a measure of the quality of the pedestrian environment based on measured physical attributes.





Of the over 1,500 miles analyzed, 57.2 percent of roadway miles received a PLOS score of "C" or better. Approximately 43 percent of the roadway miles evaluated received a PLOS score of "D" or worse, with approximately 12 percent receiving a PLOS score of "E" or "F".

The origins and destinations are currently connected by a cohesive network of facilities. Minimal sidewalk facilities are missing on the section line and half section line roads, but for the most part the network is already in place. Multi-use paths exist on Old Cutler Road and on the Busway. The Old Cutler Road path was in moderate disrepair and needed resurfacing as of the 2011 Bike/Ped Master Plan, with necessary landscape maintenance and other general safety improvements. However, the Town has since made strides in actively applying remedial action to these needs since the adoption of that Master Plan.

The Town also consists of canals throughout. In addition, there is significant Florida Power and Light right of way dedication. These natural barriers and easements tend to block the transportation grid, thereby inhibiting vehicular flow. Furthermore, in places where the grid is curvilinear, considerations of line of sight and associated speeds have both varying levels of positive and negative effects on bicyclists sharing the road, depending the reactions of drivers and bicyclists to these existing conditions.

There are areas in the Town where sidewalks are incomplete. Often, they abruptly end. The proof that they are needed can be seen from the foot trails that exist where pedestrians continue to walk through the community. Sidewalks also can terminate in the actual travel lane of a road, creating extremely hazardous conditions. However, the Town has recently made efforts to improve on this situation through the addition of sidewalk improvements.

Often utilities such as power poles and fire hydrants are co-located in the sidewalk, creating another hazardous condition. Edges of travel lanes in the transportation network are, at times, not well defined. In areas where no sidewalks exist and pedestrians must walk adjacent to travel lanes which creates safety hazards.

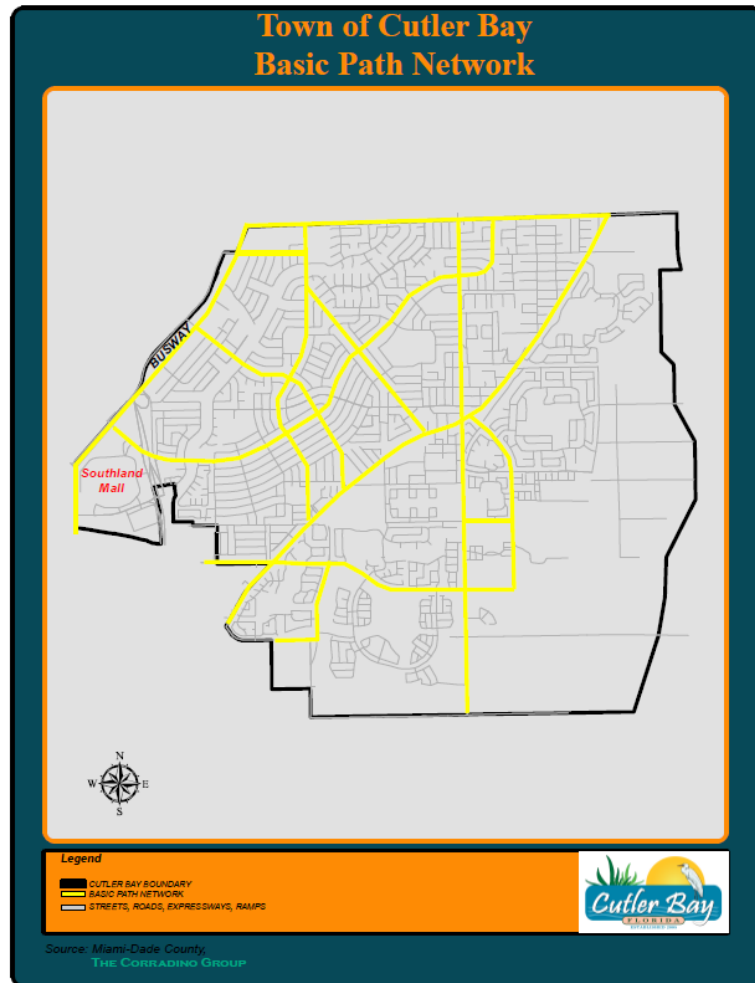
There are instances where cyclists prefer not to ride on sidewalks, but ride instead in the travel lanes. As South Dade is viewed as an attractive place for these cyclists to ride, there is a need for on-road bicycle facilities. The addition of such facilities can incentivize commuter trips by bicycle in the future.

Extensive field reconnaissance to various sites around Cutler Bay indicated a need for sidewalk development in some areas, or a need to enhance the pedestrian realm in others. Long segments without crosswalks, or missing crosswalks at specific intersections are



problematic issues which negatively affect the pedestrian environment.

**Figure 2.46: Town of Cutler Bay Basic Path Network**



The pedestrian environment requires not only a utilitarian view, but a design conducive to positive perceptions of safety and comfort. This is generally not the case in Cutler Bay, though newer developments or streetscape redesign projects, such as that in the Old Cutler Road Commercial area, has greatly improved walkability in specific areas. However, specific areas have specific functional deficiencies which prevent access.

### **Northeast Cutler Bay Single-family Area between SW 87<sup>th</sup> Avenue and Old Cutler Road**

This area of individual single-family homes on medium sized lots is bounded by SW 87<sup>th</sup> Avenue on the west, SW 184<sup>th</sup> Street on the north, SW 188 Street on the south, and Old Cutler Road on the east. The pedestrian network in the area is generally limited. The boundary arterial roads have sidewalks on one-side of the street at a minimum. Old Cutler Road has a wide multi-use pathway on the east side. SW 184<sup>th</sup> Street generally has sidewalks on at least one side, but these alternate on the north and south side of the street; the north side of the street is not part of Cutler Bay.

Almost all of the internal streets in the area (SW 188<sup>th</sup>, 187<sup>th</sup>, 186<sup>th</sup>, 185<sup>th</sup>, and 184<sup>th</sup> Streets, Terraces, and Lanes; SW 86<sup>th</sup>, 85<sup>th</sup>, 84<sup>th</sup>, 83<sup>rd</sup>, 80<sup>th</sup>, 79<sup>th</sup>, 78<sup>th</sup> Avenues, Courts, and Places) generally have no sidewalk at all. The ROW area where a sidewalk would go is heavily obstructed by trees, plantings, landscape elements and other items

placed by homeowners. In some areas, it appears that trees planted by the Town are in the path of a future sidewalk. Caribbean Blvd south of SW 185<sup>th</sup> Terrace has some sidewalk segments as does SW 82<sup>nd</sup> Avenue, but these are sporadic and in some cases lead to a crosswalk with no sidewalk on the opposite side. Another issue observed is that sidewalks are often not continuous through driveways, which create safety issues for pedestrians traversing driveways. Existing sidewalks also routinely dead end into grass, utility poles, fire hydrants, planters and other obstructions where they curve onto the streets with no sidewalks.

Sidewalk shading with shade trees is an important consideration in providing a comfortable pedestrian network. Shading of the minimal sidewalks in this area is limited with no general pattern discernible.

Crosswalks generally consist of minimal two white stripes. Crosswalks that lead to no sidewalk on the opposite side are particularly problematic. There are no signalized intersections in the area.

A number of new county bus shelters have been installed in several locations. In two observed locations on SW 87<sup>th</sup> Avenue, a sidewalk connection exists from the shelter to the street but leads to a mid-block crossing of a traffic lane with no marked crosswalk.

### **Lakes By the Bay Area**

This area visited is roughly bounded by SW 97<sup>th</sup> Avenue on the west, SW 216<sup>th</sup> Street on the south, SW 87<sup>th</sup> Avenue on the east, and SW 212<sup>th</sup> Street on the north. The area consists of various stages PUD development with a mix of multi-family and small lot single-family homes. The older sections such as Windy Pointe on the east and portions of Monterrey Lakes have no sidewalks at all. The newer sections of Manatee Cove and Bay Estates have a generally continuous sidewalk but typically lack crosswalks.

### **Old Cutler Road Commercial Area**

This is generally a low-density commercial area that is expected to undergo a transition to higher density with new development built to the street edge. A comprehensive streetscape project was recently completed from SW 87<sup>th</sup> to SW 97<sup>th</sup> Avenues. The project features a very high quality pedestrian network with wide sidewalks set back from the street lined with shade trees and numerous signalized paved crosswalks. Bus shelters feature a unique design and provide large shaded waiting areas. In several locations there are marked pedestrian connections across small parking lots from the wide sidewalks to the entrance to commercial buildings. This project provides exemplary pedestrian connectivity and intersection design.



## Task 2: Data Collection & Analysis

### South Dixie Highway Commercial Area

Stretching along South Dixie Highway from Eureka Drive to the Turnpike, this is a medium density typical older suburban commercial area along US-1 with retail centers set back from the street by large surface parking lots. There are 3 traffic lanes and various turn lanes in each direction and there is a high volume of traffic.

Sidewalks are very narrow and essentially the same width as those in a single family neighborhood. In some places, they are from the street by an approximately 1 ft. wide grass strip which serves no purpose, as it is not wide enough to provide separation from the street or a planting area for shade trees. Shade tree canopy along the sidewalk is very limited. Generally sidewalks from along a busy wide highway like this should be set back from the street by five or six feet with shade trees planted in the setback area.

Intersections typically have an east-west crosswalk on only one side, either the north or south, which significantly limits pedestrian access. Crosswalks consist of only the basic two stripes. There are no cross-bar striped crosswalks. This does not provide a feeling of safety for pedestrians crossing six to eight lanes of traffic. The distance between the east-west crosswalks is far too long for minimal pedestrian access. From the crosswalk at Marlin Road, the next crosswalk south is 0.9 miles away at Caribbean Blvd. The next crosswalk north from Marlin Road is 0.6 miles away at SW 186<sup>th</sup> St. These distances are far beyond the generally accepted

crosswalk spacing of at least every two blocks, if not every block. Standards for promoting walkability typically call for block lengths of 300 to 600 feet which is the length a pedestrian will comfortably walk before needing to cross the street. By contrast, the Marlin Road to Caribbean Boulevard distance is 4,752 feet. Mid-block on demand crosswalks should be considered in these areas.

In regard to the development pattern, all of the structures in the area are set back from the street by wide surface parking lots. In order for pedestrians to feel a sense of protection and comfort, new building need to be built out to an appropriate setback from the street edge that would provide for 5 to 6 foot sidewalks set back from the curb by 5 or 6 feet and planted with shade trees. The newly installed sidewalks on Old Cutler Road which service a far lower density area are an ideal example of this sidewalk cross section.

In the 18500 block of the east side of the street, a newer retail building was constructed in the recent past with its back wall with no windows facing South Dixie Highway. The lack of an active storefront edge along the street creates a negative experience for pedestrians. Backs of buildings should never face a primary street.

Sidewalks across driveways are generally adequate. Pedestrian connections from the sidewalk to the setback buildings is generally very limited so that a pedestrian must walk through a busy parking lot with no clear safe route to

a business. In some cases, it appears that a new policy of providing a street-to-building pedestrian pathway is being implemented. At the Boston Market at South Dixie Highway (US-1) and SW 186<sup>th</sup> Street, there is a newly striped pedestrian route connecting the store entrance with the street sidewalk that includes tactile surfaces where the sidewalk portion meets the striped walk across the parking lot. This is an important component of a responsive pedestrian system.

There are two South Dade Busway stations in this area, one at SW 184<sup>th</sup> Street and the other at Marlin Road. The sidewalk connections to these potentially important transit connections are minimal at best and no signage or other indications are provided to emphasize this linkage. An enhanced, wider, more direct sidewalk connection with signage would improve linkage to the stations and encourage their use.

Bus shelters include some new full shelters but many unprotected old slat benches as well.

### **Village Center Area**

This area features the largest scale commercial development in Cutler Bay and includes a hotel, Southland Mall, Cutler Bay Town Center, and the South Dade Cultural Arts Center. The area is bounded by the Turnpike on the east, South Dixie Highway on the north, SW 112<sup>th</sup> Avenue on the west, and Black Creek on the south. Pedestrian connectivity in this area is extremely limited.

There is virtually no pedestrian route linking the minimal peripheral sidewalk to the Cutler Bay Town Hall or to the Southland Mall. Pedestrians must walk across massive hot parking lots with no marked pedestrian route.

The connections to the South Dade Busway are also very limited. To get from the northern Busway station in this area to the Mall, pedestrians must backtrack along the Busway to the intersection at Caribbean Boulevard. Dozens of pedestrians were observed crossing the busway at the station and then walking on a worn rocky path diagonally to the street edge and then rushing diagonally across the street, which is a very dangerous situation. Consideration should be given to a mid-block crossing of both the Busway and South Dixie Highway.

The pedestrian and local destinations connection between the southern busway Station in this area is also very problematic. Bus riders wishing to go to the Southland Mall must cross the Busway to the east, then cross SW 112<sup>th</sup> Avenue to the south, walk an uninviting stretch of sidewalk east to South Dixie Highway, then cross South Dixie Highway to the east, then finally cross SW 112<sup>th</sup> Avenue to the north. At this point, the pedestrian can access only the sidewalk which follows the streets around the Mall. To actually get to the Mall, the pedestrian must walk across the huge hot shade-less parking lot with no pedestrian route marked. There is a multiple route bus stop on the south side of the Mall on SW 211<sup>th</sup> Street. It can be assumed that this is a major





## Task 2: Data Collection & Analysis

access point by bus for the Mall, but again there is no marked pedestrian connection from the stop to the mall. A number of people were observed walking a circuitous route across the empty huge unshaded parking lot to the store entrance. If the parking lot was full, this would become even more of a safety issue. A direct marked safe shaded pedestrian connection should be made from the bus stop to the Mall.

There are two major hotels on Caribbean Boulevard on the north side of the Mall and it could be assumed that some lodgers would want to walk to the Mall. There is a crosswalk at the Mall service road a block east of South Dixie Highway. However, again there is no pedestrian connection from the sidewalk on the south side of Caribbean Boulevard to the Mall.

The newer car dealership on the SE corner of the Mall area has a sidewalk that extends a short way into the Mall interior lot but then dead ends at the car storage area. It does not connect with the entrance to the building. The street edge of this facility includes extensive landscaping and shade trees which serve little purpose as they are substantially inset from the sidewalk. Ideally, the sidewalk would have been inset in this area to separate it from the busy adjacent street and to allow the trees to be planted between the sidewalk and the street.

The South Dade Cultural Center is a tremendous community anchor, but it is not in any way integrated

into the local transportation network. Ideally, there would be a strong pedestrian connection with wayfinding signage from the nearest South Dade Busway stations. Farther, the mall could benefit from an on-demand signalized crosswalk across SW 211<sup>th</sup> Street with a cross parking lot connection directly to the Mall entrance, so that evening Arts Center patrons could easily visit the Mall without having to drive their cars.

### **Bicycle and Pedestrian Level of Service**

The Town of Cutler Bay developed and executed a data collection plan that included the review of the existing information and the collection of new data for the calculation of the bicycle and pedestrian levels of service. This included size of existing right of way, size of pavement, size of swale, and the width of sidewalk. Major and minor corridors were inventoried, as well as any other roadway that is present in any of the proposed networks in this study. They were then evaluated for their quality and level for service in terms of bicycle and pedestrian Levels of Service. The determination of the bicycle Level of Service for each segment of the Bicycle and Pedestrian Network was based on the operational Level of Service methodology adopted by the Florida Department of Transportation (FDOT).

The Bicycle and Pedestrian Level of Service (BLOS, PLOS) Models identify the level of service for a segment of the network on a scale of A to F based on a numerical model

score. An LOS of "A" indicates good cycling or walking conditions and "F" indicates the least favorable conditions, and are a measure of the quality of the environment based on measured physical attributes including the vehicle volume and speed on the adjacent roadway, the presence or absence of a striped bike lanes, sidewalks, and the presence or absence of occupied on-street parking. For each segment, a LOS score was assigned for both pedestrian and Bicycle LOS. The segments were broken up at logical points, usually section or half section line roads, if applicable. The smaller, more residential, streets were generally taken as a single segment.

This is not a Level of Service evaluation as is done for a road, which rates the road on how much volume it can handle. This measures the quality of service of a particular street. As seen in Table 9, many trends were easy to notice within the Town, such as the fact that the standard sidewalk is 5 feet wide. This is a favorable standard size for many places in South Florida, and most communities would be happy with this size. Exceptions apply when the road is meant to be a walkable commercial corridor where the municipality wishes to encourage more pedestrianism and foot traffic in a pedestrian friendly design. In these areas, people will wish to walk side by side as they converse, and the pedestrian realm will also include outdoor seating; sidewalk rights of way standards for these areas would require a much larger dedication than 5 feet.

From a bicycle and pedestrian standpoint, each street has been evaluated. There is a high presence of sidewalks and areas for bike facilities. Generally pavement conditions are adequate, but obstructions and incomplete paths do exist in many cases. Of the +- 50 links measured on the Cutler Bay system, about 88% have a level of service of C or D, with only about 12% having a level of service of E or F. Since bicycle and pedestrian Level of Service is based on the quality of service rather than the quantity of service, communities should strive for LOS A. No links in Cutler Bay reach LOS A.

Figure 2.47: Town of Cutler Bay Missing Sidewalk Network

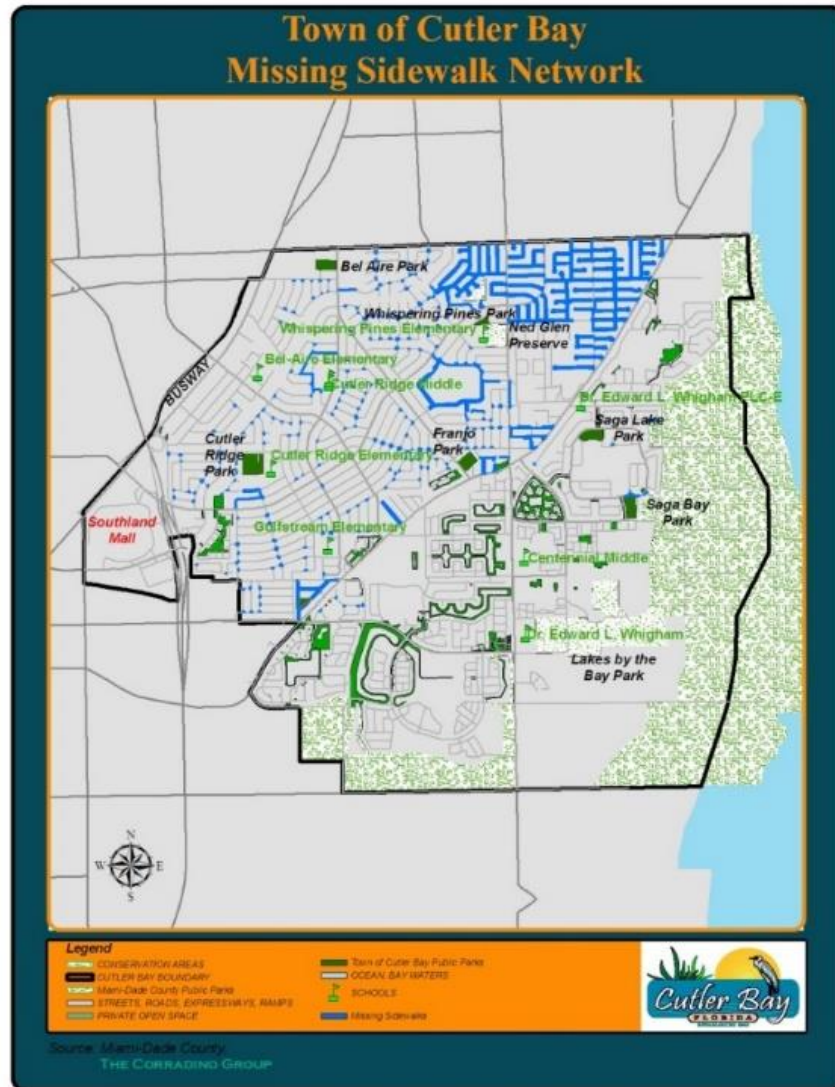


Table 2.13: 2011 Bicycle/Pedestrian Level of Service

| Road       | From       | To         | ROW Width | Pavement Width | Total Swale | Pavement Condition | Level-of-Service |      |
|------------|------------|------------|-----------|----------------|-------------|--------------------|------------------|------|
|            |            |            |           |                |             |                    | Pedestrian       | Bike |
| 184 St     | US 1       | 97th Ae    | 75'       | 55'            | 6           | Fair               | C                | D    |
| 184 St     | 97th Ave   | 87th Ave   | 75'       | 24'            | 44          | Fair               | C                | D    |
| 184 St     | 87th Ave   | Old Cutler | 75'       | 24'            | 44          | Fair               | E                | E    |
| 186 St     | US 1       | 97th Ae    | 65'       | 24'            | 28          | Good               | C                | D    |
| Marlin     | US 1       | Gulfstream | 90'       | 55'            | 34          | Good               | C                | D    |
| Marlin     | Gulfstream | Caribbean  | 72'       | 24'            | 40          | Good               | C                | D    |
| Marlin     | Caribbean  | Old Cutler | 60'       | 24'            | 30          | Good               | C                | D    |
| Caribbean  | US 1       | Tumpike    | 102'      | 68'            | 12          | Poor               | C                | D    |
| Caribbean  | Tumpike    | Gulfstream | 80'       | 24'            | 44          | Poor               | D                | D    |
| Caribbean  | Gulfstream | Marlin     | 80'       | 24'            | 44          | Poor               | C                | D    |
| Caribbean  | Marlin     | Franjo     | 80'       | 24'            | 44          | Poor               | C                | D    |
| Caribbean  | Franjo     | 87th Ave   | 70'       | 24'            | 34          | Poor               | D                | D    |
| Caribbean  | 87th Ave   | 184 St     | 45'       | 24'            | 14'         | Good               | E                | E    |
| Old Cutler | 224 St     | 216 St     | 80'       | 24'            | 43          | Good               | C                | C    |
| Old Cutler | 216 St     | Gulfstream | 54'       | 24'            | 28          | Good               | D                | C    |
| Old Cutler | Gulfstream | Marlin     | 54'       | 24'            | 28          | Poor               | D                | C    |
| Old Cutler | Marlin     | Franjo     | 75'       | 24'            | 40          | Poor               | D                | C    |
| Old Cutler | Franjo     | 87th Ave   | 54'       | 24'            | 18          | Poor               | D                | C    |
| Old Cutler | 87th Ave   | 184 St     | 80'       | 24'            | 42          | Good               | D                | C    |
| 216 St     | 103 Pl     | Old Cutler | 160'      | 52'            | 86          | Fair               | C                | C    |
| 216 St     | Old Cutler | 87th Ave   | 112'      | 52'            | 45          | Fair               | C                | D    |
| 216 St     | 87th Ave   | 85th Ave   | 75'       | 24'            | 38          | Poor               | D                | E    |
| 212 St     | 87th Ave   | 85th Ave   | 90'       | 48'            | NA          | Fair               | C                | D    |
| 207 St     | 87th Ave   | 85th Ave   | 107'      | 24'            | 70          | Fair               | C                | D    |
| US 1       | 184 St     | 186 St     | 120'      | 74'            | NA          | Fair               | C                | C    |
| US 1       | 186 St     | Marlin     | 120'      | 74'            | NA          | Fair               | C                | C    |
| US 1       | Marlin     | Caribbean  | 120'      | 74'            | NA          | Fair               | C                | C    |
| US 1       | Caribbean  | 112th Ave  | 120'      | 74'            | NA          | Fair               | C                | C    |
| 97th Ave   | 184 St     | 186 St     | 72'       | 24'            | 40'         | Good               | D                | D    |
| 97th Ave   | 186 St     | Franjo     | 72'       | 24'            | 40'         | Good               | C                | D    |
| Gulfstream | Franjo     | Marlin     | 72'       | 24'            | 40'         | Poor               | C                | D    |
| Gulfstream | Marlin     | Caribbean  | 72'       | 24'            | 40'         | Poor               | C                | D    |
| Gulfstream | Caribbean  | Old Cutler | 72'       | 24'            | 40'         | Poor               | C                | D    |
| Franjo     | Gulfstream | Caribbean  | 72'       | 24'            | 40'         | Good               | C                | D    |
| Franjo     | Caribbean  | Old Cutler | 72'       | 24'            | 40'         | Good               | C                | D    |
| 87th Ave   | 184 St     | Caribbean  | 75'       | 24'            | 43'         | Poor               | C                | D    |
| 87th Ave   | Caribbean  | Old Cutler | 60'       | 24'            | 32          | Good               | C                | D    |
| 87th Ave   | Old Cutler | 207 St     | 86'       | 34'            | 36          | Fair               | C                | C    |
| 87th Ave   | 207 St     | 212 St     | 102'      | 47'            | 40          | Fair               | C                | C    |
| 87th Ave   | 212 St     | 216 St     | 102'      | 24'            | 62          | Fair               | C                | C    |
| 87th Ave   | 216 St     | 232 St     | 70'       | 24'            | 36          | Poor               | D                | C    |
| 85th Ave   | Old Cutler | 207 St     | 147'      | 50'            | 30'         | Fair               | C                | D    |
| 85th Ave   | 207 St     | 212 St     | 105'      | 48'            | 32'         | Fair               | C                | D    |
| 85th Ave   | 212 St     | 216 St     | 110'      | 50'            | 31          | Fair               | C                | D    |
| 185 Ter    | Caribbean  | Old Cutler | 46'       | 20'            | 20          | Fair               | F                | F    |
| 82nd Ave   | 184 St     | 185 Ter    | 70'       | 24'            | 36          | Fair               | C                | D    |
| 82nd Ave   | 185 Ter    | Old Cutler | 75'       | 24'            | 39          | Fair               | C                | D    |
| 188 St     | 87th Ave   | 82nd Ave   | 52'       | 24'            | 28          | Fair               | F                | F    |
| 188 St     | 82nd Ave   | Old Cutler | 40'       | 20'            | 20'         | Fair               | F                | F    |

Another fact that seems to stand out on the existing conditions matrix is that not a single segment is better than a LOS "C". Even on Old Cutler Road, a roadway with an existing Multi Use Path, the LOS is only "C". This is primarily due to the fact that the neighboring roadway is a LOS "F". What this means is that despite the fact that the Old Cutler Path is separated from the roadway itself, people still fear taking the path due to the poor traffic conditions on Old Cutler Road. A Bicycle and Pedestrian Master Plan is intermingled with the more traditional Transportation Master Plan far more than the lay person would realize, and perception, both rational and irrational, is an integral aspect of the pedestrian environment. The level of vehicular traffic has a very large impact on the quality as well as the usage of the pedestrian facilities in the same area.

The Town of Cutler Bay has relatively large right-of-way widths on all roadways. The pavement footprint is usually less than half of the size of the actual right of way. This allows for very large swale areas throughout the Town. These swale areas could provide ample room for bicycle and pedestrian infrastructure and or improvements of existing infrastructure. The new infrastructure could include such things as on street bicycle lanes, wider sidewalks that can be used as multi-use paths or both. Some areas within the Town have no sidewalks at all and would require them in order to complete the recommended networks.

The Town of Cutler Bay does have many areas of concern. Despite the fact that sidewalks exist they have several places throughout the Town with obstructions within the sidewalk generally rendering them useless at that point. The obstructions are typically utility poles and fire hydrants. The Town has sidewalks that end abruptly with access. Another area of concern is where sidewalks are present or are in the area but pedestrians are clearly choosing alternate paths. Possible realignments of the sidewalk infrastructure at these locations are in order.

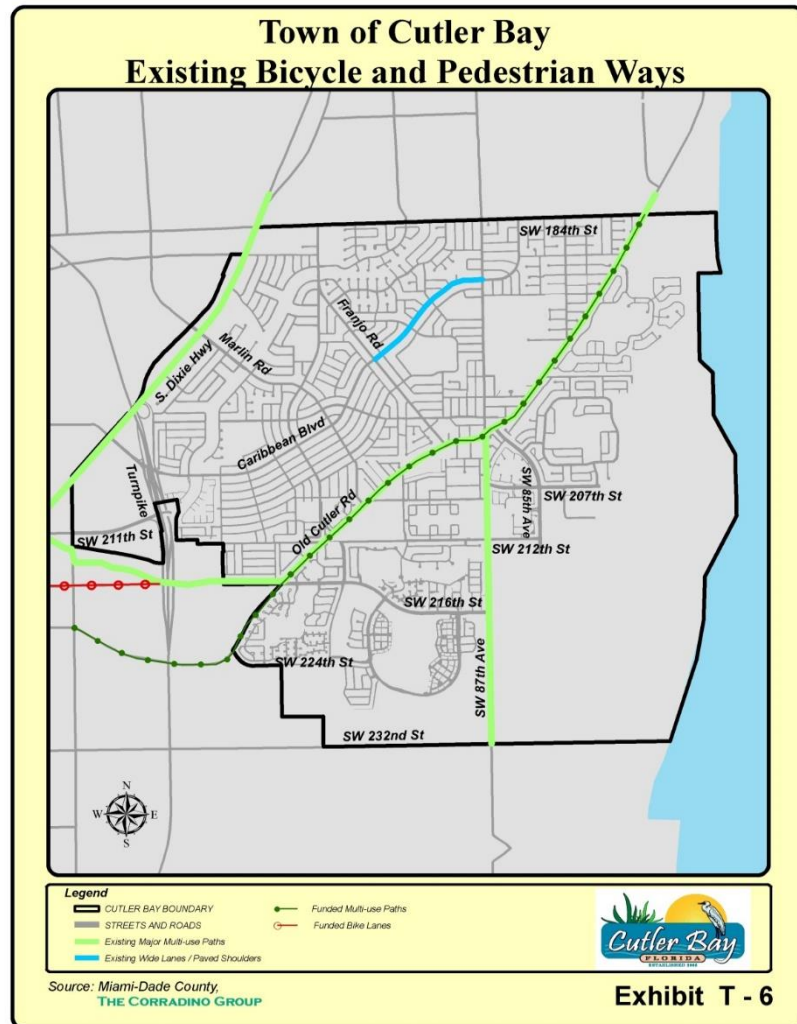
### **Bicycle and Pedestrian Corridors**

Given the limitations of the Park & Ride facilities along the Busway and the financial constraints of vehicle ownership, bicycle and pedestrian paths provide the best link to public transit. An adequate pedestrian and bicycle network helps reduce local traffic as residents opt to walk or bike to close destinations. Increased cycling and pedestrian alternatives leads to healthier lifestyles for residents, reduced local congestion and pollution, and an increase in public transportation use.

Cutler Bay's existing greenways are limited to the US-1/Busway, Old Cutler Road, and SW 87<sup>th</sup> Avenue corridors. Comparatively speaking, Cutler Bay's existing facilities are well connected and provide access to various local and regional activity centers.



**Figure 2.48: Existing Greenways/Trails**



### 2.4.4: Indicators

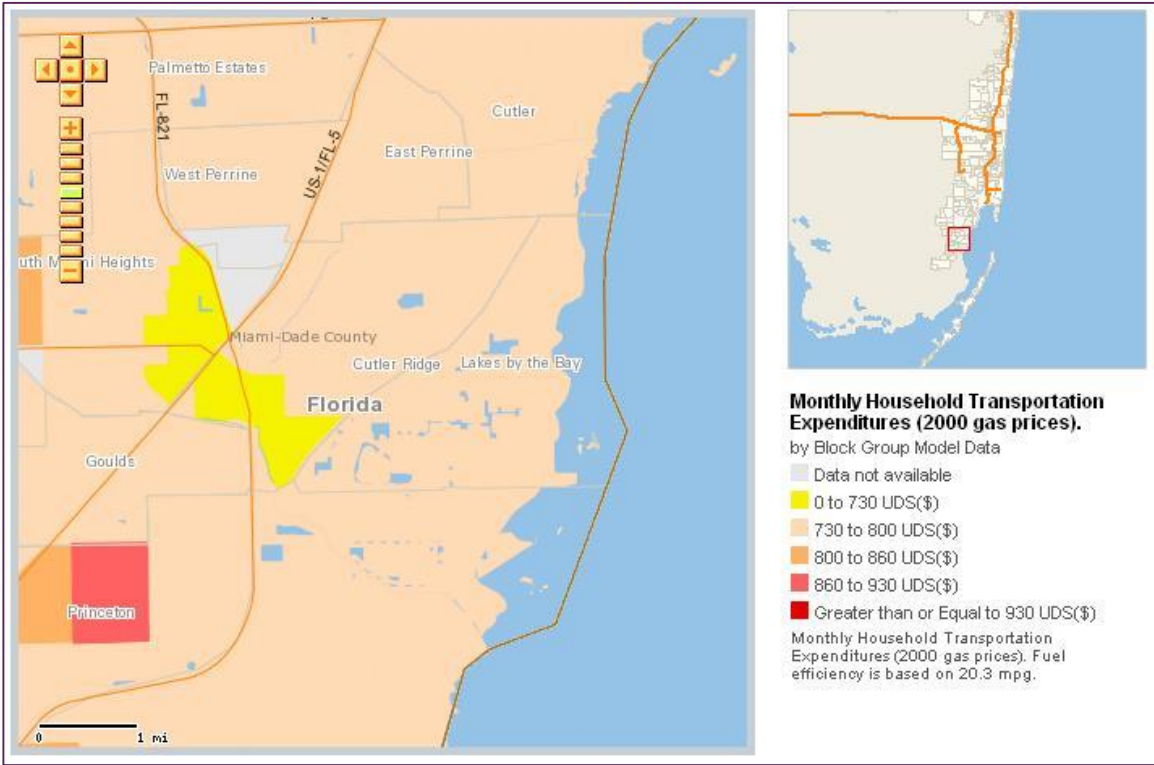
There are several indicators of a well-rounded mobility system and a healthy community. These include Mode Split, Vehicles Per Household, Vehicle Miles Traveled, Travel Time to Work and a balance of sites being used as an Origin and a Destination. It may be a valuable experiment and a very “green” initiative to benchmark Cutler Bay with these indicators and track the progression of the standings over time. This would indicate how well transportation and green policies are working. Actual data, as opposed to 3-year estimates, however, is sporadic as it is tied to the U.S. Census. It is both suburban and urban, unlike all but a few cities in Miami-Dade County. In fact, it is more of a microcosm of a major city, because it encompasses a wide variety of intensities, transportation options and reactions to those options.

### Fuel Costs

The rise in gas prices over the decade, from \$1.29 in January 2000 to \$3.63 in 2012, combined with periodic spikes, has altered the transportation costs, needs, and drivers across the country (US Department of Transportation). Many municipalities reported needs to increase public transit, with some studies indicating permanent increases in ridership existing past the spikes in gasoline prices. Due to the increased household costs of gasoline, combined with generally poor economic conditions resulting from the recession, use of lower cost alternative modes of transportation, including walking,

bicycling, and public transit, has surged nationwide. Nationally, vehicle-miles traveled have decreased as drivers work to curb the rising expenses associated with automobile use.

**Figure 2.49: Monthly Household Transportation Expenditures, 2000**



(Source: Center for Neighborhood Technology)

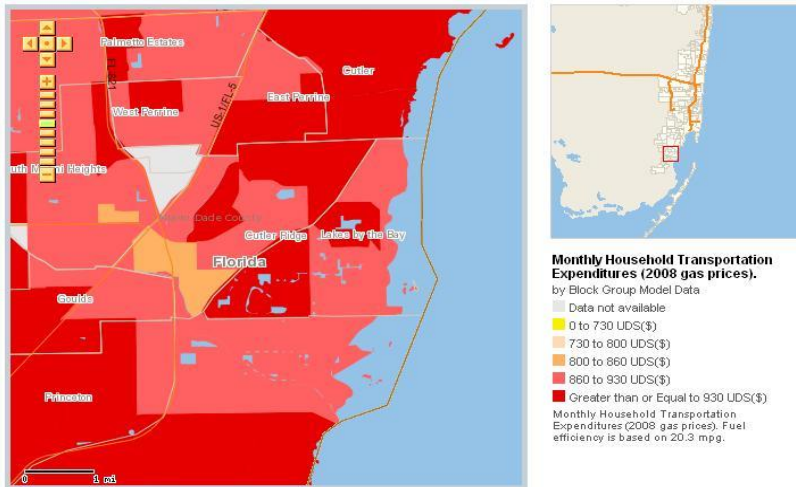
**Figure 2.49** illustrates the monthly transportation costs endured by households in the Town of Cutler Bay in the year 2000, when the average tank of gasoline cost \$1.51. The Town's average in 2000 for monthly transportation costs was \$757. At the time of the last Transportation Master Plan, in 2008, with the median gas prices reaching \$4.21, it was estimated by the Center for

Neighborhood Technology that the monthly transportation costs for the Town of Cutler Bay had increased 18.44% to \$928. Since then, the average household transportation costs have increased an additional 23.7% from \$928 to approximately \$1148 per month (Center for Neighborhood Technology 2012).

A critical distinction can be made when comparing the effects of rising transportation expenditures from 2000 to 2012. It is not a coincidence that the neighborhoods of Cutler Bay that have experienced the most drastic increases in transportation costs are also the least dense, most isolated, contain the highest numbers of vehicles per household, and have

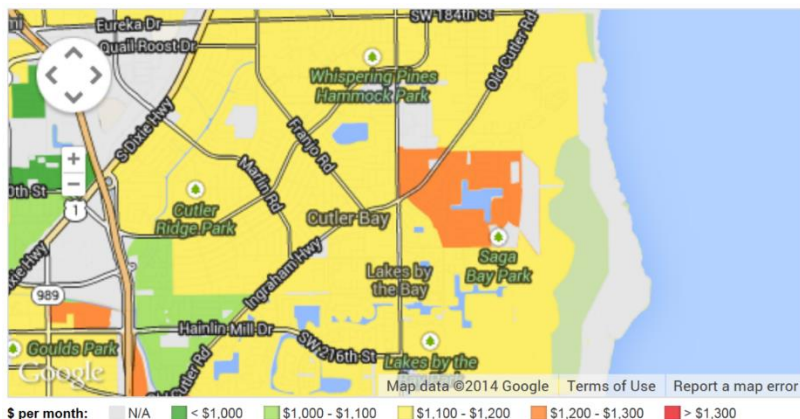
the highest vehicle-miles traveled.

**Figure 2.50: Monthly Household Transportation Expenditures, 2008**



(Source: Center for Neighborhood Technology)

**Figure 2.51: Monthly Household Transportation Expenditures, 2013**



(Source: Center for Neighborhood Technology).

The neighborhoods impacted the worst by the increases in transportation expenditures witnessed a 20.5% jump from 2000 to 2008. When we compare the price increase from 2000 to 2012, however, the most conservative estimate of transportation costs indicate an increase of at least 50% for some of the neighborhoods east of the Old Cutler Road. Comparatively, the CPI for the United States increased by 33.3% in the same time period (US Department of Labor). The neighborhoods affected by the largest increases in transportation costs are also the regions with the highest median incomes in the Town. The neighborhoods without direct access to premium transit or the limited access arterials witnessed the most significant increases.

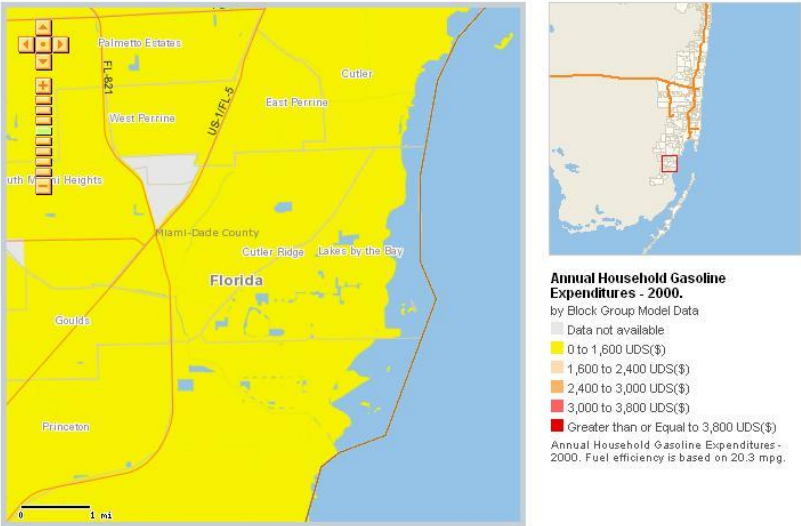
Gasoline is generally viewed as an elastic commodity - that is, when prices change, there is a change in the quantity demanded. As such, the rising cost of fuel has had an impact on the commuting habits of residents. Various studies have indicated that if the price of fuel goes, and stays, up by 10%, the result is a process of adjustment such that:

- The volume of traffic will go down by approximately 1% within a year, increasing up to a reduction of about 3% in the longer term (about five years).
- The volume of fuel consumed will go down by about 2.5% within a year, building up to a reduction of over 6% in the longer term.



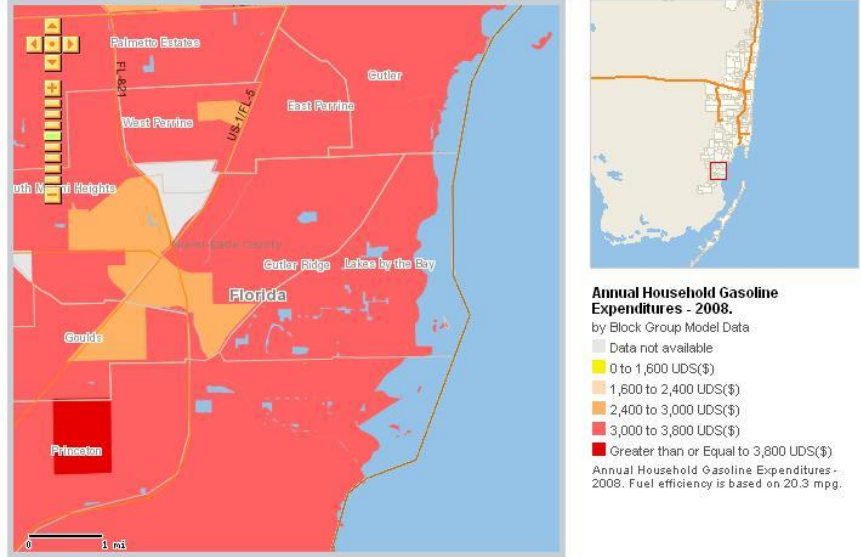
It is widely believed that the reason why fuel consumption decreases by a value greater than the volume of traffic is that the price increases trigger more efficient uses of fuel.

**Figure 2.52: Annual Household Gasoline Expenditures, 2000**



(Source: Center for Neighborhood Technology)

**Figure 2.53: Annual Household Gasoline Expenditures, 2008**



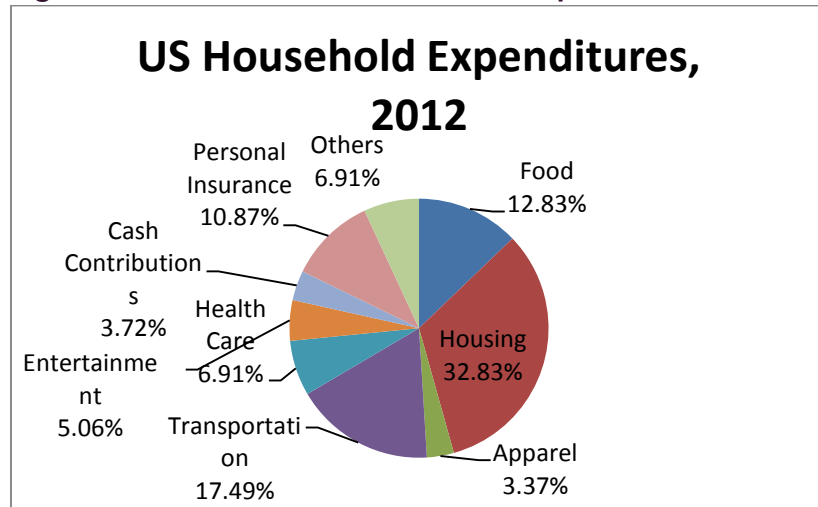
(Source: Center for Neighborhood Technology)

Nationally, after housing (32.82%), transportation (17.49%) accounts for the largest single household expenditure. Purchase and upkeep of personal vehicles, including gasoline, accounts for over 90 percent of household transportation costs. Between 1991 and 2011, the costs of owning and operating a personal vehicle has increased by 60 percent, similar to the increase of 67 percent of all costs in the same time period nationally. The top three drivers of these expenditures, in order, are vehicle purchases; maintenance and insurance, the latter of which has



doubled in price in the past 20 years; and fuel costs (US Department of Transportation).

**Figure 2.54: Annual U.S. Household Expenditures, 2012**



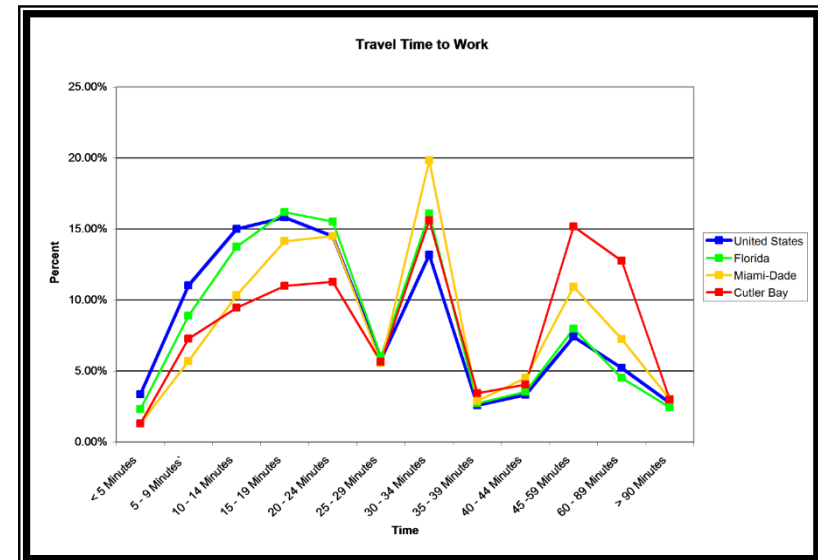
(Source: U.S. Department of Labor, Bureau of Labor Statistics)

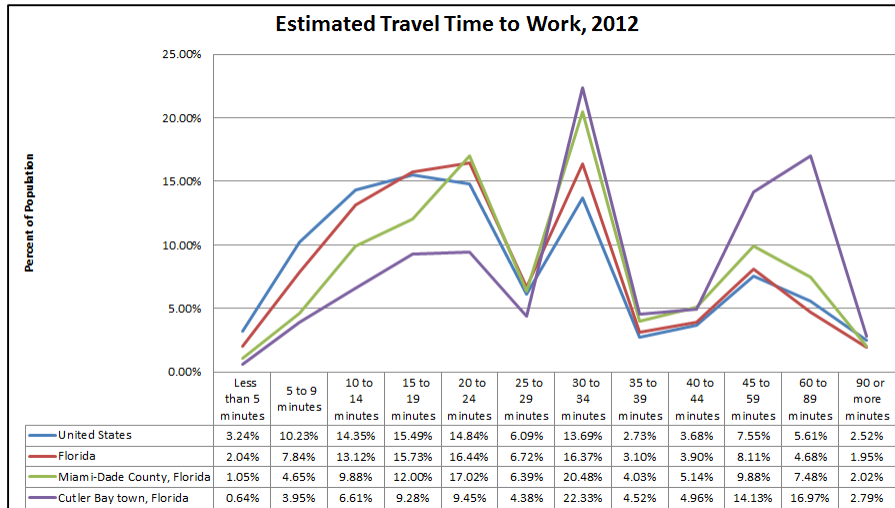
### Travel Time to Work

Travel time to work refers to the total number of minutes that it usually takes a person to get from home to work each day during a specific period. The elapsed time includes time spent waiting for public transportation, picking up passengers in carpools, and time spent in other activities related to getting to work (Source: U.S. Department of Transportation).

The average travel time to work in the Town of Cutler Bay is 35.3 minutes (US Census 2012 estimate), which has increased from the last Transportation Master Plan adopted by the Town, when average travel time to work was 33.35 minutes. This travel time is higher than the US average of 25.7 minutes, Florida's average of 26.2 minutes, and Miami-Dade County's average of 29.5 minutes (US Census 2012 estimate). On average, residents closer to US-1 and Florida's Turnpike experience lower travel times than those located to the east. The disparity in travel time is attributed to the connectivity of the different neighborhoods and the direct access to the principal arterial roadways.

**Figure 2.55: Estimated Travel Time**



**Figure 2.56: Estimated Travel Time to Work, 2012**

**Figure 2.55** on the previous page depicts Cutler Bay's travel times when compared to the United States, Florida, and the rest of Miami-Dade County in 2008. Source: US Census.

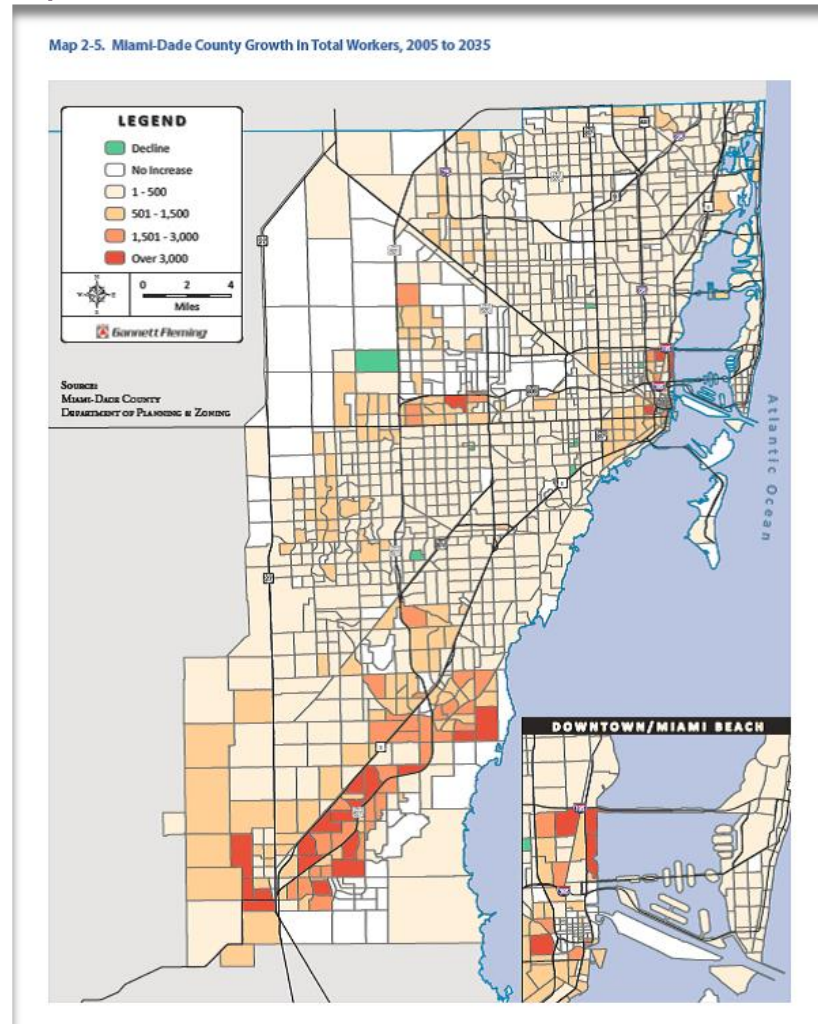
**Figure 2.56** shows the travel times experienced by the various census tract block groups in the Cutler Bay region in 2012. Source: US Census.

A smaller percentage of Cutler Bay residents have commutes of less than 30 minutes when compared to national, State, and Miami-Dade County figures. In addition, the percentage of Cutler Bay residents who have commutes of less than 30 minutes have decreased significantly from the last Transportation Master Plan, when it was noted to be 46%, to its current 29.9%. 14.1% of Cutler

Bay residents are estimated to have commutes of 45 to 59 minutes, and almost 17% of residents are estimated to have commutes of 60 to 89 minutes. Both these figures are significantly higher than national, State, and County trends. Of particular concern is the estimated trend shift, from the last Transportation Master Plan, in the significant increase in the proportion of Cutler Bay residents who travel between 60 to 89 minutes. The growth of this group has moved it from the third largest to the second largest category of transit time. This in turn, supports the noted average travel time increase in Cutler Bay over the past several years.

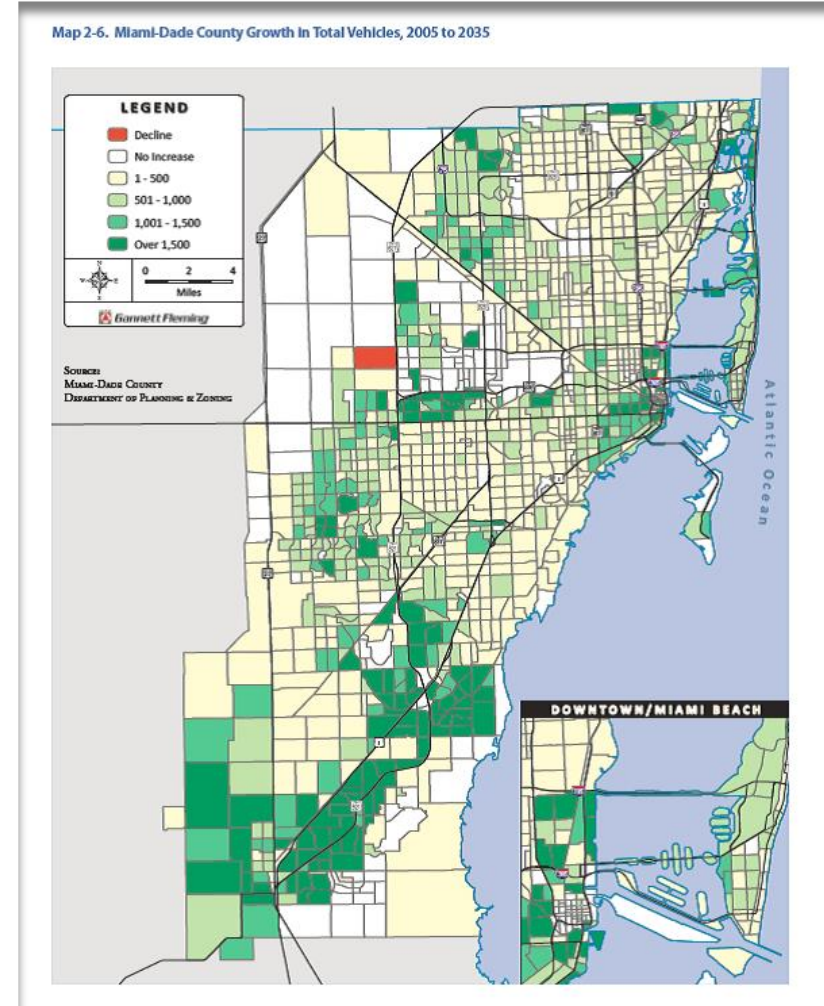
Various trends may explain this shift. Changes in the location of employment of residents may have increased travel time to work for some individuals. Increased local congestion or regional congestion may also contribute to this drastic shift. The latter would apply more if any shift in employment location for Cutler Bay residents moves their location of employment from Cutler Bay into the greater Miami-Dade county area. This explanation is in line with the growth projections noted by the Miami-Dade 2035 LRTP, which noted a projected increase the number of vehicles in the Cutler Bay area, and a projected increase in the number of workers and households in southern and eastern Cutler Bay, but with employment growth primarily trending towards centers of growth activity in the north, as demonstrated by the following figures:

**Figure 2.57: 2005-2035 Projected Growth in Worker Populations**



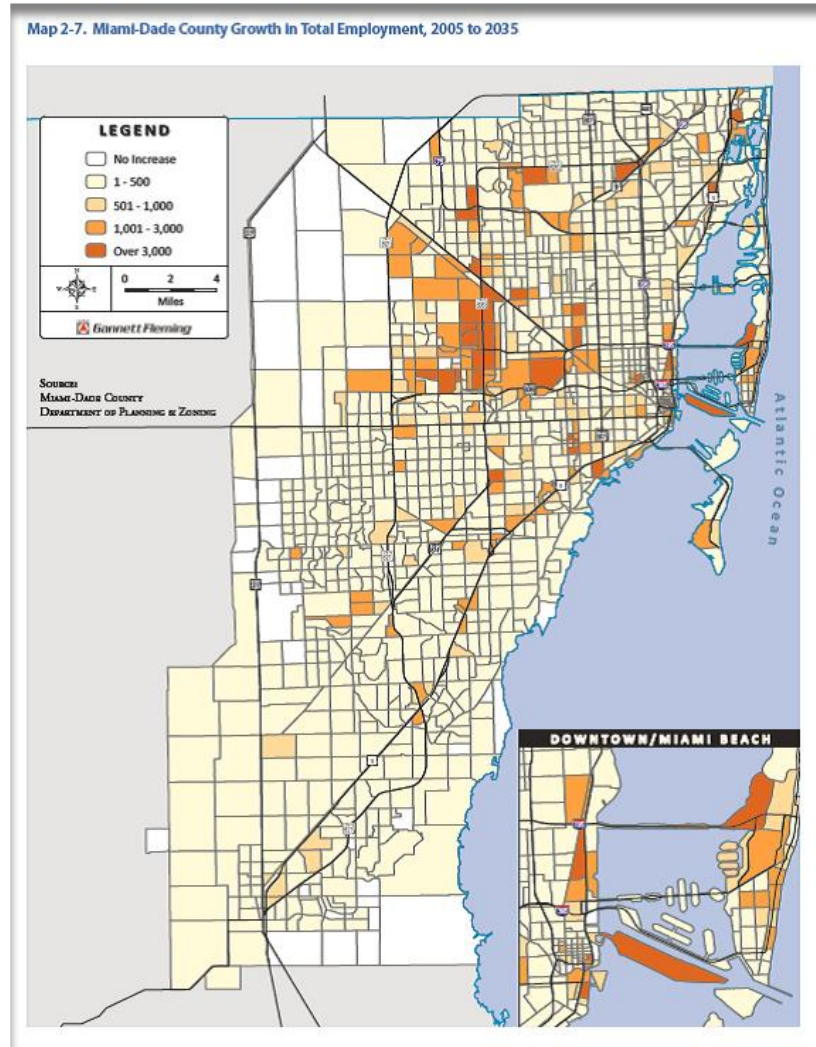
Source: Miami-Dade MPO LRTP 2035

**Figure 2.58: 2005-2035 Projected Growth in Total Vehicles**



Source: Miami-Dade MPO LRTP 2035



**Figure 2.59: 2005-2035 Projected Growth in Employment**

Source: Miami-Dade MPO LRTP 2035

What these figures indicate is a trend of declining local jobs to housing ratios – there is a large increase in the population, but not enough corresponding local jobs, which will increase average travel time as an increasing workforce must travel out of the local community to find employment. In addition, this trend will contribute to increasing local traffic and congestion over time because of the increased number and length of trips that traverse the whole of the township as opposed to a smaller portion of the township in cases where employment is local.

Table 1 in **Figure 2.60** on the following page illustrates the number of trips made daily in Miami-Dade County that originated in Cutler Bay in 2000. Of the 19,627 trips within the Miami-Dade County geographic regions 35.2% remain within the southern region. The next largest destination for trips that originate in Cutler Bay is the Central Planning area, with 30% of the trips. The northwest, Beach/CBD, west, and north planning regions garner significantly less and nearly equal amounts of trips at 14.4%, 8.8%, 6.3%, and 5.5%, respectively.

Table 2 in **Figure 2.60** also on the following page, illustrates the number of trips made daily in Miami-Dade County that terminate in Cutler Bay. Of the 8,906 trips, the vast majority or 79.88% of the trips originate within the southern MPO planning area. The west region, the next largest producer, accounts for 12.2% while the central, northwest, north, and Beach/CBD account for only 4.7%, 1.8%, 0.75%, and 0.67% of trips, respectively.





## Task 2: Data Collection & Analysis

### Cutler Bay Project - Year 2000 Model Results

Total vehicular trips with origin and destination within Cutler Bay Study Area = 1,367

**Figure 2.60: Work trips in Miami-Dade County**

| Table 1 Work Trips from Study Area to the rest of the County |                                        |                 |
|--------------------------------------------------------------|----------------------------------------|-----------------|
| From                                                         | To (Miami Dade County Planning Areas*) | Number of Trips |
| Cutler Bay Study Area                                        | Northwest                              | 2,824           |
|                                                              | North                                  | 1,107           |
|                                                              | Beach CBD                              | 1,730           |
|                                                              | Central                                | 5,827           |
|                                                              | West                                   | 1,229           |
|                                                              | South                                  | 6,910           |
| Total Trips from Cutler Bay Study Area to rest of County     |                                        | 19,627          |
|                                                              |                                        |                 |
| Table 2 Work Trips from rest of the County to the Study Area |                                        |                 |
| From (Miami Dade County Planning Areas*)                     | To                                     | Number of Trips |
| Northwest                                                    | Cutler Bay Study Area                  | 155             |
| North                                                        |                                        | 65              |
| Beach CBD                                                    |                                        | 58              |
| Central                                                      |                                        | 407             |
| West                                                         |                                        | 1,054           |
| South                                                        |                                        | 6,906           |
| Total Trips from rest of County to Cutler Bay Study Area     |                                        | 8,645           |

### Economics

#### *General Trends and Implications:*

In addition to effects of employment and the socioeconomic factors of households in Cutler Bay, it is important to also consider general economic trends. Traffic is a direct output of most forms of economic development; generally, with higher amounts of economic activity, higher pedestrian, bicycling, or vehicular traffic is expected, with the exception of economic development related to some internet-reliant services. The recent economic downturn across the United States, therefore, may reflect in some communities as a downward shift not only in employment or income, but also in reduced amounts of traffic as people reduce their transportation or discretionary household costs.

Traffic growth over the course of the recession may therefore have grown more slowly than predicted, declined, or have temporarily held itself in a level range. Consequently, as economic conditions improve again post-recession, a stronger rate of growth in traffic may be expected as a result of increased economic activity contributing to increased movements between origins and destinations; however, this is contingent on the relative success of employment centers within Cutler Bay and regional and local market trends. These trends influence, but is separate from, the effects of the age trend previously discussed, providing an additional layer of variability in future projections of traffic in Cutler Bay.

In addition, it is likely that market trends based on age groups have more influence over shifts in patterns of behavior than the recent downturn, as the downward trend began before the recession, though in this case the recession had a hastening effect on the trend. Primarily, the effects of economic conditions on traffic reinforces the necessity that considerations of economic development and current and future land use be a vital component in the evaluation and planning of future traffic improvement projects within the Town of Cutler Bay.

#### **Major Trip Generators in Cutler Bay:**

There are few major trip generators in Cutler Bay because there are no significant employment centers in South Dade. Primarily, the existing trip generators are concentrated along US-1, particularly in the Southland Mall and Government Center area.

#### **Employment**

Cutler Bay's commercial and judicial centers make the town a regional employment hub for southern Miami-Dade County. The nearly one million square foot Southland Mall is the largest mall in South Miami-Dade County and serves a regional area that extends down into the Florida Keys. The South Miami-Dade Justice Center handles civil, family, and small claims cases in addition to passport, code, and traffic citation services.

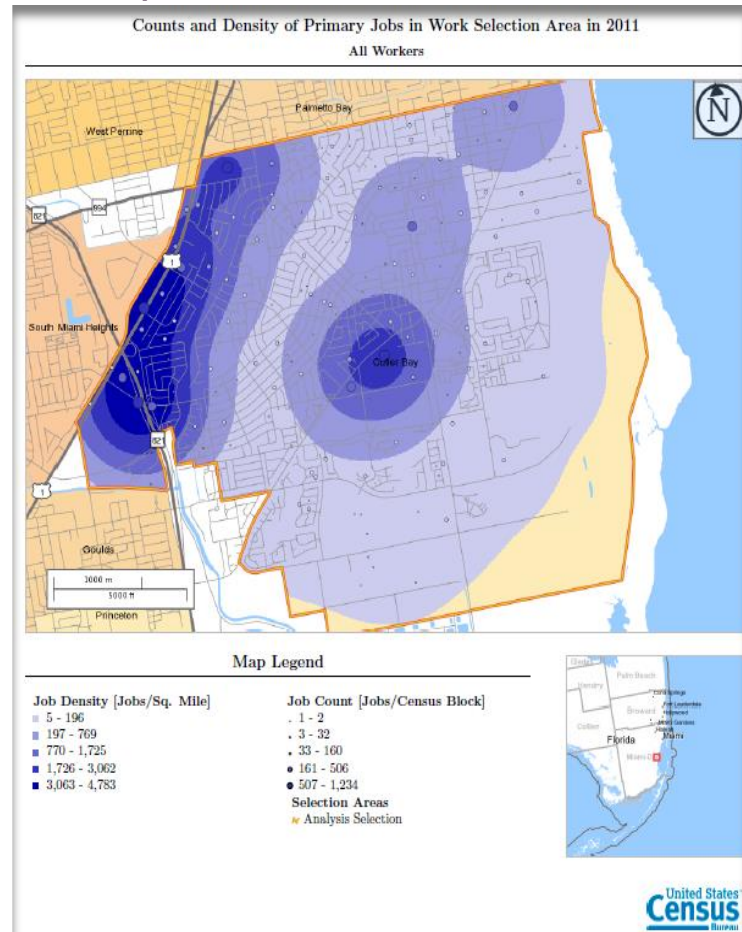
The largest employment concentration in Cutler Bay is located along the US-1 commercial corridor. 221 Acres (3.3%) of the Town is designated in the future as Mixed Use

including commercial development; this designation is lined along US-1, from SW 211<sup>th</sup> Street to SW 184<sup>th</sup> Street, and Old Cutler Road from SW 212<sup>th</sup> Street to SW 200<sup>th</sup> Street. There is also another small cluster of commercial property located along the intersection of Old Cutler Road and Franjo Road.

The Southland Mall, formerly the Cutler Ridge Mall, was built in 1959, and is the cornerstone of an approximately 220-acre metropolitan urban center that includes office, institutional, and retail uses. This established but underutilized urban center will be redeveloped as a true mixed-use downtown for Cutler Bay during the planning period, in accordance with the charrette and community-visioning efforts detailed in the growth management plan.

The following figure illustrates the job density (2011) of Cutler Bay.

**Figure 2.61: Concentrations of Employment in the Town of Cutler Bay**

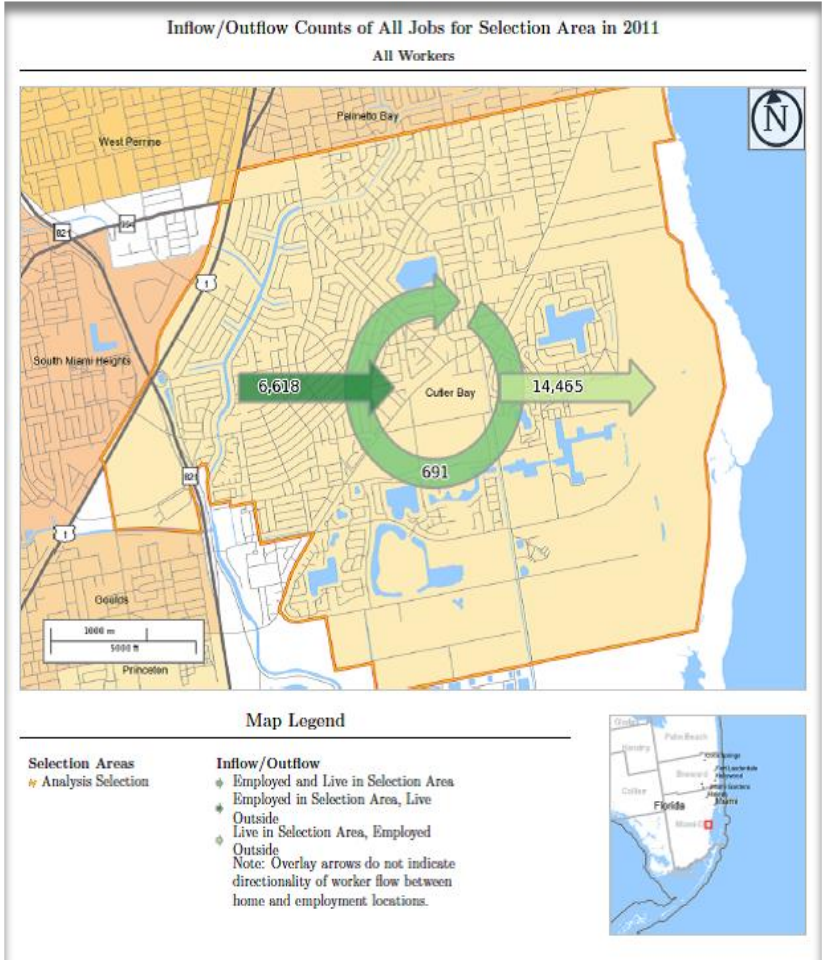


Source: US Census Bureau OnTheMap

As can be seen from the figure, Cutler Bay's employment density is primarily concentrated in the Town Center area and along Routes 821 (Florida Turnpike) and US-1, and ranges upward of 4,783 jobs/sq. mi. along the edge of the Town and 3,062 jobs/sq. mi. in the employment core located around the intersection of Franjo Road and Old Cutler Road. Retail, food services, health care and waste management form the 4 largest components of employment in the area. These jobs generally are on-site services, and telecommuting may not necessarily be usable as a travel demand management tactic. Variable results may occur from any work-staggering or flex hour policies for some these jobs, as opposed to general office jobs, due to the nature of the work.

Furthermore, Cutler Bay's population primarily commutes out of Cutler Bay to work. Approximately 3% of the population of the workers of Cutler Bay live in Cutler Bay, with more than 66% of Cutler Bay's workers commuting out of the Town to go to work. Evaluation of the housing to jobs ratio within the Town, therefore, will be integral to understanding future traffic patterns and mitigation techniques, and opens up the possibility of solutions related less to the capital improvement infrastructure and related more towards less expensive options, such as local and regional economic development.

**Figure 2.62: Worker Inflow/Outflow – 2011 LODS/LEHD Data**



Source: US Census Bureau OnTheMap

### Demographics

Projections of population change in Cutler Bay show slight increases in the share of the area's population through 2015, after which the population growth will occur faster outside of Cutler Bay. Past 2020, household sizes are expected to decline to 2.64 per unit from its current 3.21 person per unit, and new housing will result from urban infill and redevelopment. Population growth during this timeframe will therefore result in increases in density and provide associated challenges for future transportation development in Cutler Bay. However, residential development is expected to occur outside of Cutler Bay, due to the ready availability of vacant, developable land. In cases where new development occurs, trends in traffic growth will be impacted by the size and type of development as well as the rate of development. A variable shift in projected and actual traffic growth rates will be affected by residential development, and will be related to the market absorption rates of such developments, reflecting expected changes in population growth.

### Age Trends:

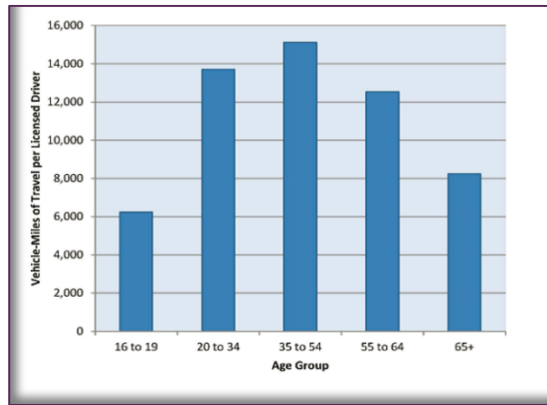
At first glance, Cutler Bay seems to have a slight trend towards becoming a younger community. In 2008, the median age was 35.2, and has since decreased to 35.1 in 2012 (US Census estimates). Yet, this change as seen is both small and counter intuitive. In reality, while the overall community is slightly younger, this is tempered by the fact that much of this change results from a significant decrease of the elderly population aged 75 and older, while the growth of the youth population and 20-24 year old population grew slower than what should have been a normal rate of increase for Cutler Bay in the same five year span. Meanwhile, the 25 to 34 and



45 to 54 year old population groups provided the basis for population growth in Cutler Bay.

Atypically of Miami-Dade County and national trends, the 45 to 54 year old population forms a larger percentage of the population in Cutler Bay than elsewhere. This is significant because market conditions show that the younger population's trends are contributing to a decrease in traffic, due to higher preferences for mass transit and alternative forms of transportation, and there is the expectation that the 45-54 year old population will typically prefer personal vehicles as their primary mode of transportation, as seen in **Figure 2.63**.

**Figure 2.63: Vehicle Miles Traveled Per Licensed Driver By Age, 2009**



Source: *A New Direction: Our Changing Relationship with Driving and the Implications on America's Future*. US PIRG and Frontier Group, 2013.

When combined with a slower comparative rate of growth of the youth and young professional population, these trends indicate an expectation that the rate of decline in traffic levels currently seen in the County would be tempered or partially reversed in Cutler Bay.

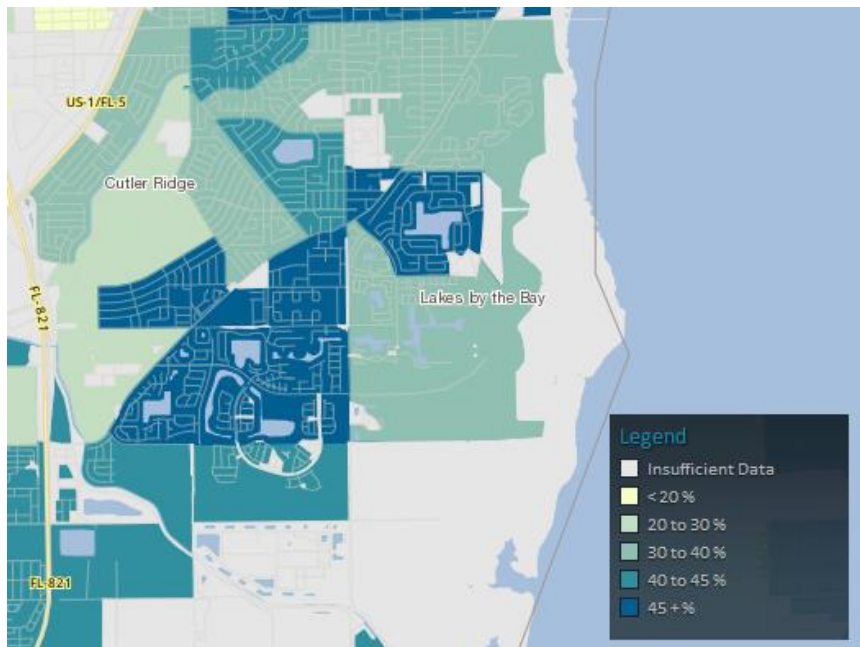
### Household Characteristics

Aside from serving as a regional commercial and institutional hub, the Town of Cutler Bay is also home to over 41,000 residents and approximately 13,000 households (US Census 2012 Estimate). The approximately 10 square mile community has an average population density of 4126/mi<sup>2</sup> (US 2012 Census Estimate). Household density is concentrated to the east of Old Cutler Road. Median Income (2012 dollars) in Cutler Bay is 62,564 (US Census 2012), and Mean household income (2012 dollars) is 77,259 (US Census 2012).

On average, housing accounts for approximately 37% of household costs in the Town of Cutler Bay. The most common notion of affordable housing implies that households that spend more than 30 percent of their income on housing have an affordability problem (Source: MIT Center for Real Estate.) It is important to note that the price of a house is not only affected by its structural composition but also by amenities such as adequate access to jobs, school quality, and environmental amenities associated with a house's location. **Figure 2.64** illustrates housing costs as percent of household income which in Cutler Bay ranges from as low as 16% to over 56%.

Of particular concern is the cost of housing to the east of Old Cutler Road, where housing costs tend to be a significantly higher proportion of household income. As the combination of housing and transportation costs provide the two largest components of household expenditures, high housing costs may result in a desire for lower transportation costs in order to create a more economically sustainable neighborhood.

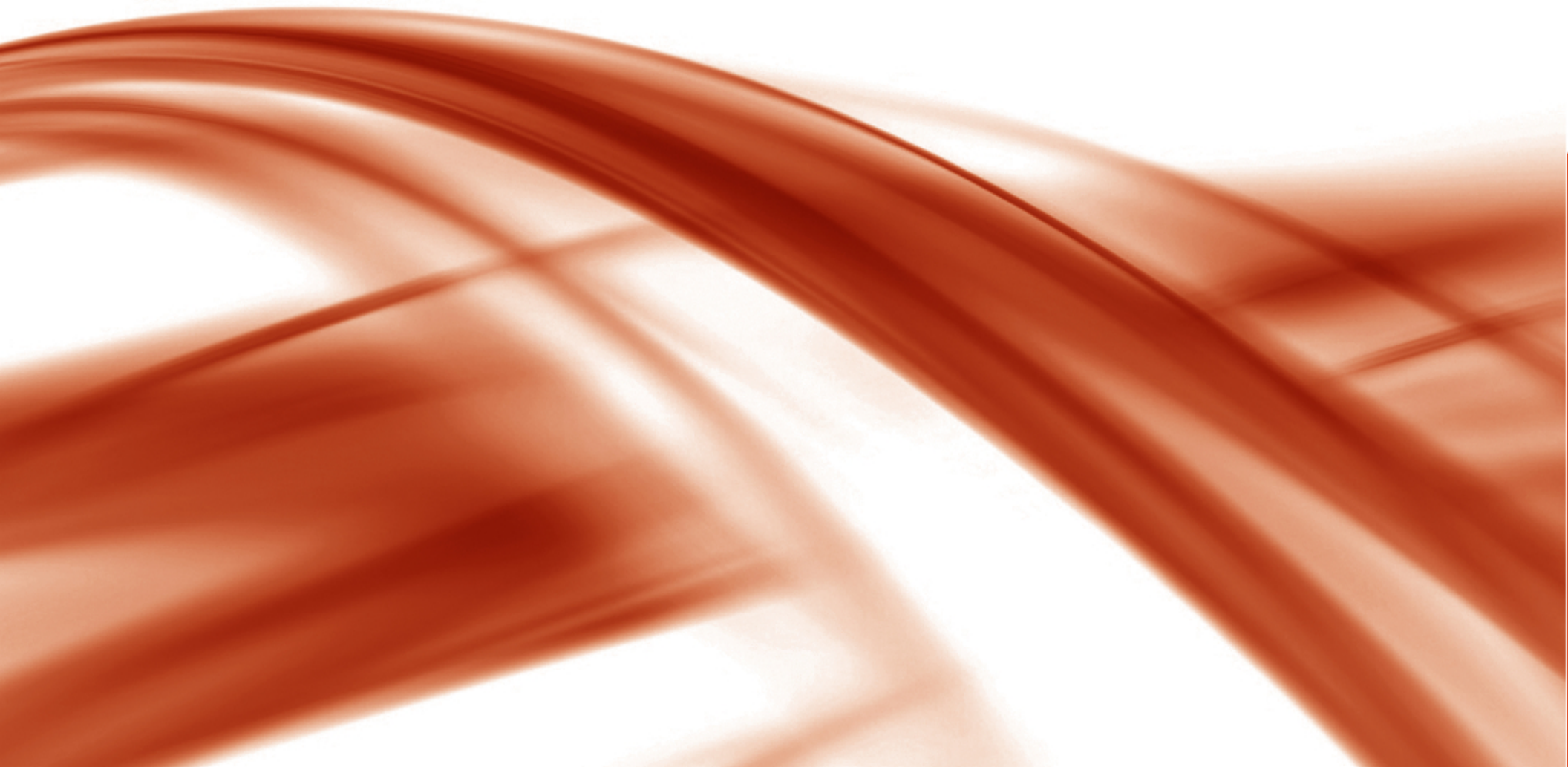
**Figure 2.64: 2012 Housing Costs as a Percent of Income**



(Source: Center for Neighborhood Technology, 2012)

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# NEEDS ASSESSMENT







## TASK 3: NEEDS ASSESSMENT

The analyses provided in Task 2 points to various levels of need for various modes. From this assessment, a list of potential projects has been developed. Roadways that meet or exceed the existing Level of Service standard will need improvements to assure that they meet the Town's adopted Level of Service standards. The roadway Level of Service is not the only consideration of need. The transit network has been examined to determine the adequacy of the system, as well as other modes. Public perception of need was also considered as part of the extensive public engagement process. The four project categories will be developed including:

### **Capacity**

Projects have been developed to address streets that have roadway capacity issues. These projects generally will focus on improving intersections and links that are at LOS D or worse, in the existing or future year. These have been mapped. There are seventeen (17) projects in this category, at a potential cost of \$15,678,000

### **Alternative Mode**

This has focused on areas of transit, pedestrian, and bicycle and their levels of service, particularly as they interface with major intersections, trip generators and transit stations. There are eight (8) projects in this category, at a potential cost of approximately \$2,250,000.



## Task 3: Needs Assessment

### Corridor Enhancement

This took into consideration arterial roads that function as major conduits of traffic through the Town. There are twelve (12) projects in this category, at a potential cost of \$2,787,000.

### Policy

This focused on policy initiatives which may help mitigate lack of mobility. They generally involve working across political boundaries on common problems and initiatives that impact us all regionally. There are twenty-five (25) projects in this category, at a potential cost of \$295,000.

Individual projects are detailed in the next task.

## 3.1 CAPACITY PROJECTS

Projects have been developed to address streets that have roadway capacity issues. These projects generally will focus on improving intersections and links that are at LOS D or worse in the existing or future year.

### 3.1.1 Key Capacity Initiatives

Based on the Traffic projections and resulting LOS changes, the following twenty-three (23) road linkages within the limits of the Town of Cutler Bay will be below the adopted LOS standard by 2020.

- Caribbean Blvd between SW 117<sup>th</sup> Ave and SW 110<sup>th</sup> Ave
- Caribbean Blvd between SW 110<sup>th</sup> Ave and US-1

- Caribbean Blvd between US-1 and SR 821
- Caribbean Blvd between SR 821 and SW 97<sup>th</sup> Ave.
- Caribbean Blvd between SW 97<sup>th</sup> Ave. and Marlin Road
- Caribbean Blvd between Marlin Road and Franjo Road
- SW 216<sup>th</sup> St between SR 821 and Old Cutler Road
- SW 216<sup>th</sup> St between Old Cutler Road and SW 87<sup>th</sup> Ave.
- Old Cutler Rd between SW 112<sup>th</sup> Ave. and SW 224<sup>th</sup> St.
- Old Cutler Rd between SW 224<sup>th</sup> St. and SW 216<sup>th</sup> St.
- Old Cutler Rd between SW 216<sup>th</sup> St. and SW 97<sup>th</sup> Ave.
- Old Cutler Rd between SW 97<sup>th</sup> Ave. and Marlin Rd.
- Old Cutler Rd between Marlin Road and SW 87<sup>th</sup> Ave.
- Old Cutler Rd between SW 87<sup>th</sup> Ave. and SW 184<sup>th</sup> St.
- SR 821 between SW 211<sup>th</sup> St. and Caribbean Blvd.
- SR 821 between Caribbean Blvd. and US-1
- SR 821 between US-1 and Quail Roost Drive
- Gulfstream Rd/SW 97 Ave. between Franjo Road and SW 184<sup>th</sup> St.
- Marlin Rd between Caribbean Blvd. and SW 97<sup>th</sup> Ave.
- Marlin Rd between SW 97<sup>th</sup> Ave. and US-1
- Marlin Rd between US-1 and SW 107<sup>th</sup> Ave.
- Franjo Rd between Old Cutler Road and Caribbean Blvd.
- Franjo Rd between Caribbean Blvd. and SW 97<sup>th</sup> Ave.

It should be noted that the determination of potential concurrency issues included currently existing improvements, such as the Caribbean Boulevard projects. With the exception of SR-821, all of the above roads are

classified as Class II roads based on roadway classification and posted speed limits. Analysis of potential remedial actions included an evaluation of the LOS grades if the roads were reclassified as Class I, possible through a change in the posted speed limit, and if the roadways had lane expansion.

It was determined that changing the roads to Class I had a negligible effect. Altering the class of the roads by changing the speed limit to 40 MPH or above would allow the following linkages to meet concurrency standards:

- Caribbean Blvd between US-1 and SR 821
- Caribbean Blvd between SW 97<sup>th</sup> Ave and Marlin Road
- SW 216<sup>th</sup> St between Old Cutler Road and SW 87<sup>th</sup> Ave

Due to the nature of Old Cutler Road as a historical road, which poses limitations on roadway expansion, as well as the fact that roadway expansion would negate the positive improvements to the pedestrian environment which were recently completed, Old Cutler Road does not receive a recommendation for lane additions.

Caribbean Boulevard, because of its current lane expansions, was also not evaluated for further lane expansions.

Evaluation of lane expansions involved a look at the necessary right-of-way as well as the existing right-of way. Determination of necessary right-of-way dedication is based on the concept of Complete Streets. It is this concept that is an overriding focus of project development in all modes because it looks at our Rights of Way and aspires to provide capacity for each mode where possible.

### **Complete Streets**

The Complete Streets Initiative is a transportation planning policy that was first instated in the U.S. in 1971 in Oregon. Complete Streets focuses on the design of roadways to incorporate all of its users. Many streets do not incorporate bicyclists, pedestrians and handicapped individuals, as we live in a society dominated by the automobile.

In an urban area, a Complete Street might consist of a lane dedicated solely to buses, proper bus stops, a bicycle lane or wide paved shoulder, sidewalks, traditional or raised crosswalks, a median island, and all crosswalks & sidewalks will be American Disabilities Act (ADA) compliant.

Incomplete Streets create unsafe situations for all. Complete Streets create opportunities for more than just the automobile. They make public transportation more attractive, as a bus will be able to move faster through a bus lane, or simply having proper stops. Pedestrians will be safer and more likely to use the crosswalks and sidewalks if they are in good condition as well as in necessary places.

These factors add up to better food access, more jobs and a safer community.

For the purposes of this analysis, the necessary right-of-way was judged to include roadways, bike lanes, and sidewalks for bi-directional pedestrian, bicycling, and vehicular traffic, as well as any necessary buffer zones.

The following are diagrammatic examples of urban Complete Streets:

**Figure 3.1: Diagrammatic examples of urban Complete Streets**



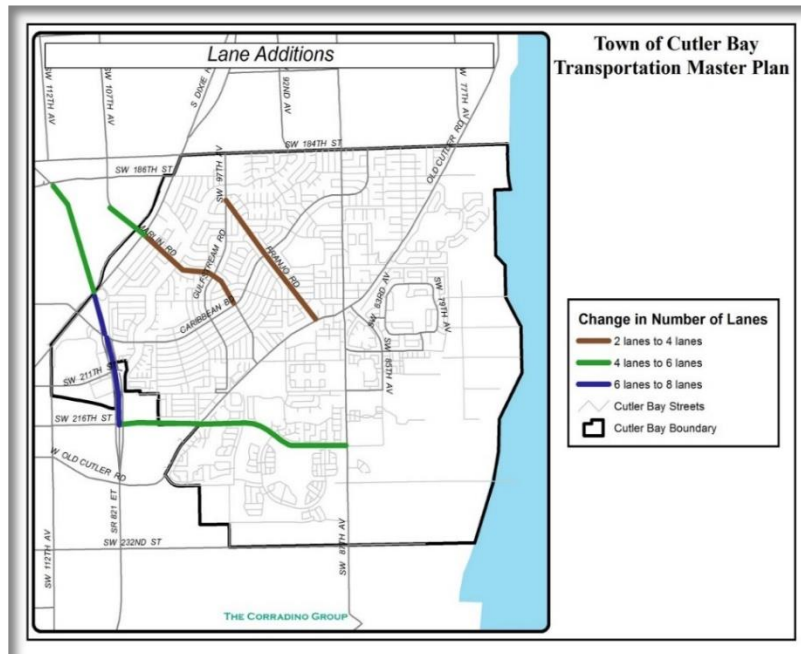




Based on this analysis, the following lane additions will allow their associated roadways to meet the adopted LOS:

- SW 216<sup>th</sup> St. from SR – 821 to Old Cutler Road – 4 lanes to 6 lanes
- SW 216<sup>th</sup> St. from Old Cutler Road to SW 87<sup>th</sup> Ave. – 4 lanes to 6 lanes
- SR 821 from SW 211<sup>th</sup> St. to Caribbean Blvd. – 4 lanes to 6 lanes
- SR 821 from Caribbean Blvd to US-1 – 6 lanes to 8 lanes
- SR 821 from US-1 to Quail Roost Drive – 6 lanes to 8 lanes

**Figure 3.2: Lane Additions**



- Marlin Road from Caribbean Blvd to SW 97<sup>th</sup> Ave – 2 lanes to 4 lanes
- Marlin Road from SW 97<sup>th</sup> Ave. to US-1 – 2 lanes to 4 lanes
- Marlin Road from US-1 to SW 107<sup>th</sup> Ave. – 4 lanes to 6 lanes
- Franjo Road from Old Cutler Road to Caribbean Blvd. – 2 lanes to 4 lanes
- Franjo Road from Caribbean Blvd. to SW 97<sup>th</sup> Ave – 2 lanes to 4 lanes

No right-of-way acquisitions are necessary to implement these additions based on minimum requirements for Complete Streets. However, while some of these roadways can be expanded to accommodate the higher levels of vehicular traffic, in cases such as Franjo Road and Marlin Road, expansion of the roadways will create four (4) or six (6) lane roadways next to low density neighborhoods. These neighborhoods currently consist of single story, bungalow style housing, and road expansions in these developed areas may be counter to the character of current development, especially in relation to the zoning and future land use designations of the area. Thus, only the following are recommended for lane expansions at this time:

- SR 821 from SW 211<sup>th</sup> St. to Caribbean Blvd – 4 lanes to 6 lanes
- SR 821 from Caribbean Blvd to US-1 – 6 lanes to 8 lanes
- SR 821 from US-1 to Quail Roost Drive – 6 lanes to 8 lanes
- SW 216<sup>th</sup> from SR – 821 to Old Cutler Road – 4 lanes to 6 lanes

- SW 216<sup>th</sup> from Old Cutler Road to SW 87<sup>th</sup> Ave – 4 lanes to 6 lanes

Franjo Road and Marlin Road provide cross-sectional connections between US-1, Caribbean Boulevard, and Old Cutler Road, which run virtually parallel to each other within Cutler Bay. This is important as without these connecting roads, the major routes connection all three routes would be SW 87<sup>th</sup> Avenue and the Florida Turnpike. While the posted speeds are consistent with the need of a collector road to flow traffic in a Northwest and Southeast manner, these speeds are higher than what one would expect in a low density residential neighborhood. In addition, there seems to be a seeming disconnect between the perceived function of the road as a Collector and its actual function, which given posted speed limits and actual AADT numbers, are closer to an arterial roadway which runs as a connecting route between other collectors and arterials. This is particularly true of Marlin Road when one considers its continued route once out of the Town of Cutler Bay's Town Limits. While the expansion of Franjo Road and Marlin Road are potentially projects the Town can employ, these should be considered carefully to avoid disconnect with the land use.

In addition, instead of roadway expansion, given its effect on the nature and character of the area, alternative modes of transportation should be encouraged in order to reduce the reliance on the private automobile.

### 3.1.2 Intersections Analysis

Intersection analyses were performed at specific intersections within the Town in order to identify

improvement needs affecting roadway Levels of Service. These intersections were identified from the roadway Level of Service analysis based on the failing roadway segments.

Intersection turning movement counts were collected on Thursday, May 22, 2014 between 7:00 AM - 8:45 AM & 4:00 PM - 5:45 PM at the following eight intersections:

1. SW 97<sup>th</sup> Ave and SW 184<sup>th</sup> St.
2. Old Cutler Road and SW 216<sup>th</sup> St
3. Caribbean Boulevard and Franjo Road
4. Franjo Road and Old Cutler Road
5. Gulfstream Road and Franjo Road
6. Gulfstream Road and Caribbean Boulevard
7. Gulfstream Road and Marlin Road
8. Caribbean Boulevard and Marlin Road

The peak hour counts were collected while school was in session making sure that the typical traffic weekday pattern with school session is captured.

Intersection capacity/level of service analyses were conducted for the above intersections. The analyses were undertaken by using Synchro 8 software which follows the capacity/level of service procedures outlined in the Highway Capacity Manual 2010 (HCS). The results of this analysis are summarized in **Table 3.1**:



## Task 3: Needs Assessment

**Table 3.1**

| Intersection # | Intersection                   | Type         | Overall Level of Service |       |     |       |
|----------------|--------------------------------|--------------|--------------------------|-------|-----|-------|
|                |                                |              | AM                       |       | PM  |       |
|                |                                |              | LOS                      | Delay | LOS | Delay |
| Intersection 1 | SW 97th Ave & SW 184th St      | Signalized   | D                        | 35.4  | C   | 32.7  |
| Intersection 2 | Old Cutler Rd & SW 216 St      | Signalized   | C                        | 32.3  | C   | 30.5  |
| Intersection 3 | Caribbean Blvd & Franjo Rd     | Signalized   | B                        | 14.9  | B   | 15.9  |
| Intersection 4 | Franjo Rd & Old Cutler Rd      | Signalized   | B                        | 18.0  | B   | 18.0  |
| Intersection 5 | Gulfstream Rd & Franjo Rd      | Unsignalized | *                        | *     | *   | *     |
| Intersection 6 | Gulfstream Rd & Caribbean Blvd | Roundabout   | A                        | 4.9   | A   | 5.5   |
| Intersection 7 | Gulfstream Rd & Marlin Rd      | Unsignalized | B                        | 11.3  | B   | 13.6  |
| Intersection 8 | Caribbean Blvd & Marlin Rd     | Signalized   | B                        | 15.1  | C   | 27.4  |

Although some specific roadway segments are failing, the analysis performed for the above intersections indicate that these intersections perform adequately during AM and PM peak hours.

### 3.1.3. Capacity Projects Listing

A listing of Capacity Projects is shown on **Table 3.2**.



**Table 3.2: Capacity Projects Los of Selected Intersection in Cutler Bay**

| CATEGORY/No. | Name                                                                                  | Cost      | Purpose                                                                                                                                       | Need                                                                                                                                                                                                                                            | Ease of Implementation | Efficiency | Effectiveness | Promotes Safety | Environmentally Friendly | Promotes Casual Flow | Maintains/Enhances Town Character | Reduces Traffic Intrusion | Overall Priority | Year |
|--------------|---------------------------------------------------------------------------------------|-----------|-----------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------|------------|---------------|-----------------|--------------------------|----------------------|-----------------------------------|---------------------------|------------------|------|
| Capacity 1   | SW 216th Street/SW 87th Avenue Left Turn Lanes                                        | \$8,500   | Operational analysis of existing left turn lanes at SW 87th Ave. and SW 216th St.                                                             | Citizen request/concern.                                                                                                                                                                                                                        |                        |            |               |                 |                          |                      |                                   |                           |                  | 1    |
| Capacity 2   | Traffic Circle/Signal - SW 216th Street/SW 92nd Avenue/SW 227th Street Traffic Circle | \$400,000 | Study and determine if a traffic circle is necessary at SW 216th St/SW 92nd Ave./SW 227th St. If feasible enter into design and construction. | Citizen Concern; Peak hours at schools may cause localized congestion due to dropping off/pick-up children without space to prevent impediment of other flow-through traffic.                                                                   |                        |            |               |                 |                          |                      |                                   |                           |                  | 2    |
| Capacity 3   | Traffic Circle - Marlin and Gulfstream                                                | \$400,000 | Study and determine if a traffic circle is necessary at Marlin Road and Gulfstream Road. If feasible enter into design and construction.      | Citizen Concern; Peak hours at schools may cause localized congestion due to dropping off/pick-up children without space to prevent impediment of other flow-through traffic.                                                                   |                        |            |               |                 |                          |                      |                                   |                           |                  | 2    |
| Capacity 4   | Traffic Circle - Marlin and Bel Aire Drive Traffic Circle                             | \$400,000 | Study and determine if a traffic circle is necessary at Marlin Road and Sterling Road. If feasible enter into design and construction.        | Citizen Concern; Peak hours at schools may cause localized congestion due to dropping off/pick-up children without space to prevent impediment of other flow-through traffic.                                                                   |                        |            |               |                 |                          |                      |                                   |                           |                  | 2    |
| Capacity 5   | Traffic Study - Intersection of SW 85th Avenue and Old Cutler Road                    | \$7,000   | Conduct traffic study at Old Cutler Road and SW 85th Avenue.                                                                                  | Traffic Circle installation at SW 87th Avenue and Old Cutler Road has changed traffic flow through speed on Old Cutler Road, and may have an effect ingress/egress to Saga Bay at SW 85th Avenue/Old Cutler Road intersection. Citizen Concern. |                        |            |               |                 |                          |                      |                                   |                           |                  | 2    |
| Capacity 6   | Intersection Analyses - Gulfstream Rd, between Franjo and 184th St.                   | \$20,000  | Intersection and operations analyses on Gulfstream Road between Franjo Road and SW 184th St.                                                  | Noted LOS deficiencies in 2008 Master Plan and current analysis, all time horizons.                                                                                                                                                             |                        |            |               |                 |                          |                      |                                   |                           |                  | 3    |
| Capacity 7   | Intersection Operational Analysis - Franjo/Cutler Ridge Drive                         | \$8,500   | Study operations at the Cutler Ridge Drive/Franjo Road intersection and implement any necessary changes.                                      | Addresses deficiencies found in traffic study.                                                                                                                                                                                                  |                        |            |               |                 |                          |                      |                                   |                           |                  | 3    |
| Capacity 8   | Traffic Circle - SW 216th Street/SW 87th Avenue                                       | \$400,000 | Study and determine if a traffic circle is necessary at SW 216th St./SW 87th Ave. If feasible enter into design and construction.             | Citizen Concern; Peak hours at schools may cause localized congestion due to dropping off/pick-up children without space to prevent impediment of other flow-through traffic.                                                                   |                        |            |               |                 |                          |                      |                                   |                           |                  | 3    |
| Capacity 9   | Left Turn Lane - Franjo/SW 186th Intersection                                         | \$350,000 | Determine if a left turn lane at Franjo/SW 186th intersection is necessary to address traffic back-up.                                        | Addresses deficiencies found in traffic study.                                                                                                                                                                                                  |                        |            |               |                 |                          |                      |                                   |                           |                  | 3    |
| Capacity 10  | Connect SW 97th Avenue to Gulfstream and SW 212th Street                              | \$105,000 | Extend SW 97th Avenue to Gulfstream Road to SW 212th St.. (Appx. 500 ft.)                                                                     | Allows for more direct route to Old Cutler Road and SW 212th St.                                                                                                                                                                                |                        |            |               |                 |                          |                      |                                   |                           |                  | 3    |

CORRADINO

## 3.2 ALTERNATIVE MODES PROJECTS

This has focused on areas of transit, pedestrian, and bicycle and their levels of service, particularly as they interface with major intersections, trip generators and transit stations. There are Eight (8) projects in this category, at a potential cost of approximately \$2,250,000.

### 3.2.1 Key Transit Initiatives

Transit level of service (LOS) is a qualitative measure of the transit system and its accessibility along various links within the Town. Frequencies of service, available amenities at the bus stop locations, as well as the accessibility of the route and bus stops all contribute to quality and level of service.

Within Cutler Bay, the Bus routes run along Caribbean Boulevard, Franjo Road, SW 97<sup>th</sup> Avenue, SW 184<sup>th</sup> Street, US-1/Busway, SW 211<sup>th</sup> Street, Old Cutler Road, SW 85<sup>th</sup> Avenue, SW 87<sup>th</sup> Avenue, SW 112<sup>th</sup> Street, and SW 112<sup>th</sup> Avenue.

Transit LOS for the community was evaluated on the basis of access and coverage. The Miami-Dade County Master Plan evaluates transit level of service evaluation goals based on peak headway. For areas of at least 10,000 per square mile density, transit service should be at peak headway of at least 30 minutes with a route spacing of 1 mile.

While the town of Cutler Bay only has a density of 4,000 person/sq. mi, when there are few alternative modes of mass transportation in a local area, such as in Cutler Bay, transit LOS should be primarily be evaluated on frequency and ability to access.

At the most basic level, the ability to access transit that runs frequently enough to be viable as an alternative form of transit is the most important factor, and far outweighs items such as bus stop amenities and in-transit items such as on-board wi-fi or comfort of seating. While these factors are undoubtedly important in assessing desirability of transit, these factors become moot if the traveler is unable to or must make extraordinary efforts to reach an area serviced by transit with appropriate headways for their traveling plans. At this stage, these factors effectively measure the desirability of the system for current user, and while essential for customer service from a transit operator's standpoint, do not always result in the best gauge of necessity or potential of service needs. When thresholds for frequency and ability to access are sufficiently met, additional measures such as comfort and amenities then play a greater role in evaluating transit service.

While Cutler Bay has areas with good transit access, notably along US-1, it also has areas of gaps in service, defined in this Plan as areas more than 0.25 miles away from transit with headways of 30 minutes or less. While the Town has made good strides in planning for transit, with efforts to increase the connectivity of the pedestrian environment,

meet ADA compliance, and replace/emplace bus shelters, it should take a moment to re-evaluate the routing system to close some of these service gaps.

Various gaps in service, based on a 0.25 mile distance can be seen in the Town from the map in figure 3.3. Some of these gaps can be remediated via rerouting or the creation of additional routes. To address these gaps, the Town should consider supporting a study of emplacing routes which traverse the whole of Marlin Road and Old Cutler Road.

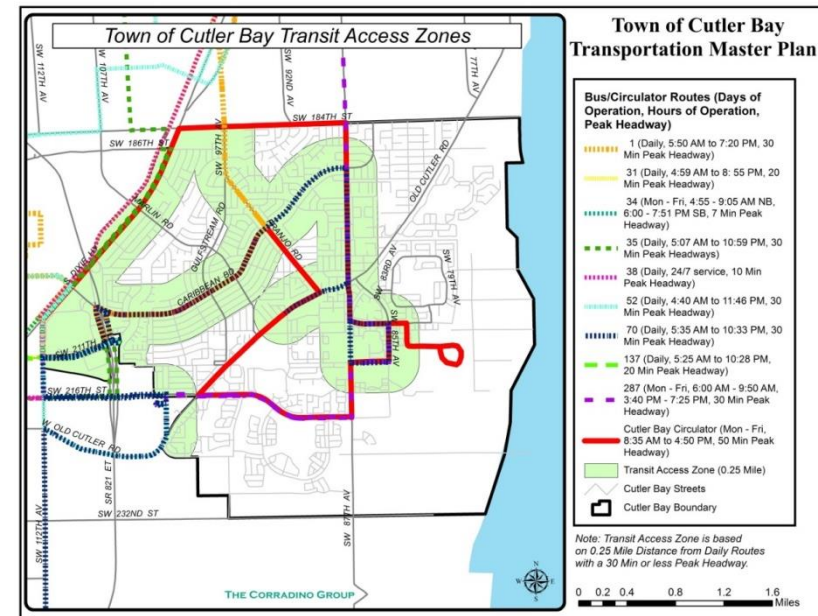
Alternatively, revisions to the Town's circulator may be able to address some of these gaps, though the circulator should be increased to run with peak headways of 30 minutes or less to address these service gaps. Ideally, this service should be extended to 7 days a week.

In some cases, the ability to access transit is hindered by the Town's cul-de-sac pattern of local roads; in these cases, service access may be improved by either improving sidewalk access or opening up a road connection. There are concerns that the latter will open up residential areas to more vehicular access. However, roads can be created and restricted to bus only use in residential neighborhoods, which will allow for increased transit access for the neighborhood.

In addition, the Town should amend its Transportation Element in its Growth Management Plan to incorporate a

Transit LOS standard by which it can measure future local performance. This LOS standard should be first based on whether all sectors of the Town are serviced, and at what frequency.

**Figure 3.3: Town of Cutler Bay transit Access Zones**





### **The US-1 Busway: Light Rail vs Bus Rapid Transit**

In the debate between utilizing Bus Rapid transit versus developing Light Rail transit, capital and operating costs, as well as the financing of such projects presents constraining restrictions in short and long term transportation planning. While a Bus Rapid system is less expensive to implement, it technically has more staffing expenses over time due to the need for additional operators. However, Light Rail transit is exponentially more expensive to implement, though operational costs may not be as high given the need to hire less staff; capital costs, depending on the length of the systems, may greatly exceed the increased operational/staffing costs, even over time. In comparisons between the two systems, the amount of ridership because of the capacity, service frequency, and fixed-variable costs mix indicates a need to meet certain ridership thresholds for a system to be cost effective.

One of the more successful Bus Rapid Transit systems can be found in Los Angeles's Orange Line, which is an 18-mile BRT system with a dedicated right-of-way, traffic light priority, and prepayment stations. This system has an average weekday boarding of 31,303 riders, or approximately 1,739 riders per mile (March 2014, Los Angeles County Metro). Cleveland's HealthLine, which was developed at a cost of \$7 million per mile, is another example of a successful BRT system and boasts an annual ridership of 5 million, or approximately 19,000 daily riders (2013). At 7.1 miles, this equates to approximately 2,700

riders per route mile (Greater Cleveland Regional Transportation Authority).

By comparison, San Jose's Light Rail transit, which had an initial cost of \$30 million/mile and which is noted frequently as a failure with budgetary shortfalls, has an average daily ridership of 34,300, or an average daily boarding by mile of 813 passengers (Q4 2013; American Public Transportation Association). Not all Light Rail transit systems are created equal or are unsuccessful, however. Some routes have better ridership in some areas, such as Boston's Green Line & Ashmont-Mattapan High Speed Line and San Francisco's Muni Metro, which have 8,515 and 6,011 average daily boardings, respectively. However, these systems have been developed in highly compact areas and have connectivity to a cohesive, highly utilized network that affords a large range in addressing transit needs from an origin-destination standpoint.

### **US-1 Busway**

Currently, the US-1 busway is a Bus Rapid transit system consisting primarily of a dedicated busway, with 56 stops beginning at Dadeland South Metrorail station and ending in Florida City. Average daily boardings along the Busway are in excess of 20,000 riders per day. Ridership, though high along the Busway, does not indicate a need to do implement a light rail transit system. Bus Rapid transit technology in addition to the current dedicated Right of Way may be incorporated into the Busway's services as a means of enhancing service and encouraging ridership.



## Task 3: Needs Assessment

Field visits, however, indicate a higher priority in the need to enhance the corridor through the utilization of pedestrian environment improvements and inclusion of more parking areas in proximity to the Busway will aid ridership, which will develop over time.

### **Support MDT - Bus Grid System Initiatives**

Miami Dade Transit periodically evaluates and modifies its bus routing system. As part of this evaluation process, alternative routes and route systems are constructed. One potential system which is being considered is based on a grid system. With a grid system, circuitous routes would be reduced or eliminated in favor of a system which bases its routes on straight line approach east to west or north to south, with transfers at intersections. Grid systems require an existing road network which is primarily based on an irongrid system, such as those found in Los Angeles and Miami.

The ability to utilize a grid system allows a bus operator to develop routes on a local and a rapid/express route on the same road, with the latter route utilizing the same path as the local route, but with fewer stops. By creating a route with lesser stops, some of the time lost in a system due to the need for acceleration and deceleration for each stop could be eliminated. One example of this described local/express system is the Los Angeles Metro system, where the Local "Red" buses stop at regular intervals, but the Rapid "Orange" buses only stop at major intersections, which are also serviced by the Local "Red" buses. These

express routes essentially act as a rudimentary Bus Rapid Transit system.

Generally, grid systems are employed with the intent of increasing the efficiency of the system from both an operator and a user standpoint. In some communities, bus routing changes that switch from more circuitous routes to a grid pattern results in a new system which is more reliable and easier to operate due to the ability to quickly assess and dedicate resources on a real-time scale, and which would notably increase efficiency in some areas, such as average travel speed, with time savings resulting from, but not limited to, reduction or elimination of time needed to turn the vehicle, or elimination of some previously overlapping route segments. As an example, Los Angeles Metro's Rapid service runs 36% faster on Wilshire Boulevard during the morning rush hour when compared to its Local counterpart. In addition, some passengers may see a reduction in the number of transfers necessary to reach their final destination, and because transfers involve wait times at bus stops, this may result in an additional time savings for these travelers.

However, grid system routes which have express routes need to meet certain thresholds to be effective. These considerations include the average speed of the line, the average trip length, and the ridership level of the route. Determination of which roads should have express routes will largely be affected by vehicular traffic as well as regional origins/destinations.

A grid route system initiative could re-align the current bus system's routing in Cutler Bay, and such a change would present an opportunity for increased efficiency in the community. It is expected that with any potential re-route that the South Dixie Highway (US-1) will still serve as a major transportation route. While SW 216<sup>th</sup> Street, SW 87<sup>th</sup> Avenue, and SW 184<sup>th</sup> Street would all fit within a rigid grid system, much of the Town is curvilinear. However, there are overlaps in the bus routes which serve the Town. Elimination of some of the overlap may free up resources which can then be re-allocated towards increasing or changing the nature of services such as that of the Town's Circulator, which currently has a peak headway of 50 minutes and only runs in a clockwise pattern. Theoretically, within a grid system, a re-allocation of resources could potentially allow the current circulator to be a local circulator which serves as the feeder system to major regional routes, such as the South Dixie Highway, with more frequent or bi-directional service that more efficiently serves the same or more of the Town's population.

The challenge with re-routing Cutler Bay's system stems from its curvilinear structure and in the need to account for both internal circulation and regional connectivity in a balanced rider-friendly manner, which involves not only the actual ease of understanding in trip planning but perceptions of service by these riders. Any resource re-allocation resulting from a route system would depend on the specific routes and their effect on the ridership's ability to reach their destinations, and the Town should continue

to work with Miami-Dade Transit in evaluating ways to increase the mass transit system's efficiency.

### **3.2.2 Alternative Mode Subsection: Bicycle/Pedestrian Considerations as Alternative Transit in Cutler Bay**

As Cutler Bay rises to regional prominence, it is expected that the number of short trips will continue to increase, as destinations like work, restaurants, shopping and schools all come closer to people's homes. Short trips are defined as being less than a half-mile. Today, we live in an automobile dominated society; one of the main reasons for this trend, which hold truer in Cutler Bay than in the rest of Miami-Dade County, is because of the lack of options and conditions necessary to reduce private vehicular usage. In the future, it is anticipated that a large portion of these short trips will often times be made by walking or bicycling rather than by driving, if the conditions are planned for now. As traffic congestion increases, the construction of bicycle and pedestrian facilities as an alternative to automobile travel becomes more and more important and will help maintain mobility within the community.

Florida is one of the two most dangerous states in which to walk or bike. This fact strikes fear into parents as they consider allowing their children play or ride in the community, and has led to Cutler Bay commissioning a Safe Routes to School audit. As a remedy, it is an intention of federal transportation policy to increase non-motorized trips to at least 15 percent of all trips and to reduce the



## Task 3: Needs Assessment

number of non-motorized users killed in traffic crashes by at least 10 percent.

Today, walking and biking account for less than 1% of all trips. Transit trips equate to less than 4% of all trips. This is largely because adequate facilities do not exist. In Florida, concurrency requirements were revised in 1999 to encourage a more comprehensive multi-modal evaluation of transportation facilities. Local governments are directed to use professionally accepted techniques for measuring level of service for all modes: automobile, bicycle, pedestrian, transit and trucks. The creation of a Bicycle and Pedestrian Plan in Cutler Bay was a positive step forward towards achieving a very safe community where a higher percentage of non-motorized trips are taken.

Nearly seventy projects were developed in the 2011 Bicycle/Pedestrian Master Plan via examination of the basic pedestrian network, issues of local connectivity and regional connections. The projects needed out-paced the resources to implement the various programs; the potential cost to implement this program in its entirety was estimated to potentially be over \$20 Million, resulting in a need to implement the most effective projects and seek grant opportunities and partnerships for less financially feasible efforts.

### Considerations of Planning Objectives in Bicycle/Pedestrian Planning

Objectives in planning for the Pedestrian and Transportation environment of the Town of Cutler Bay include the provision of transportation alternatives to ensure that all level of users have a choice when deciding how to get to and from a variety of places in the Town and regional facilities.

This involves:

- Encouraging parents to allow their children to walk or bike to school and/or recreation areas.
- Providing for safe, unobstructed use of rights of way for non-motorized alternative modes of transportation.
- Providing a bicycle and pedestrian system as an incentive for providing mobility, conserving energy, being environmentally friendly and becoming healthier.
- Providing more experienced cyclists with paths for longer trips through the community, connecting with regional facilities, eventually encouraging cycling commuters.
- Providing less experienced cyclists with appropriately located safe paths that connect desirable local origins and destinations, eventually encouraging short trips on the system for shopping, entertainment and recreational uses.



In meeting these objectives, specific areas of focus could be implemented, such as:

- Providing connections between parks and schools, and residential neighborhoods.
- Assuring facilities are free of obstructions such as broken, uneven or worn paths, intrusive vegetation, or misplaced essential infrastructure, such as fire hydrants, power poles and guy wires, etc.
- Providing access within the primary commercial areas along US-1, in the Urban Center District, and the Old Cutler Road District.
- Providing access to the Busway across US-1.
- Connecting the municipal bicycle and pedestrian network with the County network and potential networks in other cities.

### Facilities Needed

Bicycle facilities range from wide curb lanes with no striping to marked bike lanes to off-road bicycle paths. The unique circumstances of a particular roadway must be examined to determine the bicycle facility that is most appropriate. Traffic volume, prevailing travel speed, and roadway geometric characteristics are common factors examined in bicycle mobility analyses. For example, on roadways with low automobile volumes and slow travel speeds, bicyclists often feel comfortable riding in mixed-flow traffic with no specific bicycle facilities provided. Marked bicycle facilities or adjacent bike paths are desirable on higher volume roadways with higher travel speeds. Considerable planning

and engineering is often required to ensure the appropriate bicycle facility can be designed around constraints such as right-of-way availability, existing utility infrastructure, and intersection geometry.

Secure bicycle parking is often identified as critical to increasing the number of people who bicycle to work or school. Transit ridership can be increased at a low cost by eliminating barriers and providing bike parking at rail stations, park and ride lots and other transit hubs. Miami-Dade Transit (MDT) has recognized the connection between bicycle parking and transit service for many years. Bicycle parking facilities (bike racks and bike lockers) have been provided at Metrorail stations since the system was opened in 1983. New racks have been added as needed over time and new lockers installed at the Dadeland South and University stations when station modifications required relocation of old equipment. Lockers are now provided at many of the Metrorail stations and bikes can be seen parked at racks or informally on signs, trees or light fixtures at virtually all stations. Bike lockers are available for rent for periods of three months, six months and one year at the MPO office at the Stephen P. Clark Center. Renewals for these rentals are processed by mail.

In addition, "last mile" ridership requires a closer look at not simply bicycle parking, but whether alternative methods can be used to reduce localized traffic congestion through the provision of vehicular parking facilities. Perhaps a driver is willing to drive to the edge of the Town, park, and then



## Task 3: Needs Assessment

bike the last mile into the Town. “First Mile” alternative transit development applies in the same manner, where perhaps a traveler is willing to drive, walk, or bicycle to a hub or transfer facility. Development of facilities to encourage first and last mile transit options will require facilities investments such as showers, lockers, and bicycle racks for those who wish to utilize them, as well as a cohesive network.

### Future Project Planning

Bicycle and Pedestrian connections can be made at multiple levels within a community. From an examination of the existing conditions, and an understanding of this study's vision, an analysis of the system was undertaken. It resulted in the creation of general categories of need, where future projects could be placed. Future project planning can be placed in three main areas:

- The Basic Network
- Local Connectivity
- Regional Access

At the most basic level it is important to provide sidewalks on streets that have higher traffic volumes and higher concentrations of pedestrians. These frame the residential neighborhoods which will be the origin of each bicycle and pedestrian trip. These are typically the section line and half section line road network, which is set up on a half-mile grid. Roads interior to that grid are generally for local traffic, and the need to provide separate facilities is less, because traffic volumes are low and local and speeds are slow.

Connecting major generators of existing and potential pedestrian and bicycle activity with these residential areas to one another is extremely important for mobility. These destinations or generators would be: parks, schools, government facilities and commercial centers. While these would connect to one another as destinations, they need to connect with the origins of the pedestrian and bicycle trips, which are the neighborhoods themselves at the section line and half section line road level.

There are multiple parks and schools and other generators in the Town. In addition to connecting to the neighborhoods, an adequate system would connect to existing county facilities on the regional network.

The basic network for bicycle and pedestrian planning begins with what would be the section line and half section line grid, on which most through transportation is supposed to move. These rights of way are generally at least 50 feet wide, and tasked with accommodating all public infrastructure, including roads, sidewalks, bike facilities, electricity, water lines, sewer lines, etc.

The basic network in most of the county is on a strict grid. In Cutler Bay, the grid still exists but it becomes curvilinear. This network connects the low density residential neighborhoods which do not have sidewalks to destinations that are primary aspect of this study would be to assure the basic network system is in place.

While it is true that not every street needs a sidewalk, many streets, particularly those that frame the core residential neighborhoods (the origins for bicycle and pedestrian trips) do need sidewalks and should have sidewalks because of the automobile volumes and speeds that they accommodate. There should be a separation of the pedestrian and bicycle from the motor vehicle.

These roads are more heavily traveled than local streets and are mainly categorized as collectors and arterials, and are primarily defined as through streets that are section line or half-section line roads.

Bicycle and pedestrian facilities located on this basic network would consist of between a 4 feet and 6 feet pathway on both sides of the right of way. These would be used to facilitate short walking and biking trips between origins and destinations in a safe manner.

This basic network brings pedestrian access to the periphery of every neighborhood, as well as to close proximity to all of the destinations, or generators of bicycle and pedestrian activity. By utilizing these major roadways, many of the important locations throughout the Town including many schools and parks would have good coverage in terms of infrastructure. This would allow safe pedestrian access to these locations. This grid network would also insure that non-motorized traffic would have a safe haven from motorized traffic on most of the major roadways within the Town.

The idea of local connectivity would be to assure that the origins and destinations, like neighborhoods, schools, parks and commercial areas, are not only connected with the basic network, which frame their edges, but are connected to each other through an additional level of connection. The Local Connectivity level of projects, would strive to connect the residential streets and the basic sidewalk grid with the major generators. This would be used for moderate distance walking and bicycle trips from the residential neighborhoods to parks, schools, public facilities or local shopping areas. It would be intended that these trips would be local recreational or commercial oriented trips by less skilled cyclists. Facilities would include sidewalks or wider bicycle paths between 4 feet and 6 feet wide on one or both sides of the right of way. These types of projects would be through neighborhoods. Many of these interior connections already exist.

Connections created by local connectivity projects include the various parks, schools, commercial areas and transit facilities that are spread across the Town. By connecting these sites, a user could get to nearly anywhere within the Town on a pedestrian or bicycle facility.

Connecting the schools especially would allow safer walking access to the schools for the children who walk on a regular basis. Connecting the parks will allow the park users a safe and active way to get to the park for their recreational purposes.



### Task 3: Needs Assessment

The Town generally has an extraordinarily well developed sidewalk network that is more prevalent in urban areas, but with some places for improvement with missing sidewalks in some areas. However, this sidewalk network's overall efficiency is hampered by the low ability for a pedestrian to cross roads easily. The Town has recently undertaken efforts to have streetscape development, such as the recently completed streetscape development on Old Cutler Road between SW 87<sup>th</sup> and SW 97<sup>th</sup> Avenues. While short segment improvements are important, as are any improvements, it should be remembered that short segments serves specific local areas; this means that in prioritization between different segments, short segments are more conducive towards creating situations where parking can be forced to the edge, and will only partially mitigate the traffic along the specific segment based on placement of the parking lots/structures. Intermodal development requires continuous connectivity which allows for a transit mode change to be forced or entertained. More appropriately, the continuous stretch must be, to the pedestrian, safe and an enjoyable experience as well.

The Town should continue its development momentum in further developing the network while utilizing these short segments as a core starting area, especially by including and enforcing stringent guidelines on new areas of development or redevelopment.

While much of South Dade is thought of as, and is, suburban, the development pattern of Cutler Bay's

sidewalk and other indicators in comparison with the region is evidence that the Town has always been slated as a center of gravity in and of itself, and not particularly a suburb of a more urban area. The transect of a community shows that there are nodes of gravity where development is at its most intense, surrounded by increasingly less intensive uses from urban, through suburban to rural. Cutler Bay represents a more central part of this idea. The presence of the Urban Center District shows that it has always been thought of as the Downtown of South Dade. The presence of the Government Center and Performing Arts Center demonstrates this also. The resulting sidewalk network was also in place prior to Cutler Bay's incorporation. This is important to consider because this means that the challenge of system enhancement has less emphasis of emplacing a new sidewalk, and more towards redesign of a right-of-way, which in some cases involves the acquisition of new rights-of-way or the reallocation of existing rights-of-way.

The primary area in need of sidewalks is the neighborhood areas just south of SW 184<sup>th</sup> St and between Old Cutler Rd and SW 87<sup>th</sup> Ave. Otherwise, there are only random areas around the Town that are missing sidewalks. On this network, sidewalk obstructions do exist. Items such as power poles, fire hydrants, guywires, uneven or missing pavement, and intrusive landscaping all create potential hazards which make the use of the system either less comfortable or hazardous. Additionally, there are



numerous places that need ADA access ramps where the sidewalks approach the intersection.

There are three primary commercial areas that would benefit from connections. These include the Urban Center District, the Old Cutler Road District and various commercial centers along US-1. Connecting these would often focus on facilitating direct portals from the commercial corridors to the communities behind them. Often, the commercial areas, while immediately adjacent to the residential communities, do not have efficient, effective, and safe connections between these origin and destination points. As such, people are not presented with the ability to walk, but are forced to take automobile trips which often add to the traffic congestion on the already congested roadway network. Advanced planning with land use considerations will also provide a better gauge for the level of intervention necessary in improving the overall design of the pedestrian realm. These could consist of safe and secure pedestrian gateways or pathways from residential neighborhood to commercial centers. Primary use would come from residents within ¼ mile who choose to walk or bike for short shopping trips instead of drive.

The Regional Access Level would provide through connectivity to other sub-regional or inter-city routes. It would be categories by 4 feet to 6 feet on-road bike lanes on each side of the through roads, or 8 feet to 12 feet wide bicycle paths. This level would be planned for a more experienced and sophisticated cyclists seeking longer trips

or commuting trips. This access can be provided by connecting on road and off road bicycle facilities through the Town to other communities on all sides. There are many regional facilities that are located in the area. There are about 6 different planned or opened bicycle trails surrounding Cutler Bay. Access can be made through the South Dade Greenway, including the Black Creek Trail, the South Dade Trail, the Old Cutler Road Bike Path, the Princeton Trail and the Everglades Trail. Other network roadways such as SW 87<sup>th</sup> Avenue, SW 97<sup>th</sup> Avenue, SW 216<sup>th</sup> Street and Caribbean Blvd, should be considered. These connections would allow for multi-directional connectivity through the Town as well as east-west connectivity that would connect the Old Cutler Road trail with the Busway on US 1.

### 3.2.3. Alternative Modes Projects Listing

**Table 3.3** lists the Alternative Modes Projects.

**Figure 3.4** graphically depicts these projects.



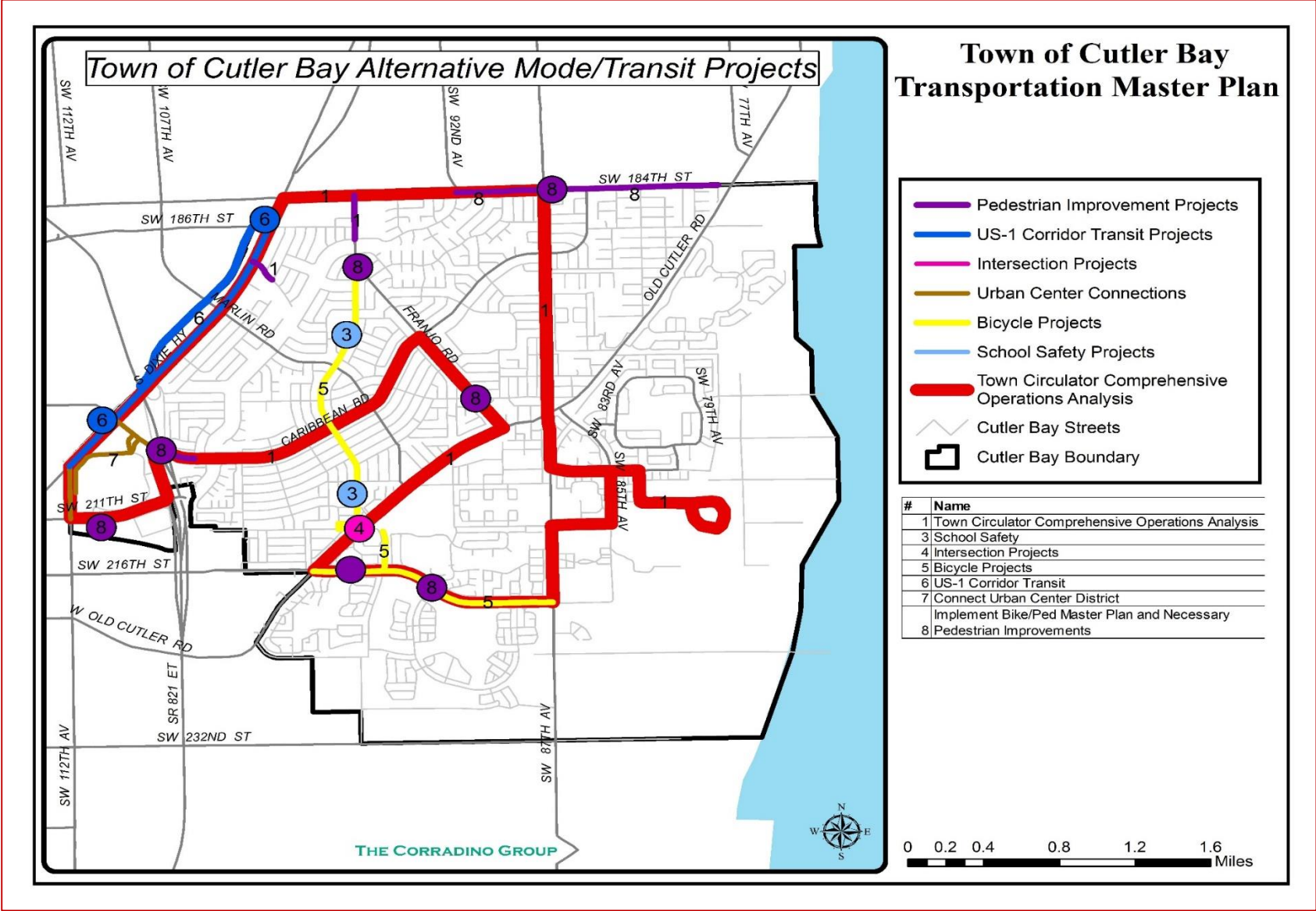
## Task 3: Needs Assessment

**Table 3.3: Alternative Modes Projects**

| CATEGORY/No.       | Name                                                                                                                 | Cost        | Purpose                                                                                                                                                                                                                                                                                                                    | Need                                                                                                                                                                                                                                                                                                            | Ease of Implementation | Efficiency | Effectiveness | Promotes Safety | Environmentally Friendly | Promotes Casual Flow | Maintains/Enhances Town Character | Reduces Traffic Intrusion | Overall Priority | Year         |
|--------------------|----------------------------------------------------------------------------------------------------------------------|-------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------|------------|---------------|-----------------|--------------------------|----------------------|-----------------------------------|---------------------------|------------------|--------------|
| Alternative Mode 1 | Town Circulator Comprehensive Operations Analysis                                                                    | \$75,000    | Conduct Study/Operational Analysis of the Town Circulator with consideration of headway times and expansion of days of service, improvement to the bus stop facilities for ADA compliance and general services, and route adjustments to connect to Southland Mall, high schools, and Circulators in adjacent communities. | Addresses citizen requests, American Disabilities Act, and gaps in transit service within Cutler Bay. Allows for greater mobility and potential for regional auto usage reduction.                                                                                                                              |                        |            |               |                 |                          |                      |                                   |                           |                  | 1            |
| Alternative Mode 2 | Develop technology and applications to collect real-time bicycling data for alternative mode transportation planning | \$50,000    | Develop and implement usage of bicycling and pedestrian pathways app to collect real-time data for pedestrian/bicycle planning.                                                                                                                                                                                            | Bicycle and pedestrian usage counts are needed in order to better prioritize projects.                                                                                                                                                                                                                          |                        |            |               |                 |                          |                      |                                   |                           |                  | 1            |
| Alternative Mode 3 | School Safety                                                                                                        | \$492,000   | Implement recommendations for Gulfstream Elementary and Cutler Bay Academy of Advanced Studies. Install bicycle racks at schools as needed.                                                                                                                                                                                | Improvements noted in Safe Routes to School report are necessary to enhance safety and create accessible routes to these two schools. Enhances bicycling mobility and its attractiveness as form of alternative transit.                                                                                        |                        |            |               |                 |                          |                      |                                   |                           |                  | 1 and 2      |
| Alternative Mode 4 | Intersection Projects                                                                                                | TBD         | Install pedestrian signals where necessary at intersections within Cutler Bay.                                                                                                                                                                                                                                             | Pedestrian signals enhance the safety of the pedestrian environment at intersections and crosswalks; need determined by LOS analysis from the 2011 Bicycle/Ped Master Plan; corrects deficiencies in the pedestrian network.                                                                                    |                        |            |               |                 |                          |                      |                                   |                           |                  | 2            |
| Alternative Mode 5 | Bicycle Projects                                                                                                     | \$1,254,000 | Install Bicycle lanes in Cutler Bay - Gulfstream Road, SW 216th St between SW 87th Avenue and Old Cutler Road to South Dade Trail, SW 97th Ave. between SW 216th Street and SW 212th Street, from Performing Arts Center to Black Creek Trail, shared use paths.                                                           | Provides for a need to fill in gap in network development; enhance bicycle mobility and regional access.                                                                                                                                                                                                        |                        |            |               |                 |                          |                      |                                   |                           |                  | 2            |
| Alternative Mode 6 | US-1 Corridor Transit                                                                                                | \$75,000    | Install necessary crossing points and pedestrian pathways from major generators to transit points. Provide a Park and Ride feasibility study for the US-1 Busway. Study feasibility of cross access easements.                                                                                                             | Provision of Park and Ride facilities with good multimodal connections will aid in encouraging higher transit use. Additional crossing areas as well as sidewalk connections are necessary for enhancement of pedestrian and transit mobility, access to businesses in Cutler Bay, and will reduce "T" walking. |                        |            |               |                 |                          |                      |                                   |                           |                  | 3            |
| Alternative Mode 7 | Connect Urban Center District                                                                                        | \$7,500     | Build multiple sidewalk connections to Town Hall from the rest of the network. Provide landscaping along path.                                                                                                                                                                                                             | Provides for better pedestrian access from transit to entrance of Town Hall. While there are sidewalks by transit stops, paths to the Town Hall from the closest transit stops generally have to cut through parking lots and are not well defined.                                                             |                        |            |               |                 |                          |                      |                                   |                           |                  | 3            |
| Alternative Mode 8 | Implement Bike/Ped Master Plan and Necessary Pedestrian Improvements                                                 | \$300,000   | Implement 2011 Bike/Ped Master Plan. Upgrade sidewalk facilities and remove obstacles in the Right-of-Way to ensure ADA compliance. Install and repaint crosswalks where necessary. Continuous Evaluation and Maintenance of existing and future sidewalk needs.                                                           | Addresses needs determined by LOS analysis in the 2011 Bicycle/Ped Master Plan; corrects deficiencies in pedestrian network which will enhance pedestrian accessibility and mobility.                                                                                                                           |                        |            |               |                 |                          |                      |                                   |                           |                  | Years 1 to 5 |



Figure 3.4: Alternative Mode/Transit Projects





### 3.3 CORRIDOR ENHANCEMENT

This took into consideration arterial roads that function as major conduits of traffic through the Town. There are 12 projects in this category, at a potential cost of \$ 2,787,000.

#### 3.3.1 Corridor Enhancement Initiatives

Corradino reviewed the following studies conducted over the last few years in order to highlight intersection improvement projects:

1. Shoppes of Cutler Bay Traffic Study
2. El Dorado Plaza Mixed-Use Commercial Development Traffic Study
3. Caribbean Boulevard Roadway Improvements Traffic Study Report
4. Intersection of Old Cutler Road and Old Cutler Towne Center Traffic Warrant Analysis
5. Old Cutler Neighborhood Center Traffic Study Report
6. Village of Early Education Day Care Center Traffic and Parking Study
7. Waldorf International School Traffic Study
8. 97<sup>th</sup> Avenue Street Closure Feasibility Study

Based on a thorough review of the above studies, the following intersections along with the associated Level of Service (LOS) were reviewed:

- Old Cutler Road & SW 208 Street (Shoppes of Cutler Bay Traffic Study)

- Old Cutler Road & Marlin Road (Shoppes of Cutler Bay Traffic Study)
- Old Cutler Road & Snapper Place (Shoppes of Cutler Bay Traffic Study)
- SR-5/US-1 & Marlin Road (El Dorado Plaza Mixed-Use Commercial Development Traffic Study)
- SR-5/US-1 & Quail Roost Drive (El Dorado Plaza Mixed-Use Commercial Development Traffic Study)
- Marlin Road & SW 106<sup>th</sup> Avenue (El Dorado Plaza Mixed-Use Commercial Development Traffic Study)
- Marlin Road & Belview Drive (El Dorado Plaza Mixed-Use Commercial Development Traffic Study)
- Caribbean Boulevard & Coral Sea Road (Caribbean Boulevard Roadway Improvements Traffic Study Report)
- Caribbean Boulevard & Gulfstream Road (Caribbean Boulevard Roadway Improvements Traffic Study Report)
- Caribbean Boulevard & Marlin Road (Caribbean Boulevard Roadway Improvements Traffic Study Report)
- Caribbean Boulevard & Franjo Road (Caribbean Boulevard Roadway Improvements Traffic Study Report)
- Caribbean Boulevard & SW 192<sup>nd</sup> Road (Caribbean Boulevard Roadway Improvements Traffic Study Report)
- Caribbean Boulevard & 89<sup>th</sup> Road (Caribbean Boulevard Roadway Improvements Traffic Study Report)



- Caribbean Boulevard & SW 87<sup>th</sup> Avenue (Caribbean Boulevard Roadway Improvements Traffic Study Report)
- Old Cutler Road and Old Cutler Towne Center (Traffic Warrant Analysis Study)
- Old Cutler Road & SW 216<sup>th</sup> Street (Old Cutler Neighborhood Center Traffic Study Report)
- Old Cutler Road & SW 213<sup>th</sup> Street (Old Cutler Neighborhood Center Traffic Study Report)
- Caribbean Boulevard & US-1 (Village of Early Education Day Care Center Traffic and Parking Study)
- Caribbean Boulevard & Coral Sea Road (Village of Early Education Day Care Center Traffic and Parking Study)
- Old Cutler Road & SW 199<sup>th</sup> Street (Waldorf International School Traffic Study)
- SW 87<sup>th</sup> Avenue & SW 199<sup>th</sup> Street (Waldorf International School Traffic Study)
- SW 87<sup>th</sup> Avenue & SW 198<sup>th</sup> Street (Waldorf International School Traffic Study)
- SW 224<sup>th</sup> St & Old Cutler Road (SW 97<sup>th</sup> Avenue Street Closure Feasibility Study)
- SW 232<sup>nd</sup> St & 97<sup>th</sup> Ave (SW 97<sup>th</sup> Avenue Street Closure Feasibility Study)
- SW 216<sup>th</sup> St & 87<sup>th</sup> Ave (SW 97<sup>th</sup> Avenue Street Closure Feasibility Study)
- SW 232<sup>nd</sup> St & 87<sup>th</sup> Ave (SW 97<sup>th</sup> Avenue Street Closure Feasibility Study)
- SW 248<sup>th</sup> St & 97<sup>th</sup> Ave (SW 97<sup>th</sup> Avenue Street Closure Feasibility Study)

Based on a thorough review of the Level of Service (LOS) for the above the following intersections are recommended for improvements:

1. Caribbean Boulevard & US-1 (Signal optimization and lane re-configuration)
2. SR-5/US-1 & Marlin Road (Signal optimization)
3. SR-5/US-1 & Quail Roost Drive (Signal optimization)

### 3.3.2 Traffic Calming in Miami-Dade County

Traffic calming in Miami-Dade County follows procedures as outlined in the Miami-Dade County Traffic Flow Modification(s)/Street Closure(s) Procedure Manual. For each location being evaluated for traffic calming, traffic counts and speeds are taken. An analysis would typically show whether the thresholds for traffic calming have been surpassed. To appropriately justify traffic calming, a traffic volume threshold and one of five other criteria must be met. These criteria include evaluations on whether the speeds at which 85% of motorist travel are more than 10 MPH above the speed limit, or concurrence from affected residents/property owners, which are determined on a case-by-case basis.

Traffic calming includes changes to the roadway system to effect narrowing or to shift the lanes horizontally. Applied techniques range from actual physical roadway constraints, such as traffic circles, chicanes, lateral shifts, neckdowns, and chokers, to visual changes, such as



## Task 3: Needs Assessment

adding trees along the right of way to create an optical illusion of a more narrowly defined space.

Traffic calming also may include full or half closures of roads, diverters, and forced-turn islands. However, closures does not reduce the overall amount of traffic in the system, but rather, forces the traffic towards the corridors, with the additional effect of adding vehicle miles with some networks due to detours on longer, alternative routes. Thus, congestion gets worse on the main transportation networks.

Traffic calming on residential local streets and residential collector streets, as related directly to pedestrian crossing volumes, can be effected if the minimum traffic volume exists and if pedestrian crossings, during a.m. or p.m. hours, are greater than 25 for local streets or greater than 50 for collector streets. Traffic calming techniques utilized at pedestrian crossings include textured crosswalks. Textured crosswalks may be paved with bricks to create the visual and physical cues signaling a need to slow down. However, in areas like South Florida, where rain can be common, refractive striping is important in improving visibility, but may be missing from brick paved areas. In addition, bricks and cobblestones may contribute to uneven surfaces as they settle, leading to potential trip hazards as well as uncomfortable vibrations while crossing for those in wheelchairs. Lastly, bricks may cost more than colored striping which can be created to mimic the same visual effect as brick or cobblestones. Reflective,

thermodynamic striping, such as that utilizing in some parts of Coral Gables, can achieve the same visual effect if properly applied to existing pavement, and may be a suitable alternative to bricks and cobblestones. Application of this traffic calming is also less intrusive than having to rip out currently existing street pavement to emplace alternative paving materials.

Alternatively, a combination of different techniques can be applied to produce traffic calming results. Bulbouts and marked/painted crosswalks can be used in conjunction to create a narrowing constraint on the road and to visually call out the crossing point, while at the same time providing pedestrians with a shorter crossing distance. In some areas, raised crosswalk tables have been used in conjunction with patterning.

Based on citizen concerns the following areas were identified for further review for traffic calming:

- SW 87th Avenue: between Eureka (SW 184th St.) to Old Cutler Road
- Marlin Road @ Belle Aire Elementary
- Traffic Calming - SW 199th St (Between SW 87th Avenue and Old Cutler Road)

### 3.3.3. Corridor Enhancement Projects Listing

**Table 3.4** lists the various Corridor Enhancement Projects; **Figure 3.5** graphically depicts these.

Table 3.4: Corridor Enhancement Projects

| CATEGORY/No.            | Name                                                                                               | Cost        | Purpose                                                                                                                                  | Need                                                                                                                                                                                | Ease of Implementation | Efficiency | Effectiveness | Promotes Safety | Environmentally Friendly | Promotes Casual Flow | Maintains/Enhances Town Character | Reduces Traffic Intrusion | Overall Priority | Year |
|-------------------------|----------------------------------------------------------------------------------------------------|-------------|------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------|------------|---------------|-----------------|--------------------------|----------------------|-----------------------------------|---------------------------|------------------|------|
| Corridor Enhancement 1  | Road Connection - Cutler Ridge Drive/SW 200th St. - Connect to Old Cutler Road                     | \$190,000   | Connect Cutler Ridge Drive/SW 200th St. to Old Cutler Road, approx. 200 ft.                                                              | Addresses gap in the roadway network. Provides mobility and capacity.                                                                                                               |                        |            |               |                 |                          |                      |                                   |                           |                  | 1    |
| Corridor Enhancement 2  | Truck Routing Study Throughout Major Corridors                                                     | \$20,000    | Evaluate appropriate truck routes, to assure trucks are provided a clear path through the community.                                     | Truck traffic management will help the Town with increasing mobility.                                                                                                               |                        |            |               |                 |                          |                      |                                   |                           |                  | 1    |
| Corridor Enhancement 3  | Street Repaving Program                                                                            | \$2,100,000 | Continue to maintain and repave roadways as necessary.                                                                                   | Provides greater access and promotes traffic dispersion. Requires coordination with MDCPW.                                                                                          |                        |            |               |                 |                          |                      |                                   |                           |                  | 1    |
| Corridor Enhancement 4  | Operational Analysis - Franjo/Cutler Ridge Drive                                                   | \$10,000    | Determine exact problem and most efficient way to mitigate.                                                                              | Visual Obstruction at Intersection.                                                                                                                                                 |                        |            |               |                 |                          |                      |                                   |                           |                  | 2    |
| Corridor Enhancement 5  | Operational Analysis - Marlin Road between Old Cutler Road and SW 107th Ave.                       | \$200,000   | Conduct operational analysis on Marlin Road between Old Cutler Road and SW 107th Ave. Will lead to design and construction if warranted. | Marlin Road between US-1 and Caribbean Boulevard failing LOS in 2008, 2014; Marlin Road between Old Cutler Road and SW 107th Ave. below adopted level of service standards by 2035. |                        |            |               |                 |                          |                      |                                   |                           |                  | 2    |
| Corridor Enhancement 6  | Signal Progression Analysis - for US-1, Marlin, Old Cutler Road, SW 184th St., Franjo/SW 97th Ave. | \$130,000   | Evaluate the main corridors' signal progression.                                                                                         | Adequate signal progression can improve a safe, casual flow of vehicles, moving more traffic while maintaining moderate speeds and a safe pedestrian environment.                   |                        |            |               |                 |                          |                      |                                   |                           |                  | 2    |
| Corridor Enhancement 7  | Stop Sign/Traffic Signal Warrant Analysis - SW 216th St. and SW 92nd Avenue                        | \$7,000     | Determine whether stop signs/traffic signal/traffic circle are necessary at SW 216th St. and SW 92nd Ave.                                | Based on traffic on SW 216th St. Citizen concerns.                                                                                                                                  |                        |            |               |                 |                          |                      |                                   |                           |                  | 2    |
| Corridor Enhancement 8  | Street Lights - SW 87th Ave.                                                                       | \$100,000   | Install street lights on SW 87th Ave. (\$8000/light).                                                                                    | Current lighting levels are inadequate.                                                                                                                                             |                        |            |               |                 |                          |                      |                                   |                           |                  | 3    |
| Corridor Enhancement 9  | Traffic Calming - Marlin Road @ Belle Aire Elementary                                              | \$10,000    | Calm speeding and enhance pedestrian safety near Belle Aire Elementary.                                                                  | Reduces traffic speeds on Marlin Road by the Elementary School during school drop off/pick up times. Citizen Complaints.                                                            |                        |            |               |                 |                          |                      |                                   |                           |                  | 4    |
| Corridor Enhancement 10 | Address Electronic Digital Monument Sign on Marlin Road                                            | \$3,000     | Determine whether Electronic Digital Monument Sign on Marlin Rd. should be constructed.                                                  | Citizen complaints related to monument signs. Lack of road entry feature on Marlin and US-1.                                                                                        |                        |            |               |                 |                          |                      |                                   |                           |                  | 4    |
| Corridor Enhancement 11 | Traffic Calming - SW 87th Avenue: between Eureka (SW 184th St.) to Old Cutler Road                 | \$10,000    | Study and implement traffic calming between Eureka (SW 184th St.) to Old Cutler Road.                                                    | Citizens complain about high volumes and speeding along the SW 87th Avenue Corridor.                                                                                                |                        |            |               |                 |                          |                      |                                   |                           |                  | 5    |
| Corridor Enhancement 12 | Remove Parking on Swale (SW 184th Street, Franjo Road)                                             | \$7,000     | Prohibit parking on swale on SW 184th St. and Franjo Rd.                                                                                 | Parking in this area destroys landscaping and sod. Visual obstruction. Citizen complaints.                                                                                          |                        |            |               |                 |                          |                      |                                   |                           |                  | 5    |

**Town of Cutler Bay Corridor Enhancement Projects**

**Town of Cutler Bay Transportation Master Plan**

Legend:

- Corridor Enhancement Projects (Blue Circle)
- Corridor Enhancement Projects (Blue Line)
- Cutler Bay Streets (Grey Line)
- Cutler Bay Boundary (Black Outline)

| #  | Name                                                                                               |
|----|----------------------------------------------------------------------------------------------------|
|    | Road Connection - Cutler Ridge Drive/SW 200th St. - Connect to Old Cutler Road                     |
| 1  | St. - Connect to Old Cutler Road                                                                   |
| 4  | Operational Analysis - Franjo/Cutler Ridge Drive                                                   |
| 5  | Operational Analysis - Marlin Road between Old Cutler Road and SW 107th Ave.                       |
| 6  | Signal Progression Analysis - for US-1, Marlin, Old Cutler Road, SW 184th St., Franjo/SW 97th Ave. |
| 7  | Stop Sign/Traffic Signal Warrant Analysis - SW 216th St. and SW 92nd Avenue                        |
| 8  | Street Lights - SW 87th Ave.                                                                       |
| 9  | Traffic Calming - Marlin Road @ Belle Aire Elementary                                              |
| 10 | Address Electronic Digital Monument Sign on Marlin Road                                            |
| 11 | Traffic Calming - SW 87th Avenue: between Eureka (SW 184th St.) to Old Cutler Road                 |
| 12 | Remove Parking on Swale (SW 184th Street, Franjo Road)                                             |

THE CORRADINO GROUP

Scale: 0 0.2 0.4 0.8 1.2 1.6 Miles



### 3.4 POLICY

This focused on policy initiatives which may help mitigate lack of mobility. They generally involve working across political boundaries on common problems and initiatives that impacts us all regionally. There are 26 projects in this category, at a potential cost of \$ 295,000.

#### 3.4.1 Policy Initiatives

##### Managed Lanes

Managed Lanes are an important aspect of the future of the transportation network for the Town of Cutler Bay, with the Turnpike (SR-821) running through the western portion of the Town. In addition, the Miami-Dade Expressway Authority (MDX) is currently evaluating a managed express lane system on the US-1/Busway right-of way, which is designed to determine whether these managed lanes will alleviate congestion on the US-1 Corridor.

Managed Lanes are road systems which allow for a set amount of lanes or highway facilities to be actively managed, and operate by using at least one or a combination of three categories: pricing, vehicle eligibility, or access control. Managed Lanes can be utilized to regulate demand, to separate different types of traffic, or to utilize available unused capacity.

Some Managed Lanes have roadway or congestion pricing. This tolling can be set as a choice; that is, not all of the lanes are tolled, but rather, a specific lane is open for usage by drivers willing or able to pay for the lane. One example of

express Managed Lanes can be found on I-95, which uses a separate toll lane with time-variable peak and off-peak pricing. Pricing can either be set by the time or day, accounting for peak hours, or by the level of congestion, as is the case with Interstate 15 in San Diego, California.

In addition to pricing, encouragement of carpooling in High Occupancy Vehicle (HOV) or High Occupancy Toll (HOT) lanes have been utilized as well. Another form of vehicular eligibility utilized in managed lane systems are preferential treatment provided to cars that are environmentally friendly, such as hybrids and electric cars.

Access control to a managed lane is achieved by limiting the entry and exit points from the lane to specific areas of the road; this is utilized in order to create a microsystem to optimize the flow speed of the vehicles, and can be used in conjunction with pricing and/or vehicle eligibility techniques.

Varying conditions exist for managed lanes, and is dependent on the local authorities' goals and set performance criteria.

##### Transit Funding

It is clear for many reasons that the region must take advantage of the growing appetite for transit. The Town would like to encourage local, regional and national funding allocations for transit to increase. This begins at home with encouraging MDX to allocate a portion of its



## Task 3: Needs Assessment

funding to higher forms of transit, as opposed to the construction or maintenance of roads.

### **Economic Development**

The Town is uniquely set up geographically and from the standpoints of land use and transportation. The Center District has been re-land used and re-zoned to accommodate up to 18 story buildings at nearly 250 units/acre. This sits at the confluence of the US-1 Busway, US-1 and Florida's Turnpike. Data shows that high population growth in South Dade has not been supported with commensurate growth in jobs. An economic development strategy that would attract industry and jobs to the Town and region would have a profound impact on traffic and congestion without significant capital investments in transportation.

### **3.4.2 Policy Projects Listing**

**Table 3.5** and **Figure 3.6** illustrate the Policy Projects.

Table 3.5: Policy Projects

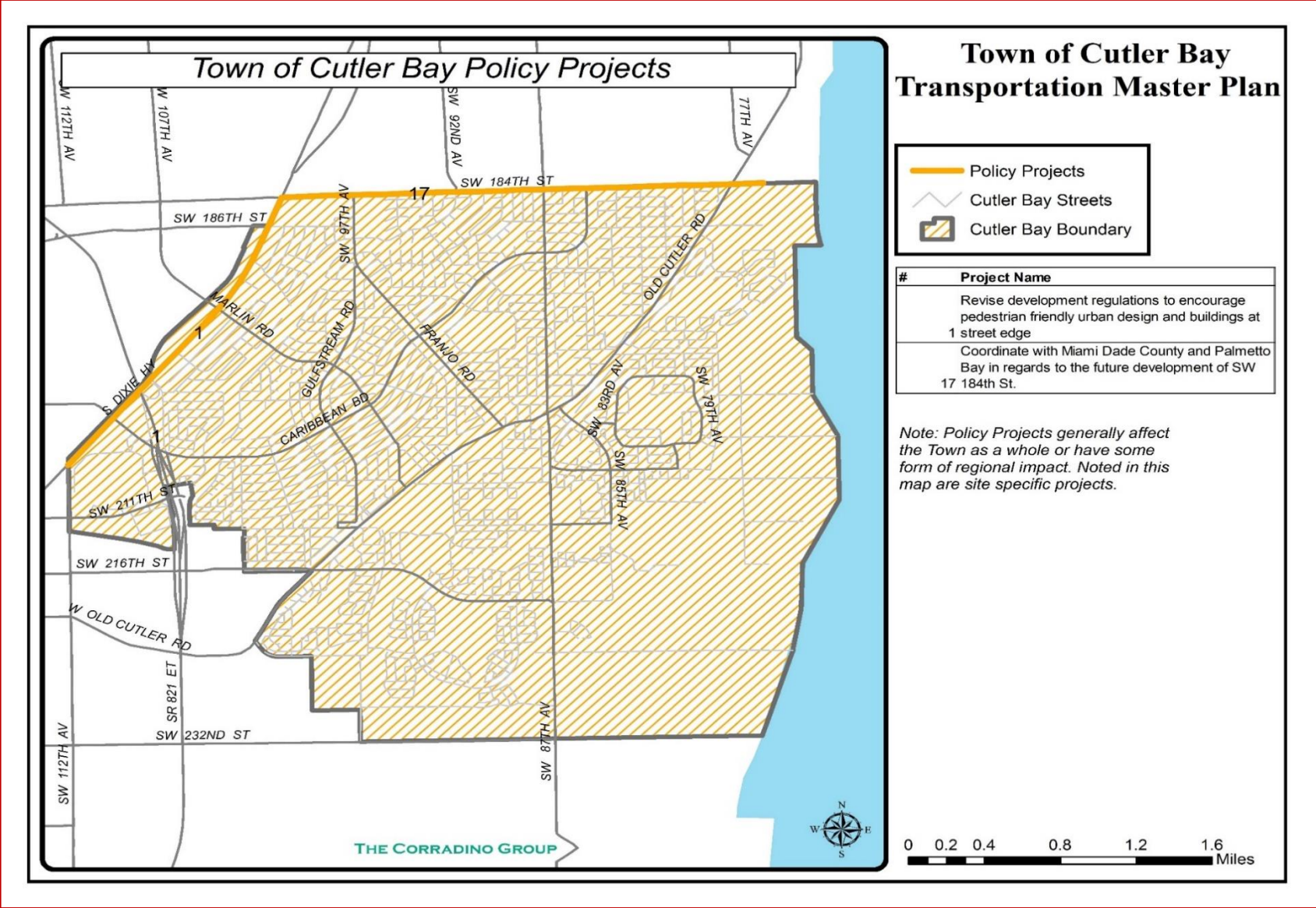
| CATEGORY/No. | Name                                                                                                      | Cost     | Purpose                                                                                                                                                                  | Need                                                                                                                                                                                                        | Ease of Implementation | Efficiency | Effectiveness | Promotes Safety | Environmentally Friendly | Promotes Casual Flow | Maintains/Enhances Town Character | Reduces Traffic Intrusion | Overall Priority | Year |
|--------------|-----------------------------------------------------------------------------------------------------------|----------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------|------------|---------------|-----------------|--------------------------|----------------------|-----------------------------------|---------------------------|------------------|------|
| Policy 1     | Revise development regulations to encourage pedestrian friendly urban design and buildings at street edge | \$15,000 | Revise land development regulations to place buildings closer to street ROW and parking behind buildings.                                                                | Provides for pedestrian friendly design in future development; enhances pedestrian mobility. Field observations during study indicate land use patterns create more automobile trips.                       |                        |            |               |                 |                          |                      |                                   |                           |                  | 1    |
| Policy 2     | Define Cost Recovery Process For Private Development                                                      | \$       | Reinforce cost recovery processes in Cutler Bay to assure that municipal resources used for development review is paid for by applicants as appropriate.                 | Cost recovery is necessary in order to preserve governmental funds with development when government services are being provided to non-governmental entities.                                               |                        |            |               |                 |                          |                      |                                   |                           |                  | 1    |
| Policy 3     | Promote Local Economic Development                                                                        | TBD      | Adopt policies and goals to increase local jobs and service sector opportunities.                                                                                        | Providing more needed services locally and local jobs will help to address trends of high-flow through traffic and increasing travel times to work found in analysis.                                       |                        |            |               |                 |                          |                      |                                   |                           |                  | 1    |
| Policy 4     | Continue Townwide Streetscape Program - Livable Communities Program                                       | \$30,000 | Continue to evaluate main corridor rights of way and implement street scape programs, including street trees, benches, trash cans, lighting, and other street furniture. | Aesthetics are important to enhancing the character of the Town and are vital for the development of the pedestrian and bicycling modes of travel. From 2008 Transportation Master Plan.                    |                        |            |               |                 |                          |                      |                                   |                           |                  | 1    |
| Policy 5     | Actively coordinate with other governments and agencies                                                   | \$       | Coordinate with other regional governments to help plan the regional network.                                                                                            | Many issues impacting Cutler Bay also impact all of South Dade and the US-1 Corridor. Coordination and communication with neighboring communities will help arrive at common solutions for common problems. |                        |            |               |                 |                          |                      |                                   |                           |                  | 1    |
| Policy 6     | Support connecting all County Greenways                                                                   | \$       | Support connecting all County greenways.                                                                                                                                 | Provides for a connected County system which enhances bicycling/pedestrian mobility regionally. From 2008 Master Plan.                                                                                      |                        |            |               |                 |                          |                      |                                   |                           |                  | 1    |
| Policy 7     | Adopt and Encourage Further Development of County Bicycle Network                                         | \$       | Support Miami-Dade County in development of additional bicycling infrastructure in the South Dade Area.                                                                  | Additional linkages connected to the Town's bicycling infrastructure will increase bicycling mobility and provides for increased regional access. From 2008 Master Plan.                                    |                        |            |               |                 |                          |                      |                                   |                           |                  | 1    |
| Policy 8     | Liaison with South Florida Commuter Services                                                              | TBD      | Liaise with the South Florida Commuter Services regarding programs usable or needed by Town residents.                                                                   | Promote ride-sharing options for commuters.                                                                                                                                                                 |                        |            |               |                 |                          |                      |                                   |                           |                  | 1    |
| Policy 9     | Support Increased MDT headways                                                                            | \$       | Support increased frequency of bus service in the Town.                                                                                                                  | Increased frequency of bus service allows transit to have better access and be more competitive against auto usage.                                                                                         |                        |            |               |                 |                          |                      |                                   |                           |                  | 1    |
| Policy 10    | Search for Federal Partnerships on pilot transit/transportation programs                                  | \$5,000  | Research and apply for federal monies to enact local transportation/transit programs.                                                                                    | Grant monies will assist the Town in completing necessary improvements in a timely manner.                                                                                                                  |                        |            |               |                 |                          |                      |                                   |                           |                  | 1    |
| Policy 11    | Bicycle/Pedestrian Committee                                                                              | \$       | Implement a Bicycle/Pedestrian Committee, to meet on a quarterly basis.                                                                                                  | Allows Citizens to provide regular feedback for consideration by the Town on pedestrian/bicycling projects, facility maintenance, and plan implementation. From 2008 Master Plan.                           |                        |            |               |                 |                          |                      |                                   |                           |                  | 1    |
| Policy 12    | Support County Funding for Transit                                                                        | TBD      | Support additional funding for transit in Miami-Dade County.                                                                                                             | Additional funding is needed to enhance service frequency and access for mass transit to be able to effectively compete with and reduce auto usage.                                                         |                        |            |               |                 |                          |                      |                                   |                           |                  | 1    |
| Policy 13    | Support MDX Reallocation of Funding to Transit                                                            | TBD      | Support reallocation of additional funding to transit.                                                                                                                   | Additional transit services is necessary to develop mobility, and requires more funding.                                                                                                                    |                        |            |               |                 |                          |                      |                                   |                           |                  | 1    |

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Figure 3.6: Policy Projects



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# DEVELOPMENT OF POTENTIAL PROJECTS





## TASK 4: DEVELOPMENT OF POTENTIAL PROJECTS

### INTRODUCTION

This chapter introduces the actual projects, each of which are listed in the accompanying Project Bank with a stated purpose, need, description of the project, and an estimated cost. The Transportation Master Plan has identified multimodal transportation and mobility issues across the community by talking with the citizens and analyzing transit, roadway and intersection data and existing pedestrian and bicycling facilities. A set of multimodal and roadway projects were developed based on these analyses, focused on identifying the major facilities or the movement of people.

Projects were listed in the following categories:

- Capacity
- Alternative Mode
- Corridor Enhancement
- Policy

As part of this process the issues that were initially discussed and presented in the previous chapter were organized, streamlined and defined as projects.





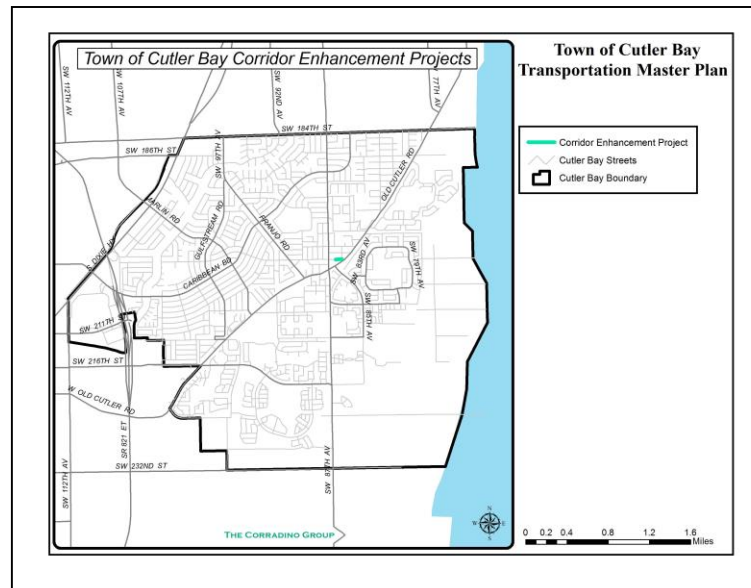
## Task 4: Development of Potential Projects

### Corridor Enhancement Projects

Corridor Enhancement projects take into consideration arterial roads that function as major conduits of traffic through the Town. These projects have a variety of focuses, ranging from traffic calming to lighting.



Cost: \$ 190,000





## Task 4: Development of Potential Projects

Project Category: Corridor Enhancement

Project Number: 2

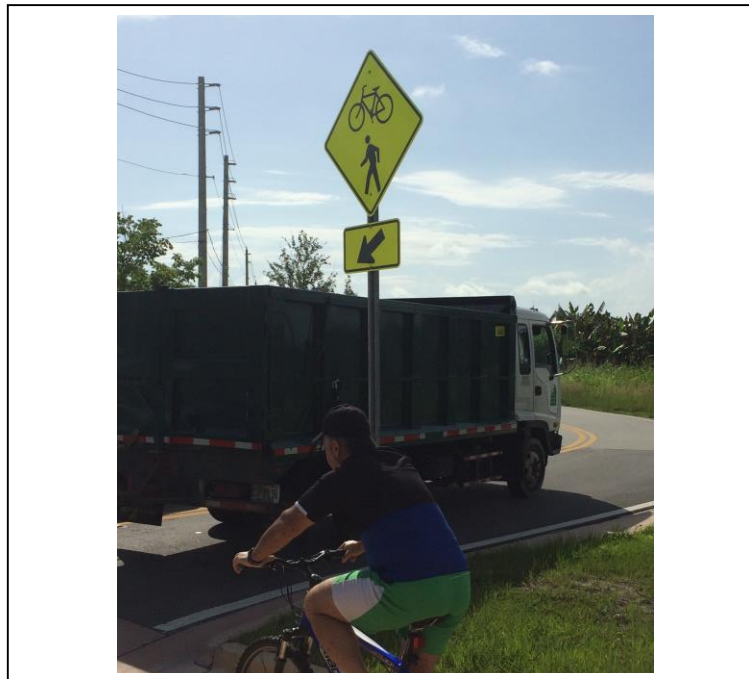
Project Name: Truck Routing Study Throughout Major Corridors

Purpose: Evaluate appropriate truck routes, to assure trucks are provided a clear path through the community.

Need: Truck traffic management will help the Town with increasing mobility.

Description: The implementation of specific truck routes is partially created through the classification of truck restricted routes. A balance between truck traffic and the pedestrian and bicycling environments requires a more specific approach. Current route traffic was also noted by participants in the public workshops as traveling near residential areas and was a concern brought up multiple times. Evaluate truck routes and make specific recommendations as to their turning radii/segregation/lane width/enforcement.

Cost: \$ 20,000



## TASK 4: DEVELOPMENT OF POTENTIAL PROJECTS



Project Category: Corridor Enhancement

Project Number: 3

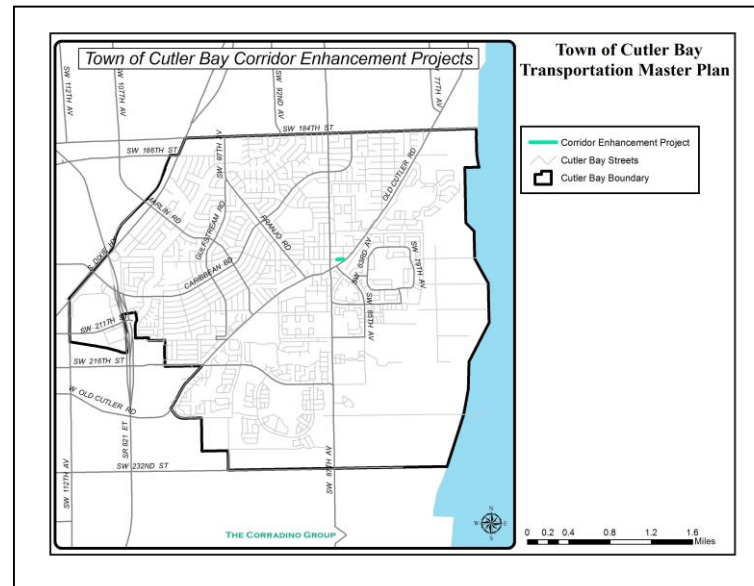
Project Name: Street Repaving Program

Purpose: Continue to maintain and repave roadways as necessary.

Need: Provides greater access and promotes traffic dispersion. Requires coordination with MDCPW.

Description: Continuation from the 2008 Transportation Master Plan. Roadways need consistent upkeep and maintenance. Part of this upkeep which was identified in the last Master Plan was the repaving of roadways, which has already been partially undertaken by the Town. Continuation of this effort will also require future reviews of necessary repaving of roadways.

Cost: \$ 2,100,000







## Task 4: Development of Potential Projects

Project Category: Corridor Enhancement

Project Number: 4

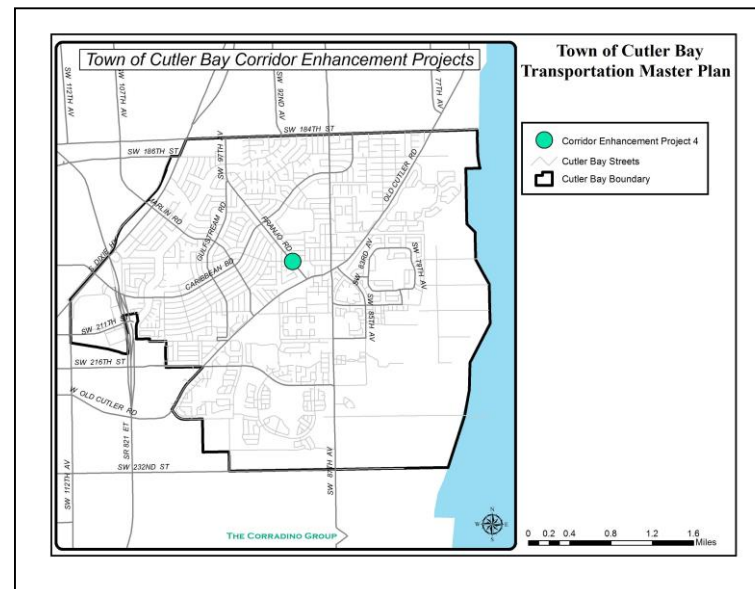
Project Name: Operational Analysis - Franjo/Cutler Ridge Drive

Purpose: Determine exact problem and most efficient way to mitigate traffic issues in the vicinity of Franjo Road and Cutler Ridge Drive.

Need: Citizen Complaints about parking and traffic congestions at various times.

Description: An operational analysis will review existing conditions at the intersection and identify specific traffic issues and potential treatments to be applied, which can then be bid out by the Town.

Cost: \$10,000



## TASK 4: DEVELOPMENT OF POTENTIAL PROJECTS



Project Category: Corridor Enhancement

Project Number: 5

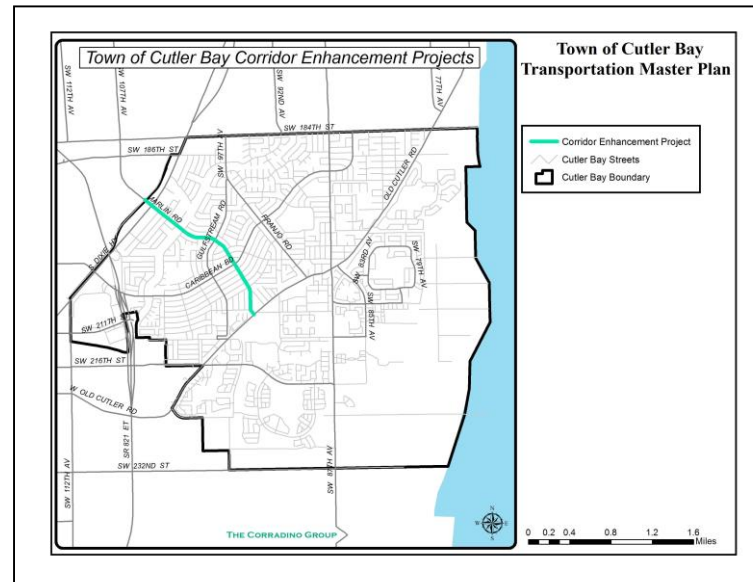
Project Name: Operational Analysis - Marlin Road between Old Cutler Road and SW 107th Avenue.

Purpose: Conduct operational analysis on Marlin Road between Old Cutler Road and SW 107th Avenue. Will lead to design and construction if warranted.

Need: Marlin Road between US-1 and Caribbean Boulevard has a failing LOS grade in 2008, 2014; Marlin Road between Old Cutler Road and SW 107th Avenue will fall below adopted Level of Service standards by 2035.

Description: An operational analysis will review existing conditions of the corridor and identify specific traffic issues and potential treatments to be applied, which can then be bid out by the Town.

Cost: \$ 200,000





## Task 4: Development of Potential Projects

Project Category: Corridor Enhancement

Project Number: 6

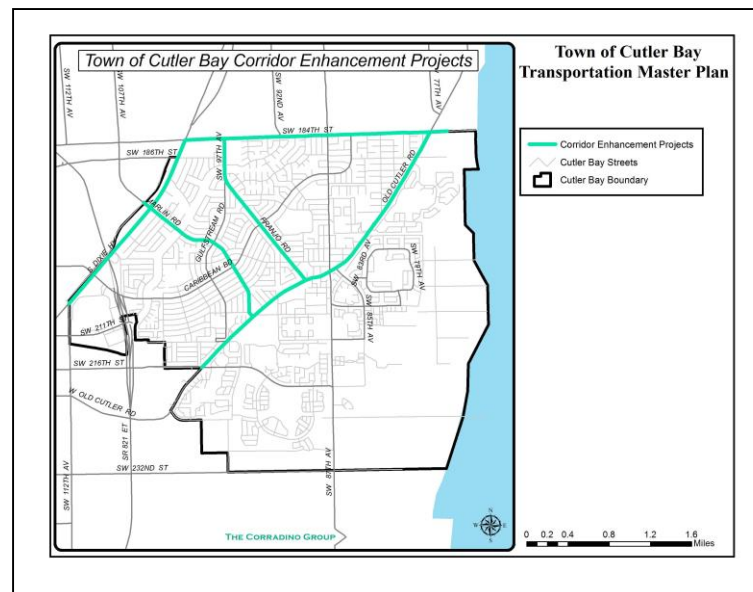
Project Name: Signal Progression Analysis - for US-1, Marlin, Old Cutler Road, SW 184th Street, Franjo/SW 97th Avenue.

Purpose: Evaluate the main corridors' signal progression.

Need: Adequate signal progression can improve a safe, casual flow of vehicles, moving more traffic while maintaining moderate speeds and a safe pedestrian environment.

Description: Flow through speed is a consideration of traffic; incorrect signalization may result in chokepoints which can be alleviated through proper signalization timing between multiple signals along a route. Signal progression analyses provide for a study along the entire corridor, to determine if traffic flow can be improved through signalization.

Cost: \$ 130,000



## TASK 4: DEVELOPMENT OF POTENTIAL PROJECTS



Project Category: Corridor Enhancement

Project Number: 7

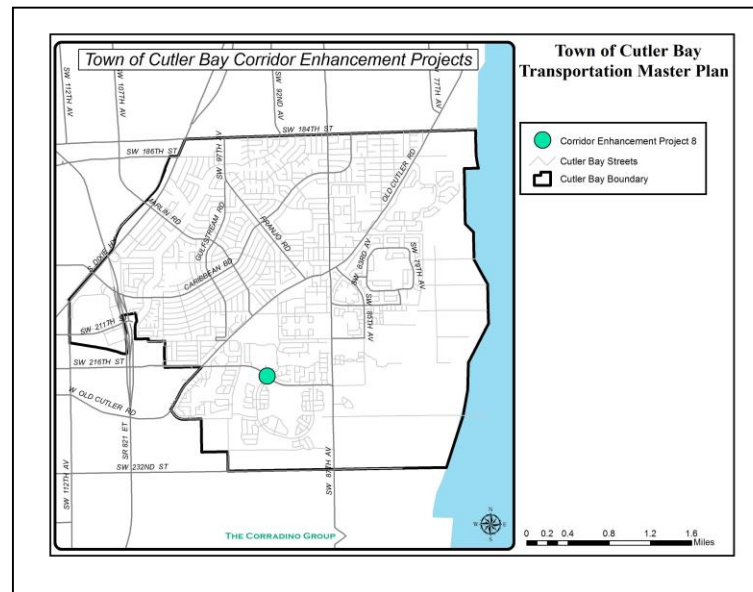
Project Name: Stop Sign/Traffic Signal Warrant Analysis - SW 216th Street and SW 92nd Avenue

Purpose: Determine whether stop signs/traffic signal/traffic circle are necessary at SW 216th Street and SW 92nd Avenue.

Need: Based on traffic on SW 216th Street. Citizen concerns.

Description: A Stop Sign/Traffic Signal Warrant Analysis is the first step in determining whether a Stop Sign or a Traffic Signal should be installed at specific location. These studies review the current existing conditions of the site, and makes a determination based on MUTCD threshold criteria.

Cost: \$ 7,000





## Task 4: Development of Potential Projects

Project Category: Corridor Enhancement

Project Number: 8

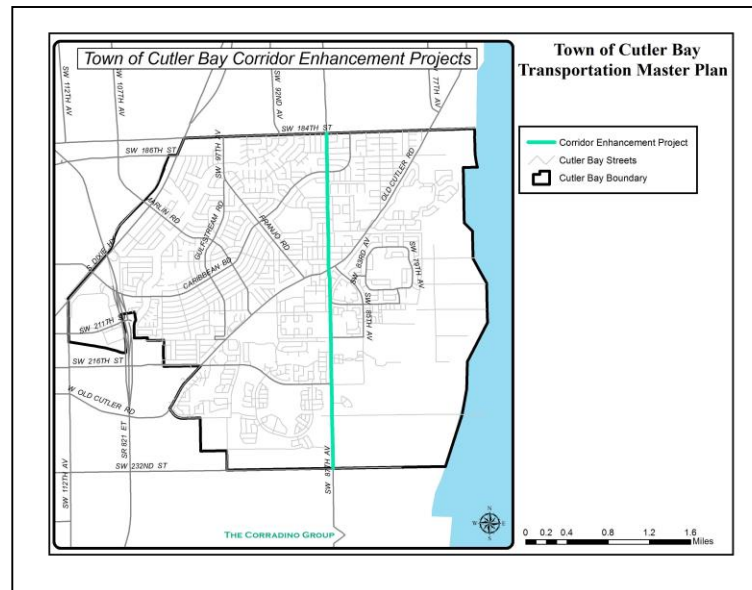
Project Name: Street Lights - SW 87th Avenue

Purpose: Install street lights on SW 87th Avenue (\$8000/light).

Need: Current lighting levels are inadequate.

Description: Street lights provide luminance for the roadways which aids in safety. Height design and spacing of lighting should be evaluated to determine where to situate light posts. Where possible, street lights should be emplaced to illuminate the vehicular and pedestrian Rights of Way but without creating an unnecessary obstacle on the sidewalks.

Cost: \$100,000





## TASK 4: DEVELOPMENT OF POTENTIAL PROJECTS



Project Category: Corridor Enhancement

Project Number: 9

Project Name: Traffic Calming - Marlin Road @ Belle Aire Elementary

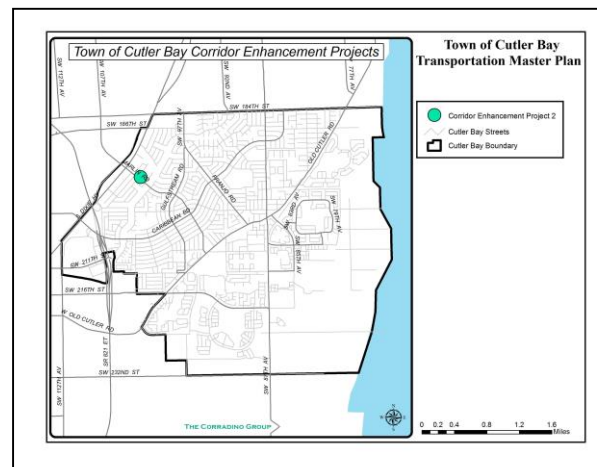
Purpose: Calm speeding and enhance pedestrian safety near Belle Aire Elementary.

Need: Reducing traffic speeds on Marlin Road by the Elementary School during school drop off/pick up times. Citizen Complaints.

Description: Traffic calming in Miami-Dade County follows procedures as outlined in the Miami-Dade County Traffic Flow Modification(s)/Street Closure(s) Procedure Manual. For each location being evaluated for traffic calming, traffic counts and speeds are taken. An analysis would typically show whether the thresholds for traffic calming have been surpassed. To appropriately justify traffic calming, a traffic volume threshold and one of five other criteria must be met. These criteria include evaluations on whether the speeds at which 85% of motorist travel are more than 10 MPH above the speed limit, or concurrence from affected residents/property owners, which are determined on a case-by-case basis.

Traffic calming includes changes to the roadway system to effect narrowing or to shift the lanes horizontally. Applied techniques range from actual physical roadway constraints, such as traffic circles, chicanes, lateral shifts, neckdowns, and chokers, to visual changes, such as adding trees along the right of way to create an optical illusion of a more narrowly defined space.

Cost: \$10,000





## Task 4: Development of Potential Projects

Project Category: Corridor Enhancement

Project Number: 10

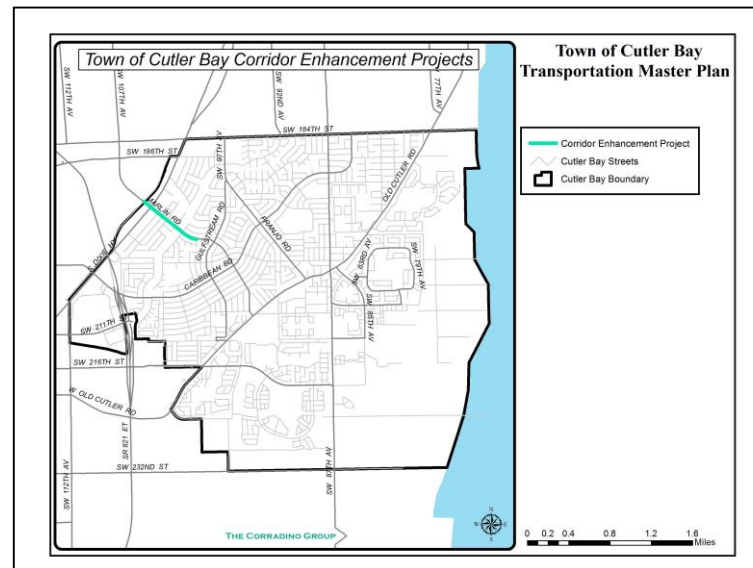
Project Name: Address Electronic Digital Monument Sign on Marlin Road

Purpose: Determine whether Electronic Digital Monument Sign on Marlin Road should be constructed.

Need: Citizen complaints related to monument signs. Lack of road entry feature at Marlin Road and US-1.

Description: Digital Monument signs provide information and may be constructed if allowed by the Town's code of ordinances. However, such signs cannot pose issues to traffic, such as visual obstruction of traffic, and must adhere to all portions of signs relations within the Town of Cutler Bay.

Cost: \$ 3,000



## TASK 4: DEVELOPMENT OF POTENTIAL PROJECTS



Project Category: Corridor Enhancement

Project Number: 11

Project Name: Traffic Calming - SW 87th Avenue: between Eureka (SW 184th Street) to Old Cutler Road

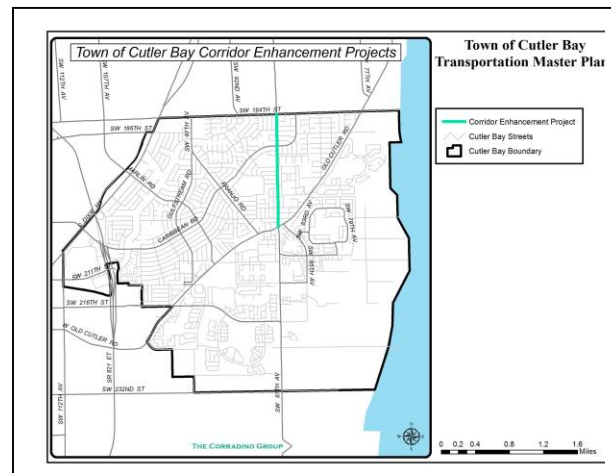
Purpose: Study and implement traffic calming between Eureka (SW 184th Street) to Old Cutler Road.

Need: Citizens complain about high volumes and speeding along the SW 87th Avenue Corridor.

Description: Traffic calming in Miami-Dade County follows procedures as outlined in the Miami-Dade County Traffic Flow Modification(s)/Street. Closure(s) Procedure Manual. For each location being evaluated for traffic calming, traffic counts and speeds are taken. An analysis would typically show whether the thresholds for traffic calming have been surpassed. To appropriately justify traffic calming, a traffic volume threshold and one of five other criteria must be met. These criteria include evaluations on whether the speeds at which 85% of motorist travel are more than 10 MPH above the speed limit, or concurrence from affected residents/property owners, which are determined on a case-by-case basis.

Traffic calming includes changes to the roadway system to effect narrowing or to shift the lanes horizontally. Applied techniques range from actual physical roadway constraints, such as traffic circles, chicanes, lateral shifts, neckdowns, and chokers, to visual changes, such as adding trees along the right of way to create an optical illusion of a more narrowly defined space.

Cost: \$10,000





## Task 4: Development of Potential Projects

Project Category: Corridor Enhancement

Project Number: 12

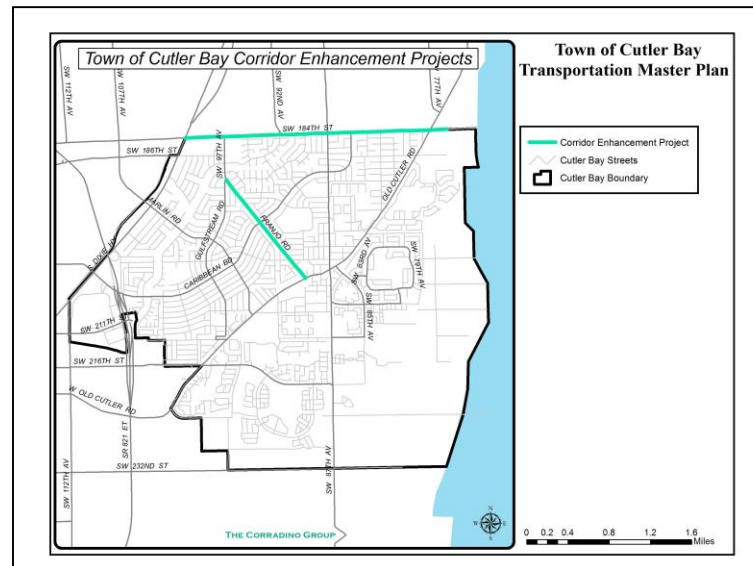
Project Name: Remove Parking on Swale (SW 184th Street, Franjo Road)

Purpose: Prohibit parking on swale on SW 184th Street and Franjo Road.

Need: Parking in this area destroys landscaping and sod. Visual Obstruction. Citizen complaints.

Description: Parking on swales are not only aesthetically unpleasing, but create visual obstructions and destroys landscaping. In instances where the sidewalk is of an inadequate width or is non-existent, the swale provides an alternative for pedestrians to walking in the vehicular roadway. When cars are parked on swales, this option is constrained. Adoption of strict measures and enforcement is key to this parking removal.

Cost: \$7,000





## Policy Projects

The development of priorities and standards are essential in planning for improvements in the future. Policy projects involve transportation and land use planning decisions on direction of growth and the standards to be applied to that growth, which when implemented, affect an individual person's environment and available options for transit choices. Policy decisions generally involve funding dedication and the scope of focus on future development. These decisions are also sometimes codified in a City's Comprehensive Plan and its ordinances and land development regulations. Often these issues are regional and involve consideration of issues outside of the Town boundaries.





## Task 4: Development of Potential Projects

Project Category: Policy

Project Number: 1

Project Name: Revise development regulations to encourage pedestrian friendly urban design and buildings at street edge

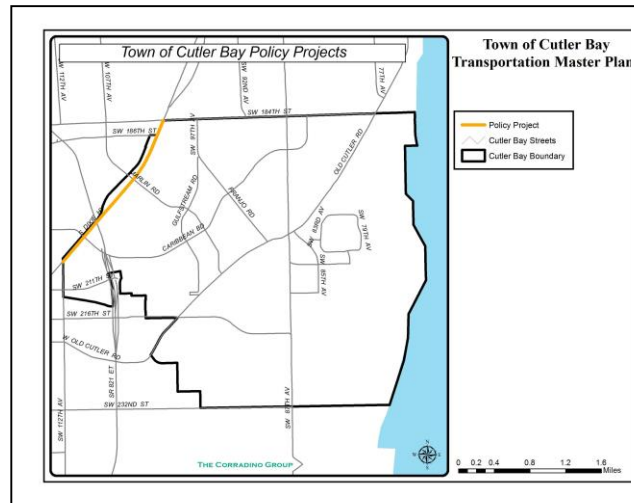
Purpose: Revise land development regulations to place buildings closer to street ROW and parking behind buildings. Completed, however may undergo review in the future.

Need: Provides for pedestrian friendly design in future development; enhances pedestrian mobility. Field observations during study indicate land use patterns create more automobile trips.

Description: In addition, incorporation of developmental regulations to provide a specific, landscaped pedestrian path to the entrance of the building, which will aid in pedestrian mobility, may require a slight reduction in parking requirements.

Where possible, especially in mixed-use districts, required parking should be reduced, and placed to the rear of the building. This will allow buildings to be built close to the pedestrian right-of-way, and allow for positive development of the pedestrian realm, which will increase walking as a mode of transit over time.

Cost: \$ 15,000



Project Category: Policy

Project Number: 2

Project Name: Define Cost Recovery Process For Private Development

Purpose: Reinforce cost recovery processes in Cutler Bay to assure that municipal resources used for development review is paid for by applicants as appropriate.

Need: Cost recovery is necessary in order to preserve governmental funds with development when government services are being provided to non-governmental entities.

Description: Cost recovery processes involve the reimbursement of governmental funds; this may occur with an initial deposit by applicants with subsequent follow-ups for payment when the application requires review above the initially deposited amount, which must be paid before the issuance of certificates of approval and permits.

Cost: TBD





## Task 4: Development of Potential Projects

Project Category: Policy

Project Number: 3

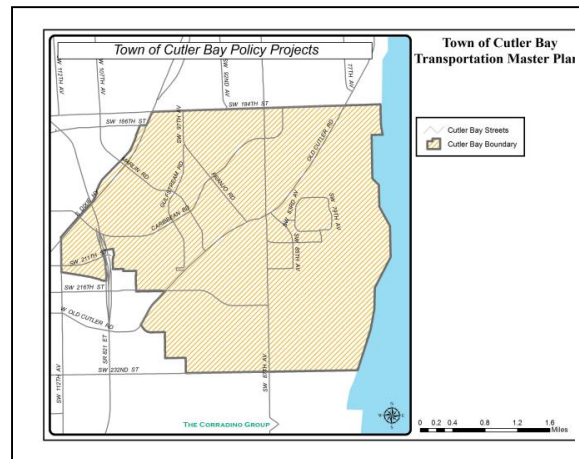
Project Name: Promote Local Economic Development

Purpose: Adopt policies and goals to increase local jobs and service sector opportunities.

Need: Providing more needed services locally and local jobs will help to address trends of high-flow through traffic and increasing travel times to work found in analysis.

Description: Local economic development is necessary to promote the development of jobs in Cutler Bay – this will allow for some residents to have short trips. Economic development should take place along the already designated corridors for more dense development, particularly along US-1, which can take advantage of mass transit access to mitigate the potential traffic which will result from good economic development. Programs which may be utilized should be targeted towards the current demographic make-up of Cutler Bay's residents and the creation of local jobs or offices tailored towards this group's skill set, in order to combat the current trend of increasing travel times to work noted over the past several years. These programs may also include incubators to promote the development of local businesses or hire local initiatives for new major businesses wishing to locate in the area.

Cost: TBD



## TASK 4: DEVELOPMENT OF POTENTIAL PROJECTS



Project Category: Policy

Project Number: 4

Project Name: Continue Townwide Streetscape Program - Livable Communities Program

Purpose: Continue to evaluate main corridor Rights of Way and implement streetscape programs, including street trees, benches, trash cans, lighting, and other street furniture.

Need: Aesthetics are important to enhancing the character of the Town and are vital for the development of the pedestrian and bicycling modes of travel. From 2008 Transportation Master Plan.

Description: Streetscaping provides for the development of the pedestrian realm, which is disproportionately rated by individuals using the system based on the perception of aesthetic appeal. In addition, positive streetscaping programs provide for enhance walkability by providing for areas of rest, lighting, and shade through the provision of trees and other foliage.

Cost: \$30,000





## Task 4: Development of Potential Projects

Project Category: Policy

Project Number: 5

Project Name: Actively coordinate with other governments and agencies

Purpose: Coordinate with other regional governments to help plan the regional network.

Need: Many issues impacting Cutler Bay also impact all of South Dade and the US-1 Corridor. Coordination and communication with neighboring communities will help arrive at common solutions for common problems.

Description: Coordination with other regional governments includes not only the County government, but also partnerships with Palmetto Bay and Pincecrest as the two closest municipalities. In addition, due to the commuter nature of the working population in Cutler Bay, Transit Demand Management techniques are difficult to apply directly to the Town itself, but rather, must be worked on in partnership with the County and the municipalities where Cutler Bay residents work.

Cost: N/A





## TASK 4: DEVELOPMENT OF POTENTIAL PROJECTS



Project Category: Policy

Project Number: 6

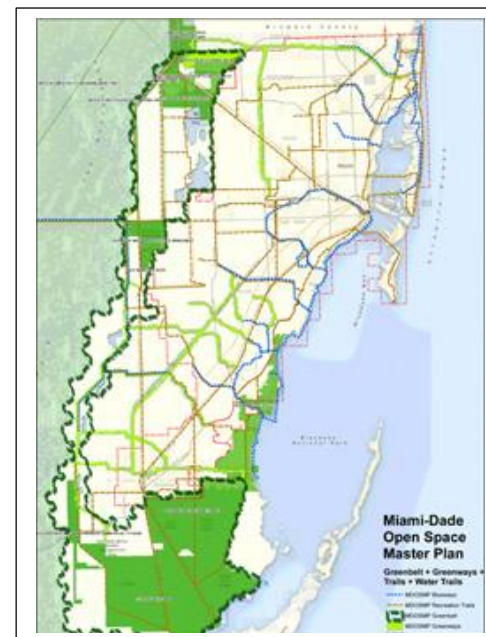
Project Name: Support connecting all County Greenways

Purpose: Support connecting all County greenways.

Need: Provides for a connected County system which enhances bicycling/pedestrian mobility regionally. From 2008 Master Plan.

Description: The County's current greenway system, allows access for bicyclists and pedestrians. Connection of county greenways allow for alternative transit as well as recreation activities for residents.

Cost: N/A





## Task 4: Development of Potential Projects

Project Category: Policy

Project Number: 7

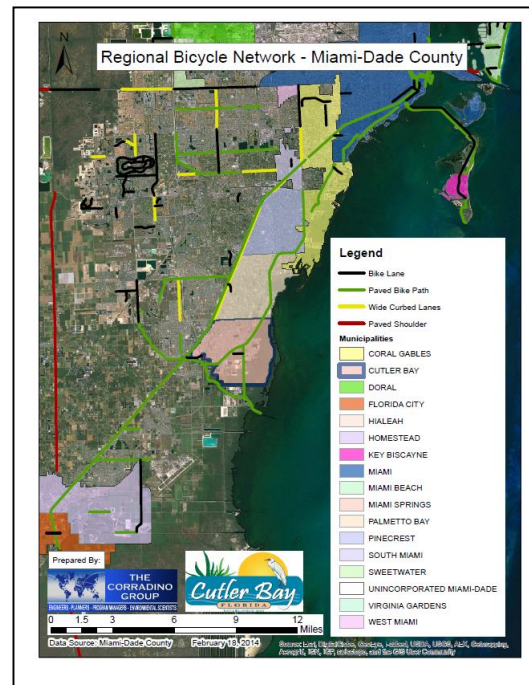
Project Name: Adopt and Encourage Further Development of County Bicycle Network

Purpose: Support Miami-Dade County in development of additional bicycling infrastructure in the South Dade Area.

Need: Additional linkages connected to the Town's bicycling infrastructure will increase bicycling mobility and provides for increased regional access. From 2008 Master Plan.

Description: Miami-Dade County's network currently provides linkages to Cutler Bay. While the Town will benefit from installing bicycle facilities internally to internal circulation purposes, regional access for residents and visitors alike is dependent on the existence and extent of the County's bicycle network.

Cost: N/A



Project Category: Policy

Project Number: 8

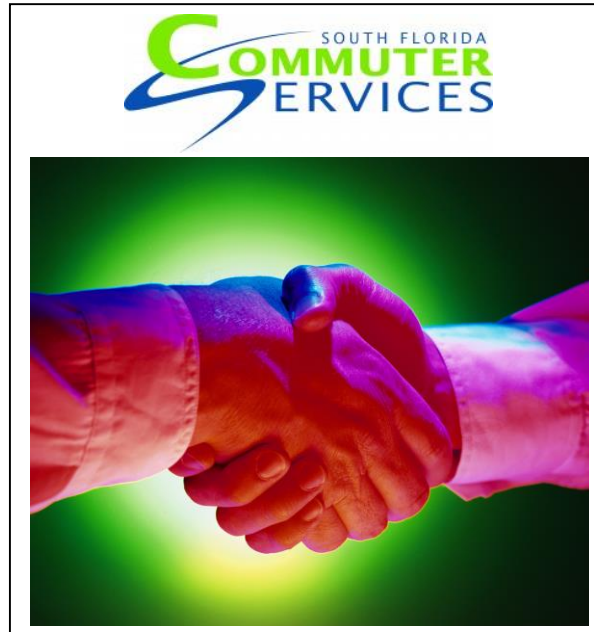
Project Name: Liaison with South Florida Commuter Services

Purpose: Liaise with the South Florida Commuter Services regarding programs usable or needed by Town residents.

Need: Roadway capacity is almost completely consumed by automobiles. It is recognized that the Right of Way will need to be used in a different way if any meaningful impacts to congestion or travel time will be made. The most logical step is to first encourage people to ride together in higher capacity vehicles, primarily carpools. At the same time, as alternative mode and transit linkages are made, encourage people to use those instead of the automobile.

Description: Work with South Florida Commuter Services to determine appropriate programs to put in place for the city and explore working with the private sector to encourage these alternatives.

Cost: TBD





## Task 4: Development of Potential Projects

Project Category: Policy

Project Number: 9

Project Name: Support Increased MDT headways

Purpose: Support increased frequency of bus service in the Town.

Need: It is customary for transit agencies to reevaluate their systems on a periodic basis. This project would encourage MDT to evaluate boarding's and alighting's in the Town of Cutler Bay and potentially locate its stops in more advantageous positions. Increased frequency of bus service allows transit to have better access and be more competitive against auto usage.

Description: Increased service of bus routes allows for more frequent access to transit to and from destinations, and provides for bus travel to be competitive against the personal vehicle. Modal shifts towards mass transit is important in order to reduce the amount of cars on the roadways.

Cost: N/A



## TASK 4: DEVELOPMENT OF POTENTIAL PROJECTS



Project Category: Policy

Project Number: 10

Project Name: Search for Federal Partnerships on pilot transit/transportation programs

Purpose: Research and apply for federal monies to enact local transportation/transit programs.

Need: Grant monies will assist the Town in completing necessary improvements in a timely manner.

Description: Various federal grants exist for the implementation of transportation programs. These should be researched with grants and innovative programs should have applications prepared for funding.

Cost: \$ 5,000







## Task 4: Development of Potential Projects

Project Category: Policy

Project Number: 11

Project Name: Bicycle/Pedestrian Committee

Purpose: Implement a Bicycle/Pedestrian Committee, to meet on a quarterly basis.

Need: Allows Citizens to provide regular feedback for consideration by the Town on pedestrian/bicycling projects, facility maintenance, and plan implementation. From 2008 Master Plan.

Description: Develop a bicycle/pedestrian committee from Town of Cutler Bay citizenry which will meet on a quarterly basis to provide feedback on matters of concern for Bicycle/Pedestrian facilities issues. This will provide a regular forum for public input and feedback into the process.

Cost: N/A



## TASK 4: DEVELOPMENT OF POTENTIAL PROJECTS



Project Category: Policy

Project Number: 12

Project Name: Support County Funding for Transit

Purpose: Support additional funding for transit in Miami-Dade County.

Need: Additional funding is needed to enhance service frequency and access for mass transit to be able to effectively compete with and reduce auto usage.

Description: Resolution or other support for additional County funding for transit.

Cost: TBD





## Task 4: Development of Potential Projects

Project Category: Policy

Project Number: 13

Project Name: Support MDX Reallocation of Funding to Transit

Purpose: Support reallocation of additional funding to transit.

Need: It is widely acknowledged that the region cannot build its way out of congestion with roadway projects. While roadway projects are absolutely necessary, there is a lack of funding for transit projects. The Miami Dade Expressway Authority (MDX) receives funding from tolls. This funding stays in the county for county projects. It is suggested that a certain percentage of this funding be allocated for the funding of transit projects, so that transit can take advantage of its surging popularity.

Description: Resolution or other support for the shift in MDX funding.

Cost: TBD



## TASK 4: DEVELOPMENT OF POTENTIAL PROJECTS



Project Category: Policy

Project Number: 14

Project Name: Support MDT Grid Initiative

Purpose: To implement greater mobility within the parameters of the existing transit cost structure.

Need: Miami Dade Transit, like most transit agencies faces challenges resulting from number of factors including the recent recession. Circuitous routes increase costs, travel time, and trip planning complexity. Capital and operating dollars are stretched. The irony is that the population is becoming more receptive to transit, for multiple reasons. It is customary for transit systems to evaluate their route performance on a periodic basis. Miami Dade Transit is considering reorganizing its route from a system that is more linear to a system that is based on connecting on the gridded street network. More simply put, routes would no longer wind through communities in a serpentine manner using multiple streets, they would typically run east and west or north and south on the street grid, not departing that street. Connections would be made at the cross streets. Reorganization of the MDT routes would provide more direct routes for Doral residents, and potentially provide Doral with an opportunity to sync its Trolley with the MDT system for cost and service efficiency improvements.

Description: It is suggested a Town council resolution supporting this be adopted, and sent to the County Commission, MPO, and MDT.

Cost:TBD





## Task 4: Development of Potential Projects

Project Category: Policy

Project Number: 15

Project Name: Maintain Local Agency Program Certification

Purpose: Maintain FDOT Local Agency certification to assist in funding processes for transportation projects.

Need: LAP certification is necessary for many funding grants from FDOT, and must be renewed every 3 years (2015, 2018). Continuation from 2008 Master Plan.

Description: The Local Agency Program (LAP) allows FDOT to forge contractual relationships with local governmental agencies that have the authority to plan, develop, design, acquire right-of-way, and construct transportation facilities. Local agencies must be LAP-certified before entering into a LAP Agreement, and allows for reimbursement with Federal funds administered by the Federal Highway Administration. Cutler Bay received its LAP certification, which must be renewed every three years, in 2009. The LAP is administered in each District by a District LAP Administrator designated by the District Secretary. The level of assistance provided is based on the nature of each project and the demonstrated capabilities of the Local Agency. In addition, the District Administrator annually selects certain projects for a Process Review.

Cost: TBD





Project Category: Policy

Project Number: 16

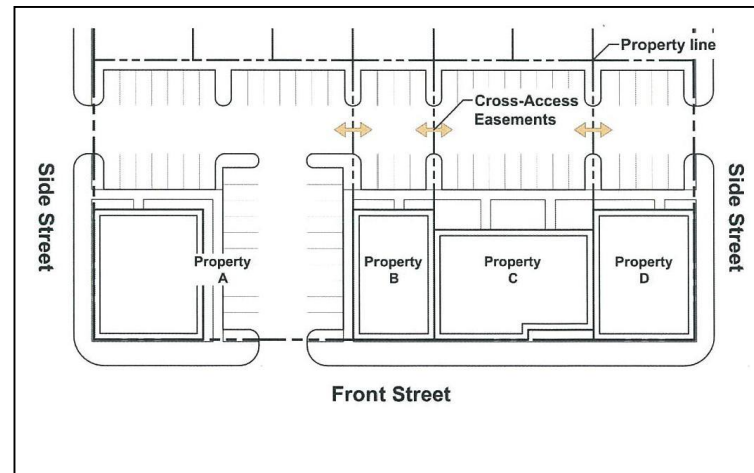
Project Name: Allow Cross Access Easements

Purpose: Study feasibility and impacts of cross access easements.

Need: Cross access easements would allow vehicles and pedestrians to cross between properties along transportation corridors like US-1 without having to reenter the roadway facility. This would improve traffic flow and safety.

Description: Cross access easements allow for pedestrians and vehicles to walk between businesses; this allows the facility to essentially serve in a manner similar to shared parking, but without necessary having to construct new facilities which may be costly. By reducing the need to drive short distances, traffic may be improved through the elimination of some of these short trips.

Cost: \$ 15,000





## TASK 4: DEVELOPMENT OF POTENTIAL PROJECTS



Project Category: Policy

Project Number: 18

Project Name: Removal of Bus Shelter Advertising

Purpose: Reduce or eliminate advertising at bus stops in the Town of Cutler Bay.

Need: Citizen Complaints. Use of advertising on public Right-of-Way.

Description: Bus shelter advertising provides a potential source of revenue for the installation of bus shelter facilities. In some cases, however, the existence of advertising on benches have affected the spatial orientation of benches, which are now angled towards the road or installed in such a way as to be detrimental towards the aesthetic environment of the transit environment. Bus Shelter advertising would fall under regulations covering signs within the Town and will require code amendment.

Cost: TBD





## Task 4: Development of Potential Projects

Project Category: Policy

Project Number: 19

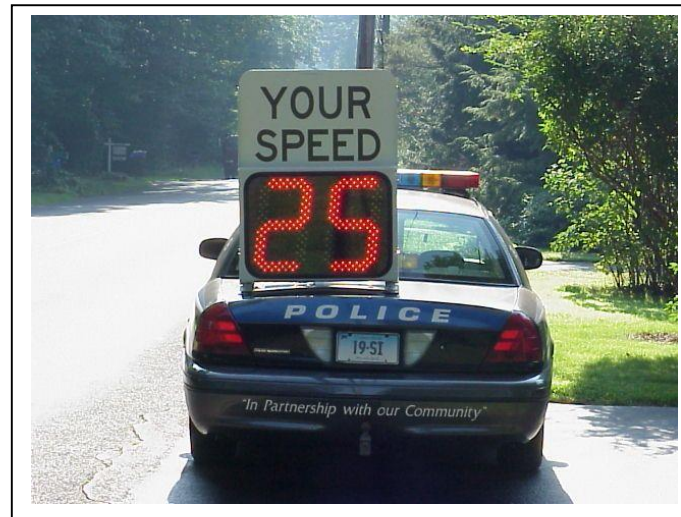
Project Name: Traffic Enforcement

Purpose: Provide a higher level of traffic enforcement at certain locations.

Need: Citizen complaints. A primary form of traffic calming is enforcement. Increased enforcement of speeding and stop sign running at locations identified as problems will act as a first step in traffic calming, as well as assisting local police in assessing the problems.

Description: Traffic enforcement can be utilized at specific intersections where speeding and stop sign running has been noted to be prevalent. This may involve the dedication of active policing or usage of technology. Active policing involves the situating of an officer at the site for enforcement purposes. Alternatively, cameras and other technology can be installed at these intersections as a tool for law enforcement officials.

Cost: TBD



## TASK 4: DEVELOPMENT OF POTENTIAL PROJECTS



Project Category: Policy

Project Number: 20

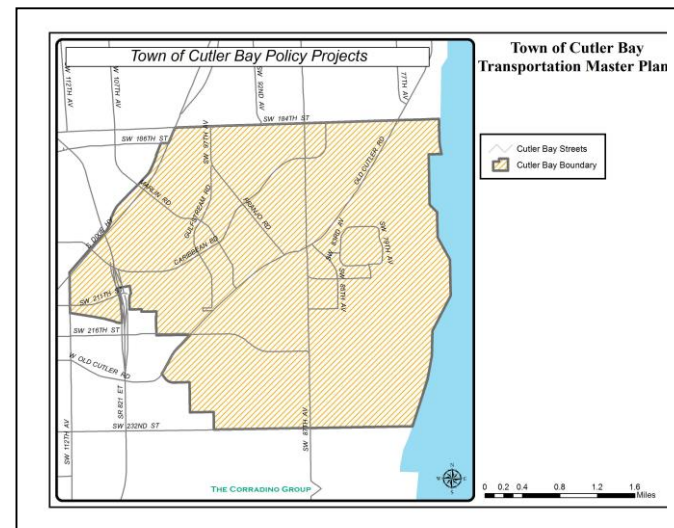
Project Name: Complete Streets/Connections

Purpose: Create and adopt specific and consistent guidelines for streets to accommodate all modes of travel. Completed, however may undergo review in the future.

Need: Design guidelines will allow for positively guided future development.

Description: Complete Streets represent an incremental approach to enhancing the safety of the street network. Over time, it will have great impact on this community. Develop a handbook of design guidelines for complete streets, which would provide ways measurements for sidewalks, bike lanes, street furniture, and landscaping and transit infrastructure to be applied to Cutler Bay's streets. Utilize these design guidelines by codifying relevant ordinances in the Town's Land Development Regulations. Future projects can utilize these concepts as a method of integrating this critical infrastructure.

Cost: \$ 25,000







## Task 4: Development of Potential Projects

Project Category: Policy

Project Number: 21

Project Name: Designate and Implement Shared Parking in Cutler Bay

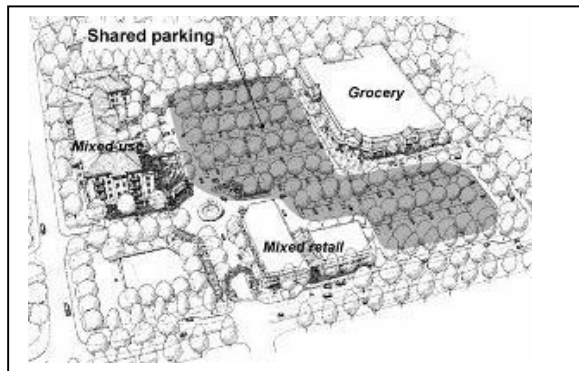
Purpose: Designate locations close to commercial areas in Cutler Bay and build shared parking with pedestrian connections to local businesses.

Need: Little shared parking exists in Cutler Bay, and this segregated parking system adds to local congestion by creating auto trips which could have been walked or biked.

Description: Parking ordinances should be reviewed and amended to provide for reduced parking during land development. Ideas which have been incorporated in other municipalities include a reduction in parking in return for a contribution to a shared parking structure fund, density bonuses, and other shared parking regulations. Street parking generally does not exist close to existing commercial areas, but would be a form of shared parking that could reduce short distance vehicular trips.

In addition, incorporation of developmental regulations to provide a specific, landscaped pedestrian path to the entrance of the building, which will aid in pedestrian mobility, may require a slight reduction in parking requirements. However, where possible, especially in mixed-use districts, required parking should be reduced, and placed to the rear of the building. This will allow buildings to be built close to the pedestrian Right-of-Way, and allow for positive development of the pedestrian realm, which will increase walking as a mode of transit over time.

Cost: TBD



## TASK 4: DEVELOPMENT OF POTENTIAL PROJECTS



Project Category: Policy

Project Number: 22

Project Name: Park and Ride Facilities in Cutler Bay

Purpose: Study locations within Cutler Bay for shared parking which can be placed near Busway and/or the Circulator, and provide for land use designations as necessary.

Need: Bus and ride facilities will allow for shared parking and increased transit usage.

Description: Explore options for providing Park and Ride lots, intermodal transfer centers at the edges of the city. Synergy can be gained by linking with the Managed Lanes concepts and projects where Bus Rapid Transit and Variable Tolling are combined on expressway lanes. Typically a lane or lanes are cordoned off from the general use lanes on an expressway. At the termini of these routes or stops, there may be a need to either park a car to utilize the transit or transfer to another mode of transit to get from the managed lane to the final destination. Develop the concept and work with the Miami Dade MPO, FDOT, MDX to identify managed lanes projects. Along those routes seek potential locations for these facilities. Estimate the cost to acquire, build, design, construct, operate and maintain each. Select an alternative and implement. This project would be a good candidate for an MPO municipal grant, typically due in January of each year.

Cost: \$ 75,000





## Task 4: Development of Potential Projects

Project Category: Policy

Project Number: 23

Project Name: Evaluate Adoption of Policy Against Red Light Cameras

Purpose: Study and evaluate whether red light cameras should be utilized or banned in Cutler Bay. Completed, however further intersections may be studied in the future

Need: Citizen Request. Evaluation of effectiveness of current red light program.

Description: Red light cameras at intersections have been used in other municipalities to better control and reduce speeding through red lights. The levying of fines on persons driving through red lights or those who do not stop before making a right lane turn with these cameras allows the Town to utilize this technology as a deterrent against breaking traffic laws. However, some municipalities have opted not to use them, citing safety concerns from front-rear collisions due to sudden braking at intersections as well as privacy concerns. Usage of red light cameras is a policy decision which has been brought up by Citizens, and a study should be assembled to evaluate the pros and cons of red light cameras at various intersections within the Town.

Cost: \$ 15,000



## TASK 4: DEVELOPMENT OF POTENTIAL PROJECTS



Project Category: Policy

Project Number: 24

Project Name: Examine Usage of Golf Carts on County Roads

Purpose: Examine feasibility of being able to utilize golf carts on County Roads. May need reexamination of Town Ordinance 10-03.

Need: Golf carts may provide an alternative, green form of transportation for local convenience trips. They also are restricted by Miami Dade County in certain instances.

Description: Golf carts provide an alternative to the single occupant vehicle, and are utilized in the Town of Cutler Bay. However, current usage is restricted to Town roads. Though golf carts are allowed to cross County roads where Town roads intersect with the County roads, they cannot operate on other sections of the road; this limits mobility of the carts. Coordination and agreements with the County is necessary in order to implement any changes.

Cost: \$ 15,000





## Task 4: Development of Potential Projects

Project Category: Policy

Project Number: 25

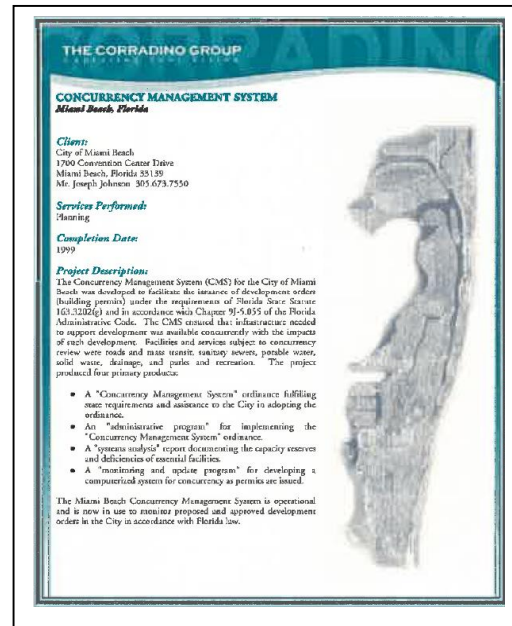
Project Name: Concurrency Management System

Purpose: Continue implementation of system to track and manage concurrency as mandated by law.

Need: System development will allow for tracking of remaining capacities in all categories.

Description: Concurrency Management is required by law and involves accounting for the impacts of development. Through the tracking of impacts and comparison to the overall system, projected changes in the actual Level of Service grades allows for more informed management of developmental impacts.

Cost: \$50,000







## Capacity Projects

Capacity projects typically involve projects which provide for necessary roadway improvements that have roadway capacity issues. These projects generally will focus on improving intersections and links that are at or projected to be at LOS D or worse as noted in the traffic analysis. Other projects which affect roadway capacity are derived from operational functions, such as signal timing and roadway design.

Roadway projects concern the connectivity of the roadway system, as well as the level of congestion. Roadway systems should be complete and provide for the most direct route between origin and destination. In addition, as where and how long one can park their car affects an individual's need to drive their car, roadway projects also take into consideration where parking facilities are and how they can be accessed.



## Task 4: Development of Potential Projects

Project Category: Capacity

Project Number: 1

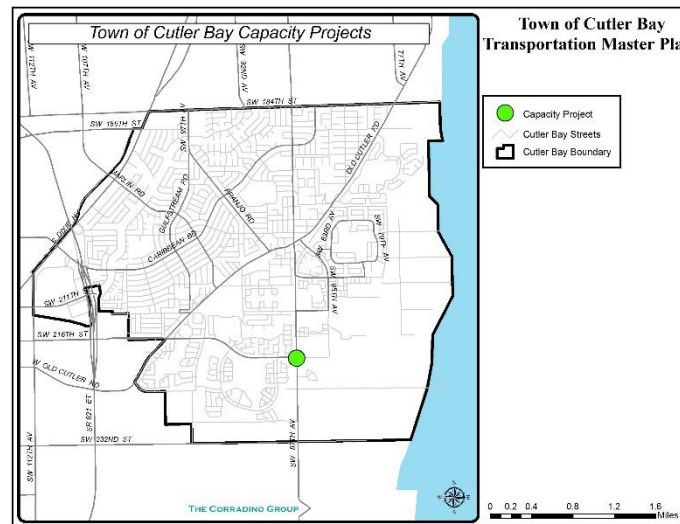
Project Name: Traffic Circle - SW 216th Street/SW 87th Avenue

Purpose: Study and determine if a traffic circle is necessary at SW 216th Street/SW 87th Avenue. If feasible enter into design and construction.

Need: Citizen Concern; Peak hours at schools may cause localized congestion due to dropping off/pick-up children without space to prevent impediment of other flow-through traffic.

Description: Determine via analysis if a traffic circle is needed. The Town may then bid out the design and construction as needed.

Cost: \$400,000



## TASK 4: DEVELOPMENT OF POTENTIAL PROJECTS



Project Category: Capacity

Project Number: 2

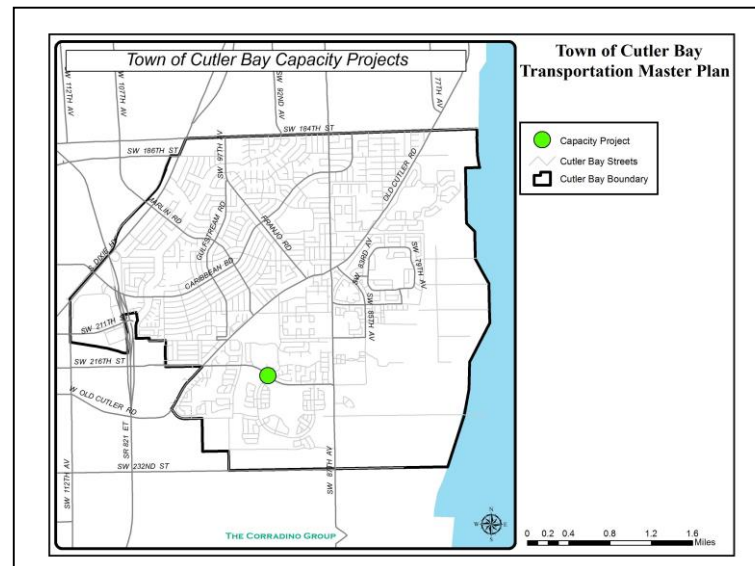
Project Name: Traffic Circle/Signal - SW 216th Street/SW 92nd Avenue/SW 227th Street Traffic Circle

Purpose: Study and determine if a traffic circle/traffic signal is necessary at SW 216th Street/SW 92nd Avenue/SW 227th Street. If feasible enter into design and construction.

Need: Citizen Concern; Peak hours at schools may cause localized congestion due to dropping off/pick-up children without space to prevent impediment of other flow-through traffic.

Description: Determine via analysis if a traffic circle/traffic signal is needed. The Town may then bid out the design and construction as needed.

Cost: \$ 400,000





## Task 4: Development of Potential Projects

Project Category: Capacity

Project Number: 3

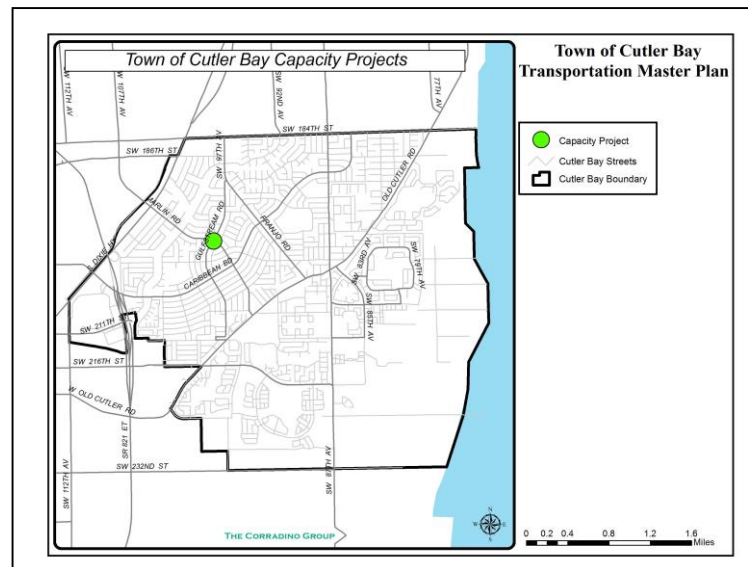
Project Name: Traffic Circle - Marlin and Gulfstream

Purpose: Study and determine if a traffic circle is necessary at Marlin Road and Gulfstream Road. If feasible enter into design and construction.

Need: Citizen Concern; Peak hours at schools may cause localized congestion due to dropping off/pick-up children without space to prevent impediment of other flow-through traffic.

Description: Determine via analysis if a traffic circle is needed. The Town may then bid out the design and construction as needed.

Cost: \$ 400,000



## TASK 4: DEVELOPMENT OF POTENTIAL PROJECTS



Project Category: Capacity

Project Number: 4

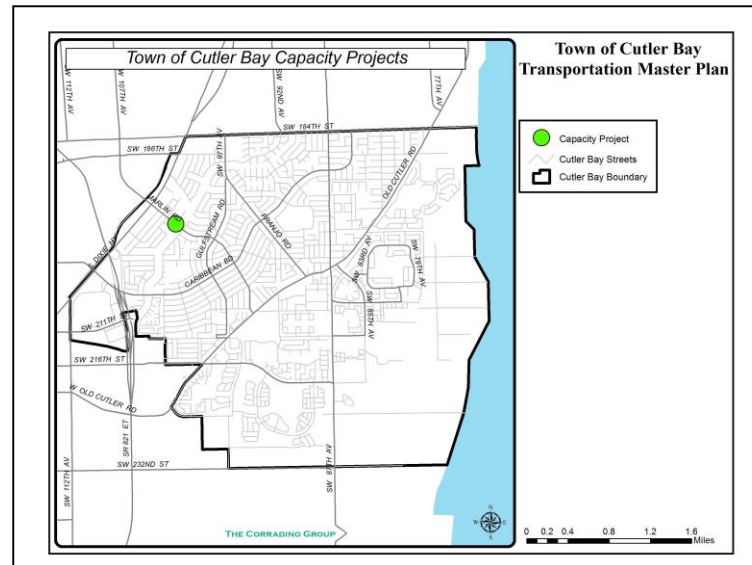
Project Name: Traffic Circle - Marlin and Bel Aire Drive Traffic Circle

Purpose: Study and determine if a traffic circle is necessary at Marlin Road and Sterling Road. If feasible enter into design and construction.

Need: Citizen Concern; Peak hours at schools may cause localized congestion due to dropping off/pick-up children without space to prevent impediment of other flow-through traffic.

Description: Determine via analysis if a traffic circle is needed. The Town may then bid out the design and construction as needed.

Cost: \$ 400,000







## Task 4: Development of Potential Projects

Project Category: Capacity

Project Number: 5

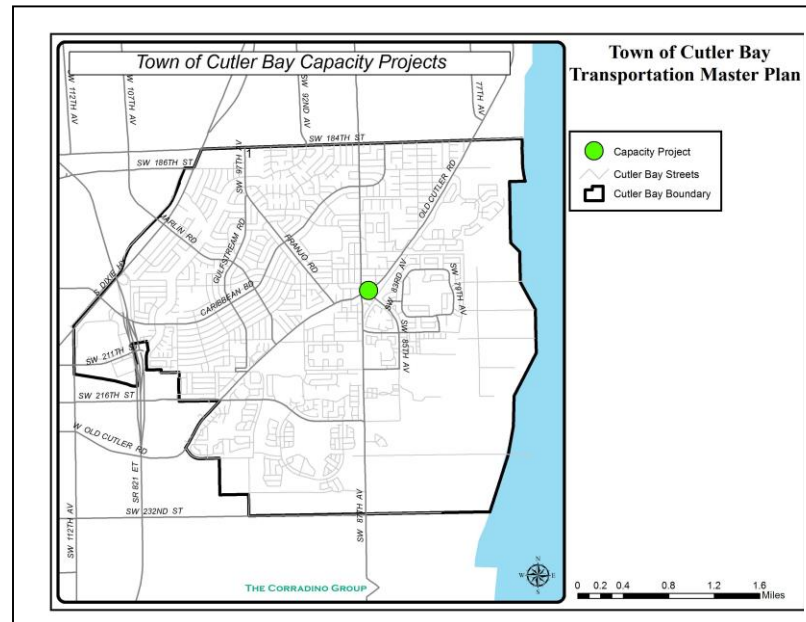
Project Name: Traffic Study – Intersection of SW 85<sup>th</sup> Avenue and Old Cutler Road

Purpose: Analyze and address most dangerous intersections.

Need: Citizen raised concern regarding traffic at SW 85<sup>th</sup> Avenue and Old Cutler Road. The Town has recently installed a traffic circle south of this intersection at SW 87<sup>th</sup> Avenue and Old Cutler Road, allowing for more continuous traffic flow. This new traffic flow may have had an effect on the ingress and egress to Saga Bay north of this traffic circle.

Description: A traffic study will be conducted at the intersection of SW 85<sup>th</sup> Avenue and Old Cutler Road. This should include counts and wait time at the intersection, as well as a review of safety. If necessary, a signal warrant analysis may also be conducted to determine if a traffic signal is necessary at the intersection.

Cost: \$ 7,000



## TASK 4: DEVELOPMENT OF POTENTIAL PROJECTS



Project Category: Capacity

Project Number: 6

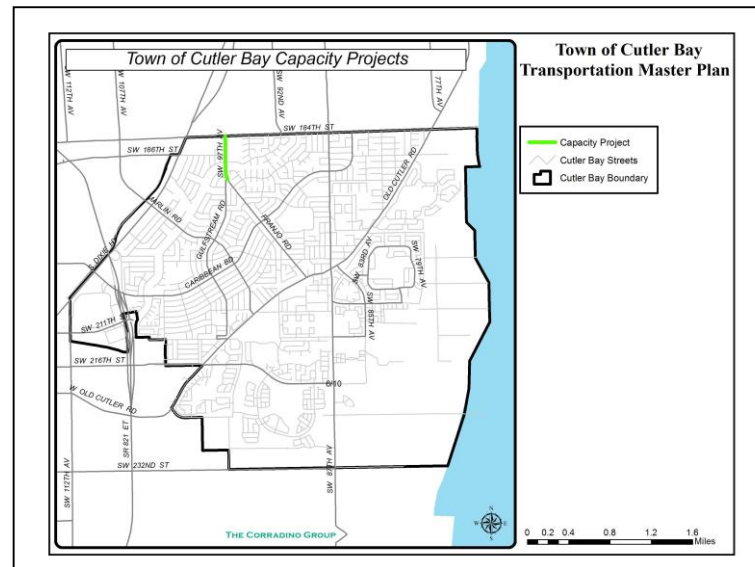
Project Name: Intersection Analyses - Gulfstream Road between Franjo and 184th Street.

Purpose: Intersection and operations analyses on Gulfstream Road between Franjo Road and SW 184th Street.

Need: Noted LOS deficiencies in 2008 Master Plan and current analysis in all time horizons.

Description: Conduct an intersection operational analysis. Determine if any changes are necessary based on the current conditions of the intersection. Bid and construct any necessary treatments.

Cost: \$ 20,000





## Task 4: Development of Potential Projects

Project Category: Capacity

Project Number: 7

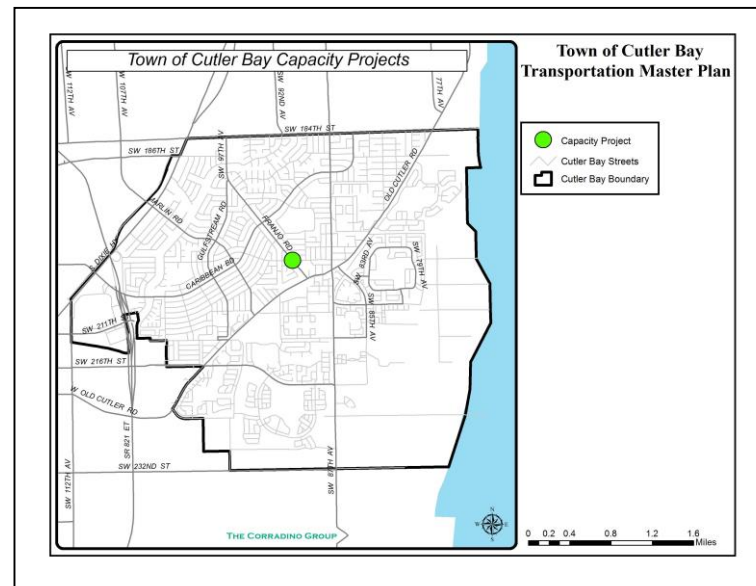
Project Name: Intersection Operational Analysis - Franjo/Cutler Ridge Drive

Purpose: Study operations at the Cutler Ridge Drive/Franjo Road intersection and implement any necessary changes.

Need: Addresses deficiencies found in traffic study.

Description: Conduct an intersection operational analysis. Determine if any changes are necessary based on the current conditions of the intersection. Bid and construct any necessary treatments.

Cost: \$ 8,500



## TASK 4: DEVELOPMENT OF POTENTIAL PROJECTS



Project Category: Capacity

Project Number: 8

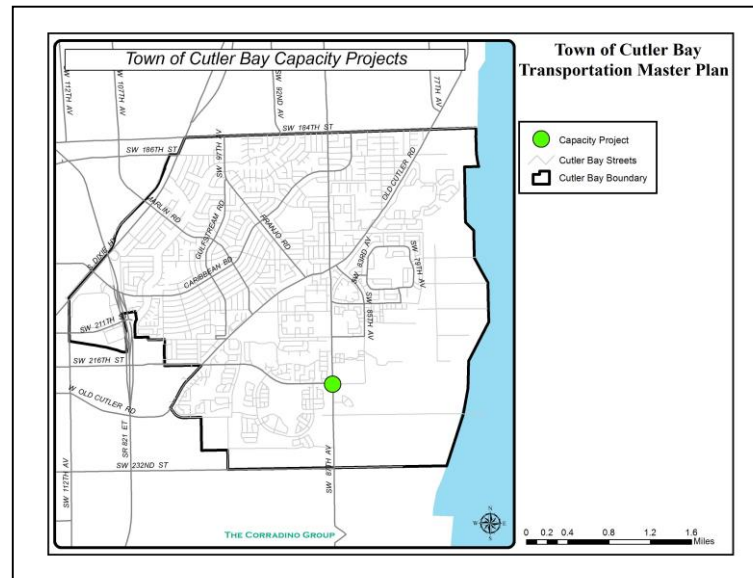
Project Name: Traffic Circle - SW 216th Street/SW 87th Avenue

Purpose: Operational analysis of existing left turn lanes at SW 87th Avenue and SW 216th Street.

Need: Citizen Request/Concern.

Description: Determine via analysis if a left turn lane extension or other treatment is needed at SW 87<sup>th</sup> Avenue and SW 216<sup>th</sup> Street. The Town may then bid out the design and construction as needed.

Cost: \$ 8,500





## Task 4: Development of Potential Projects

Project Category: Capacity

Project Number: 9

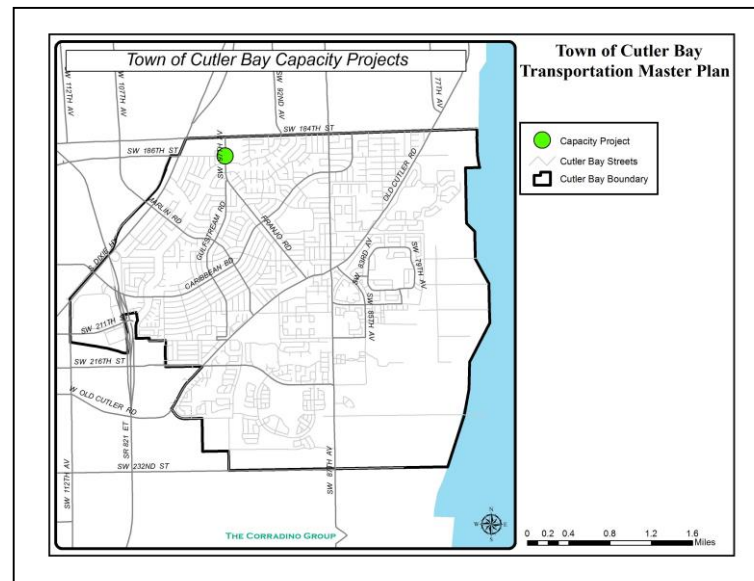
Project Name: Left Turn Lane - Franjo/SW 186<sup>th</sup> Intersection

Purpose: Determine if a left turn lane at Franjo/SW 186<sup>th</sup> intersection is necessary to address traffic back-up.

Need: Addresses deficiencies found in traffic study.

Description: Determine via analysis if a left turn lane is needed at Franjo Road and SW 186<sup>th</sup> Street. The Town may then bid out the design and construction as needed.

Cost: \$ 350,000





## TASK 4: DEVELOPMENT OF POTENTIAL PROJECTS



Project Category: Capacity

Project Number: 10

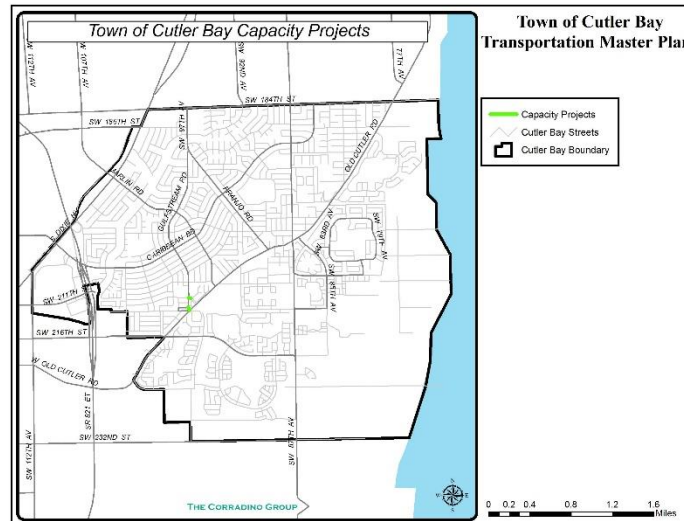
Project Name: Connect SW 97th Avenue to Gulfstream and SW 212th Street

Purpose: Extend SW 97th Avenue to Gulfstream Road to SW 212th Street (Appx. 500 ft.).

Need: Allows for more direct route to Old Cutler Road and SW 212th Street.

Description: Project will involve bidding the design and construction of the roadway.

Cost: \$ 105,000





## Task 4: Development of Potential Projects

Project Category: Capacity

Project Number: 11

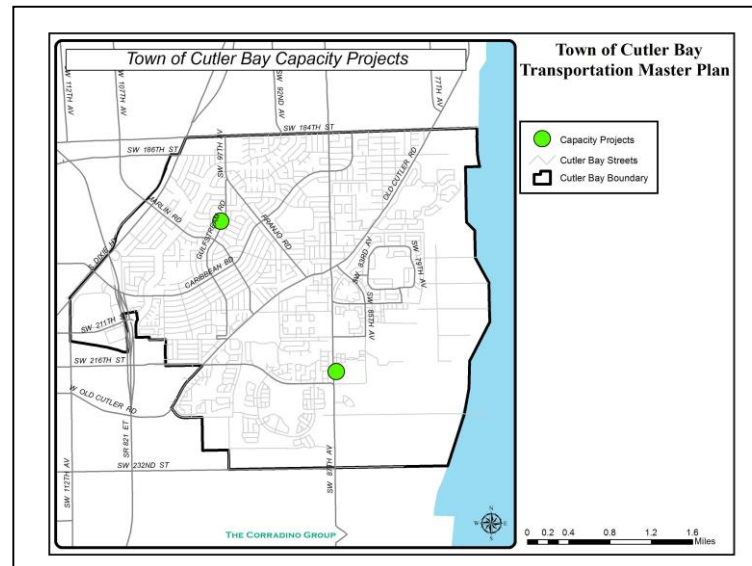
Project Name: School Loading Zones

Purpose: Analysis and implementation of loading zone (drop off and pick-up points) at schools.

Need: Peak hours at schools may cause localized congestion due to dropping off/pick-up children without space to prevent impediment of other flow-through traffic. Primary concerns are Cutler Ridge Middle School, and Wigham Elementary.

Description: Loading zones for schools provide an area where parents or buses can drop off or pick up their children without impeding the flow of normal traffic. In addition, allowing for an area where parents can pull up to may in some cases reduce the need for children to cross the street by providing a drop-off point closer to the entrance.

Cost: \$ 12,000



Project Category: Capacity

Project Number: 12

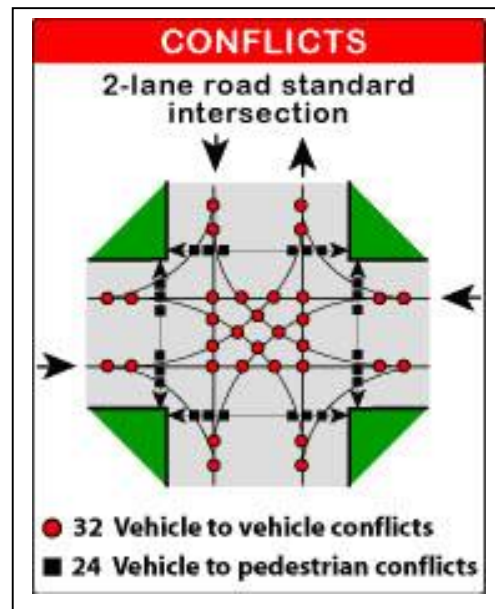
Project Name: Intersection Safety Analysis for Accident Prone Intersections

Purpose: Analyze and address most dangerous intersections.

Need: Safety is a critical priority in Cutler Bay. Each year, the Town should review accident data and locate every accident. The most dangerous 10% should undergo safety operational analysis to recommend remedies.

Description: Preliminary Safety Studies are necessary at each of these intersections to determine what changes, if any, may be needed at each intersection. Should the intersection merit further review based on criteria, additional safety operational studies and implementation of corrective measures should be undertaken at these intersections.

Cost: \$ 100,000





## Task 4: Development of Potential Projects

Project Category: Capacity

Project Number: 13

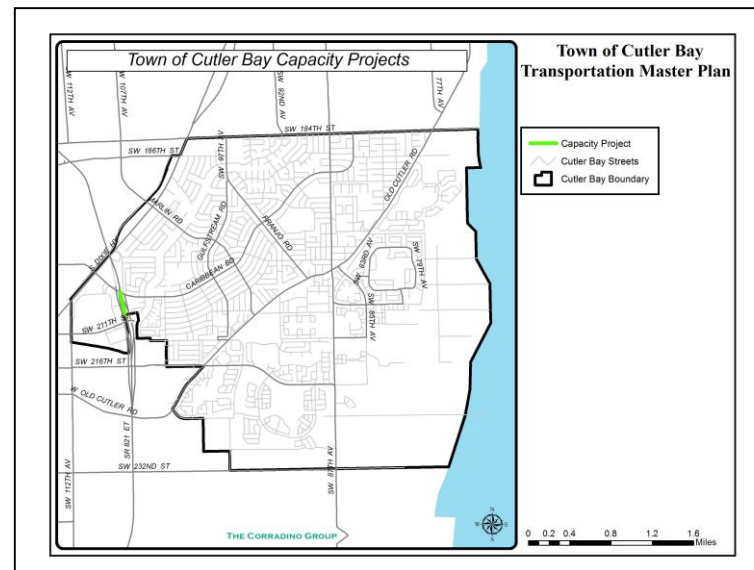
Project Name: Roadway Expansion - Florida Turnpike from 4 to 6 lanes between SW 211th Street and Caribbean Boulevard

Purpose: Add 2 lanes to SR 821 between SW 211th Street and Caribbean Boulevard (Appx. 0.5 mile).

Need: Both current analysis and 2008 Master Plan noted LOS deficiencies in all time horizons.

Description: Additional lanes are necessary to provide for increased capacity on the Turnpike based on project LOS deficiencies. An addition of 2 lanes for this segment will allow for acceptable Level of Service.

Cost: \$ 3,400,000



## TASK 4: DEVELOPMENT OF POTENTIAL PROJECTS



Project Category: Capacity

Project Number: 14

Project Name: Traffic Calming - SW 199th Street (Between SW 87th Avenue and Old Cutler Road)

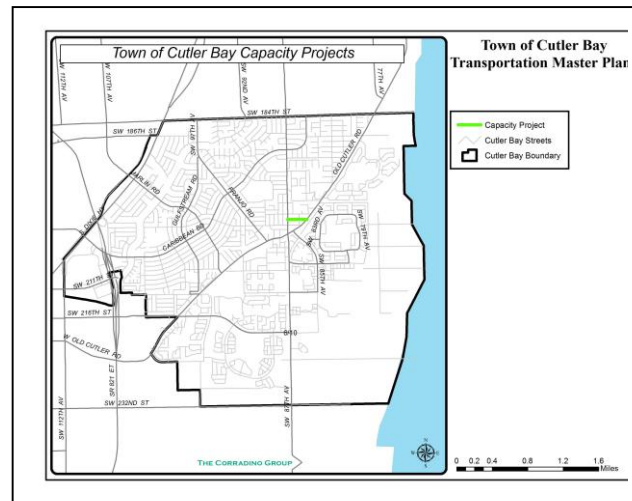
Purpose: Study and implement traffic calming on SW 199th Street.

Need: Addresses deficiencies found in traffic study.

Description: Traffic calming in Miami-Dade County follows procedures as outlined in the Miami-Dade County Traffic Flow Modification(s)/Street Closure(s) Procedure Manual. For each location being evaluated for traffic calming, traffic counts and speeds are taken. An analysis would typically show whether the thresholds for traffic calming have been surpassed. To appropriately justify traffic calming, a traffic volume threshold and one of five other criteria must be met. These criteria include evaluations on whether the speeds at which 85% of motorist travel are more than 10 MPH above the speed limit, or concurrence from affected residents/property owners, which are determined on a case-by-case basis.

Traffic calming includes changes to the roadway system to effect narrowing or to shift the lanes horizontally. Applied techniques range from actual physical roadway constraints, such as traffic circles, chicanes, lateral shifts, neckdowns, and chokers, to visual changes, such as adding trees along the right of way to create an optical illusion of a more narrowly defined space.

Cost: \$ 10,000







## Task 4: Development of Potential Projects

Project Category: Capacity

Project Number: 15

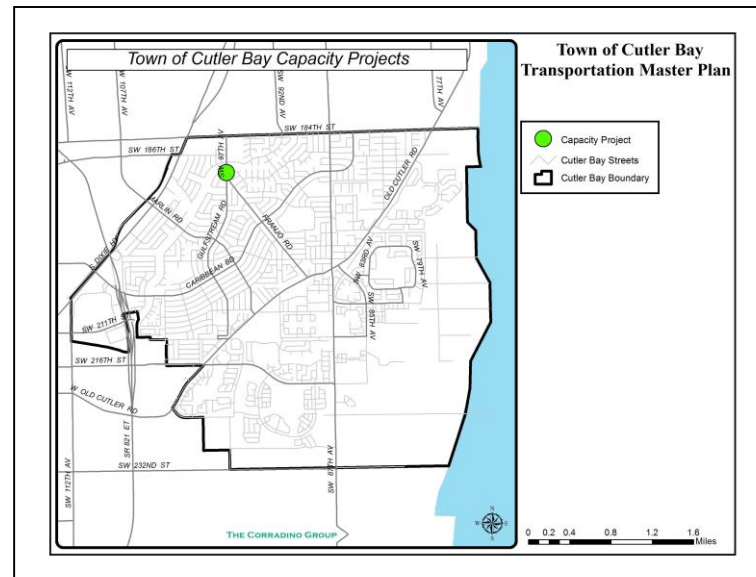
Project Name: Signal Warrant Analysis - Sterling and Franjo

Purpose: Conduct signal warrant analysis at Sterling and Franjo and implement results as necessary.

Need: Noted LOS deficiencies in 2008 Master Plan and current analysis, all time horizons.

Description: A signal warrant analysis should be conducted to determine if a traffic signal is warranted for the intersection. If warranted, the Town can bid out the construction and design.

Cost: \$ 7,000



## TASK 4: DEVELOPMENT OF POTENTIAL PROJECTS



Project Category: Capacity

Project Number: 16

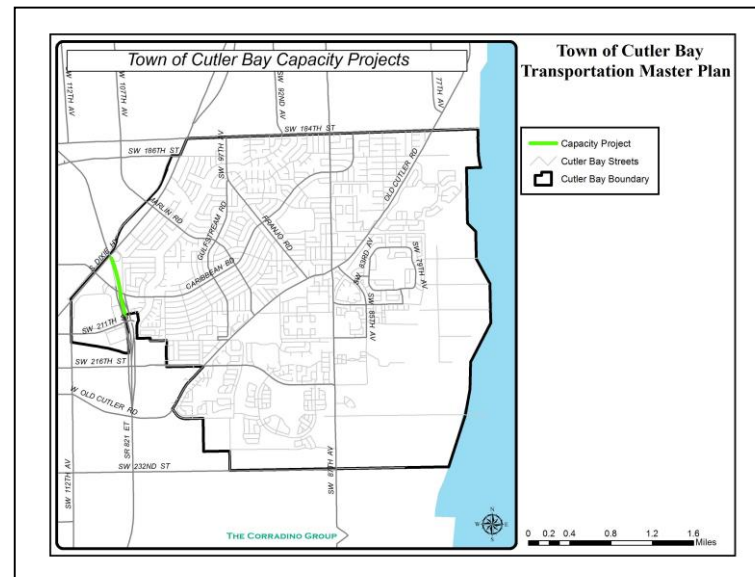
Project Name: Turnpike Interchange @ OCR, NB entrance, SB exit

Purpose: Work with FDOT to have them undertake an Interchange Justification Study to locate and eventually implement ingress/egress from the Turnpike in relation to Old Cutler Road.

Need: Citizen concern. Believed it would relieve through traffic on Old Cutler Road, northbound, as well as relieve congestion on other corridors. Must coordinate with FDOT and Turnpike authorizes to initiate studies. Have additional planning level analysis placed on next LRTP.

Description: The siting of entry/exit points to the Turnpike has an impact on surrounding roadways as it limits the access to the roadway – one cannot simply drive onto the Florida Turnpike, a limited access facility, whenever they please. As a major transit corridor, heavy levels of traffic traverse the Turnpike regularly; points of entry and exit from the system will thus face heavier traffic as well, requiring careful siting to provide optimal relationships with other corridors.

Cost: \$ 50,000





## Task 4: Development of Potential Projects

Project Category: Capacity

Project Number: 17

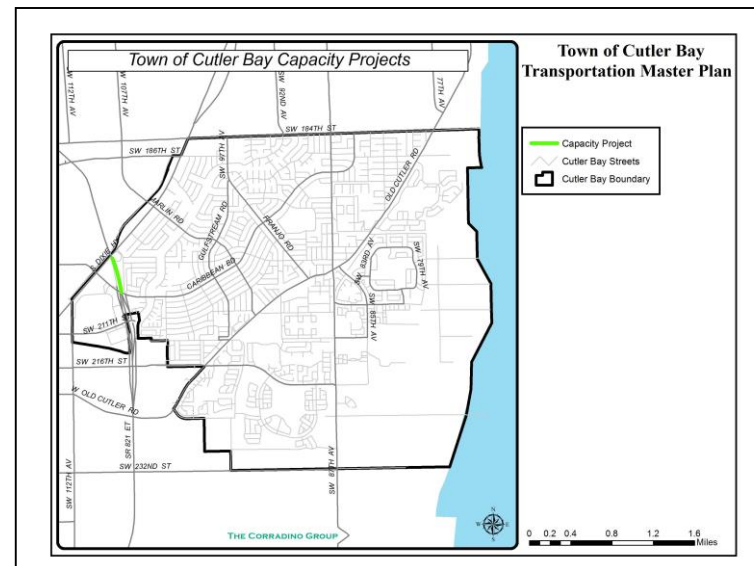
Project Name: Roadway Expansion - Florida Turnpike from 6 to 8 lanes between Caribbean Boulevard and Quail Roost Drive

Purpose: Add 2 lanes to SR 821 between SW 211th Street and Caribbean Boulevard (Appx. 1.34 miles).

Need: Addresses deficiencies found in traffic study.

Description: Additional lanes are necessary to provide for increased capacity on the Turnpike based on project LOS deficiencies. An addition of 2 lanes for this segment will allow for acceptable Level of Service.

Cost: \$ 10,000,000





## Alternative Mode Projects

Alternative Transit projects focus on improvements that affect pedestrian and bicycling environment and public transit services. For all three modes, accessibility to origins and destinations, as well as amenities, such as signage, guide maps, and shaded rest areas, among other factors, provide the basis for evaluation and opportunities for improvements.

Transit projects focus primarily on mass transit and how to improve an individual's access to different areas through the usage of buses, trolleys, or the MetroRail. Pedestrian projects involve an individual's person to walk to their destination. Critical aspects affecting the quality of the pedestrian realm include the connectivity and quality of the system, including perceptions of safety and comfort. Bicycling projects provide dual purposes: they create connections from where one is coming from to where they wish to go, and they may serve as a form of outdoors recreation.



## Task 4: Development of Potential Projects

Project Category: Alternative Mode

Project Number: 1

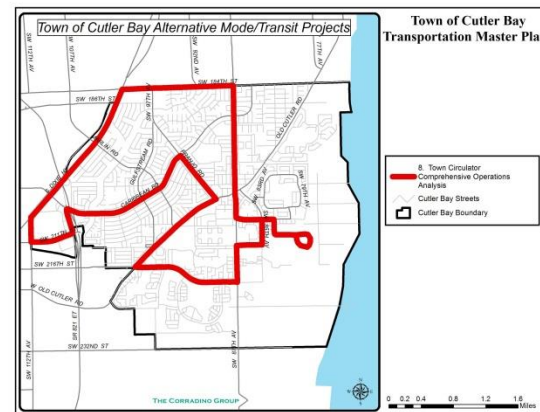
Project Name: Town Circulator Comprehensive Operations Analysis

Purpose: Conduct Study/Operational Analysis of the Town Circulator with consideration of headway times and expansion of days of service, improvement to the bus stop facilities for ADA compliance and general services, and route adjustments to connect to Southland Mall, high schools, and Circulators in adjacent communities.

Need: Addresses citizen requests, American Disabilities Act, and gaps in transit service within Cutler Bay. Allows for greater mobility and potential for regional auto usage reduction.

Description: Using the data available and possibly collecting new data on headways, ridership, boarding's and alighting's by route and stop, as well as public involvement through ridership surveys or workshops, evaluate the performance of the current routes and stops. Devise plan for changing the routes or the service times to include weekend service and increased headways and range of access. In addition, evaluate bidirectional routing for the circulator. Recommendations can then be made for changes, with provided costs for the needed capital, operations and maintenance of the changes.

Cost: \$ 75,000





## TASK 4: DEVELOPMENT OF POTENTIAL PROJECTS



Project Category: Alternative Mode

Project Number: 2

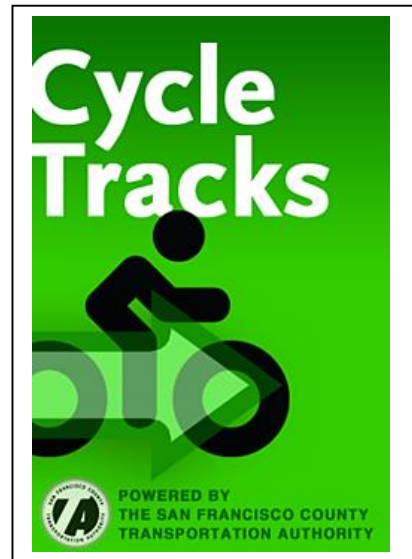
Project Name: Develop technology and applications to collect real-time bicycling data for alternative mode transportation planning

Purpose: Develop and implement usage of bicycling and pedestrian pathways app to collect real-time data for pedestrian/bicycle planning.

Need: Bicycle and pedestrian usage counts are needed in order to better prioritize projects.

Description: Other municipalities around the United States have utilized public participation with GPS enabled technology, such as CycleTracks in San Francisco, to collect real-time usage and routing data from cyclists. This could be adapted for both cyclists and pedestrians using available open-source application source codes in order to collect necessary traffic data which will enable better, in-demand planning for improvements throughout the Town. Implementation of this technology involves adapting existing software to create a Town of Cutler Bay specific application, marketing to ensure usage by the public, and analysis of data collected in order to better prioritize and implement bicycle and pedestrian projects.

Cost: \$ 50,000





## Task 4: Development of Potential Projects

Project Category: Alternative Mode

Project Number: 3

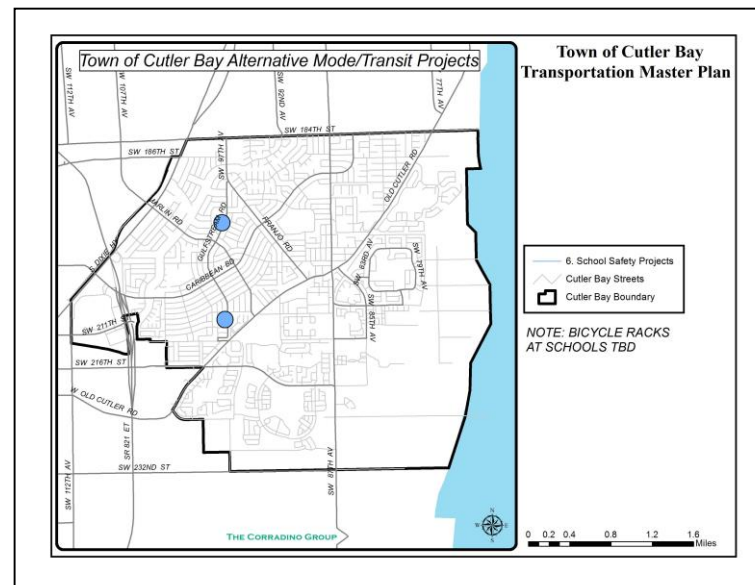
Project Name: School Safety

Purpose: Implement recommendations for Gulfstream Elementary and Cutler Bay Academy of Advanced Studies. Install bicycle racks at schools as needed.

Need: Improvements noted in Safe Routes to School report are necessary to enhance safety and create accessible routes to these two schools. Enhances bicycling mobility and its attractiveness as form of alternative transit.

Description: Implements the results of the 2013 Safe Routes to School Study's recommendations, which includes sidewalks, crosswalks, and other safety improvements. In addition, bicycle racks should be located at these schools. These racks should strive to provide a safe, secure location for storage of bicycles against theft and damage.

Cost: \$ 492, 000



## TASK 4: DEVELOPMENT OF POTENTIAL PROJECTS



Project Category: Alternative Mode

Project Number: 4

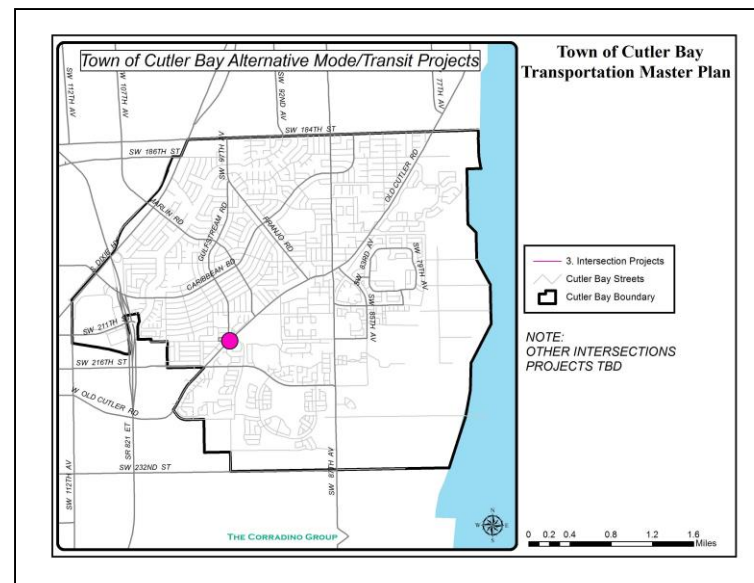
Project Name: Intersection Projects

Purpose: Install pedestrian signals where necessary at intersections within Cutler Bay.

Need: Pedestrian signals enhance the safety of the pedestrian environment at intersections and crosswalks; need determined by LOS analysis from the 2011 Bicycle/Ped Master Plan; corrects deficiencies in the pedestrian network.

Description: Install pedestrian signals at all designated crossing points within the Town. Determine which intersections require additional treatment and implement.

Cost: TBD





## Task 4: Development of Potential Projects

Project Category: Alternative Mode

Project Number: 5

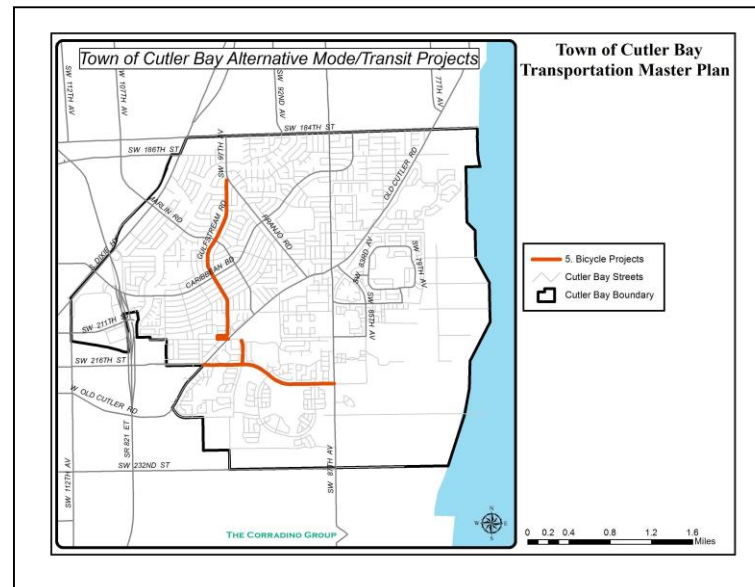
Project Name: Bicycle Projects

Purpose: Install Bicycle lanes in Cutler Bay - Gulfstream Road, SW 216th St between SW 87th Avenue and Old Cutler Road to South Dade Trail, SW 97th Avenue between SW 216th Street and SW 212th Street, from Performing Arts Center to Black Creek Trail, shared use paths.

Need: Provides for a need to fill in gap in network development; enhance bicycle mobility and regional access.

Description: Bicycle lanes provide an alternative mode of transportation, but require a dedicated space in the Right-of-Way. Connections between different areas can be provided in order to link to the Miami-Dade regional system.

Cost: \$ 1,254,000



## TASK 4: DEVELOPMENT OF POTENTIAL PROJECTS



Project Category: Alternative Mode

Project Number: 6

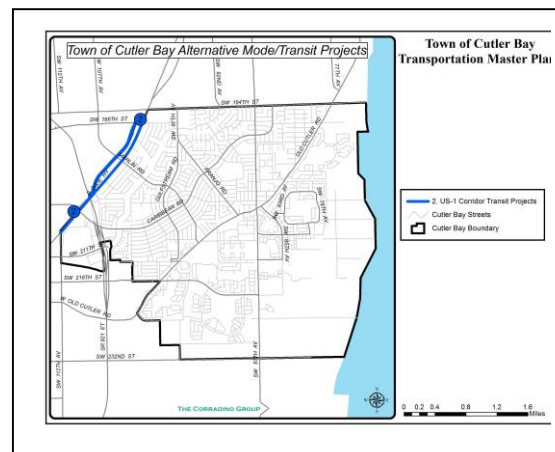
Project Name: US-1 Corridor Transit

Purpose: Install necessary crossing points and pedestrian pathways from major generators to transit points. Provide a Park and Ride feasibility study for the US-1 Busway. Study feasibility of cross access easements.

Need: Provision of Park and Ride facilities with good multimodal connections will aid in encouraging higher transit use. Additional crossing areas as well as sidewalk connections are necessary for enhancement of pedestrian and transit mobility, access to businesses in Cutler Bay, and will reduce "j" walking.

Description: Explore options for providing Park and Ride lots, intermodal transfer centers at the edges of the town. Synergy can be gained by linking with the Managed Lanes concepts and projects where Bus Rapid Transit and Variable Tolling are combined on expressway lanes. Typically a lane or lanes are cordoned off from the general use lanes on an expressway. At the termini of these routes or stops, there may be a need to either park a car to utilize the transit or transfer to another mode of transit to get from the managed lane to the final destination. Develop the concept and work with the Miami Dade MPO, FDOT, MDX to identify managed lanes projects. Along those routes seek potential locations for these facilities. Estimate the cost to acquire, build, design, construct, operate and maintain each. Select an alternative and implement. This project would be a good candidate for an MPO municipal grant, typically due in January of each year.

Cost: \$ 120,000







## Task 4: Development of Potential Projects

Project Category: Alternative Mode

Project Number: 7

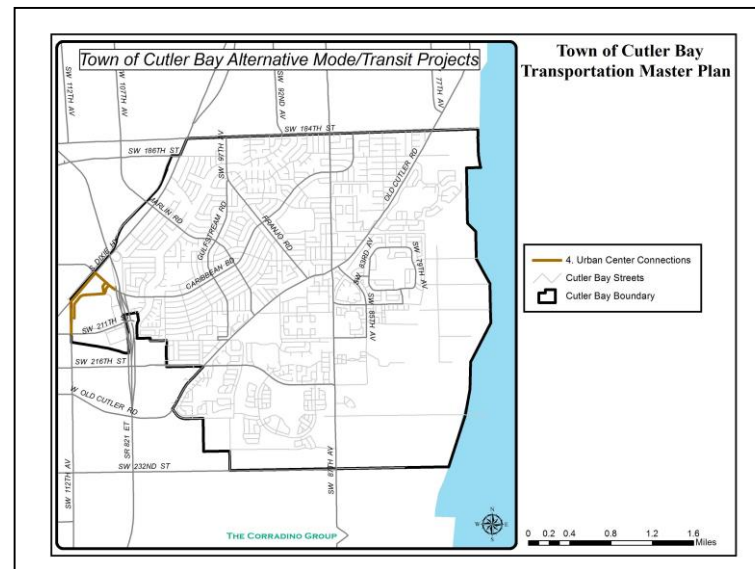
Project Name: Connect Urban Center District

Purpose: Build multiple sidewalk connection to Town Hall from the rest of the network. Provide landscaping along path.

Need: Provides for better pedestrian access from transit to entrance of Town Hall. While there are sidewalks by transit stops, paths to the Town Hall from the closest transit stops generally have to cut through parking lots and are not well defined.

Description: Currently, the Town Hall and other areas of the Civic Center have sidewalks, but these sidewalks do not define direct paths to the entrances of the buildings well. For example, while there are sidewalks next to the bus stop by the Town Hall, the most direct route from the bus stop to the Town Hall runs across landscaping and the parking lot. As the Town Center develops, additional connections are needed in order to better provide pedestrian access to the urban center district.

Cost: TBD



## TASK 4: DEVELOPMENT OF POTENTIAL PROJECTS



Project Category: Alternative Mode

Project Number: 8

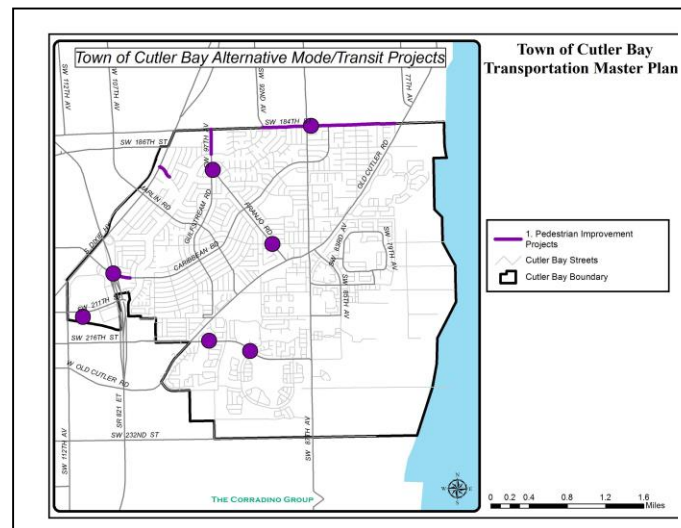
Project Name: Implement Bike/Ped Master Plan and Necessary Pedestrian Improvements

Purpose: Implement 2011 Bike/Ped Master Plan. Upgrade sidewalk facilities and remove obstacles in the Right-of-Way to ensure ADA compliance. Install and repaint crosswalks where necessary. Continuous Evaluation and Maintenance of existing and future sidewalk needs.

Need: Addresses needs determined by LOS analysis in the 2011 Bicycle/Ped Master Plan; corrects deficiencies in pedestrian network which will enhance pedestrian accessibility and mobility.

Description: Locations of missing gaps designated for improvement by the 2011 Bike/Ped Master Plan are noted in the map below. Prioritization of these sidewalk improvements should be based on proximity to residential areas, schools, parks, and bus or trolley stops, and then to existing businesses. Primarily, the purpose is to create a cohesive, connected walking network.

Cost: \$ 250,000



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# IMPLEMENTATION STRATEGY





## TASK 5: IMPLEMENTATION STRATEGY

This chapter presents a priority listing of projects. After detailed consideration of the costs, benefits and community desire, ideas from the initial lists have been utilized, consolidated, or dropped. In creating a formal prioritized listing, projects from the initial lists that had no significant impact because they were not addressing a formal need were generally dropped from consideration. Some projects were consolidated in order to create a more easily read report, but have individual components which may be implemented separately, such filling in specific gaps in the sidewalk system or addressing crosswalk issues at intersections. Redundant projects or ideas that approached a similar problem or area were also consolidated.

The prioritization aspect of the task reviewed the projects nominated and selected for the Project Bank. Each project was evaluated on how well they would address a series of criteria developed from concepts taken from the initial Strategic Plan, the Cutler Bay Growth Management Plan, as well as the ideas stemming from the public involvement portion of this study.

Addressing transportation, land use, effect on intermodal transit, and quality of life issues are important in evaluating the projects. A simplified scoring system was developed measuring how well the projects met the criteria. Eight criteria were utilized in the scoring system:





## Task 5: Implementation Strategy

- Ease of Implementation
- Efficiency
- Effectiveness
- Promotes Safety
- Environmentally Friendly
- Promotes Casual Flow
- Maintains/Enhances Town Character
- Reduces Traffic Intrusion

In the project charts, a green box was colored if the project matched the criteria in a positive manner. A yellow box was colored if the projects were neutral to the criteria. A red box was colored if the projects matched up negatively with the criteria. Those with the most positive ratings were ranked highest.

The goal in prioritization was to rank projects and assign a time horizon in which they could be implemented. Utilizing this prioritization, a list of projects with time horizons was developed.

The initial approach was to undertake projects where mitigated problems could be most easily implemented and then move to projects that could solve Level of Service deficiencies in an inexpensive manner.

The remaining sixty-two (62) projects have been placed in one of several lists:

- 1.** Year 1 – Capital Improvement Program (CIP)
- 2.** Year 2 – CIP
- 3.** Year 3 – CIP
- 4.** Year 4 – CIP
- 5.** Year 5 – CIP

These lists and this Master Plan should act as a guideline for project efforts. It is anticipated that the staff would consider these lists as a component of all the issues that go into the annual budgeting and project prioritization process. They should be revisited each year in an effort to match projects with changing needs of the community and particularly in light of outside funding resources which may be available for these projects. The document should be updated every several years to evaluate changes in traffic volumes, development patterns, funding streams as well as shifts in policy.

## Capacity Projects

The original twenty-five (25) Capacity projects were reviewed, with seventeen (17) projects selected through the prioritization process, representing a potential cost of \$15,678,000.

| CATEGORY/No. | Name                                                                                  | Cost      | Purpose                                                                                                                                        | Need                                                                                                                                                                                                                                            | Ease of Implementation | Efficiency | Effectiveness | Promotes Safety | Environmentally Friendly | Promotes Casual Flow | Maintains/Enhances Town Character | Reduces Traffic Intrusion | Overall Priority | Year |
|--------------|---------------------------------------------------------------------------------------|-----------|------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------|------------|---------------|-----------------|--------------------------|----------------------|-----------------------------------|---------------------------|------------------|------|
| Capacity 1   | SW 216th Street/SW 87th Avenue Left Turn Lanes                                        | \$8,500   | Operational analysis of existing left turn lanes at SW 87th Ave. and SW 216th St.                                                              | Citizen request/concern.                                                                                                                                                                                                                        |                        |            |               |                 |                          |                      |                                   |                           |                  | 1    |
| Capacity 2   | Traffic Circle/Signal - SW 216th Street/SW 92nd Avenue/SW 227th Street Traffic Circle | \$400,000 | Study and determine if a traffic circle is necessary at SW 216th St./SW 92nd Ave./SW 227th St. If feasible enter into design and construction. | Citizen Concern; Peak hours at schools may cause localized congestion due to dropping off/pick-up children without space to prevent impediment of other flow-through traffic.                                                                   |                        |            |               |                 |                          |                      |                                   |                           |                  | 2    |
| Capacity 3   | Traffic Circle - Marlin and Gulfstream                                                | \$400,000 | Study and determine if a traffic circle is necessary at Marlin Road and Gulfstream Road. If feasible enter into design and construction.       | Citizen Concern; Peak hours at schools may cause localized congestion due to dropping off/pick-up children without space to prevent impediment of other flow-through traffic.                                                                   |                        |            |               |                 |                          |                      |                                   |                           |                  | 2    |
| Capacity 4   | Traffic Circle - Marlin and Bel Aire Drive Traffic Circle                             | \$400,000 | Study and determine if a traffic circle is necessary at Marlin Road and Sterling Road. If feasible enter into design and construction.         | Citizen Concern; Peak hours at schools may cause localized congestion due to dropping off/pick-up children without space to prevent impediment of other flow-through traffic.                                                                   |                        |            |               |                 |                          |                      |                                   |                           |                  | 2    |
| Capacity 5   | Traffic Study - Intersection of SW 85th Avenue and Old Cutler Road                    | \$7,000   | Conduct traffic study at Old Cutler Road and SW 85th Avenue.                                                                                   | Traffic Circle installation at SW 87th Avenue and Old Cutler Road has changed traffic flow through speed on Old Cutler Road, and may have an effect ingress/egress to Saga Bay at SW 85th Avenue/Old Cutler Road intersection. Citizen Concern. |                        |            |               |                 |                          |                      |                                   |                           |                  | 2    |
| Capacity 6   | Intersection Analyses - Gulfstream Rd. between Franjo and 184th St.                   | \$20,000  | Intersection and operations analyses on Gulfstream Road between Franjo Road and SW 184th St.                                                   | Noted LOS deficiencies in 2008 Master Plan and current analysis, all time horizons.                                                                                                                                                             |                        |            |               |                 |                          |                      |                                   |                           |                  | 3    |
| Capacity 7   | Intersection Operational Analysis - Franjo/Cutler Ridge Drive                         | \$8,500   | Study operations at the Cutler Ridge Drive/Franjo Road intersection and implement any necessary changes.                                       | Addresses deficiencies found in traffic study.                                                                                                                                                                                                  |                        |            |               |                 |                          |                      |                                   |                           |                  | 3    |
| Capacity 8   | Traffic Circle - SW 216th Street/SW 87th Avenue                                       | \$400,000 | Study and determine if a traffic circle is necessary at SW 216th St./SW 87th Ave. If feasible enter into design and construction.              | Citizen Concern; Peak hours at schools may cause localized congestion due to dropping off/pick-up children without space to prevent impediment of other flow-through traffic.                                                                   |                        |            |               |                 |                          |                      |                                   |                           |                  | 3    |
| Capacity 9   | Left Turn Lane - Franjo/SW 186th Intersection                                         | \$350,000 | Determine if a left turn lane at Franjo/SW 186th intersection is necessary to address traffic back-up.                                         | Addresses deficiencies found in traffic study.                                                                                                                                                                                                  |                        |            |               |                 |                          |                      |                                   |                           |                  | 3    |
| Capacity 10  | Connect SW 97th Avenue to Gulfstream and SW 212th Street                              | \$105,000 | Extend SW 97th Avenue to Gulfstream Road to SW 212th St., (Appx. 500 ft.)                                                                      | Allows for more direct route to Old Cutler Road and SW 212th St.                                                                                                                                                                                |                        |            |               |                 |                          |                      |                                   |                           |                  | 3    |



## Task 5: Implementation Strategy

|             |                                                                                                          |              |                                                                                                                                                                              |                                                                                                                                                                                                                                                                                  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |   |
|-------------|----------------------------------------------------------------------------------------------------------|--------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--|--|--|--|--|--|--|--|--|--|--|--|--|--|---|
| Capacity 11 | School Loading Zones                                                                                     | \$12,000     | Analysis and implementation of loading zone (drop off and pick-up points) at schools.                                                                                        | Peak hours at schools may cause localized congestion due to dropping off/pick-up children without space to prevent impediment of other flow-through traffic. Primary concerns are Cutler Ridge Middle School, and Wigham Elementary.                                             |  |  |  |  |  |  |  |  |  |  |  |  |  |  | 3 |
| Capacity 12 | Intersection Safety Analysis for Accident Prone Intersections                                            | \$100,000    | Analyze and address most dangerous intersections.                                                                                                                            | Safety is a critical priority in Cutler Bay. Each year, the Town should review accident data and locate every accident. The most dangerous 10% should undergo safety operational analysis to recommend remedies.                                                                 |  |  |  |  |  |  |  |  |  |  |  |  |  |  | 3 |
| Capacity 13 | Roadway Expansion - Florida Turnpike from 4 to 6 lanes between SW 211th St and Caribbean Boulevard       | \$3,367,126  | Add 2 lanes to SR 821 between SW 211th St. and Caribbean Boulevard (Appx. 0.5 mile).                                                                                         | Both current analysis and 2008 Master Plan noted LOS deficiencies in all time horizons.                                                                                                                                                                                          |  |  |  |  |  |  |  |  |  |  |  |  |  |  | 4 |
| Capacity 14 | Traffic Calming - SW 199th St (Between SW 87th Avenue and Old Cutler Road)                               | \$10,000     | Study and implement traffic calming on SW 199th St.                                                                                                                          | Addresses deficiencies found in traffic study.                                                                                                                                                                                                                                   |  |  |  |  |  |  |  |  |  |  |  |  |  |  | 4 |
| Capacity 15 | Signal Warrant Analysis - Sterling and Franjo                                                            | \$7,000      | Conduct signal warrant analysis at Sterling and Franjo and implement results as necessary.                                                                                   | Noted LOS deficiencies in 2008 Master Plan and current analysis, all time horizons.                                                                                                                                                                                              |  |  |  |  |  |  |  |  |  |  |  |  |  |  | 4 |
| Capacity 16 | Turnpike Interchange @ OCR, NB entrance, SB exit                                                         | \$50,000     | Work with FDOT to have them undertake an Interchange Justification Study to locate and eventually implement ingress/egress from the Turnpike in relation to Old Cutler Road. | Citizen concern. Believed it would relieve through traffic on Old Cutler Road, northbound, as well as relieve congestion on other corridors. Must coordinate with FDOT and Turnpike authorizes to initiate studies. Have additional planning level analysis placed on next LRTP. |  |  |  |  |  |  |  |  |  |  |  |  |  |  | 5 |
| Capacity 17 | Roadway Expansion - Florida Turnpike from 6 to 8 lanes between Caribbean Boulevard and Quail Roost Drive | \$10,000,000 | Add 2 lanes to SR 821 between SW 211th St. and Caribbean Boulevard (Appx. 1.34 miles).                                                                                       | Addresses deficiencies found in traffic study.                                                                                                                                                                                                                                   |  |  |  |  |  |  |  |  |  |  |  |  |  |  | 5 |

### Corridor Enhancement Projects:

Of the original sixteen (16) Corridor Enhancement projects, twelve (12) were selected through the prioritization process, representing \$2,787,000 in potential costs.

| CATEGORY/No.            | Name                                                                                               | Cost        | Purpose                                                                                                                                  | Need                                                                                                                                                                                | Ease of Implementation | Efficiency | Effectiveness | Promotes Safety | Environmentally Friendly | Promotes Casual Flow | Maintains/Enhances Town Character | Reduces Traffic Intrusion | Overall Priority | Year |
|-------------------------|----------------------------------------------------------------------------------------------------|-------------|------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------|------------|---------------|-----------------|--------------------------|----------------------|-----------------------------------|---------------------------|------------------|------|
| Corridor Enhancement 1  | Road Connection - Cutler Ridge Drive/SW 200th St. - Connect to Old Cutler Road                     | \$190,000   | Connect Cutler Ridge Drive/SW 200th St. to Old Cutler Road, appx. 200 ft.                                                                | Addresses gap in the roadway network. Provides mobility and capacity.                                                                                                               |                        |            |               |                 |                          |                      |                                   |                           |                  | 1    |
| Corridor Enhancement 2  | Truck Routing Study Throughout Major Corridors                                                     | \$20,000    | Evaluate appropriate truck routes, to assure trucks are provided a clear path through the community.                                     | Truck traffic management will help the Town with increasing mobility.                                                                                                               |                        |            |               |                 |                          |                      |                                   |                           |                  | 1    |
| Corridor Enhancement 3  | Street Repaving Program                                                                            | \$2,100,000 | Continue to maintain and repave roadways as necessary.                                                                                   | Provides greater access and promotes traffic dispersion. Requires coordination with MDCPW.                                                                                          |                        |            |               |                 |                          |                      |                                   |                           |                  | 1    |
| Corridor Enhancement 4  | Operational Analysis - Franjo/Cutler Ridge Drive                                                   | \$10,000    | Determine exact problem and most efficient way to mitigate.                                                                              | Visual Obstruction at Intersection.                                                                                                                                                 |                        |            |               |                 |                          |                      |                                   |                           |                  | 2    |
| Corridor Enhancement 5  | Operational Analysis - Marlin Road between Old Cutler Road and SW 107th Ave.                       | \$200,000   | Conduct operational analysis on Marlin Road between Old Cutler Road and SW 107th Ave. Will lead to design and construction if warranted. | Marlin Road between US-1 and Caribbean Boulevard failing LOS in 2008, 2014; Marlin Road between Old Cutler Road and SW 107th Ave. below adopted level of service standards by 2035. |                        |            |               |                 |                          |                      |                                   |                           |                  | 2    |
| Corridor Enhancement 6  | Signal Progression Analysis - for US-1, Marlin, Old Cutler Road, SW 184th St., Franjo/SW 97th Ave. | \$130,000   | Evaluate the main corridors' signal progression.                                                                                         | Adequate signal progression can improve a safe, casual flow of vehicles, moving more traffic while maintaining moderate speeds and a safe pedestrian environment.                   |                        |            |               |                 |                          |                      |                                   |                           |                  | 2    |
| Corridor Enhancement 7  | Stop Sign/Traffic Signal Warrant Analysis - SW 216th St. and SW 92nd Avenue                        | \$7,000     | Determine whether stop signs/traffic signal/traffic circle are necessary at SW 216th St. and SW 92nd Ave.                                | Based on traffic on SW 216th St. Citizen concerns.                                                                                                                                  |                        |            |               |                 |                          |                      |                                   |                           |                  | 2    |
| Corridor Enhancement 8  | Street Lights - SW 87th Ave.                                                                       | \$100,000   | Install street lights on SW 87th Ave. (\$8000/light).                                                                                    | Current lighting levels are inadequate.                                                                                                                                             |                        |            |               |                 |                          |                      |                                   |                           |                  | 3    |
| Corridor Enhancement 9  | Traffic Calming - Marlin Road @ Belle Aire Elementary                                              | \$10,000    | Calm speeding and enhance pedestrian safety near Belle Aire Elementary.                                                                  | Reduces traffic speeds on Marlin Road by the Elementary School during school drop off/pick up times. Citizen Complaints.                                                            |                        |            |               |                 |                          |                      |                                   |                           |                  | 4    |
| Corridor Enhancement 10 | Address Electronic Digital Monument Sign on Marlin Road                                            | \$3,000     | Determine whether Electronic Digital Monument Sign on Marlin Rd. should be constructed.                                                  | Citizen complaints related to monument signs. Lack of road entry feature on Marlin and US-1.                                                                                        |                        |            |               |                 |                          |                      |                                   |                           |                  | 4    |
| Corridor Enhancement 11 | Traffic Calming - SW 87th Avenue: between Eureka (SW 184th St.) to Old Cutler Road                 | \$10,000    | Study and implement traffic calming between Eureka (SW 184th St.) to Old Cutler Road.                                                    | Citizens complain about high volumes and speeding along the SW 87th Avenue Corridor.                                                                                                |                        |            |               |                 |                          |                      |                                   |                           |                  | 5    |
| Corridor Enhancement 12 | Remove Parking on Swale (SW 184th Street, Franjo Road)                                             | \$7,000     | Prohibit parking on swale on SW 184th St. and Franjo Rd.                                                                                 | Parking in this area destroys landscaping and sod. Visual obstruction. Citizen complaints.                                                                                          |                        |            |               |                 |                          |                      |                                   |                           |                  | 5    |



## Task 5: Implementation Strategy

### Policy Projects

The original twenty-three (23) Policy projects were ranked and compiled, with some projects from other sections being reclassified as more policy oriented projects for the Town. Policy projects represent twenty-five (25) projects at a potential cost of \$295,000.

| CATEGORY/No. | Name                                                                                                      | Cost     | Purpose                                                                                                                                                                  | Need                                                                                                                                                                                                        | Ease of Implementation | Efficiency | Effectiveness | Promotes Safety | Environmentally Friendly | Promotes Casual Flow | Maintains/Enhances Town Character | Reduces Traffic Intrusion | Overall Priority | Year |
|--------------|-----------------------------------------------------------------------------------------------------------|----------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------|------------|---------------|-----------------|--------------------------|----------------------|-----------------------------------|---------------------------|------------------|------|
| Policy 1     | Revise development regulations to encourage pedestrian friendly urban design and buildings at street edge | \$15,000 | Revise land development regulations to place buildings closer to street ROW and parking behind buildings.                                                                | Provides for pedestrian friendly design in future development; enhances pedestrian mobility. Field observations during study indicate land use patterns create more automobile trips.                       |                        |            |               |                 |                          |                      |                                   |                           |                  | 1    |
| Policy 2     | Define Cost Recovery Process For Private Development                                                      | \$       | Reinforce cost recovery processes in Cutler Bay to assure that municipal resources used for development review is paid for by applicants as appropriate.                 | Cost recovery is necessary in order to preserve governmental funds with development when government services are being provided to non-governmental entities.                                               |                        |            |               |                 |                          |                      |                                   |                           |                  | 1    |
| Policy 3     | Promote Local Economic Development                                                                        | TBD      | Adopt policies and goals to increase local jobs and service sector opportunities.                                                                                        | Providing more needed services locally and local jobs will help to address trends of high-flow through traffic and increasing travel times to work found in analysis.                                       |                        |            |               |                 |                          |                      |                                   |                           |                  | 1    |
| Policy 4     | Continue Townwide Streetscape Program - Livable Communities Program                                       | \$30,000 | Continue to evaluate main corridor rights of way and implement street scape programs, including street trees, benches, trash cans, lighting, and other street furniture. | Aesthetics are important to enhancing the character of the Town and are vital for the development of the pedestrian and bicycling modes of travel. From 2008 Transportation Master Plan.                    |                        |            |               |                 |                          |                      |                                   |                           |                  | 1    |
| Policy 5     | Actively coordinate with other governments and agencies                                                   | \$       | Coordinate with other regional governments to help plan the regional network.                                                                                            | Many issues impacting Cutler Bay also impact all of South Dade and the US-1 Corridor. Coordination and communication with neighboring communities will help arrive at common solutions for common problems. |                        |            |               |                 |                          |                      |                                   |                           |                  | 1    |
| Policy 6     | Support connecting all County Greenways                                                                   | \$       | Support connecting all County greenways.                                                                                                                                 | Provides for a connected County system which enhances bicycling/pedestrian mobility regionally. From 2008 Master Plan.                                                                                      |                        |            |               |                 |                          |                      |                                   |                           |                  | 1    |
| Policy 7     | Adopt and Encourage Further Development of County Bicycle Network                                         | \$       | Support Miami-Dade County in development of additional bicycling infrastructure in the South Dade Area.                                                                  | Additional linkages connected to the Town's bicycling infrastructure will increase bicycling mobility and provides for increased regional access. From 2008 Master Plan.                                    |                        |            |               |                 |                          |                      |                                   |                           |                  | 1    |
| Policy 8     | Liaison with South Florida Commuter Services                                                              | TBD      | Liaise with the South Florida Commuter Services regarding programs usable or needed by Town residents.                                                                   | Promote ride-sharing options for commuters.                                                                                                                                                                 |                        |            |               |                 |                          |                      |                                   |                           |                  | 1    |
| Policy 9     | Support Increased MDT headways                                                                            | \$       | Support increased frequency of bus service in the Town.                                                                                                                  | Increased frequency of bus service allows transit to have better access and be more competitive against auto usage.                                                                                         |                        |            |               |                 |                          |                      |                                   |                           |                  | 1    |
| Policy 10    | Search for Federal Partnerships on pilot transit/transportation programs                                  | \$5,000  | Research and apply for federal monies to enact local transportation/transit programs.                                                                                    | Grant monies will assist the Town in completing necessary improvements in a timely manner.                                                                                                                  |                        |            |               |                 |                          |                      |                                   |                           |                  | 1    |
| Policy 11    | Bicycle/Pedestrian Committee                                                                              | \$       | Implement a Bicycle/Pedestrian Committee, to meet on a quarterly basis.                                                                                                  | Allows Citizens to provide regular feedback for consideration by the Town on pedestrian/bicycling projects, facility maintenance, and plan implementation. From 2008 Master Plan.                           |                        |            |               |                 |                          |                      |                                   |                           |                  | 1    |
| Policy 12    | Support County Funding for Transit                                                                        | TBD      | Support additional funding for transit in Miami-Dade County.                                                                                                             | Additional funding is needed to enhance service frequency and access for mass transit to be able to effectively compete with and reduce auto usage.                                                         |                        |            |               |                 |                          |                      |                                   |                           |                  | 1    |
| Policy 13    | Support MDX Reallocation of Funding to Transit                                                            | TBD      | Support reallocation of additional funding to transit.                                                                                                                   | Additional transit services is necessary to develop mobility, and requires more funding.                                                                                                                    |                        |            |               |                 |                          |                      |                                   |                           |                  | 1    |



## Task 5: Implementation Strategy



|           |                                                                                                         |          |                                                                                                                                                                 |                                                                                                                                                                                                                                                                             |  |  |  |  |  |  |  |  |  |  |  |  |  |              |
|-----------|---------------------------------------------------------------------------------------------------------|----------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--|--|--|--|--|--|--|--|--|--|--|--|--|--------------|
| Policy 14 | Support MDT Grid Initiative                                                                             | TBD      | To implement greater mobility within the parameters of the existing transit cost structure.                                                                     | Circuitous routes increase costs, travel time, and trip planning complexity.                                                                                                                                                                                                |  |  |  |  |  |  |  |  |  |  |  |  |  | 1            |
| Policy 15 | Maintain Local Agency Program certification                                                             | \$-      | Maintain FDOT Local Agency certification to assist in funding processes for transportation projects.                                                            | LAP certification is necessary for many funding grants from FDOT, and must be renewed every 3 years [2015, 2018]. Continuation from 2008 Master Plan.                                                                                                                       |  |  |  |  |  |  |  |  |  |  |  |  |  | 1 and 4      |
| Policy 16 | Allow Cross Access Easements                                                                            | \$15,000 | Study feasibility and impacts of cross access easements.                                                                                                        | Cross access easements would allow vehicles and pedestrians to cross between properties along transportation corridors like US-1 without having to reenter the roadway facility. This would improve traffic flow and safety.                                                |  |  |  |  |  |  |  |  |  |  |  |  |  | 2            |
| Policy 17 | Coordinate with Miami Dade County and Palmetto Bay in regards to the future development of SW 184th St. | \$-      | Coordinate with County and Palmetto Bay in regards to the future development of SW 184th St.                                                                    | SW 184th St. is on the border with Palmetto Bay; as an arterial, considerations of flow-through traffic from the rest of the County is important for the road's future development.                                                                                         |  |  |  |  |  |  |  |  |  |  |  |  |  | 3            |
| Policy 18 | Removal of Bus Shelter Advertising                                                                      | \$-      | Reduce or eliminate advertising at bus stops in the Town of Cutler Bay.                                                                                         | Citizen Complaints. Use of advertising on public right-of-way.                                                                                                                                                                                                              |  |  |  |  |  |  |  |  |  |  |  |  |  | 3            |
| Policy 19 | Traffic Enforcement                                                                                     | TBD      | Provide a higher level of traffic enforcement at certain locations.                                                                                             | Citizen complaints. A primary form of traffic calming is enforcement. Increased enforcement of speeding and stop sign running at locations identified as problems will act as a first step in traffic calming, as well as assisting local police in assessing the problems. |  |  |  |  |  |  |  |  |  |  |  |  |  | 3            |
| Policy 20 | Complete Streets/Connections                                                                            | \$25,000 | Create and adopt specific and consistent guidelines for streets to accommodate all modes of travel.                                                             | Design guidelines will allow for positively guided future development.                                                                                                                                                                                                      |  |  |  |  |  |  |  |  |  |  |  |  |  | 3            |
| Policy 21 | Designate and Implement Shared Parking within Cutler Bay                                                | TBD      | Designate locations close to commercial areas in Cutler Bay and build shared parking with pedestrian connections to local businesses.                           | Little shared parking exists in Cutler Bay, segregated parking system adds to local congestion by creating auto trips which could have been walked or biked.                                                                                                                |  |  |  |  |  |  |  |  |  |  |  |  |  | 4            |
| Policy 22 | Park and Ride Facilities in Cutler Bay                                                                  | \$75,000 | Study locations within Cutler Bay for shared parking which can be placed near Busway and/or the Circulator, and provide for land use designations as necessary. | Bus and ride facilities will allow for shared parking and increased transit usage.                                                                                                                                                                                          |  |  |  |  |  |  |  |  |  |  |  |  |  | 4            |
| Policy 23 | Evaluate Adoption of Policy Against Red Light Cameras                                                   | \$15,000 | Study and evaluate whether red light cameras should be utilized or banned in Cutler Bay.                                                                        | Citizen Request. Evaluation of effectiveness of current red light program.                                                                                                                                                                                                  |  |  |  |  |  |  |  |  |  |  |  |  |  | 5            |
| Policy 24 | Examine Usage of Golf Carts on County Roads                                                             | \$15,000 | Examine feasibility of being able to utilize golf carts on County Roads. May need reexamination of Town Ordinance 10-03.                                        | Golf carts may provide an alternative, green form of transportation for local convenience trips. They also are restricted by Miami Dade County in certain instances.                                                                                                        |  |  |  |  |  |  |  |  |  |  |  |  |  | 5            |
| Policy 25 | Concurrency Management System                                                                           | \$50,000 | Continue implementation of system to track and manage concurrency as mandated by law.                                                                           | System development will allow for tracking of remaining capacities in all categories.                                                                                                                                                                                       |  |  |  |  |  |  |  |  |  |  |  |  |  | Years 1 to 5 |



## Task 5: Implementation Strategy

### Alternative Mode Projects

The Alternative Mode projects were condensed into eight (8) projects from the original fifty-five (55), at a potential cost of \$2,250,000.

| CATEGORY/No.       | Name                                                                                                                 | Cost        | Purpose                                                                                                                                                                                                                                                                                                                    | Need                                                                                                                                                                                                                                                                                                            | Ease of Implementation | Efficiency | Effectiveness | Promotes Safety | Environmentally Friendly | Promotes Casual Flow | Maintains/Enhances Town Character | Reduces Traffic Intrusion | Overall Priority | Year         |
|--------------------|----------------------------------------------------------------------------------------------------------------------|-------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------|------------|---------------|-----------------|--------------------------|----------------------|-----------------------------------|---------------------------|------------------|--------------|
| Alternative Mode 1 | Town Circulator Comprehensive Operations Analysis                                                                    | \$75,000    | Conduct Study/Operational Analysis of the Town Circulator with consideration of headway times and expansion of days of service, improvement to the bus stop facilities for ADA compliance and general services, and route adjustments to connect to Southland Mall, high schools, and Circulators in adjacent communities. | Addresses citizen requests, American Disabilities Act, and gaps in transit service within Cutler Bay. Allows for greater mobility and potential for regional auto usage reduction.                                                                                                                              |                        |            |               |                 |                          |                      |                                   |                           |                  | 1            |
| Alternative Mode 2 | Develop technology and applications to collect real-time bicycling data for alternative mode transportation planning | \$50,000    | Develop and implement usage of bicycling and pedestrian pathways app to collect real-time data for pedestrian/bicycle planning.                                                                                                                                                                                            | Bicycle and pedestrian usage counts are needed in order to better prioritize projects.                                                                                                                                                                                                                          |                        |            |               |                 |                          |                      |                                   |                           |                  | 1            |
| Alternative Mode 3 | School Safety                                                                                                        | \$492,000   | Implement recommendations for Gulfstream Elementary and Cutler Bay Academy of Advanced Studies. Install bicycle racks at schools as needed.                                                                                                                                                                                | Improvements noted in Safe Routes to School report are necessary to enhance safety and create accessible routes to these two schools. Enhances bicycling mobility and its attractiveness as form of alternative transit.                                                                                        |                        |            |               |                 |                          |                      |                                   |                           |                  | 1 and 2      |
| Alternative Mode 4 | Intersection Projects                                                                                                | TBD         | Install pedestrian signals where necessary at intersections within Cutler Bay.                                                                                                                                                                                                                                             | Pedestrian signals enhance the safety of the pedestrian environment at intersections and crosswalks; need determined by LOS analysis from the 2011 Bicycle/Ped Master Plan; corrects deficiencies in the pedestrian network.                                                                                    |                        |            |               |                 |                          |                      |                                   |                           |                  | 2            |
| Alternative Mode 5 | Bicycle Projects                                                                                                     | \$1,254,000 | Install Bicycle lanes in Cutler Bay - Gulfstream Road, SW 216th St between SW 87th Avenue and Old Cutler Road to South Dade Trail, SW 97th Ave. between SW 216th Street and SW 212th Street, from Performing Arts Center to Black Creek Trail, shared use paths.                                                           | Provides for a need to fill in gap in network development; enhance bicycle mobility and regional access.                                                                                                                                                                                                        |                        |            |               |                 |                          |                      |                                   |                           |                  | 2            |
| Alternative Mode 6 | US-1 Corridor Transit                                                                                                | \$75,000    | Install necessary crossing points and pedestrian pathways from major generators to transit points. Provide a Park and Ride feasibility study for the US-1 Busway. Study feasibility of cross access easements.                                                                                                             | Provision of Park and Ride facilities with good multimodal connections will aid in encouraging higher transit use. Additional crossing areas as well as sidewalk connections are necessary for enhancement of pedestrian and transit mobility, access to businesses in Cutler Bay, and will reduce "J" walking. |                        |            |               |                 |                          |                      |                                   |                           |                  | 3            |
| Alternative Mode 7 | Connect Urban Center District                                                                                        | \$7,500     | Build multiple sidewalk connections to Town Hall from the rest of the network. Provide landscaping along path.                                                                                                                                                                                                             | Provides for better pedestrian access from transit to entrance of Town Hall. While there are sidewalks by transit stops, paths to the Town Hall from the closest transit stops generally have to cut through parking lots and are not well defined.                                                             |                        |            |               |                 |                          |                      |                                   |                           |                  | 3            |
| Alternative Mode 8 | Implement Bike/Ped Master Plan and Necessary Pedestrian Improvements                                                 | \$300,000   | Implement 2011 Bike/Ped Master Plan. Upgrade sidewalk facilities and remove obstacles in the Right-of-Way to ensure ADA compliance. Install and repaint crosswalks where necessary. Continuous Evaluation and Maintenance of existing and future sidewalk needs.                                                           | Addresses needs determined by LOS analysis in the 2011 Bicycle/Ped Master Plan; corrects deficiencies in pedestrian network which will enhance pedestrian accessibility and mobility.                                                                                                                           |                        |            |               |                 |                          |                      |                                   |                           |                  | Years 1 to 5 |



## Capital Improvement Projects YEAR 1

| Category/No.     | Name                                                                                                      | Cost     | Purpose                                                                                                                                                                  | Need                                                                                                                                                                                                        |
|------------------|-----------------------------------------------------------------------------------------------------------|----------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Policy 1</b>  | Revise development regulations to encourage pedestrian friendly urban design and buildings at street edge | \$15,000 | Revise land development regulations to place buildings closer to street ROW and parking behind buildings.                                                                | Provides for pedestrian friendly design in future development; enhances pedestrian mobility. Field observations during study indicate land use patterns create more automobile trips.                       |
| <b>Policy 2</b>  | Define Cost Recovery Process For Private Development                                                      | \$ -     | Reinforce cost recovery processes in Cutler Bay to assure that municipal resources used for development review is paid for by applicants as appropriate.                 | Cost recovery is necessary in order to preserve governmental funds with development when government services are being provided to non-governmental entities.                                               |
| <b>Policy 3</b>  | Promote Local Economic Development                                                                        | TBD      | Adopt policies and goals to increase local jobs and service sector opportunities.                                                                                        | Providing more needed services locally and local jobs will help to address trends of high-flow through traffic and increasing travel times to work found in analysis.                                       |
| <b>Policy 4</b>  | Continue Townwide Streetscape Program - Livable Communities Program                                       | \$30,000 | Continue to evaluate main corridor rights of way and implement street scape programs, including street trees, benches, trash cans, lighting, and other street furniture. | Aesthetics are important to enhancing the character of the Town and are vital for the development of the pedestrian and bicycling modes of travel. From 2008 Transportation Master Plan.                    |
| <b>Policy 5</b>  | Actively coordinate with other governments and agencies                                                   | \$ -     | Coordinate with other regional governments to help plan the regional network.                                                                                            | Many issues impacting Cutler Bay also impact all of South Dade and the US-1 Corridor. Coordination and communication with neighboring communities will help arrive at common solutions for common problems. |
| <b>Policy 6</b>  | Support connecting all County Greenways                                                                   | \$ -     | Support connecting all County greenways.                                                                                                                                 | Provides for a connected County system which enhances bicycling/pedestrian mobility regionally. From 2008 Master Plan.                                                                                      |
| <b>Policy 7</b>  | Adopt and Encourage Further Development of County Bicycle Network                                         | \$ -     | Support Miami-Dade County in development of additional bicycling infrastructure in the South Dade Area.                                                                  | Additional linkages connected to the Town's bicycling infrastructure will increase bicycling mobility and provides for increased regional access. From 2008 Master Plan.                                    |
| <b>Policy 7</b>  | Liaison with South Florida Commuter Services                                                              | TBD      | Liaise with the South Florida Commuter Services regarding programs usable or needed by Town residents.                                                                   | Promote ride-sharing options for commuters.                                                                                                                                                                 |
| <b>Policy 8</b>  | Support Increased MDT headways                                                                            | \$ -     | Support increased frequency of bus service in the Town.                                                                                                                  | Increased frequency of bus service allows transit to have better access and be more competitive against auto usage.                                                                                         |
| <b>Policy 9</b>  | Search for Federal Partnerships on pilot transit/transportation programs                                  | \$5,000  | Research and apply for federal monies to enact local transportation/transit programs.                                                                                    | Grant monies will assist the Town in completing necessary improvements in a timely manner.                                                                                                                  |
| <b>Policy 10</b> | Bicycle/Pedestrian Committee                                                                              | \$ -     | Implement a Bicycle/Pedestrian Committee, to meet on a quarterly basis.                                                                                                  | Allows Citizens to provide regular feedback for consideration by the Town on pedestrian/bicycling projects, facility maintenance, and plan implementation. From 2008 Master Plan.                           |
| <b>Policy 11</b> | Support County Funding for Transit                                                                        | TBD      | Support additional funding for transit in Miami-Dade County.                                                                                                             | Additional funding is needed to enhance service frequency and access for mass transit to be able to effectively compete with and reduce auto usage.                                                         |
| <b>Policy 12</b> | Support MDX Reallocation of Funding to Transit                                                            | TBD      | Support reallocation of additional funding to transit.                                                                                                                   | Additional transit services is necessary to develop mobility, and requires more funding.                                                                                                                    |
| <b>Policy 13</b> | Support MDT Grid Initiative                                                                               | TBD      | To implement greater mobility within the parameters of the existing transit cost structure.                                                                              | Circuitous routes increase costs, travel time, and trip planning complexity.                                                                                                                                |
| <b>Policy 14</b> | Maintain Local Agency Program certification                                                               | \$ -     | Maintain FDOT Local Agency certification to assist in funding processes for transportation projects.                                                                     | LAP certification is necessary for many funding grants from FDOT, and must be renewed every 3 years (2015, 2018). Continuation from 2008 Master Plan.                                                       |



## Task 5: Implementation Strategy

|                               |                                                                                                                      |             |                                                                                                                                                                                                                                                                                                                             |                                                                                                                                                                                                                          |
|-------------------------------|----------------------------------------------------------------------------------------------------------------------|-------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Capacity 1</b>             | SW 216th Street/SW 87th Avenue Left Turn Lanes                                                                       | \$8,500     | Operational analysis of existing left turn lanes at SW 87th Ave. and SW 216th St.                                                                                                                                                                                                                                           | Citizen request/concern.                                                                                                                                                                                                 |
| <b>Alternative Mode 1</b>     | Town Circulator Comprehensive Operations Analysis                                                                    | \$75,000    | Conduct Study/Operational Analysis of the Town Circulator with consideration of headway times and expansion of days of service, improvement to the bus stop facilities for ADA compliance and general setrvices, and route adjustments to connect to Southland Mall, high schools, and Circulators in adjacent communities. | Addresses citizen requests, American Disabilities Act, and gaps in transit service within Cutler Bay. Allows for greater mobility and potential for regional auto usage reduction.                                       |
| <b>Alternative Mode 2</b>     | Develop technology and applications to collect real-time bicycling data for alternative mode transportation planning | \$50,000    | Develop and implement usage of bicycling and pedestrian pathways app to collect real-time data for pedestrian/bicycle planning.                                                                                                                                                                                             | Bicycle and pedestrian usage counts are needed in order to better prioritize projects.                                                                                                                                   |
| <b>Alternative Mode 3</b>     | School Safety                                                                                                        | \$492,000   | Implement recommendations for Gulfstream Elementary and Cutler Bay Academy of Advanced Studies. Install bicycle racks at schools as needed.                                                                                                                                                                                 | Improvements noted in Safe Routes to School report are necessary to enhance safety and create accessible routes to these two schools. Enhances bicycling mobility and its attractiveness as form of alternative transit. |
| <b>Corridor Enhancement 1</b> | Road Connection - Cutler Ridge Drive/SW 200th St. - Connect to Old Cutler Road                                       | \$190,000   | Connect Cutler Ridge Drive/SW 200th St. to Old Cutler Road, appx. 200 ft.                                                                                                                                                                                                                                                   | Addresses gap in the roadway network. Provides mobility and capacity.                                                                                                                                                    |
| <b>Corridor Enhancement 2</b> | Truck Routing Study Throughout Major Corridors                                                                       | \$20,000    | Evaluate appropriate truck routes, to assure trucks are provided a clear path through the community.                                                                                                                                                                                                                        | Truck traffic management will help the Town with increasing mobility.                                                                                                                                                    |
| <b>Corridor Enhancement 3</b> | Street Repaving Program                                                                                              | \$2,100,000 | Continue to maintain and repave roadways as necessary.                                                                                                                                                                                                                                                                      | Provides greater access and promotes traffic dispersion. Requires coordination with MDCPW.                                                                                                                               |

## YEAR 2

| Category/No.                  | Name                                                                                               | Cost        | Purpose                                                                                                                                                                                                                                                          | Need                                                                                                                                                                                                                                            |
|-------------------------------|----------------------------------------------------------------------------------------------------|-------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Policy 16</b>              | Allow Cross Access Easements                                                                       | \$15,000    | Study feasibility and impacts of cross access easements.                                                                                                                                                                                                         | Cross access easements would allow vehicles and pedestrians to cross between properties along transportation corridors like US-1 without having to reenter the roadway facility. This would improve traffic flow and safety.                    |
| <b>Capacity 2</b>             | Traffic Circle/Signal - SW 216th Street/SW 92nd Avenue/SW 227th Street Traffic Circle              | \$400,000   | Study and determine if a traffic circle is necessary at SW 216th St/SW 92nd Ave./SW 227th St. If feasible enter into design and construction.                                                                                                                    | Citizen Concern; Peak hours at schools may cause localized congestion due to dropping off/pick-up children without space to prevent impediment of other flow-through traffic.                                                                   |
| <b>Capacity 3</b>             | Traffic Circle - Marlin and Gulfstream                                                             | \$400,000   | Study and determine if a traffic circle is necessary at Marlin Road and Gulfstream Road. If feasible enter into design and construction.                                                                                                                         | Citizen Concern; Peak hours at schools may cause localized congestion due to dropping off/pick-up children without space to prevent impediment of other flow-through traffic.                                                                   |
| <b>Capacity 4</b>             | Traffic Circle - Marlin and Bel Aire Drive Traffic Circle                                          | \$400,000   | Study and determine if a traffic circle is necessary at Marlin Road and Sterling Road. If feasible enter into design and construction.                                                                                                                           | Citizen Concern; Peak hours at schools may cause localized congestion due to dropping off/pick-up children without space to prevent impediment of other flow-through traffic.                                                                   |
| <b>Capacity 5</b>             | Traffic Study - Intersection of SW 85th Avenue and Old Cutler Road                                 | \$7,000     | Conduct traffic study at Old Cutler Road and SW 85th Avenue.                                                                                                                                                                                                     | Traffic Circle installation at SW 87th Avenue and Old Cutler Road has changed traffic flow through speed on Old Cutler Road, and may have an effect ingress/egress to Saga Bay at SW 85th Avenue/Old Cutler Road intersection. Citizen Concern. |
| <b>Alternative Mode 3</b>     | School Safety                                                                                      | \$492,000   | Implement recommendations for Gulfstream Elementary and Cutler Bay Academy of Advanced Studies. Install bicycle racks at schools as needed.                                                                                                                      | Improvements noted in Safe Routes to School report are necessary to enhance safety and create accessible routes to these two schools. Enhances bicycling mobility and its attractiveness as form of alternative transit.                        |
| <b>Alternative Mode 4</b>     | Intersection Projects                                                                              | TBD         | Install pedestrian signals where necessary at intersections within Cutler Bay.                                                                                                                                                                                   | Pedestrian signals enhance the safety of the pedestrian environment at intersections and crosswalks; need determined by LOS analysis from the 2011 Bicycle/Ped Master Plan; corrects deficiencies in the pedestrian network.                    |
| <b>Alternative Mode 5</b>     | Bicycle Projects                                                                                   | \$1,254,000 | Install Bicycle Lanes in Cutler Bay - Gulfstream Road, SW 216th St between SW 87th Avenue and Old Cutler Road to South Dade Trail, SW 97th Ave. between SW 216th Street and SW 212th Street, from Performing Arts Center to Black Creek Trail, shared use paths. | Provides for a need to fill in gap in network development; enhance bicycle mobility and regional access.                                                                                                                                        |
| <b>Corridor Enhancement 4</b> | Operational Analysis - Franjo/Cutler Ridge Drive                                                   | \$10,000    | Determine exact problem and most efficient way to mitigate.                                                                                                                                                                                                      | Visual Obstruction at Intersection.                                                                                                                                                                                                             |
| <b>Corridor Enhancement 5</b> | Operational Analysis - Marlin Road between Old Cutler Road and SW 107th Ave.                       | \$200,000   | Conduct operational analysis on Marlin Road between Old Cutler Road and SW 107th Ave. Will lead to design and construction if warranted.                                                                                                                         | Marlin Road between US-1 and Caribbean Boulevard failing LOS in 2008, 2014; Marlin Road between Old Cutler Road and SW 107th Ave. below adopted level of service standards by 2035.                                                             |
| <b>Corridor Enhancement 6</b> | Signal Progression Analysis - for US-1, Marlin, Old Cutler Road, SW 184th St., Franjo/SW 97th Ave. | \$130,000   | Evaluate the main corridors' signal progression.                                                                                                                                                                                                                 | Adequate signal progression can improve a safe, casual flow of vehicles, moving more traffic while maintaining moderate speeds and a safe pedestrian environment.                                                                               |
| <b>Corridor Enhancement 7</b> | Stop Sign/Traffic Signal Warrant Analysis - SW 216th St. and SW 92nd Avenue                        | \$7,000     | Determine whether stop signs/traffic signal/traffic circle are necessary at SW 216th St. and SW 92nd Ave.                                                                                                                                                        | Based on traffic on SW 216th St. Citizen concerns.                                                                                                                                                                                              |





## Task 5: Implementation Strategy

### YEAR 3

| Category/No.                   | Name                                                                                                    | Cost      | Purpose                                                                                                                                                                                                        | Need                                                                                                                                                                                                                                                                                                            |
|--------------------------------|---------------------------------------------------------------------------------------------------------|-----------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Policy 17</b>               | Coordinate with Miami Dade County and Palmetto Bay in regards to the future development of SW 184th St. | \$ -      | Coordinate with County and Palmetto Bay in regards to the future development of SW 184th St.                                                                                                                   | SW 184th St. is on the border with Palmetto Bay; as an arterial, considerations of flow-through traffic from the rest of the County is important for the road's future development.                                                                                                                             |
| <b>Policy 18</b>               | Removal of Bus Shelter Advertising                                                                      | \$ -      | Reduce or eliminate advertising at bus stops in the Town of Cutler Bay.                                                                                                                                        | Citizen Complaints. Use of advertising on public right-of-way.                                                                                                                                                                                                                                                  |
| <b>Policy 19</b>               | Traffic Enforcement                                                                                     | TBD       | Provide a higher level of traffic enforcement at certain locations.                                                                                                                                            | Citizen complaints. A primary form of traffic calming is enforcement. Increased enforcement of speeding and stop sign running at locations identified as problems will act as a first step in traffic calming, as well as assisting local police in assessing the problems.                                     |
| <b>Policy 20</b>               | Complete Streets/Connections                                                                            | \$25,000  | Create and adopt specific and consistent guidelines for streets to accommodate all modes of travel.                                                                                                            | Design guidelines will allow for positively guided future development.                                                                                                                                                                                                                                          |
| <b>Capacity 6</b>              | Intersection Analyses - Gulfstream Rd, between Franjo and 184th St.                                     | \$20,000  | Intersection and operations analyses on Gulfstream Road between Franjo Road and SW 184th St.                                                                                                                   | Noted LOS deficiencies in 2008 Master Plan and current analysis, all time horizons.                                                                                                                                                                                                                             |
| <b>Capacity 7</b>              | Intersection Operational Analysis - Franjo/Cutler Ridge Drive                                           | \$8,500   | Study operations at the Cutler Ridge Drive/Franjo Road intersection and implement any necessary changes.                                                                                                       | Addresses deficiencies found in traffic study.                                                                                                                                                                                                                                                                  |
| <b>Capacity 8</b>              | Traffic Circle - SW 216th Street/SW 87th Avenue                                                         | \$400,000 | Study and determine if a traffic circle is necessary at SW 216th St./SW 87th Ave. If feasible enter into design and construction.                                                                              | Citizen Concern; Peak hours at schools may cause localized congestion due to dropping off/pick-up children without space to prevent impediment of other flow-through traffic.                                                                                                                                   |
| <b>Capacity 9</b>              | Left Turn Lane - Franjo/SW 186th Intersection                                                           | \$350,000 | Determine if a left turn lane at Franjo/SW 186th intersection is necessary to address traffic back-up.                                                                                                         | Addresses deficiencies found in traffic study.                                                                                                                                                                                                                                                                  |
| <b>Capacity 10</b>             | Connect SW 97th Avenue to Gulfstream and SW 212th Street                                                | \$105,000 | Extend SW 97th Avenue to Gulfstream Road to SW 212th St., (Appx. 500 ft.)                                                                                                                                      | Allows for more direct route to Old Cutler Road and SW 212th St.                                                                                                                                                                                                                                                |
| <b>Capacity 11</b>             | School Loading Zones                                                                                    | \$12,000  | Analysis and implementation of loading zone (drop off and pick-up points) at schools.                                                                                                                          | Peak hours at schools may cause localized congestion due to dropping off/pick-up children without space to prevent impediment of other flow-through traffic. Primary concerns are Cutler Ridge Middle School, and Wigham Elementary.                                                                            |
| <b>Capacity 12</b>             | Intersection Safety Analysis for Accident Prone Intersections                                           | \$100,000 | Analyze and address most dangerous intersections.                                                                                                                                                              | Safety is a critical priority in Cutler Bay. Each year, the Town should review accident data and locate every accident. The most dangerous 10% should undergo safety operational analysis to recommend remedies.                                                                                                |
| <b>Alternative Mode 6</b>      | US-1 Corridor Transit                                                                                   | 75,000    | Install necessary crossing points and pedestrian pathways from major generators to transit points. Provide a Park and Ride feasibility study for the US-1 Busway. Study feasibility of cross access easements. | Provision of Park and Ride facilities with good multimodal connections will aid in encouraging higher transit use. Additional crossing areas as well as sidewalk connections are necessary for enhancement of pedestrian and transit mobility, access to businesses in Cutler Bay, and will reduce "J" walking. |
| <b>Alternative Mode 7</b>      | Connect Urban Center District                                                                           | \$7,500   | Build multiple sidewalk connections to Town Hall from the rest of the network. Provide landscaping along path.                                                                                                 | Provides for better pedestrian access from transit to entrance of Town Hall. While there are sidewalks by transit stops, paths to the Town Hall from the closest transit stops generally have to cut through parking lots and are not well defined.                                                             |
| <b>Corridor Enhancement 16</b> | Street Lights - SW 87th Ave.                                                                            | \$100,000 | Install street lights on SW 87th Ave. (\$8000/light).                                                                                                                                                          | Current lighting levels are inadequate.                                                                                                                                                                                                                                                                         |

**YEAR 4**

| Category/No.                   | Name                                                                                               | Cost        | Purpose                                                                                                                                                         | Need                                                                                                                                                         |
|--------------------------------|----------------------------------------------------------------------------------------------------|-------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Policy 15</b>               | Maintain Local Agency Program certification                                                        | \$-         | Maintain FDOT Local Agency certification to assist in funding processes for transportation projects.                                                            | LAP certification is necessary for many funding grants from FDOT, and must be renewed every 3 years (2015, 2018). Continuation from 2008 Master Plan.        |
| <b>Policy 21</b>               | Designate and Implement Shared Parking within Cutler Bay                                           | TBD         | Designate locations close to commercial areas in Cutler Bay and build shared parking with pedestrian connections to local businesses.                           | Little shared parking exists in Cutler Bay, segregated parking system adds to local congestion by creating auto trips which could have been walked or biked. |
| <b>Policy 22</b>               | Park and Ride Facilities in Cutler Bay                                                             | \$75,000    | Study locations within Cutler Bay for shared parking which can be placed near Busway and/or the Circulator, and provide for land use designations as necessary. | Bus and ride facilities will allow for shared parking and increased transit usage.                                                                           |
| <b>Capacity 13</b>             | Roadway Expansion - Florida Turnpike from 4 to 6 lanes between SW 211th St and Caribbean Boulevard | \$3,367,126 | Add 2 lanes to SR 821 between SW 211th St. and Caribbean Boulevard (Appx. 0.5 mile).                                                                            | Both current analysis and 2008 Master Plan noted LOS deficiencies in all time horizons.                                                                      |
| <b>Capacity 14</b>             | Traffic Calming - SW 199th St (Between SW 87th Avenue and Old Cutler Road)                         | \$10,000    | Study and implement traffic calming on SW 199th St.                                                                                                             | Addresses deficiencies found in traffic study.                                                                                                               |
| <b>Capacity 15</b>             | Signal Warrant Analysis - Sterling and Franjo                                                      | \$7,000     | Conduct signal warrant analysis at Sterling and Franjo and implement results as necessary.                                                                      | Noted LOS deficiencies in 2008 Master Plan and current analysis, all time horizons.                                                                          |
| <b>Corridor Enhancement 9</b>  | Traffic Calming - Marlin Road @ Belle Aire Elementary                                              | \$10,000    | Calm speeding and enhance pedestrian safety near Belle Aire Elementary.                                                                                         | Reduces traffic speeds on Marlin Road by the Elementary School during school drop off/pick up times. Citizen Complaints.                                     |
| <b>Corridor Enhancement 10</b> | Address Electronic Digital Monument Sign on Marlin Road                                            | \$3,000     | Determine whether Electronic Digital Monument Sign on Marlin Rd. should be constructed.                                                                         | Citizen complaints related to monument signs. Lack of road entry feature on Marlin and US-1.                                                                 |



## Task 5: Implementation Strategy

### YEAR 5

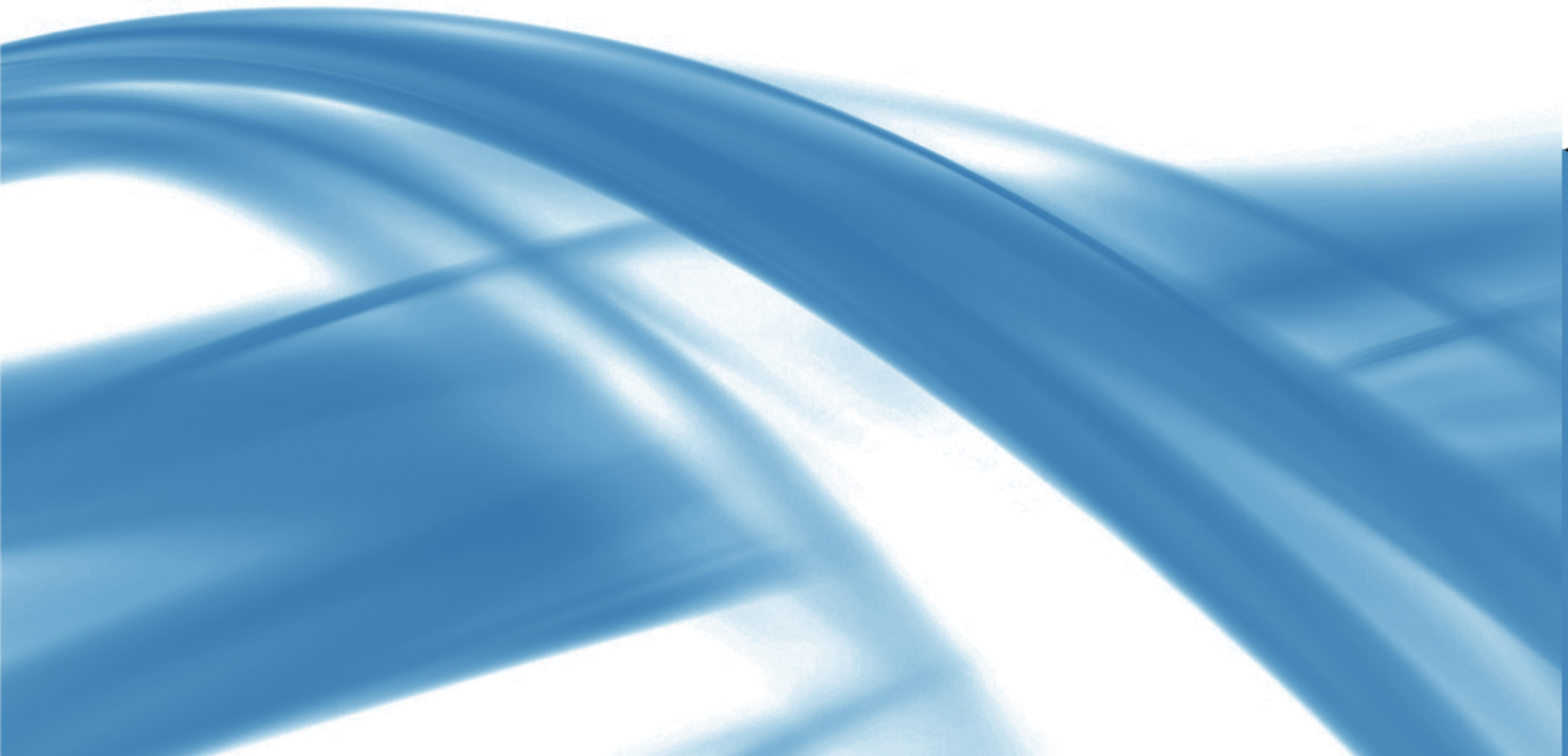
| Category/No.                   | Name                                                                                                     | Cost         | Purpose                                                                                                                                                                      | Need                                                                                                                                                                                                                                                                             |
|--------------------------------|----------------------------------------------------------------------------------------------------------|--------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Policy 23</b>               | Evaluate Adoption of Policy Against Red Light Cameras                                                    | \$15,000     | Study and evaluate whether red light cameras should be utilized or banned in Cutler Bay.                                                                                     | Citizen Request. Evaluation of effectiveness of current red light program.                                                                                                                                                                                                       |
| <b>Policy 24</b>               | Examine Usage of Golf Carts on County Roads                                                              | \$15,000     | Examine feasibility of being able to utilize golf carts on County Roads. May need reexamination of Town Ordinance 10-03.                                                     | Golf carts may provide an alternative, green form of transportation for local convenience trips. They also are restricted by Miami Dade County in certain instances.                                                                                                             |
| <b>Capacity 16</b>             | Turnpike Interchange @ OCR, NB entrance, SB exit                                                         | \$50,000     | Work with FDOT to have them undertake an Interchange Justification Study to locate and eventually implement ingress/egress from the Turnpike in relation to Old Cutler Road. | Citizen concern. Believed it would relieve through traffic on Old Cutler Road, northbound, as well as relieve congestion on other corridors. Must coordinate with FDOT and Turnpike authorizes to initiate studies. Have additional planning level analysis placed on next LRTP. |
| <b>Capacity 17</b>             | Roadway Expansion - Florida Turnpike from 6 to 8 lanes between Caribbean Boulevard and Quail Roost Drive | \$10,000,000 | Add 2 lanes to SR 821 between SW 211th St. and Caribbean Boulevard (Appx. 1.34 miles).                                                                                       | Addresses deficiencies found in traffic study.                                                                                                                                                                                                                                   |
| <b>Corridor Enhancement 11</b> | Traffic Calming - SW 87th Avenue: between Eureka (SW 184th St.) to Old Cutler Road                       | \$10,000     | Study and implement traffic calming between Eureka (SW 184th St.) to Old Cutler Road.                                                                                        | Citizens complain about high volumes and speeding along the SW 87th Avenue Corridor.                                                                                                                                                                                             |
| <b>Corridor Enhancement 12</b> | Remove Parking on Swale (SW 184th Street, Franjo Road)                                                   | \$7,000      | Prohibit parking on swale on SW 184th St. and Franjo Rd.                                                                                                                     | Parking in this area destroys landscaping and sod. Visual obstruction. Citizen complaints.                                                                                                                                                                                       |

### CONTINUOUS

| Category/No.              | Name                                                                 | Cost      | Purpose                                                                                                                                                                                                                                                          | Need                                                                                                                                                                                  | Years        |
|---------------------------|----------------------------------------------------------------------|-----------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------|
| <b>Policy 25</b>          | Concurrency Management System                                        | \$50,000  | Continue implementation of system to track and manage concurrency as mandated by law.                                                                                                                                                                            | System development will allow for tracking of remaining capacities in all categories.                                                                                                 | Years 1 to 5 |
| <b>Alternative Mode 8</b> | Implement Bike/Ped Master Plan and Necessary Pedestrian Improvements | \$300,000 | Implement 2011 Bike/Ped Master Plan. Upgrade sidewalk facilities and remove obstacles in the Right-of-Way to ensure ADA compliance. Install and repaint crosswalks where necessary. Continuous Evaluation and Maintenance of existing and future sidewalk needs. | Addresses needs determined by LOS analysis in the 2011 Bicycle/Ped Master Plan; corrects deficiencies in pedestrian network which will enhance pedestrian accessibility and mobility. | Years 1 to 5 |

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# APPENDIX





# 2035

| No. of SIGNALS | LENGTH (MILE) | SIGNALS/ MILE | SPEED LIMIT (MPH) | CLASS | LOS STANDARD |  |  |  | 2007 |        | 2008        |             | 2008 EXISTING |                              |     | 2014 Projection    |              |          |          |          |                      |            |                              |     |                    | 2020         |          |          |          | 2035                 |            |                              |     |                    |              |          |          |          |                      | No. OF LANES | Annual Growth Factor | AVERAGE DAILY VOLUME (vpd) | PEAK HOUR/PEAK DIRECTION FDOT LOS MANUAL VOLUME THRESHOLD (vph) |                              |     | PEAK HOUR/PEAK DIRECTION |          |          |          |                              |          |                    |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
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# TOWN OF CUTLER BAY

# Complete Streets Corridor Analysis

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This report was made possible in part through the Miami-Dade TPO Municipal Grant Program.

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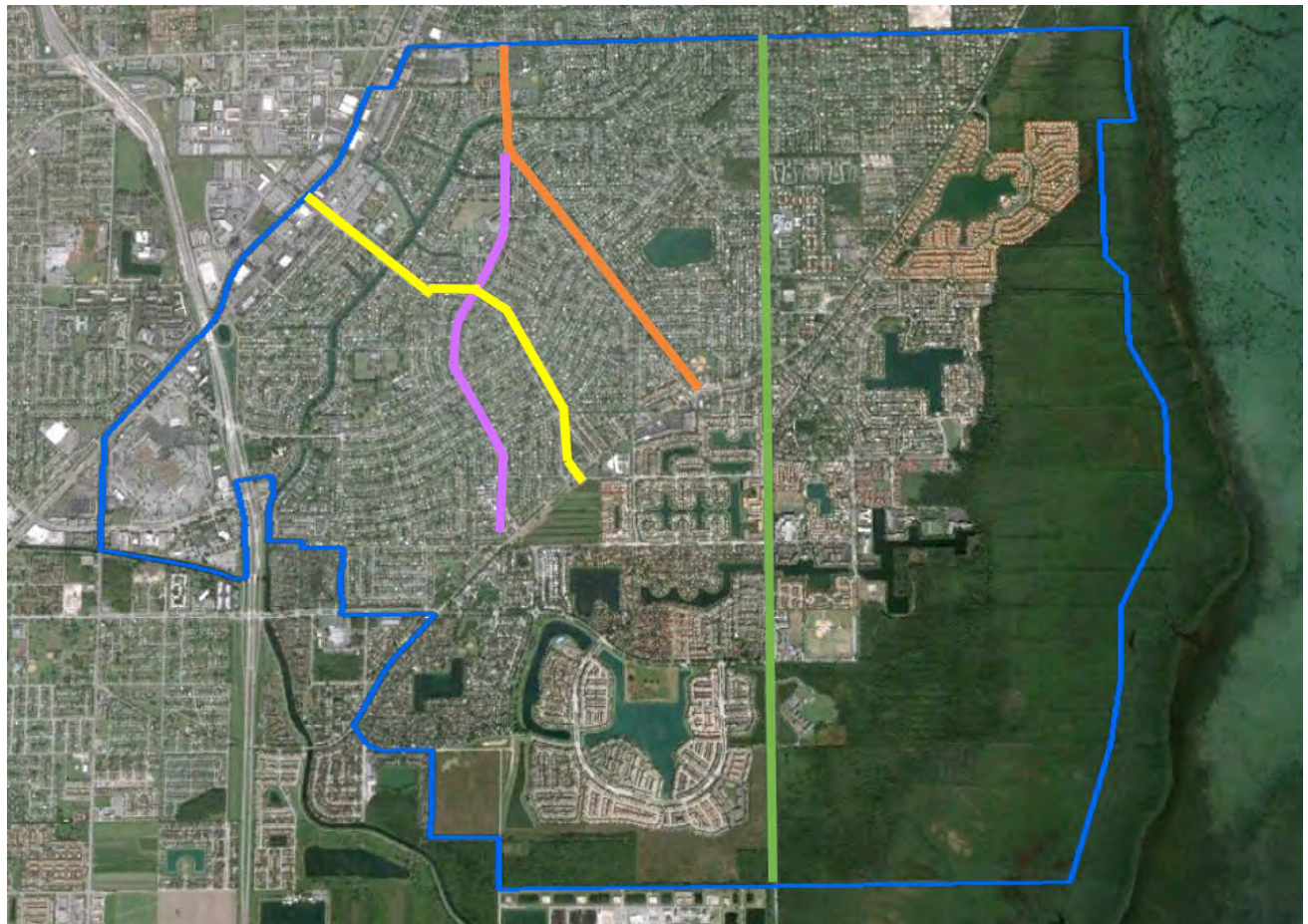
Cutler Bay is made up of a diverse array of parks, schools, residential and commercial areas that are well connected for cars, but not connected to one another from a bicycle and pedestrian standpoint. Yet, the section line and half section line grid that exists in the remainder of the county, spaced on ½ mile intervals, twists and converges in the center of Cutler Bay, creating almost a hub and spoke configuration. These corridors connect major generators, and travel through the community. Previous master plans have identified that these corridors are to contain integrated bicycle, pedestrian and transit facilities. While these are planned, they must also be similarly incorporated in implementation through design concepts. To develop a successful plan that has consensus from the community, it was crucial to clearly identify what specifically citizens are looking for in the future to service their non-motorized transportation needs on these corridors, and to integrate them into the rights-of-way in a manner that exceeds minimum standards.

The Town of Cutler Bay commissioned this study to advance its already well planned vision to provide a balanced multimodal transportation network within the Town; to further implement the vision through the consolidation of existing project policies on specific corridors; and to develop conceptual designs that will be used as a precursor to attaining funding and near-future construction. The corridors addressed here are prioritized and financially feasible and will become a component of the Town's 5-Year Capital Improvement Element of the Comprehensive Plan, a State requirement.

Study Corridors in this study include:

- SW 87th Avenue
- Franjo Road
- Marlin Road
- Gulfstream Road

To achieve these objectives, a detailed scope of services, including a robust public involvement plan, was developed. Cutler Bay's methodology is one that is based on solid planning and engineering analysis of each corridor, the impacts to all the levels of service for all modes, discussion of state of the art methods of providing mobility, and above all, frequent and consistent public involvement at various levels in the community and various times in the project to assure consensus. Through the Town's implementation of similar projects such as the redesign of Old Cutler Road and Caribbean Boulevard, the Town has won awards for its attention to detail. More important than the awards the Town has recently received, however, is the overwhelming satisfaction of the community on the entire process from planning to construction. This report will advance and supplement the Non-Motorized component of the Town's Transportation Element to the Growth Management Plan (Comprehensive Plan).



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This chapter focuses on examining existing conditions, policies, previous or ongoing studies, work programs and Capital Improvements containing projects within the area. The chapter is sub-divided as follows:

- I. *Background Information*
- II. *Cutler Bay Previous Planning Studies*
- III. *Existing Conditions*
- IV. *Potential Development and Planned Projects*

### I. Background Information

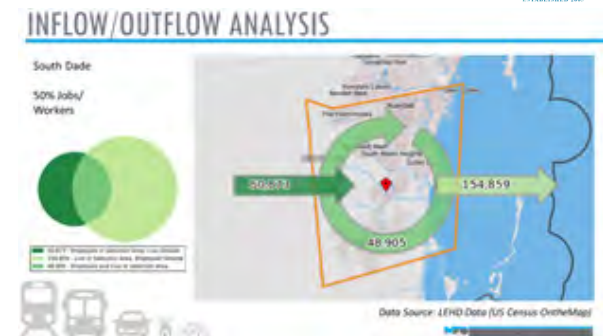
#### What Are Complete Streets?

A Complete Street, as defined by the National Complete Streets Coalition (NCSC), is a street where the entire right-of-way is planned, designed, and operated for all modes of transportation and all users regardless of age or ability. Pedestrians, bicyclists, transit riders, and motorists of all ages and abilities must be able to safely move along and across a Complete Street. Complete Streets make it easy to cross the street, walk to shops, catch the bus, bike to work, and enjoy many other healthy activities.

While this seems to be a fancy new name, this is not a new concept, particularly to the Town of Cutler Bay, who has been planning for its mobility for over a decade. South Florida has been growing up in an era where the predominant factor being planned for in our rights of way is the roadway network. Complete Streets or Mobility utilize the right of way for each mode (roadway, bicycle, pedestrians, and transit) where appropriate. Through its Transportation Master Plan, Bicycle and Pedestrian Master Plan, and Safe Routes to School analysis, Cutler Bay has positioned itself well ahead of the industry standard in this field. The issue is that the base the Town has had to work with, like most other places in Florida, is behind.

There is a tremendous amount of pressure on all of us relative to traffic and congestion. South Dade and Cutler Bay are faced with critical decisions. The fact is that South Dade has all of the remaining developable land in Miami-Dade County, and it has unbalanced demographics. South Dade has 50% of the land area in Miami-Dade County, only 25% of the population, and only 12% of the jobs. It will likely grow in the next twenty-five years, and how this growth takes place is critical. Today traffic is highly directional, as over 150,000 people heading

north out of the region each morning and returning south every afternoon. This directionality creates a counterintuitive situation, in which roadways in the morning will be Level of Service “F” heading north, but Level of Service “A” heading south.



Recent analysis completed by the Miami-Dade TPO for the sub region in their Long Range Transportation Plan showed that a critical aspect in achieving significant rail mass transit along the Transitway corridor is the presence of multi-modal capacity, in the form of the first mile/last mile infrastructure embodied by this Complete Streets analysis, particularly in and around the major nodes such as the Cutler Bay Urban Center District. There may be significant funding for these projects in the near future, and to be competitive, planning documents such as this will be indispensable.

As described by the National Complete Streets Coalition, there is no singular design prescription for complete streets - each one is unique and responds to its community context. Some features that a complete street may include are sidewalks, bike lanes (or other innovative bicycle facilities), special bus lanes, comfortable and accessible public transportation stops, frequent and safe crossing opportunities, median refuges, accessible pedestrian signals, landscaped curb extensions, bioswales, roundabouts, onstreet parking, and secure bicycle parking, among others. A complete street in a suburban area may look different than a complete street in the urban core, but both are designed with the same principles in mind to balance safety and convenience for everyone using the road.

#### Why Complete Streets?

Incomplete streets - those designed with only cars in mind, which dominate South Florida - limit transportation choices by making walking, bicycling, and taking public transportation inconvenient and unattractive. How many times, when considering a sidewalk, do we hear it said that we don't need the sidewalk because nobody walks on the street? It is very likely that nobody walks on the street because there is no sidewalk and walking in a grass swale is uncomfortable and unsafe. The presences of a close knit system of sidewalks and bike lanes give people choices, and will lessen automobile congestion with increasing success as networks are built, used and accepted as a viable way to move.



Conventional streets designed solely to move motor vehicles must be modified to conform to Complete Streets goals. Incomplete streets either directly or indirectly cause a number of problems for communities, including the following:

- Lack of opportunity to be active as part of daily life; therefore increasing probability of chronic diseases and other negative health outcomes attributed to sedentary lifestyles;
- Lack of viable transportation choices;
- Senior citizens being geographically limited because they cannot cross streets;
- Children becoming overweight, unnecessary neighborhood congestion, and air pollution around schools, are all due to children being driven to school rather than walking;
- Unnecessary driving for short trips;
- Overconsumption of energy;
- Unnecessary emission of greenhouse gases;
- Economic hardship and recession when energy prices rise;
- Streets that do not support neighborhood retail;
- Neighborhoods that lack livability;
- Polluted waterways;
- Underground water aquifers drying up;
- Dehydrated streetscapes causing unnecessary importation of water for landscaping; and
- Uplifted sidewalks.

However, Complete Streets reverse this outcome by providing the following benefits:

**Capacity.** Complete Streets can improve the efficiency and capacity of existing roads by moving more people in the same amount of space. Complete Streets can maintain volume, reduce speeds, and conveniently accommodate bicyclists and pedestrians. Increasing productivity out of the existing road and public transportation system is vital to reducing congestion. Many times, the difference between tolerable congestion and frustration lies in a few percent of more or less cars. If a community could spread the mode share to transit, bicycling and walking in 3-5% for each mode, that could mean 15% less cars. That is the difference between acceptable and failing vehicular levels of service. To put it in financial terms, adding a travel lane for 15% more cars usually costs millions of dollars.

**Equity.** Complete Streets are for everyone. People of all ages, abilities, and income will have more options when making essential trips such as to work, school, the grocery store, or for healthy recreation. Walking, bicycling, and taking public transportation are less expensive forms of personal transportation than relying on automobiles.

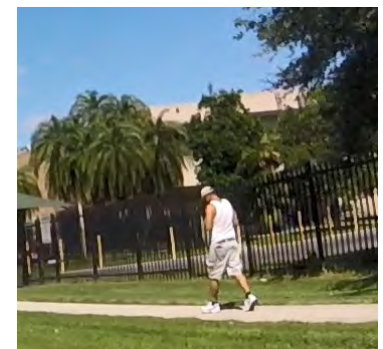
**Public Health.** Complete Streets promote active transportation, which is human-powered transport (walking, bicycling, accessing public transit). Currently, one-third of our nation's children are overweight or obese according to the Centers for Disease Control and Prevention (CDC). The CDC identified a strong correlation between planning and investments in infrastructure and some of the most serious health concerns facing the United States, including heart disease, obesity, and diabetes.

**Safety.** Safety is critical. South Florida's roads are some of the most dangerous in the nation for cyclists and walkers. We all may know someone who has been injured while doing so. This must change if we are to have an impact. Making these travel choices more convenient and attractive means making them safer. Half of Haddon's ten strategies for road traffic injury prevention mirror Complete Streets. Roadway improvements that have been recommended to reduce the annual toll of injuries and fatalities to pedestrians and bicyclists are well documented. Adding complete streets elements to existing roadways improves safety for all users.

### Guiding Principles of Complete Streets

Complete Streets promote a choice of transportation alternatives that improve health and allow neighborhoods to be more integrated into the larger region, maintain a healthy environment, promote economic transportation, and improve safety. The following are guiding principles:

**Pedestrian.** The goal of the pedestrian environment is accessibility for all users, including the handicapped, youth and elderly. Sidewalks should be of adequate width, generally at least two people standing side-by-side in one direction and with room to pass walkers in the opposite direction. Sidewalks and pathways should lack gaps, and should be continuous from block to block. Safety is the utmost importance, not only in the form of a perception of safety, but also shelter from



traffic, reduction of accidents, injuries and fatalities. Appropriate drainage to prevent standing water is also important.

**Pedestrian Crosswalks.** The principles above are even more critical for pedestrians crossing the street. Crosswalks should be clear of obstructions and located so that they are visible for both drivers and pedestrians to see each other. Ideally, there should be legible signs and signals that offer direction for the traveler. Midblock crosswalks should be located where needed and where traffic calming measure can also be used. A refuge in the center island median is critical, especially on wider, busy streets.



**Bicycling.** Bicycling is a great way to enjoy time outdoors, run quick errands, get exercise and enjoy social events. To be enjoyable it must be viewed as safe, convenient, and comfortable. The ideal bicycling network will consist of a grid of  $\frac{1}{2}$  mile to be sufficient in completing a local network. This easily conforms to Miami-Dade County's, mile and half mile

grid network set up on the Section line and Half-Section line road. These roads, ending in "2" and "7" are spaced  $\frac{1}{2}$  mile apart. Bicycling facilities should include lighting, signage, and barriers (where appropriate), which enhance safety. Bicyclists can benefit from a cohesive wayfinding system as well.

**Transit.** To make transit a more usable mode, facilities should include shelter from the elements in case of rain, places to sit and rest, trash cans to ensure cleanliness – an aspect of comfort; and at times, availability of transit information. Transit stops should be easily accessible, including ADA compliance, which include landing pads for wheelchairs, appropriate ramps, and safe access, including appropriate places to cross before and after bus travel. Benches should be emplaced at stops with longer than 5 minute headways and shelters should be emplaced at stops with 10 minutes or greater headways.

**Roadways.** Complete Streets isn't designed to eliminate the vehicle; just provide more options. Roadway design should ensure visibility for both driver and pedestrian or cyclist. They should ensure implementation of safe crossings and improved lighting in the community. Control of speed through the usage of traffic calming,



and reduction of conflict points are tools which can be utilized to promote safety on the road.

### Local Standards and Design Guidelines

Local jurisdictions generally follow some established standards for designing streets. Much confusion exists as to what they must follow, what is merely guidance, when they can adopt their own standards, and when they can use designs that differ from existing standards. Because in Miami-Dade County, implementation of any operational or safety improvements on our right of ways is under the jurisdiction of Miami-Dade County, it is best to conform to their standards. It makes little sense to develop a master plan with recommendations that can't be implemented, but some local communities have, to their great frustration. Aspirational design goals should be planned and fought for. FDOT is in the process of better accommodating bicycles and walkers in their Complete Streets Handbook and Design Manual. See Section 3 for more details on these documents.

The most important of those standards and guides are the following:

- The American Association of State Highway and Transportation Officials' (AASHTO) *A Policy on Geometric Design of Highways and Streets* (the "Green Book")
- *The Manual of Uniform Minimum Standards for Design, Construction, and Maintenance for Streets and Highways* (the "Florida Greenbook")
- The Florida Department of Transportation's (FDOT) *Plans Preparation Manual* (PPM)
- The Federal Highway Administration's (FHWA) *Manual on Uniform Traffic Control Devices for Streets and Highways* (MUTCD)
- Americans with Disabilities Act (ADA) regulations and standards
- Local manuals or street design standards
- Miami-Dade County Complete Streets Design Guidelines

### AASHTO Green Book

*A Policy on the Geometric Design of Highways and Streets* (the AASHTO Green Book, 6th Edition, 2011) provides guidance for designing geometric alignment, street width, lane width, shoulder width, medians, and other street features. Design guidelines are given for intersections, freeways, arterials, collectors, and local roads. The intent of the Green Book is to provide guidance to designers by referencing a recommended range of values for dimensions; it is not intended to be a detailed design manual that could supersede the need

for the application of sound engineering principles by the designer. Although the Green Book's guidelines are generally organized by functional classification, some local jurisdictions apply its guidelines uniformly to all streets.

Furthermore, the Green Book provides guidance that local jurisdictions often unnecessarily treat as standards. The Green Book encourages flexibility in design within certain parameters to permit independent designs tailored to particular situations. In addition, AASHTO published *A Guide for Achieving Flexibility in Highway Design* to further this context-sensitive approach. For example, 10-foot lanes, which local jurisdictions often avoid out of concerns of deviating from standards, are well within AASHTO guidelines.

### Florida Greenbook

The *Manual of Uniform Minimum Standards for Design, Construction, and Maintenance for Streets and Highways* (the Florida Greenbook) is intended to provide minimum standards for use on all public streets that are not part of the State Highway System. Florida Administrative Code Rule 14-15.002, which adopted the May 2011 Florida Greenbook, became effective June 4, 2012. Significant modifications are included in the May 2011 Florida Greenbook that expand Chapter 8 (Pedestrian Facilities) and Chapter 9 (Bicycle Facilities) to provide improved guidance.

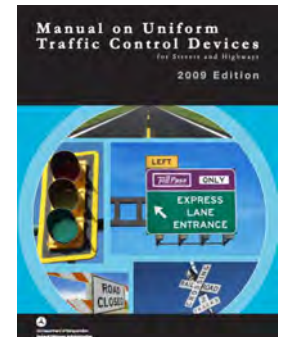
In addition, a new chapter on Traditional Neighborhood Development (TND) was added to the Florida Greenbook since the previous 2007 version. The Florida Greenbook is available on the FDOT website (<http://www.dot.state.fl.us/rddesign/FloridaGreenbook/FGB.shtm>).

### FDOT Plans Preparation Manual

The FDOT *Plans Preparation Manual* (PPM) Volume I outlines the design criteria and procedures for use on the State Highway System (SHS) and on FDOT projects. The criteria in the PPM represent requirements for the State Highway System, which must be met for the design of FDOT projects unless approved exceptions or variations are obtained in accordance with procedures outlined in the PPM. The PPM Volume I contains several chapters of interest to implementing complete streets on the SHS including Chapter 2 (Design Geometrics and Criteria), Chapter 8 (Pedestrian, Bicycle, and Public Transit Facilities), Chapter 21 (Transportation Design for Livable Communities), and Chapter 25 (Design Criteria for Resurfacing, Restoration, and Rehabilitation [RRR] projects). The PPM Volume II sets forth requirements for the preparation and assembly of contract plans for FDOT projects. Of note is PPM Volume II Chapter 6, which includes typical cross sections.

### Manual on Uniform Traffic Control Devices

The Federal Highway Administration's (FHWA) *Manual on Uniform Traffic Control Devices for Streets and Highways* (MUTCD) provides standards and guidance for the application of all allowed traffic control devices including roadway markings, traffic signs, and signals. FHWA oversees application of the MUTCD. The State of Florida chooses to adopt the Federal MUTCD as its manual for signs, pavement markings, and traffic control devices.



The rules and requirements for the use of traffic control devices are different than for street design criteria. Local agencies have limited flexibility to deviate from the provisions of the MUTCD in the use of traffic control devices due to the relationship between the MUTCD, the Code of Federal Regulations (CFR), and state law. The MUTCD does provide flexibility and options within its general provisions for items such as application of standard traffic control devices, use of custom signs for unique situations, traffic sign sizes, and sign placement specifics. However, agencies do not generally have the flexibility to develop signs that are similar in purpose to signs within the MUTCD while using different colors, shapes, or legends. Agencies also are not authorized to establish traffic regulations that are not specifically allowed or are in conflict with state law. The provisions of the MUTCD and related state laws thus make it cumbersome to deploy new traffic control devices. This can result in complications, especially in the areas of speed management, pedestrian crossings, and bikeway treatments.

### Miami-Dade County Complete Streets Design Guidelines

Miami-Dade County has developed the Complete Streets Design Guidelines to provide policy and guidance to all parties involved in street design projects: governmental agencies, consultants, private developers, and community groups. It is the goal of these guidelines to support the development of streets that are safe for all users, with consistency in policy and design across all street projects in Miami-Dade County. Users of this document will be able to identify context-sensitive street elements and design features that can be applied in a manner consistent with federal and state best practices. Engineers, planners, and policy makers will find guidance and criteria to help prepare design plans based on principles of safer, more comfortable, and accessible streets so that walking and bicycling are viable transportation choices. The document also addresses some common concerns and perceived barriers regarding designing pedestrian and bicycle facilities.



***“Complete Streets are streets for everyone. They are designed and operated to enable safe access for all users, including pedestrians, bicyclists, motorists and transit riders of all ages and abilities.”***

*– Smart Growth America*

Miami-Dade’s Complete Streets initiative aims to devote the County’s most extensive resource, its publicly owned streets and sidewalks, toward affordable, equitable, and healthy mobility options for all users. This approach adopts and champions innovative designs which treat all people equally whether they are walking, bicycling, taking transit, or using an automobile. People are at the heart of the Complete Streets approach; this initiative embraces design as a tool to advance the health and safety of the community while promoting sustainable transportation options and vibrant public spaces.

## II. Cutler Bay Previous Planning Studies

Since incorporation, the Town has engaged in many significant planning efforts and studies. These studies have resulted in numerous policies and recommendations. For this Complete Streets effort, it is important to review these policies and recommendations and utilized them in thinking about the implementation needs. How will the dots be connected?

- Town of Cutler Bay Transportation Master Plan
- Town of Cutler Bay 2014 - 2019 Strategic Master Plan
- Town of Cutler Bay Bicycle & Pedestrian Master Plan
- Town of Cutler Bay Growth Management Plan
- Town of Cutler Bay Street Tree Master Plan
- Town of Cutler Bay Land Development Regulations

### A. Town of Cutler Bay Transportation Master Plan Recommendations

By 2014 the Town had completed its second Transportation Master Plan; the first was completed in 2008. Since that first plan, the Town has placed great effort into assuring that TPO grant funds have not simply gone to produce studies, but have been used to create capital programs that have been implemented. Primary recommendation of the original Transportation Master Plan were both a Transit Circulator and a Bicycle and Pedestrian Plan. The initial study took care in working with citizens, elected officials and local agencies to develop consensus on a vision to guide transportation projects and policy. As the South Dade economy has begun to rebound from the recent recession, the Town found it was important to have updated capital projects in the pipeline so that there

are projects to build when funding is available. The 2014 plan resulted in the recommendation of an entirely new project bank which prioritizes all of the pending projects and removed completed projects. The result was 63 multimodal projects at a potential value of approximately \$21 million. The following are related to Complete Streets within the four focus corridors of this study.

### Citizen’s Comments Related to Complete Streets

Public input was solicited at workshops during the development of the Transportation Master Plan. Citizen’s voiced the following concerns and comments that are relevant to Complete Streets.

- Traffic calming
- Repave all roads
- Cutler Ridge Drive/Franjo Road - Dangerous Intersection
- Traffic Circles along Franjo Road
- Connect Gulfstream Road across Old Cutler Road
- Center turn lanes on Franjo Road
- Need crosswalks and pedestrian countdown signals
- Bike racks and bike trails are good
- Bike lanes on Franjo Road and Marlin Road
- Examine curb separating the new bike lanes
- Bike lanes with signage
- Create bicycle network
- Connect Town parks through pedestrian and bike paths
- Add bike lanes at specific locations: Marlin Road, Franjo Road, Coral Sea Road

The Transportation Master Plan included the four focus corridors of the Complete Streets study as described on the following pages.

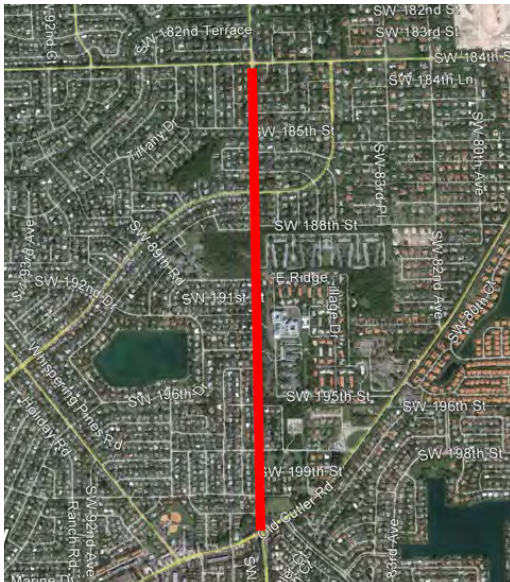


### SW 87th Avenue - Existing Conditions

SW 87th Avenue is the easternmost complete north/south regional corridor, connecting Cutler Bay with Palmetto Bay to the north and Black Point Marina to the south. Three schools are located along this road, Centennial Middle School (8601 SW 212th Street), Whigham Elementary School (21545 SW 87th Avenue) and Mater Academy Cutler Bay (22025 SW 87th Avenue). Along SW 87th Avenue south of Old Cutler Road is the only existing off-road multi-use path within the Town.

Currently a visual evaluation along this roadway reveals the following levels of deficiencies:

- ✓ Quality of sidewalk - Fair
- ✓ Sidewalk connectivity - Fair
- ✓ Pedestrian crosswalks - Fair
- ✓ Dedicated bike lanes - Fair (overall) - Good (south half)
- ✓ Updated street furniture - Poor
- ✓ Bus pull out bays - Poor
- ✓ Street lighting - Poor
- ✓ Drainage - Good
- ✓ Curb and gutter - Poor
- ✓ Presence of street ruts/pot holes - Fair



### Projects Proposed in the Transportation Master Plan - SW 87 Avenue

- Street lighting improvements
- Traffic Calming between SW 184th Street to Old Cutler Road
- Traffic Circle at SW 216th Street/SW 87 Avenue
- School Loading Zone at Whigham Elementary School
- Town Circulator runs along SW 87th Avenue
- Shared-use path already implemented on south half, extend to north half



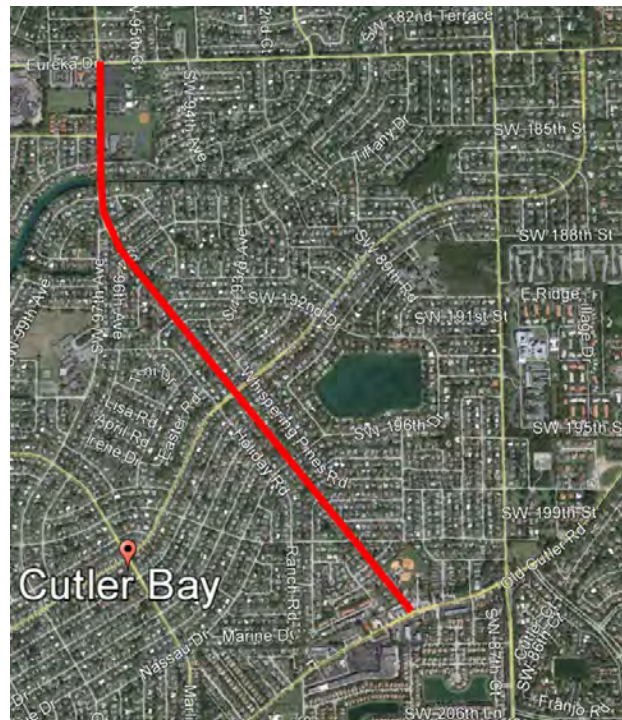


### Franjo Road - Existing Conditions

Franjo Road is bordered mainly by single family homes with light commercial at Old Cutler Road. This roadway provides the main access to Franjo Park.

Currently a visual evaluation along this roadway reveals the following levels of deficiencies:

- ✓ Quality of sidewalk - Fair
- ✓ Sidewalk connectivity - Good
- ✓ Pedestrian crosswalks - Fair
- ✓ Dedicated bike lanes - Poor
- ✓ Updated street furniture - Poor
- ✓ Bus pull out bays - Poor
- ✓ Street lighting - Poor
- ✓ Drainage - Fair
- ✓ Curb and gutter - Poor
- ✓ Presence of street ruts/pot holes - Fair



### Projects Proposed in the Transportation Master Plan - Franjo Road

- Remove parking on swale
- Town Circulator routes on Franjo Road
- Infill sidewalk gaps
- Possible Intersection improvements at Sterling Drive/Franjo Road (Signal Warrant Analysis needed)
- Operational Analysis and Intersection improvements - Franjo Road/Cutler Ridge Drive
- Install Left Turn Lane at Franjo Road/SW 186th Street

Also consider bicycle facilities, such as:

- Bike lanes
- Bike racks



### Gulfstream Road - Existing Conditions

Gulfstream Road mainly serves single family homes, and does not currently intersect with Old Cutler Road where a traffic circle currently exists. This roadway crosses Marlin Road, another study corridor and serves two schools Cutler Ridge Middle and Gulfstream Elementary.

Currently a visual evaluation along this roadway reveals the following levels of deficiencies:

- ✓ Quality of sidewalk - Fair
- ✓ Sidewalk connectivity - Fair
- ✓ Pedestrian crosswalks - Fair
- ✓ Dedicated bike lanes - Poor
- ✓ Updated street furniture - Poor
- ✓ Street lighting - Poor
- ✓ Drainage - Good

- ✓ Curb and gutter - Poor
- ✓ Presence of street ruts/pot holes - Poor

### Projects Proposed in the Transportation Master Plan - Gulfstream Road

- Bicycle Lanes/Facilities
- Safe Routes to Schools Recommendations
- School Loading Zones - Cutler Bay Middle School, Gulfstream Elementary
- Bike Racks
- Traffic Circle - Gulfstream Road and Marlin Road

Also consider:

- Crosswalk improvements





### Projects Proposed in the Transportation Master Plan - Marlin Road

- Operational Analysis and Signal Progression Improvements along Corridor
- Signage (Including Digital Monument Signage)
- Traffic Calming - Marlin Road/Belle Aire Drive
- Traffic Circle - Gulfstream Road/Marlin Road

- Bike lane
- Bike racks

- 
- The top diagram illustrates a street layout with a yellow house on the left, a palm tree in the center, and a white house on the right. The dimensions for the various components are as follows:
- | Component      | Width  |
|----------------|--------|
| Sidewalk       | 5'     |
| Planting strip | 12'    |
| Drive lane     | 11'    |
| Drive lane     | 10'    |
| Planting strip | 15'    |
| Drive lane     | 10'    |
| Drive lane     | 11'    |
| Planting strip | 8'     |
| Sidewalk       | 5 1/2' |
- The bottom diagram illustrates a street layout with a blue house on the left and a yellow house on the right. The dimensions for the various components are as follows:
- | Component      | Width |
|----------------|-------|
| Sidewalk       | 5'    |
| Planting strip | 20'   |
| Drive lane     | 10'   |
| Drive lane     | 10'   |
| Planting strip | 20'   |
| Sidewalk       | 5'    |

### B. Town of Cutler Bay 2014-2019 Strategic Master Plan Recommendations

A strategic plan is a written document that is used to communicate an organization's mission, vision and goals. When known, it may also include the actions needed to achieve those goals and other critical elements developed during the planning exercise. It is a living document that after sufficient time should be refreshed or revised as circumstances dictate. As such it is a "living work in progress" and a guideline for the organization's actions. The following Goals, Objectives and Activities pertain to Complete Streets principles:

#### Growth Management & Infrastructure Needs

##### Goal 3.1

The Town of Cutler Bay will provide the infrastructure needed to meet current and emerging needs of the community.

**Objective:** The Town will expand bike facilities to accommodate or promote non-motorized travel, as outline in the Bicycle & Pedestrian Master Plan.

**Activities:** Create dedicated bike lanes on SW 87th Avenue and other Miami-Dade arterial roadways, schools, shopping districts, and other popular destinations.

Install pedestrian lighting on Marlin Road and Old Cutler Road to accommodate cyclists/pedestrians.

#### Public Safety

##### Goal 6.2

Optimize the smooth flow of traffic through the Town of Cutler Bay by minimizing traffic congestion and maximizing the capacity of our local roadways.

**Objective:** Increase safety of motorists, cyclists and pedestrians.

**Activities:** Continue to work with the Miami-Dade County, the League of Cities, the Transportation Planning Organization (TPO) and the Legislative Delegation to expand the availability of County transportation services to the residents and businesses within the Town.

Town will monitor and seek ways to reduce traffic congestion along heavily traveled roadways (i.e. Old Cutler Road, Marlin Road, Caribbean Boulevard).

#### Parks and Recreation

##### Goal 7.1

The Town of Cutler Bay will develop parks, recreational facilities and recreational programs to meet the current and emerging needs of residents of all ages.

#### Public Works

##### Goal 9.1

Develop the Town of Cutler Bay into a model community for the condition of its roads, street lighting, storm drainage facilities, swale maintenance, sidewalks, etc.

**Objective:** The Town will continue to enhance roadways and pedestrian facilities.

**Activities:** The Town in conjunction with Miami-Dade County Public Works Department will seek to secure more Joint Participation Agreements (JPA's) for corridor improvements; such as Marlin Road, Franjo Road and Gulfstream Road.





### C. Town of Cutler Bay Bicycle & Pedestrian Master Plan Recommendations

As Cutler Bay rises to regional prominence it is expected that the number of short trips will continue to increase, as destinations like work, restaurants, shopping and schools all come closer to people's homes. Short trips are defined as being less than a half mile. Today we live in an automobile dominated society, one of the main reasons for which is because options to utilize any other mode but the car do not exist. In the future, it is anticipated that a large portion of these short trips will often times be made by walking or bicycling rather than by driving. As traffic congestion increases, the construction of bicycle and pedestrian facilities as an alternative to automobile travel becomes more and more important and will help maintain mobility within the community. As a result of the existing conditions analysis and public meetings about seventy projects were developed in three project classifications:

- Basic Pedestrian Network
- Regional Access
- Policy/Non-Capital Efforts

#### Basic Pedestrian Network

While the examination of the existing conditions show that Cutler Bay is pedestrian friendly to some extent there is a need for the Town to infill gaps in the system, where they are important and where they are desired. The southwest area of the town is well populated with sidewalks. There are pockets of areas where these sidewalks do not connect the street and crosswalks with ADA accessible sidewalk connections or painted crosswalks. It is recommended that these be filled in as funds warrant. There are potentially several hundred short (+-10') sidewalk connections that need to connect to the edge of pavement. Similarly there are likely a couple of hundred crosswalks that need to be installed. This will make the community that much better to walk around in. Coupled with this there are various projects associated with local roadways that would better connect the origins and destinations that lie on either side. These mainly encompass filling in sidewalks, adding crosswalks, smoothing swales, adding pedestrian count down signals. It is acknowledged that while sidewalks typically increase the quality of life in communities, they are not always welcomed by neighbors on individual streets, particularly in more suburban areas. The goal here was to assure that the basic section line roads had sidewalks on both sides. Then the parks, schools and other generators of potential pedestrian and bicycle traffic were connected through neighborhoods. Because the basic system is extensive this effort was simplified.

| Pedestrian Network Opinion of Probable Costs |                              |                            |                                      |       |          |
|----------------------------------------------|------------------------------|----------------------------|--------------------------------------|-------|----------|
| Road                                         | From                         | To                         | Improvement                          | Qty   | Cost     |
| Marlin Road                                  | -                            | US-1                       | Install 10' wide HV Crosswalk        | 309'  | \$10,850 |
| -                                            | -                            | US-1                       | Pedestrian Refuge in Median          | 309'  | \$95,650 |
| Franjo Road                                  | SW 184th Street              | SW 185th Terrace           | Install 5' wide Sidewalk (East Side) | 1350' | \$27,000 |
| -                                            | Franjo Road/ Gulfstream Road | Install Crosswalk          | -                                    | -     | -        |
| -                                            | -                            | Gulfstream Road            | Install 10' wide LV Crosswalk        | 23'   | \$100    |
| -                                            | -                            |                            | Install Sidewalk Ramps               | 40'   | \$800    |
| Franjo Road                                  | -                            | Flag Drive /SW 193rd Drive | Install Crosswalk                    | -     | -        |
| -                                            | -                            | -                          | Install 10' wide LV Crosswalk        | 27'   | \$100    |
| -                                            | -                            | -                          | Install Sidewalk Ramps               | 40'   | \$800    |
| -                                            | -                            | -                          | Install 10' wide LV Crosswalk        | 40'   | \$100    |
| -                                            | -                            | -                          | Install Sidewalk Ramps               | 29'   | \$600    |
| -                                            | -                            | Old Cutler Road            | Delineate Road Edge                  | -     | -        |



### Regional Access

Projects providing regional access were focused on connecting to the existing system of trails and greenways that converge in and around Cutler Bay. These mainly consist of on road bicycle facilities on major through corridors, as well as connections (like wider sidewalks or a pedestrian bridge) to major generators like the Performing Arts Center, South Dade Government Center, and Busway. Connecting to these facilities would provide incentive for recreational movement or even potential commuting via bicycle on a sub-regional or regional basis.

#### Regional Access Cutler Bay Bicycle and Pedestrian Master Plan Proposed Projects

| Road           | From            | To | Improvement        | Qty  | Cost        |
|----------------|-----------------|----|--------------------|------|-------------|
| SW 87th Avenue | Entire Corridor |    | Install Bike Lanes | 3 gm | \$1,130,100 |
| Franjo Road    | Entire Corridor |    | Install Bike Lanes | 3 gm | \$1,397,950 |

### Policy/Non-Capital Projects

An important segment of the project has to do with policy efforts, which the Town would need to decide upon prior to undertaking. The highest priority would be to undertake a Safe Routes to School study. These are grant applications meant to identify safe routes to and from local schools in each direction. They result in enhanced sidewalks, crosswalks, signage, signals and even equipment and crossing guards. The study results in a grant, which is submitted to FDOT. Grant recipients can have all or a portion of the projects implemented. The Miami Dade TPO has recently been providing funding for such studies through its municipal grant program. The TPO grants are awarded early in the calendar year. An additional study can be to develop a “bike to work plan”. This would be an effort to develop incentives for people to use their bicycles to commute to work or for shopping or other non-recreational uses. It is also a candidate for an TPO grant.

#### Policy/Non-Capital Opinion of Probable Costs

| Project Type | Recommendation                                   | Cost      |
|--------------|--------------------------------------------------|-----------|
| Study        | Safe Routes to School                            | \$50,000  |
| Signage      | For pathways, trails, bike lanes, Share the Road | \$7,500   |
| Study        | Bike to Work Plan                                | \$50,000  |
| Facilities   | More Bike Lockers & Racks                        | \$100,000 |

### D. Town of Cutler Bay Growth Management Plan (Transportation, Future Land Use and Recreation, Climate Change & Open Space Elements)

The Cutler Bay Growth Management Plan is an official long-range policy statement adopted on April 28, 2008 by a formal resolution in the Town Council. The Growth Management Plan guides the long-range, comprehensive decision-making process generally concerning physical development. The plan also directs the Town’s actions intended to influence development over the long-term and contains goals, objectives, policies, and guidelines for growth and redevelopment for the Town. Cutler Bay’s Growth Management Plan contains 10 “elements” that address future land use, housing, infrastructure, coastal management, conservation, intergovernmental coordination, capital improvements, transportation, recreation and open space, and educational facilities. Elements primarily affecting transportation are the Land Use, Transportation, Recreation and Open Space and Climate Change.

### Cutler Bay Transportation Element

**Policy TI-1J:** In lower density areas, outside of designated charrette areas the Town shall work with the County and the State to maximize, where appropriate, through traffic management and planned improvements, particularly on section line and half section line roads, which form the basic surface mobility network.

**Policy TI-1T:** The Town shall work with Miami-Dade County Transit to implement transit service improvements where warranted throughout the town and along the US-1 Busway, including but not limited to Signal Prioritization, Minimal Headways, Special Use Lanes, and other Transportation Demand Management, Transportation Systems Management, Tolling and High Occupancy Vehicle approaches that may be practical.

### Objective TI-2 Alternative Modes of Transportation

The Town shall work to provide for alternative modes of transportation, in coordination with other units of Local, County and State government and the private sector.

**Policy TI-2A:** The Town shall work with The Florida Department of Transportation, Miami-Dade Transit, Miami-Dade County Public Works Department and the Metropolitan Planning Organization to identify strategies in which it can achieve a more balanced modal split.

**Policy TI-2B:** The Town shall work with The Florida Department of Transportation, Miami-Dade County Public Works Department and Miami-Dade Transit to implement parking strategies in the charrette areas and along the Busway to provide incentive for the further development of transit friendly urban design.

**Policy TI-2C:** The Town shall use appropriate Transportation Systems Management (TSM) and Transportation Demand Management (TDM) strategies to improve system efficiency and enhance safety. These include, but are not limited to:

- Coordination with South Florida Regional Commuter Services;
- Coordination with Miami-Dade Transit;
- Coordination with local municipal circulators;
- Congestion management;
- Access management;
- Installation of on-road bicycle lanes and bicycle parking and storage facilities;
- Parking policies which discourage driving alone;
- Employer-sponsored programs to encourage carpooling, vanpooling, bicycling, flexible work hours, telecommuting and transit usage;
- Site development;
- Designs which foster transit usage and pedestrian accessibility; and
- Bus pull-in/pull-out areas, where deemed safe and necessary to retain highway Level-of-Service.

**Policy TI-2D:** The Town shall, in conjunction with Miami-Dade County, support Miami-Dade Transit in continuing to provide bus service within the Town at defined Levels-of-Service as specified by Miami-Dade Transit in their Transit Development Program (TDP).

**Policy TI-2E:** The Town shall encourage Miami-Dade Transit to evaluate all aspects of the existing transit system, including regular Miami-Dade Transit routes, any existing paratransit, STS, demand response or other transportation demand strategy approaches being used.

**Policy TI-2F:** In the Old Cutler Road Charrette and UCD Charrette Areas, the Town shall develop Land Development Regulations that promote Transit Oriented Development and mixed-use development.

**Policy TI-2G:** In the Charrette Areas, the Town shall work with the development community to specify other commitments that serve to reduce single-occupant motor vehicle trips.

**Policy TI-2H:** Encourage Miami-Dade Transit to analyze the existing local Miami-Dade Transit route system for connection to the larger, regional system, like the Busway and Metrorail.

**Policy TI-2I:** As envisioned in the Future Land Use Element, the Town will work to develop land use strategies and densities along US-1 which will facilitate the justification and implementation of high capacity transit, such as Metrorail.

**Policy TI-2J:** The Town supports the implementation of an extension of the Metrorail System between Dadeland and Florida City on the US-1 Busway, and therefore supports a funding shift from primarily roadway projects to a more alternative mode/transit mobility programming.

**Policy TI-2K:** In cooperation with the Metropolitan Planning Organization and Miami-Dade Transit, the Town shall request that a survey be taken and analyzed to determine local employer/employee/resident travel characteristics, and to develop issues and needs for Transportation Demand Management techniques, including enhanced mass transit, carpooling, vanpooling, flexible work hours, guaranteed ride home, and employee bonuses to refrain from driving alone.

**Policy TI-2L:** Cutler Bay shall work with Miami-Dade Transit to construct bus shelters and enhanced stops at all transit stops within the Town.

**Policy TI-2M:** The Town will work with Miami-Dade Transit to decrease bus headways mid-day to 30 minutes or less.

**Policy TI-2N:** Cutler Bay shall support County plans for the higher level of transit service along on the Busway, including the examination of High Occupancy Toll lanes, or development of the Metrorail. The Town will advocate for a transit impact fee.

**Policy TI-2O:** Cutler Bay will explore implementing unique and innovative transportation options that can provide alternates to traditional modes of travel. One new mode is an aerial cable car system that could provide overhead views of environmentally sensitive areas and could link Cutler Bay to major public attractions such as the Metro Zoo as well as existing public transit systems such as the Metrorail.

### Objective TI-3 Safe and Convenient Pedestrian and Bicycle Network

The Town shall provide a safe and convenient pedestrian and bicycle network including links to schools, recreational facilities, bus stops, and major trip generators.

**Policy TI-3A:** The Town shall work with The Florida Department of Transportation and Miami-Dade Transit to provide safe and convenient pedestrian connections to Busway Stations across US-1.

**Policy TI-3B:** The Town shall continue to identify sidewalk needs in the following areas:

- Existing roadways;
- Hazardous routes;
- Designated school walking routes;
- Connecting existing sidewalks to schools, parks, recreational facilities, and new developments;
- Repairing and replacing existing deteriorated sidewalks; in connection with new road construction; and
- Accessing Miami-Dade Transit bus stops.

**Policy TI-3C:** The Town shall promote pedestrian and bicycle linkages between residential and nonresidential land uses. The principles of Crime Prevention through Environmental Design shall be a consideration in site plan reviews.

**Policy TI-3D:** The Town shall continue to seek supplemental funding for local sidewalk construction programs. In particular, the Town shall seek to be included formally in the funding allocated by the Peoples Transportation Plan.

**Policy TI-3E:** As part of a Pedestrian Safety Plan, the Town shall continue to identify and install pedestrian safety improvements in conformance with the Manual of Uniform Traffic Control Devices. Streets through residential neighborhoods should be maintained and identified in a manner that promotes and protects the residential environment and enhances pedestrian safety.

**Policy TI-3F:** The Town shall coordinate with Miami-Dade Transit for improved pedestrian facilities within ¼ mile of all transit stations, and areas of transit oriented densities. The Town strongly supports a pedestrian overpass on US-1 to the busway and will work with the appropriate agencies to implement this project.

**Policy TI-3G:** The Town shall work to develop on and off-road bike lanes paths, greenways and trails.

**Policy TI-3H:** The Town shall identify and prioritize enhancement projects for pedestrian and Bicycle ways in conjunction with the Metropolitan Planning Organization.

**Policy TI-3I:** The Town shall work to assure that all sidewalks are ADA compliant.

**Policy TI-3J:** The Town shall coordinate with Miami-Dade County Schools, and the Metropolitan Planning Organization to develop safe routes to and from schools.

**Policy TI-3K:** The design and construction of thoroughfare roads shall provide for safe on-road bicycle lanes, wherever possible and practical as determined by the Town's Planning and Public Works departments.

**Policy TI-3L:** All requests for development shall be required to install safe and convenient pedestrian and bicycle access, as provided for in the Land Development Regulations.

**Policy TI-3M:** The Town shall implement a design strategy known as an "intersection sleeve" at certain intersections on high capacity thoroughfares particularly along US-1. These will make high-volume traffic roadways safe for pedestrians to cross. These locations shall be determined from a comprehensive pedestrian amenity study. The "sleeve" strategy involves clearly striping cross-walks and using different paving materials, crossing signage and lighting, and reducing the distance between curb corners where possible to reduce pedestrian crossing distance.

**Policy TI-3N:** The Town shall examine the connection of major traffic generators, transit stops and areas of density, with an interconnected system of sidewalks and or bicycle paths, this task should be coordinated with the Town's Recreational Master Plan system.

**Policy TI-3O:** The Town shall work to reduce conflicts among modes of transportation. This can be done through:

- a. Establishing enhanced intersections with more visible crosswalks and enhanced signage;
- b. Developing bike paths and lanes with bollards and raised islands to increase safety at intersections by preventing vehicles from entering the special lanes;
- c. Bus shelters;
- d. Traffic calming where appropriate; and
- e. Pedestrians islands.

**Policy TI-4B:** Transportation Demand Management techniques and Transportation System Management measures shall be examined by the Town through its Transportation Master Plan.

Transportation Demand Management (TDM) is defined as the use of incentives, disincentives, and market management to affect travel behavior to shift to non-motorized and/or higher-occupancy modes, reduce or eliminate the need to travel, and/or shift travel onto less congested routes. TDM is also used to mean the provision or expansion of alternatives to Single Occupancy Vehicle (SOV) travel, such as transit, bicycling, and walking. In recent years TDM has been targeted in federal legislation as potentially important pieces of the overall strategy to address congestion and air quality issues. Transportation System Management (TSM) shall mean a program to reduce demand on, and increase capacity of the existing transportation system through better and more efficient use and applications. This may be achieved through traffic signal progression along major roadways, expanded intersections, providing peak-hour reversible lane operations, etc.

### Objective TI-6 A Transportation System to Enhance and Preserve Neighborhoods

The Town shall develop a transportation system that helps preserve and enhance the Town's neighborhoods.

**Policy TI-6A:** The Town shall develop standards and a palate of acceptable improvements for protecting Neighborhoods to minimize impacts from traffic intrusion.

**Policy TI-6F:** The Town shall implement the aesthetics of road corridors during the design process. Where adequate Right-of-Way exists or can be reasonably acquired, landscaped medians shall be the preferred center component of road cross sections. When major new public facilities are planned, their design should be aesthetically compatible with the surrounding area, whenever practical.

**Policy TI-6G:** The Town will work with Miami-Dade Transit, Miami-Dade Public Works Department, The Florida Department of Transportation and the Department of Community Affairs to develop appropriate methods by which to utilize transit as alternative capacity when existing traditional roadway capacity is expended.

**Policy TI-6I:** Any missing links in the sidewalk system shall be eliminated, provided that financial resources are available.

**Policy TI-6J:** The Town shall improve its ROW's in order to encourage pedestrian activity. Where pedestrian activity would be encouraged without significant adverse effect on public safety, such improvements may include, but would not necessarily be limited to, development of "sleeves", straightening of medians, realignment of streets, realignment of street curbs at intersections, establishing parallel or angled parking, extending sidewalks to accommodate trees or tree planters, improving crosswalks, reducing the number or width of automobile travel lanes, or improving pedestrian ramps.

**Policy TI-7D:** The Town shall explore measuring Level-of-Service in terms of person trips, allowing transit to provide trip capacity within the area.

### Objective TI-8 Transportation that Serves Regional and Local Interests

The Town shall work with other Local, County and State bodies to assure that the transportation system is regionally connected and context sensitive as it traverses Cutler Bay.

**Policy TI-8D:** Retrofitted or reconstructed streets, wherever practical as determined by the Town, shall include amenities such as shade trees and benches, curb, gutter and adequate drainage infrastructure, as well as pedestrian safe designs; such as, refuge medians where more than two-lane roadways exist, raised pavements to alert motorists to pedestrian crossings, and sidewalk bulb-outs where there is on-street parking.

### Objective TI-10 Elderly and Transit Dependent Transportation Services

The Town shall focus on the provision of transit services to the elderly and transportation disadvantaged population.

### Cutler Bay Future Land Use Element

**Policy FLU-2A:** Development and redevelopment in the Town Center shall provide for the development of a well-designed and compatible area that provides attractive places to live, work and shop and that is accessible via the full range of transportation options, including transit, automobiles, bicycles, and pedestrians.

**Policy FLU-4B:** The Town shall ensure the provision of multi-modal transportation access between its residential neighborhoods, the Town Center, and mixed-use districts along US-1 and Old Cutler Road.



## Section I: Background Information and Existing Conditions

**Policy FLU-5B:** Development and redevelopment in the Town shall provide for pedestrian friendly street design, an interconnected street network and hierarchy to reduce congestion and improve traffic flow, design that promotes the use of non-motorized transportation modes, connectivity to transit, and a range of uses in a compact area to reduce the need for external trips.

### Cutler Bay Recreation and Open Space Element

**Policy ROS-3D:** The Town will seek private and public funding sources as may be available through various sources to fund the acquisition and development of land for future parks, recreational facilities and programs.

### Objective ROS-4

The Town will provide improved access to parks and recreational facilities within Cutler Bay.

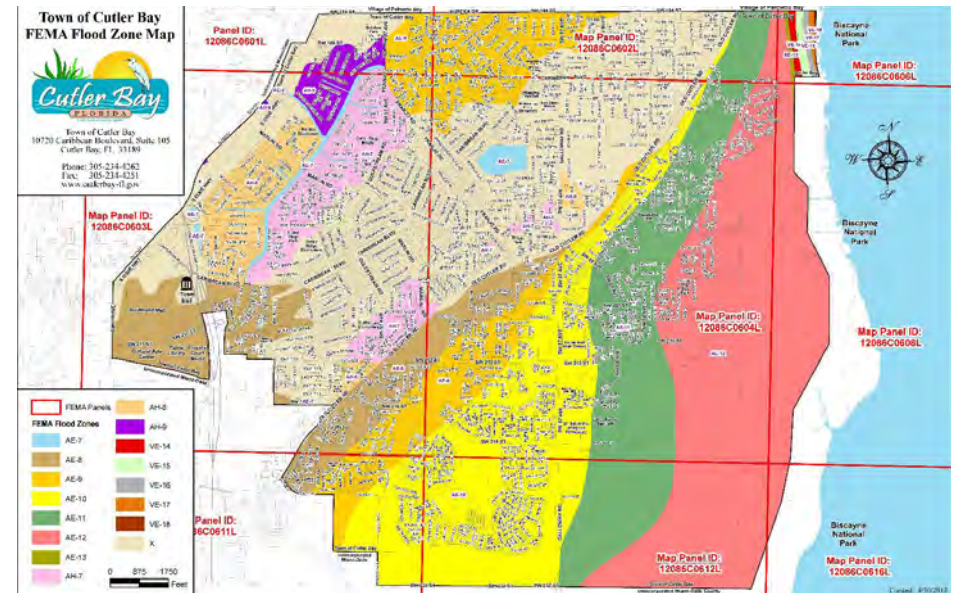
**Policy ROS-4C:** The Town will promote non-motorized access to all existing and future parks and recreation open spaces within Cutler Bay by creating and improving greenways, trails, bike lanes, sidewalks and improved connectivity between parks and residences, schools, community centers, activity centers and transportation hubs.

**Policy ROS-4E:** The Town shall continue to provide improved access for persons with disabilities by removing architectural, communication and program barriers to participation in compliance with the Americans with Disabilities Act.

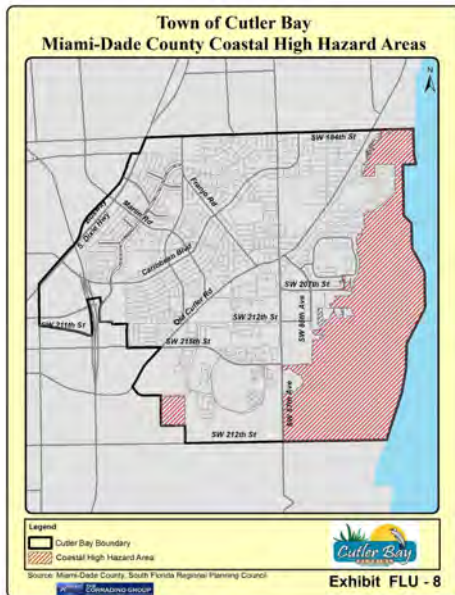
### Cutler Bay Climate Change Element

There are a number of actions that local governments can take to reduce greenhouse gas emissions. These actions include: reducing vehicle miles traveled through the provision of alternative transportation mechanisms; promoting land use patterns that reduce automobile dependence (i.e. compact mixed use development vs. urban sprawl), and; reducing energy consumption in all sectors (i.e. green building techniques, efficiency standards...).

**Goal 1:** Achieve a sustainable, climate resilient community by: promoting energy efficiency and greenhouse gas reduction strategies; protecting and adapting public infrastructure, services, natural systems and resources from climate change impacts, and; continuing to coordinate with other agencies to address climate change at the local, County, regional, State, federal, and global levels.







**Policy CC-5E:** The Town of Cutler Bay shall continue to maintain and enhance its tree canopy through such efforts as implementation and periodic update of its Street Tree Master Plan, urban forestry grants, and other actions.

### E. Town of Cutler Bay Street Tree Master Plan Recommendations

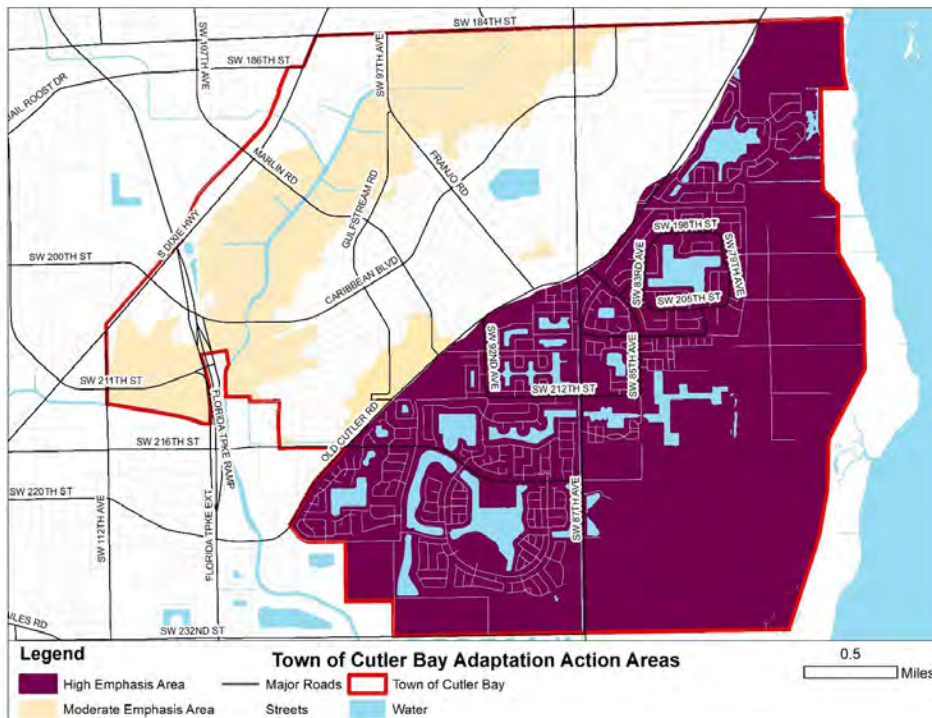
Since incorporation, the Town leasers have sought to enhance the quality of life for its citizens. The Street Tree Master Plan has been developed as a guide to proper addition of trees along the rights-of-way. The plan address the following:

- Community Dialogue
- Benefits of Tree Plantings
- Inventory and Assessment of Existing Street Trees
- The Projected Planting Requirements
- Budgeting and Phasing for Planting and Maintenance
- Guidelines for Placement of Street Trees
- Protection and Maintenance of Street Trees
- Approaches to Design of Street Tree Plantings

Page 2 of the Master Plan states “Trees that shade sidewalks and roadways are most valuable in developing a walk-able community.” Complete Street recommendations will conform to the Master Plan in regards to the guidelines on placement, size and spacing of trees. Some considerations include safe sight distance at street corners and driveways; maintaining a proper distance from light poles, water meters, sidewalks and utility boxes and avoidance of conflicts with overhead electric lines. The Master Plan also provides three approaches to design and a list of suitable trees.

### F. Town of Cutler Bay Land Development Regulations (LDR's)

The Town of Cutler Bay LDR's address streets and roadways in Article IX Transportation Requirements. The purpose of the article is to encourages the development of a network of interconnecting streets that work to disperse traffic while connecting and integrating neighborhoods with the existing urban fabric of the town. Equally important, the article encourages the development of a network of sidewalks and bicycle lanes that provide an attractive and safe mode of travel for cyclists and pedestrians. Interconnecting street networks encourage alternate modes of transportation to the automobile, enhance transit service opportunities, improve traffic safety through promoting slower speeds, and potentially reduce vehicle miles traveled within the street network. The article includes sections on general principles, design specifications and contains specific street cross-sections. A review of the cross-sections reveals that they do not fully implement complete street concepts and it is recommended that they be revised as part of this effort.



### III. Existing Conditions

#### Land Use

Transportation is a symptom of activity and without destinations to go to, there is no need to travel. Understanding land use and the placement of housing, commerce, entertainment, civic facilities (such as schools, parks, community centers, and Town Hall), are important as these transit generators will provide insight into local needs and patterns for transportation. Exact locations of commerce and community centers versus housing allows for a better understanding of what routes people may take or need to get from point A to point B. How much transportation, and thus modal type, also results from land use, as density of development lets us know whether we need a less expensive, smaller community bus, or something more.

#### Commercial Connections

The four corridors for this study were chosen because they are important collectors within the Town. Each one serves as a linkage between and among the neighborhoods and the commercial centers within the area. **Franjo Road** connects the commercial center of Old Cutler Road to the commercial on SW 184th Street and ultimately to the commercial center of Palmetto Bay (0.5 miles to the north of Cutler Bay). **Marlin Road** is another regional connector, uniting the commercial corridor of US-1 to the future commercial area at the Potato Field on Old Cutler Road. **SW 87th Avenue** provides a regional connection for all of the eastern side of Cutler Bay, linking the parks, schools and recreational opportunities along this road to Old Cutler Road, south to Black Point Marina and north through Palmetto Bay. SW 87th Avenue is the first north/south corridor for all the residential communities on the east side of Cutler Bay. **Gulfstream Road** will provide a fourth connection for the residential areas to Old Cutler Road when the final link is completed. Gulfstream Road intersects both Marlin Road and Franjo Road. It's important to understand that these north/south connections between the neighborhoods and the commercial areas exist. When complete street techniques are implemented these corridors could consist of safe and secure pedestrian gateways or pathways from residential neighborhoods to commercial centers. Primary use would come from residents within ¼ mile who choose to walk or bike for short shopping trips instead of drive.

#### Parks and Schools

These four corridors are also connections to and from fourteen of the parks and schools within the Town. **Franjo Road** serves Franjo Park, Holy Rosary Academy, Tiffany Drive Park, and Bel Aire Park; **Marlin Road** serves Bel Air Elementary (one block off Marlin Road); **SW 87th Avenue** serves Centennial Middle, Whigham Elementary, Lakes by the Bay Park, Ned Glen Nature Preserve, Whispering Pines Hammock Park, Whispering Pines Elementary, and Whispering Pines Park; **Gulfstream Road** serves Cutler Ridge Middle and Gulfstream Elementary schools. Complete streets concepts are important when looking at providing safe and multi-modal access to the places our children learn and play. Additionally, providing safe ways for children to walk or bike to school will reduce vehicular trips throughout the Town by eliminating the pick-up and drop-off traffic. If you have ever wondered why traffic seems so much less congested in the morning when school is out for the summer, it is not your imagination. There are significantly more cars on the road shuttling students to and from school at the same time commuters are on their way to work. Many of these trips could be eliminated by providing safe ways for students to walk and bike to school.



#### Character of the Corridors

When each of the corridors are looked at individually, there are many similarities. With the exception of a short segment of Marlin Road, all are two lane roadways primarily providing direct access to single family residential uses. Flashing signs "School Zone 15 MPH" are the only traffic calming infrastructure that exists. Most of the study corridors are bounded on both sides of the paved streets by wide swales (of varying widths) and narrow sidewalks. With the exception of SW 87th Avenue south of Old Cutler Road, very few of the streets have curb or gutters or bike facilities. Street lighting is provided by tall mast-arm style overhead poles, which are sparsely located at best, and non-existent on SW 87th Avenue. The street pavement condition is poor in most areas, containing pot holes, patches and deteriorating edges. Drive aprons are of varying quality, some are in poor condition and lack uniformity.



## Section I: Background Information and Existing Conditions



The following provides more details describing the individual corridors existing conditions:

### Gulfstream Road at a Glance

#### SIDEWALKS

**Widths:** 5' on both sides of the street

**Landscaping:** Spotty tree canopy, various plants and trees, not uniform

**Bus Stops/Shelters:** None (not a bus route)

**Bike Parking:** None

**Street Furniture:** None

#### ROADWAYS

**R.O.W. Width:** Varies (70'-80')

**Lane Widths:** Varies (10'-13')

**Median Design:** None

**Target Speeds:** 30 MPH

**Bicycle Facilities:** None

**Bus Lanes:** None (not a bus route)

**Traffic Calming:** School Zone flashers

**Drainage:** Grass swale

**Lighting:** Tall mast arm light poles

**Parking:** Swale parking is common, no on-street parking available, swale parking excessive at Gulfstream Elementary

#### INTERSECTIONS

**Crosswalk Design:** Lacking at most intersections, standard design if present, ladder design at schools

**Crossing Islands:** None

**Signals:** None

**Circle:** Old Cutler Road

**Multimodal Facilities:** None

**Intersections of Concern:** Franjo Road & Gulfstream Road intersection is non-standard (two stops approaching Franjo Road is unnatural and awkward); Gulfstream Road doesn't presently intersect with Old Cutler Road



### Franjo Road at a Glance

#### SIDEWALKS

**Widths:** 5' on both sides of the street

**Landscaping:** Some stretches are palmed lined, while other areas consist of various plants and trees, not uniform

**Bus Stops/Shelters:** Shelters at most stops

**Bike Parking:** None

**Street Furniture:** None

#### ROADWAYS

**R.O.W. Width:** Varies (65'-70')

**Lane Widths:** 12'

**Median Design:** None

**Target Speeds:** 30 MPH

**Bicycle Facilities:** None

**Bus Lanes:** None (is a bus route)

**Traffic Calming:** School Zone flashers

**Drainage:** Grass swale

**Lighting:** Tall mast arm light poles

**Parking:** Swale parking is common, no on-street parking available

#### INTERSECTIONS

**Crosswalk Design:** Standard design were present, mostly to cross side street (N/S), ladder design at schools

**Crossing Islands:** None

**Signals:** Caribbean Boulevard, SW 184th Street, Old Cutler Road,

**Multimodal Facilities:** None

**Intersections of Concern:** Franjo Road & Gulfstream Road intersection is non-standard (two stops approaching Franjo Road is unnatural and awkward)





### Marlin Road (US-1 to Sterling Drive) at a Glance

#### SIDEWALKS

**Widths:** 5.5' on both sides of the street

**Landscaping:** Some stretches are palmed lined, while other areas consist of various plants and trees, not uniform

**Bus Stops/Shelters:** None

**Bike Parking:** None

**Street Furniture:** None

#### ROADWAYS

**R.O.W. Width:** Varies (100'-90')

**Lane Widths:** Varies (10'-12')

**Median Design:** Landscaped

**Target Speeds:** 30 MPH

**Bicycle Facilities:** None

**Bus Lanes:** None (not a bus route)

**Traffic Calming:** School Zone flashers

**Drainage:** Curb & Gutter

**Lighting:** Tall mast arm light poles

**Parking:** Swale parking is common, no on-street parking available

#### INTERSECTIONS

**Crosswalk Design:** Standard design were present, mostly to cross side street (N/S), ladder design at schools

**Crossing Islands:** Landscaped medians

**Signals:** Belview Drive

**Multimodal Facilities:** None

**Intersections of Concern:** Approaching Sterling Drive (southbound) roadway merges from two lanes to one lane, creating a conflict point and speeding





### Marlin Road (Sterling Drive to Old Cutler Road) at a Glance

#### SIDEWALKS

**Widths:** 5' on both sides of the street  
**Landscaping:** various plants and trees, not uniform  
**Bus Stops/Shelters:** None (not a bus route)  
**Bike Parking:** None  
**Street Furniture:** None

#### ROADWAYS

**R.O.W. Width:** Varies (60'-70')  
**Lane Widths:** 10'  
**Median Design:** None  
**Target Speeds:** 30 MPH  
**Bicycle Facilities:** None  
**Bus Lanes:** None (not a bus route)  
**Traffic Calming:** None  
**Drainage:** Swale  
**Lighting:** Tall mast arm light poles  
**Parking:** Swale parking is common, no on-street parking available

#### INTERSECTIONS

**Crosswalk Design:** Standard design were present, mostly to cross side street (N/S)  
**Crossing Islands:** None  
**Signals:** Caribbean Boulevard, Old Cutler Road  
**Multimodal Facilities:** None  
**Intersections of Concern:** None



### SW 87th Avenue at a Glance

#### SIDEWALKS

**Widths:** 5' on both sides of the street

**Landscaping:** Most of the length of road are palmed lined, while other areas contain same species of smaller trees, some uniformity exists. Some issues with trees located directly under electric utility lines

**Bus Stops/Shelters:** Shelters at most stops

**Bike Parking:** None

**Street Furniture:** One pedestrian refuge/median pavilion on the multi-use path, presence of utility boxes

#### ROADWAYS

**R.O.W. Width:** Varies (120'-70')

**Lane Widths:** 10'

**Median Design:** None

**Target Speeds:** 30 MPH

**Bicycle Facilities:** 10' wide Multi-Use path south of Old Cutler Road

**Bus Lanes:** None (is a bus route)

**Traffic Calming:** School Zone flashers

**Drainage:** Grass swale and curb/gutter south of Old Cutler Road

**Lighting:** None

**Parking:** Swale parking is present north of Old Cutler Road

#### INTERSECTIONS

**Crosswalk Design:** Ladder design at parks and schools

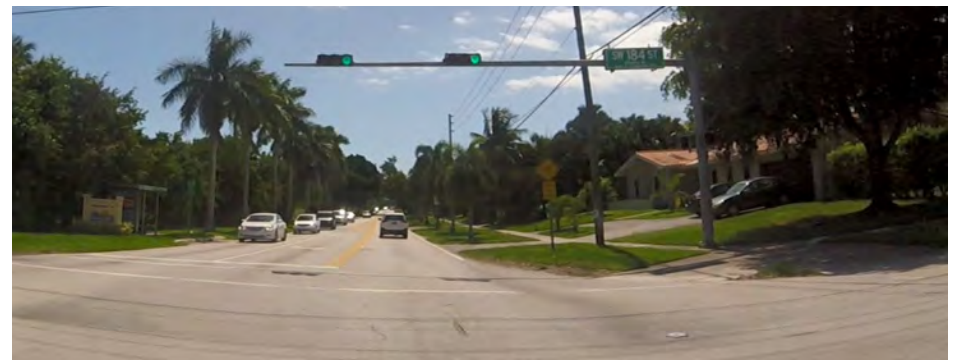
**Crossing Islands:** None

**Signals:** Caribbean Boulevard, SW 212th Street, SW 184th Street, SW 216th Street

**Circle:** Old Cutler Road

**Multimodal Facilities:** None

**Intersections of Concern:** None





### IV. *Potential Development and Planned Projects*

The following is a description of regionally planned multimodal projects in and around the Town.

#### Old Cutler Road

In June 2002, prior to the Town's incorporation, area residents participated in a charrette conducted by the Miami-Dade County Department of Planning & Zoning to address the Old Cutler Road corridor, a designated historic roadway. The goal of the Old Cutler Road Charrette Area Plan was to create a framework that preserved the heritage of this historic roadway, facilitated improvement in public infrastructure and the investment in private land, enhanced the livability and encouraged design quality, both architectural and urban. In January 2007, the Town adopted the Old Cutler Road zoning overlay district. The intent of this overlay is to facilitate redevelopment of the corridor in accordance with the 2003 charrette recommendations. In 2008 the Growth Management Plan created a new mixed-use district on the Future Land Use Map to implement the development anticipated by the original charrette and the overlay district.

The Old Cutler Road area has been given a recent retrofit relative to the roadway. This beautification project worked within the parameters of the 1974 historic designation to provide multimodal supporting infrastructure for potential land development in the area. Today, the road accommodates cars, bicycles, pedestrians and transit.

#### Town Center Redevelopment

Southland Mall is an enclosed shopping mall surrounded by parcels used as parking lots. As seen in the Future Land Use Map most of the land use surrounding the shopping mall is business and office. Southland Mall, which is now known as the Town Center on the Future Land Use Map, is intended for redevelopment as a high-quality, design-unified, mixed use downtown for Cutler Bay. In 2002, prior to the Town's incorporation, this area was the subject of an intensive seven day charrette conducted by the Miami-Dade County Department of Planning & Zoning. The key recommendations of this charrette provided the basis for the Town's creation and adoption of the Urban Center Zoning District in March 2006, as well as the interpretive text and regulating policies for the Town Center District in the Growth Management Plan. The Town Center is envisioned as a Dadeland-sized regional activity center. It provides Cutler Bay with the potential to be a major economic factor in South

Dade. Surrounding the area now are the South Dade Government Center, the South Dade Performing Arts Center and Cutler Bay's Town Hall. The District sits at the confluence of the Busway, Turnpike and US-1.

#### US-1 Busway (Future Transit and Park and Ride)

Work analyzing the South Dade Corridor in 2006 has suggested that not enough density exists to make a Metrorail system competitive or cost effective. The County had approved the plan to enhance the Bus Rapid Transit capacities of the corridor, with park and ride lots, and bus priority, either by signaling or grade separated intersections, until ridership warrants a rail system. The Strategic Miami Area Rapid Transit Plan (SMART Plan) has reinitiated the analysis of all corridors, in particular the Busway Corridor as the community desires some form of rail. It is highly likely that to attain these higher forms of mass transit, that land use alternatives or corridor plans will need to be put in place.

#### Miami-Dade Transportation Planning Organization Mobility Hubs

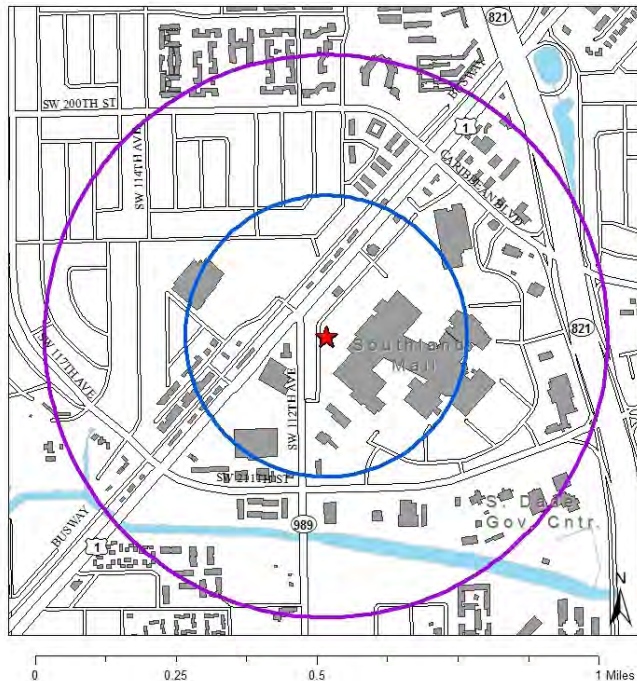
The automobile is the main way of transport in South Florida due to the ease of access, reliability and comfort. As a result, most roadways in the area are constrained by the amount of volume on the roadways. In order to motivate commuters to change their primary mode of travel an environment catering to all alternative transportation modes need to be adopted.

By the creation of multimodal hubs throughout the South-Dade Study area the county can start organizing itself to provide the resources and projects needed to make alternative transportation modes a reality. Mobility hubs are more than just transit stations but is a location where more than one transit route converge, an area where bicyclists and pedestrians have access to local land uses, major generators and have a land uses that cater the mass movement of commuters. Mobility hubs represent a long-term transit oriented development (TOD) plan that represents sustainable investment for the development of healthy functioning transportation models. Transit oriented development create a mixed use of high intensity and density assets. This spurs economic development around transit hubs and in turn help on a sustainable growth of the town.

Each of the transportation hubs are unique in their own way, but the Cutler Bay Hub stands out since its located at a major strategic location within the South Dade region. Located at the intersection of two major regional thoroughfares US-1 (South Dixie Highway) and SR-821 (Homestead Extension of the Florida Turnpike). Located in such a crucial location for the region, this hub is to



### South Dade Mobility Hubs



**Legend**

**Transit Hub**

- ★ Main Hub
- Mobility Hub Buffer (0.25 miles)
- Mobility Hub Buffer (0.50 miles)



**THE CORRADINO GROUP**

Cutler Bay Mobility Hub  
Miami Dade 2040 Long Range Transportation Plan

| Priority          | Project # | MPO #   | Project Roadway            | Limits                                                                                                                                   | Project Description                                                                                 | Cost       | Notes                                               | Project Type |
|-------------------|-----------|---------|----------------------------|------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------|------------|-----------------------------------------------------|--------------|
| 1<br>(2015-2020)  | 1         | PW142   | SW 200 St                  | US-1 to Quail Roost Dr                                                                                                                   | Add 2 lanes and reconstruct                                                                         | \$17.4 M   | Preliminary Engineering, Construction, Capital      | Hub          |
|                   | 2         | NM58    | SW side of SW 117th Avenue | Roberta Hunter Park to South Dade Trail & Black Creek Trail junction                                                                     | Bicycle/Pedestrian Improvements (Trail Improvements)                                                | \$0.228 M  | Preliminary Engineering                             | Corridor     |
|                   | 3         | CMP7    | US-1                       | SW 344 St to I-95                                                                                                                        | Congestion Management (Signal Timing Optimization)                                                  | \$ 0.276 M | Preliminary Engineering                             | Corridor     |
|                   | 4         | MDX119  | US-1 - Managed Lanes       | SW 344 St (Palm) to Dadeland South Metrorail Station                                                                                     | Add 2 plus 1 reversible new managed lanes within the right-of-way of the US-1 Busway                | \$970.0 M  | Preliminary Engineering, Right of Way, Construction | Corridor     |
| 2<br>(2021-2025)  | 1         | PW142   | SW 200 St                  | US-1 to Quail Roost Dr                                                                                                                   | Add 2 lanes and reconstruct                                                                         | \$12.8 M   | Capital                                             | Hub          |
|                   | 2         | NM58    | SW side of SW 117th Avenue | Roberta Hunter Park to South Dade Trail & Black Creek Trail junction                                                                     | Bicycle/Pedestrian Improvements (Trail Improvements)                                                | \$227.8 M  | Construction, Operations & Maintenance              | Corridor     |
|                   | 3         | CMP7    | US-1                       | SW 344 St to I-95                                                                                                                        | Congestion Management (Signal Timing Optimization)                                                  | \$ 0.276 M | Right of Way                                        | Corridor     |
| 3<br>(2026-2030)  | 4         | MDX119  | US-1 - Managed Lanes       | SW 344 St (Palm) to Dadeland South Metrorail Station                                                                                     | Add 2 plus 1 reversible new managed lanes within the right-of-way of the US-1 Busway                | \$33.4 M   | Construction, Operations & Maintenance              | Corridor     |
| 4<br>(2031-2040)  | 1         | PW142   | SW 200 St                  | US-1 to Quail Roost Dr                                                                                                                   | Add 2 lanes and reconstruct                                                                         | \$0.1 M    | Preliminary Engineering                             | Hub          |
|                   | 4         | MDX119  | US-1 - Managed Lanes       | SW 344 St (Palm) to Dadeland South Metrorail Station                                                                                     | Add 2 plus 1 reversible new managed lanes within the right-of-way of the US-1 Busway                | \$106.3 M  | Capital                                             | Corridor     |
| Unfunded Projects | 5         | MDT161  | US-1 (Busway)              | SW 88 St (Kendall) to SW 344 St (Palm)                                                                                                   | Improve service on busway to BRT levels                                                             | \$19.0 M   | Capital                                             | Corridor     |
|                   | 6         | MDT161U | US-1 (Busway)              | SW 104 St to SW 344 St                                                                                                                   | Metrorail Extension                                                                                 | \$2660.0 M | Capital                                             | Corridor     |
|                   | 7         | MDT163  | US-1 (Busway)              | SW 88 St (Kendall) to SW 344 St (Palm)                                                                                                   | Bus signal priority along US-1 Busway                                                               | \$8.8 M    | Capital                                             | Corridor     |
|                   | 8         | MDT164  | US-1 (Busway)              | SW 88 St (Kendall) to SW 344 St (Palm); SW 117 Ave Intersection                                                                          | Bus only grade separations at all intersections including and south of 98 St with at-grade stations | \$307.8 M  | Capital                                             | Corridor     |
|                   | 9         | MDT226  | US-1 (Busway)              | SW 344 St (Palm) US-1 Busway to Dadeland South Metrorail Station (Allapattah Rd/SW 112 Ave Station & Caribbean Blvd (SW 200 St) Station) | Kiss-and-ride at all stations along US-1 Busway                                                     | \$1.3 M    | Capital                                             | Corridor     |
|                   | 10        | CMP32   | US-1                       | SW 344 St to I-95                                                                                                                        | Congestion Management (Enforce "don't block box" initiatives)                                       | \$0.0 M    | Capital                                             | Corridor     |
|                   |           |         |                            |                                                                                                                                          |                                                                                                     |            |                                                     |              |



## THE CORRADINO GROUP



## Section I: Background Information and Existing Conditions



The rest of the projects proposed are improvement to the US-1 corridor and the South Dade Busway. The signal timing optimization for the US-1 corridor will provide more flow through the corridor more efficiently. Additionally, the busway manage lanes would result in a great impact to the area. The manage lanes would provide seamless connectivity without the need to stop at traffic lights on the busway by providing an above grade overpass at every intersection throughout the South Dade Busway. Additional lanes will need to be constructed to provide paying motorist access to the facility which will be adjusted regularly depending on the demand of the facility to keep a continuous flow of traffic and level of service. Such an addition will provide quicker access for bus riders and more reliable service, which aren't affected by traffic lights.

### Cutler Bay 5-Year Capital Improvements Schedule - Capital Improvements Element (CIE)

The Capital Improvements Element of the Town's Growth Management Plan provide for the establishment and annual update of the 5-Year Capital Improvements Schedule. This schedule notes all capital improvements projects in Cutler Bay, including transportation, as well as their financial sources and outlay for the next 5 years. The latest version of the CIE 5-year Schedule was adopted in 2015.

### Miami-Dade County Transportation Improvement Program

The Transportation Improvement Program (TIP) serves as the five-year capital improvement program for transportation. It specifies proposed transportation improvements to be implemented in Miami-Dade County over the coming five years. The TIP is prepared every year to fulfill Federal statutory requirements, a condition to receive Federal funding for qualifying transportation projects. The TIP is a continuing planning process that results in plans and programs consistent with the comprehensive plan and development of the urbanized area. The priorities established by the TIP illustrate the policy decisions of the Transportation Planning Organization (TPO) as to the order in which transportation improvements will be advanced throughout the program period. Projects featured in the Miami-Dade Transportation Improvement Program that are situated within, or in the vicinity of the Town of Cutler Bay, are detailed below.

#### Cutler Bay Mobility Hub Existing Future Projects Miami-Dade MPO 2017 TIP Projects

| Project #                                                              | MPO #     | FACILITY                      | LIMITS                                               | TYPE OF WORK                                                                                    | Cost      | Year      | Notes                | PROJECT TYPE |
|------------------------------------------------------------------------|-----------|-------------------------------|------------------------------------------------------|-------------------------------------------------------------------------------------------------|-----------|-----------|----------------------|--------------|
| <b>MIAMI-DADE COUNTY DEPARTMENT OF TRANSPORTATION AND PUBLIC WORKS</b> |           |                               |                                                      |                                                                                                 |           |           |                      |              |
| 1                                                                      | TA4389501 | MDT South Miami-Dade          | Busway Routes                                        | Urban Corridor Improvements                                                                     | \$0.467 M | 2020-2021 | Operations           | Corridor     |
| 2                                                                      | TA4388371 | MDT Park & Ride Lot           | S. Miami Dade Busway (SW 112 Avenue & SW 216 Street) | Development of a park and ride and TOD along South Miami Dade Busway (SW 112 Ave and SW 216 St) | \$5.2 M   | 2016-2017 | Capital              | Hub/Corridor |
| 3                                                                      | PW000005  | SW 200 St/Caribbean Boulevard | SW 127 Avenue to Coral Sea Road                      | Congestion Management                                                                           | -         | -         | -                    | Hub          |
| <b>FLORIDA DEPARTMENT OF TRANSPORTATION</b>                            |           |                               |                                                      |                                                                                                 |           |           |                      |              |
| 4                                                                      | DT4378731 | US-1/South Dixie Hwy          | At SW 200 Street                                     | Pedestrian Improvements                                                                         | \$0.508 M | 2017-2018 | Construction         | HUB          |
| 5                                                                      | DT4386111 | US-1/South Dixie Hwy          | SW 344 Street to SW 152 Street                       | Transportation Planning: PD&E                                                                   | \$1.5 M   | 2017-2018 | PD&E                 | Corridor     |
| <b>FLORIDA TURNPIKE ENTERPRISE</b>                                     |           |                               |                                                      |                                                                                                 |           |           |                      |              |
| 6                                                                      | TP4154881 | SR-821/HEFT                   | SW 216 Street to N. Eureka Drive                     | Express lanes: Add lanes & reconstruct                                                          | \$55.0 M  | <2017     | Const. plan & Design | Corridor     |
| 7                                                                      | TP4154882 | SR-821/HEFT                   | SW 216 Street to N. Eureka Drive                     | Landscaping                                                                                     | \$1.1 M   | >2021     | Construction         | Corridor     |
| 8                                                                      | TP4154883 | SR-821/HEFT                   | SW 216 Street to N. Eureka Drive                     | Signing/Pavement Markings                                                                       | \$0.3 M   | 2016-2017 | Construction         | Corridor     |
| 9                                                                      | TP4233722 | SR-821/HEFT                   | SW 288 Street to SW 216 Street                       | Express lanes: Add lanes & reconstruct                                                          | \$0.2 M   | 2016-2017 | Planning & Design    | Corridor     |
| 10                                                                     | TP4233723 | SR-821/HEFT                   | SW 288 Street to SW 216 Street                       | Signing/Pavement Markings                                                                       | \$0.7 M   | 2016-2018 | Construction         | Corridor     |
| 11                                                                     | TP4233724 | SR-821/HEFT                   | SW 288 Street to SW 216 Street                       | Landscaping                                                                                     | \$1.3 M   | >2021     | Construction         | Corridor     |
| <b>MIAMI-DADE EXPRESSWAY AUTHORITY</b>                                 |           |                               |                                                      |                                                                                                 |           |           |                      |              |
| 12                                                                     | XA20003   | US-1 Managed Lanes            | SW 344 Street to Dadeland South Metrorail Station    | PD&E Study                                                                                      | -         | -         | -                    | -            |

| Dept.        | Table CI-3 (Cont.)<br>Cutler Bay Departments<br>Capital Improvement Plan (Committed and Planned Sources)<br>FY 13/14 through 17/18<br>(Thousands) |                                                                                                                                                       |                                                                             |                |                |                |            |            |
|--------------|---------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------|----------------|----------------|----------------|------------|------------|
|              | Project Name                                                                                                                                      | Description                                                                                                                                           | Funding Source                                                              | Fiscal Years   |                |                |            |            |
|              |                                                                                                                                                   |                                                                                                                                                       |                                                                             | 13/14          | 14/15          | 15/16          | 16/17      | 17/18      |
| Public Works | Old Cutler Roadway Improvement Project (JPA) <sup>1(7)</sup><br>(Project Complete)                                                                | Traffic Circles (SW 87 Ave & SW 97 Ave), drainage improvements, bike lanes, lighting installation, sidewalk installation, and roadway reconstruction. | Miami-Dade County PTP funds, Joint Participation Agreement (JPA) (20090089) | \$1,133        | \$0            | \$0            | \$0        | \$0        |
|              | Caribbean Blvd Roadway Improvement Project (JPA) 1(D)<br>(Coral Sea to SW 87th Avenue and C1N Canal to Coral Sea)                                 | Drainage improvements, bike lanes, lighting installation, sidewalk installation, and roadway reconstruction.                                          | Miami-Dade County PTP funds, JPA (20080029)                                 | \$3,867        | \$3,350        | \$3,000        | \$0        | \$0        |
|              | Town-wide Sidewalk Improvements <sup>2</sup>                                                                                                      | Sidewalk Replacement and Install ADA Ramps                                                                                                            | Second local option gas tax                                                 | \$300          | \$500          | \$0            | \$0        | \$0        |
|              | <b>Total</b>                                                                                                                                      |                                                                                                                                                       |                                                                             | <b>\$5,300</b> | <b>\$3,850</b> | <b>\$3,000</b> | <b>\$0</b> | <b>\$0</b> |

Note: Amount in Thousands

FDEP: Florida Department of Environmental Protection

SFWMD: South Florida Water Management District

<sup>1(6)</sup>: Project will contribute to achieving the LOS standard for Stormwater Drainage

<sup>1(7)</sup>: Project will contribute to achieving the LOS standard for Transportation. Funds transfer to Miami-Dade County to purchase the bus.

<sup>2</sup>: Project will otherwise further the achievement of the Growth Management Plan and its goals, objectives and policies







The public was engaged in planning for Complete Streets implementation in Cutler Bay, that included discussing and receiving input on key, local planning issues. The input, when combined with the needs of the area, allowed a vision of the path forward. Three workshops were held to engage residents, business owners, and other community stakeholders.

The first workshop was held in the Cutler Bay Town Center, on October 25, 2016. Outreach for the workshops was effected through email blasts from the Town. During this workshop, the audience was presented with the goals and tasks of the study, and initial findings based on background review. A review of the Town's implementation of Complete Streets to date, including work on Old Cutler Road and Caribbean Boulevard, were provided to give the audience background information on what to expect from Complete Streets efforts. Those in attendance were invited to provide feedback on the Town's transportation issues. Feedback from the attendees included speeding, traffic circles, and with curbing and parking resulting from prior Complete Streets plans which should be taken into consideration as the Town moves forward.

The second workshop was held on February 7, 2017 with the Cutler Bay Concerned Citizens Group. After a brief presentation summarizing the past and present efforts, including an update on the Plan's progress from Workshop #1, the audience was invited to provide feedback. This feedback included the provision of bicycling facilities, concerns about future parking, and questions about whether roadways will be expanded in the future, among other questions. A third workshop was held on (March 2, 2017), to the Cutler Bay Business Association. This workshop was geared towards engaging local employers and businesses because of their location to the Complete Streets roadway improvements.

The plan was reviewed and presented in a public hearing on September 27, 2017, where it was formally accepted by the Town. It is anticipated that this plan will be used to populate the Town's Capital Improvement Element with bicycle, pedestrian, roadway, policy, and transportation projects.

The following provides comments from workshops #1 and #2. No comments or questions resulted from Workshop #3.

### Cutler Bay Complete Streets Workshop #1 Notes October 25, 2016

1. There are some problems with the project on Caribbean Boulevard especially with the non-mountable curbs. The postman and FedEx and others are forced to park in the bike lane, which is dangerous. Very limited parking for friends and family (no swale).
2. Problems with the new traffic circles:
  - Cars go too fast around the circles and tend to quickly speed up as soon as out of the circles (27 speeding tickets were issued in one hour)
  - There is the potential to crash into the landscaping (happened in Palmetto Bay)
  - Buses, fire trucks and large vehicles can barely get around, the radius should be 30' at a minimum
  - Drivers don't comply with the Yield signs
  - 87th and OCR circle specifically dangerous for mopeds/motorcycles, especially because of bad driver etiquette and not observing the rules of the circle
  - An operational analysis should be done for all circles
  - Crosswalks in circles are difficult for drivers to see because of the landscaping – could consider enhanced crosswalks, maybe flashing beacons
  - Distracted driving is an issue
  - How will the future Gulfstream Road and OCR circle function?
3. Consider reducing speed limit on OCR (maybe 30 MPH?) between traffic circles. Some benefits would be that it would be possible to use golf carts on this road and discourage cut-through traffic from other areas.
4. Look at intersection of Cutler Ridge and Franjo Road, visibility is an issue because the intersection is misaligned and some trees are also blocking visibility.
5. Malta (traffic circles everywhere) and San Diego (speed humps to slow traffic) are good examples.
6. Heading eastbound on Marlin Road from US-1 the road merges from two lanes to one, this is an issue (bad driver behavior).
7. Any projects on Franjo Road near OCR should consider that there is an increase in traffic during baseball games.

### Cutler Bay Complete Streets Workshop #2 Notes February 7, 2017

1. People are biking on SW 87th Avenue, but nowhere else.
2. Kids used to bike, but don't anymore.
3. Bike share failed in New York City.
4. On Caribbean Boulevard and Old Cutler Road there are now issues with landscapers parking in the drive lane, blocking traffic. They used to be able to park off the street in the swale.
5. These ideas (Complete Streets) could work (voiced by a Palmetto Bay resident).
6. How do we get bicycles in the bike path and off of Old Cutler Road, you built it but it is not being used.
7. There are different types of bike riders on Old Cutler Road, children and less experienced riders use the bike path, while serious bikers in groups use the road. It can be annoying, but bikes do deserve a place to ride. Not all riders are the same.
8. There are complaints about the maintenance of the bike path.
9. A question was asked to the police Major in attendance about the rules of the road related to bikes, do they have the same rights to use the roadway as cars. The Major answered that bikes also have to abide by the rules of the road, just like cars. That means staying to the right (even if not in a designated lane). The police are trying to get education out there, but citizens can also help by reporting illegal bike riders to the police.
10. If you make these improvements to SW 87th Avenue, where will people park. It will be a nightmare.
11. Police should go observe bikers on Caribbean Boulevard and SW 184th Street, it is common to see bikers not stopping at the light at this location.
12. Is there really a problem with traffic and lack of places to bike? What are we trying to solve here?
13. Kids don't cycle anymore.
14. Roundabouts are dangerous.
15. Problem on Caribbean Boulevard is the non-mountable curbs. No way for visitors, delivery trucks, mailman, etc to park off the road. UPS trucks and mail trucks are parking in the street. I am against any additional non-mountable curbs installed in the Town.
16. Non-mountable curbs are county standards and if county grant money is used, we have to follow their standards.
17. (Alfredo) Shared use on SW 87th Avenue on the north side of Old Cutler Road and a bike lane could be an option. The Town can explore mountable curbs, it can be discussed with the County. We will develop projects that meet your concerns.
18. Franjo Road is being redeveloped to the north in Palmetto Bay and it will create gridlock in Cutler Bay. What is this plan doing to interface with Palmetto Bay?
19. SW 184th Street may be looked at for complete streets in the future, but need to work with Palmetto Bay and the County, it is a more complicated street because of the multiple jurisdictions involved.
20. Planning doesn't work, we are left with fixing mistakes.
21. Do any of the plans add more drive lanes?
22. (Alfredo) No, just bike lanes, we are not adding more drive lanes. In some cases it may be a good idea to add additional dedicated turn lanes to improve flow, where needed.
23. (Police Major) I have observed that people tend to change their behavior when offered an option. These are good ideas and if given a chance people will start to use other options and other routes to get around. Another way to think about it is If you only had one park to go to, everyone would go to the same one, but if you have two or three parks, each one would be less crowded.
24. All new roadway projects that have been completed recently are good. These are county roadways, who maintains the landscape?
25. Sidebar on explanation of landscape maintenance being a shared responsibility. Alfredo explained that the County will maintain up to an amount per their standards. However, the Town had requested extra landscaping. Anything above the standard for the County is considered extra with costs borne by the Town.
26. Old Cutler Road is fantastic but some chicanes are needed.
27. There are concerns about roundabout design at Gulfstream Drive and Caribbean Boulevard, cars are going through the circle too fast
28. When headed north on Gulfstream Drive you have a white fence blocking view of any cars going east on Caribbean Boulevard.
29. The mountable curbs in the circles are causing cars to go faster
30. More enforcement of speeding is needed.
31. Don't add additional drive lanes.
32. Old Cutler Road is difficult for emergency vehicles because of the curbs
33. Gulfstream Drive northbound at SW 186th Street needs a dedicated left turn lane to relieve traffic backup.
34. These projects will add more bikeways and sidewalks that no one will use.
35. British buses could be taken to the people instead of people walking to the bus stops.
36. Protect the quality of Old Cutler Road from the neighbors.



### Florida Department of Transportation Complete Streets Handbook

In addition to the local standards and design guidelines that were presented in the previous chapter, FDOT has begun revising its standards, policies, and guidance documents to align with this Complete Streets approach. The State has recently drafted standards specific to Complete Streets, the “Complete Streets Handbook” and the “FDOT Design Manual” (which will replace the Plans Preparation Manual in January 2018). While these documents are not finalized, it is a useful exercise for future funding and implementation purposes to review and compare the Town’s conceptual design projects with the new State guidelines.

The State adopted the following Complete Streets Policy on September 17, 2014:

It is the goal of the Department of Transportation to implement a policy that promotes safety, quality of life, and economic development in Florida. To implement this policy, the Department will routinely plan, design, construct, reconstruct and operate a context-sensitive system of “Complete Streets.” While maintaining safety and mobility, Complete Streets shall serve the transportation needs of transportation system users of all ages and abilities, including but not limited to:

- Cyclists
- Freight handlers
- Motorists
- Pedestrians
- Transit riders

The Department specifically recognizes Complete Streets are context-sensitive and require transportation system design that considers local land development patterns and built form. The Department will coordinate with local governments, Metropolitan Planning Organizations, transportation agencies and the public, as needed to provide Complete Streets on the State Highway System, including the Strategic Intermodal System.

This **Complete Streets Policy** will be integrated into the Department’s internal manuals, guidelines and related documents governing the planning, design, construction and operation of transportation facilities.



The FDOT Complete Streets policy captures three core concepts in its approach to Complete Streets:

**FDOT Policy Concept #1:** Complete Streets serve the transportation needs of transportation system users of all ages and abilities, including pedestrians, bicyclists, transit riders, motorists, and freight handlers.

**Town Complete Street Conceptual Design:** All four conceptual design projects in this plan propose new facilities within the existing right-of-way to improve the experience for multiple mobility modes.

**FDOT Policy Concept #2:** Complete Streets are context sensitive, and the approach provides transportation system design that considers local land development patterns.

**Town Complete Street Conceptual Design:** Each road concept slightly different based on the uses served and users needs. Streets that connect the commercial areas are treated different than those with the transit routes. Some roads include a multi-use path where it makes sense to connect to existing and planned regional facilities.



## Section 3: Conceptual Design for Complete Streets



**FDOT Policy Concept #3:** A transportation system based on Complete Streets principles can help to promote safety, quality of life, and economic development.

**Town Complete Street Conceptual Design:** A robust, connected network provides options for the movement of people and goods and also is the foundation for safe and comfortable multimodal travel.

A number of important changes are emphasized:

- The plan strongly recommends the use of “target speed” as the basis for street design, which is a less “forgiving” approach for motor vehicles. Typically, streets were designed for higher speeds than the speed limit, encouraging people to speed.
- “Context-sensitive” design is promoted. This would be a very good change if “future context” is recognized, based on a municipal comprehensive plan. Many municipalities have plans for making specific places more walkable. The streets can either prevent or promote that change.
- Use of the urban-rural Transect is recommended, which creates a basis for connecting the plan to new urban principles.
- The document recommends looking at “return on investment” of Complete Street projects, which brings economics into the thinking of FDOT. Streets are not just for transportation, they are vital economically and socially. They set the foundation for diverse places, or monocultures.

The FDOT complete street guidelines propose to implement projects based on a system where context classification and transportation characteristics of a roadway will determine key design criteria for all non-limited-access state roadways (Chapter 2). The corridors in this plan fall within C-3R Suburban Residential and C-3C Suburban Commercial. Many roadways in Florida are built in C3C and C3R Suburban Context Classifications, with limited roadway connectivity and land uses dispersed along large areas of land. In these suburban contexts, the arterial roadway network typically supports both local access and regional mobility, concentrating most vehicular trips onto the state arterial roadways. Critical transit service, major employers, and retail services are also often located on these roadways. As investments are made along major arterial roadways, roadway design elements that support walking, bicycling, and transit use should be integrated. New local roadway connections and shared use paths should also be considered to complement and provide a network alternative to the arterial roadway system.

The conceptual designs as proposed in this plan create four separate design concepts based on the unique character of each corridor. SW 87th Avenue is the transit corridor and greenway where a multi-use path can be separated from travel lanes with a wide and lushly landscaped planting strip or bio swales. Franjo Road is the urban connector corridor. The concept is to separate various modes of transportation for more comfortable spaces by creating exclusive travel zones for pedestrians, bicycles and cars. Marlin Road is the bikeway corridor where on street parking buffers the bike lane from the travel lane. And Gulfstream Road is considered the greenway/boulevard and will be planted with large shade trees.



The guidelines state that anticipated users of a roadway and the travel patterns of those users should be determined well before the design phase of a project, and are best explored during the planning and design scoping phase. The following were considered to determine needs by mode in the development of the four corridor conceptual designs: land use, safety, vehicular trip types, travel patterns, types of pedestrians, types of bicyclists, transit and freight.

Finally, the guidelines address safety and roadway speed in designing and implementation of complete streets. Some examples which are mentioned and also are included in the conceptual designs in this plan include: on street parking, traffic circles, street trees and narrower travel lanes.

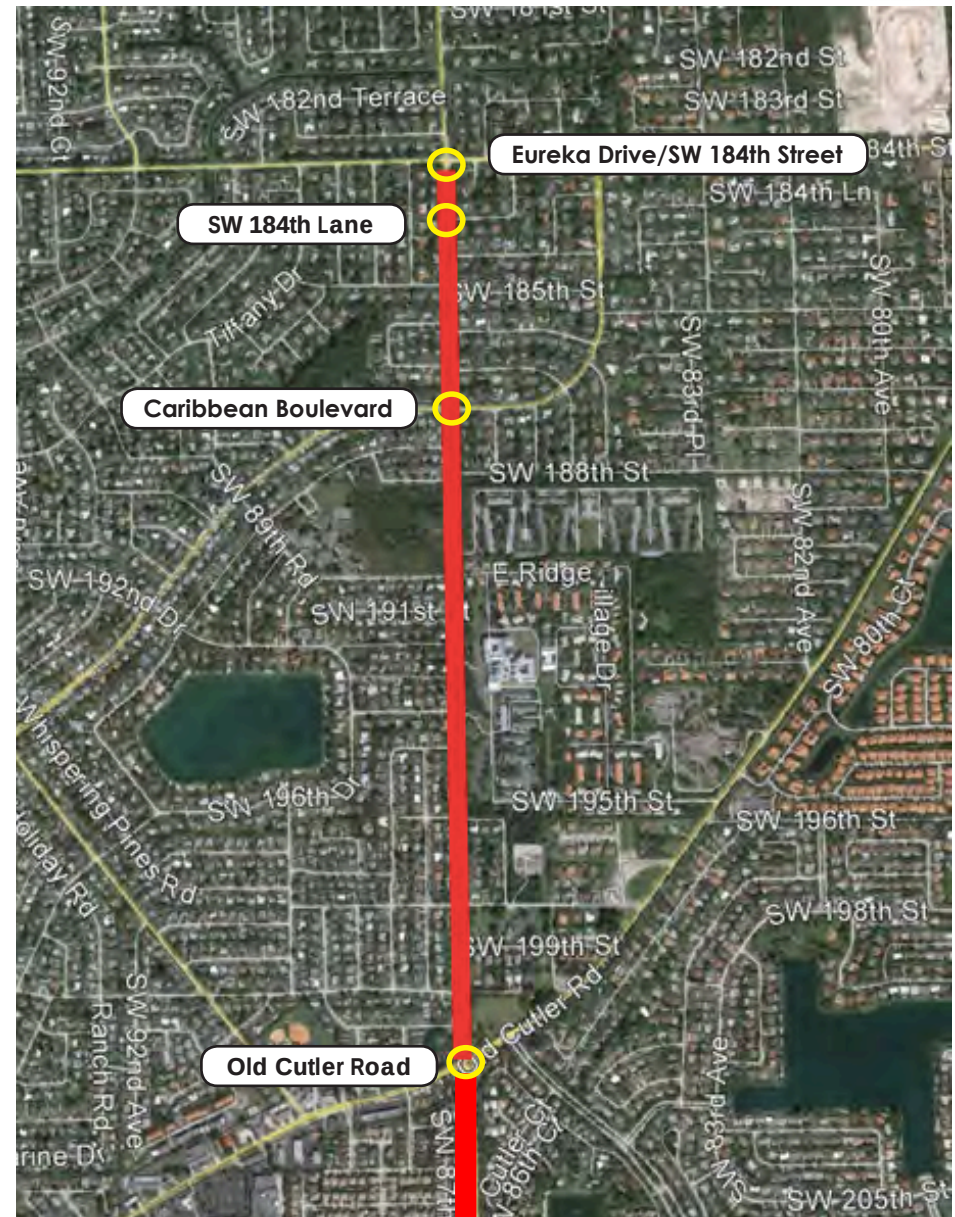
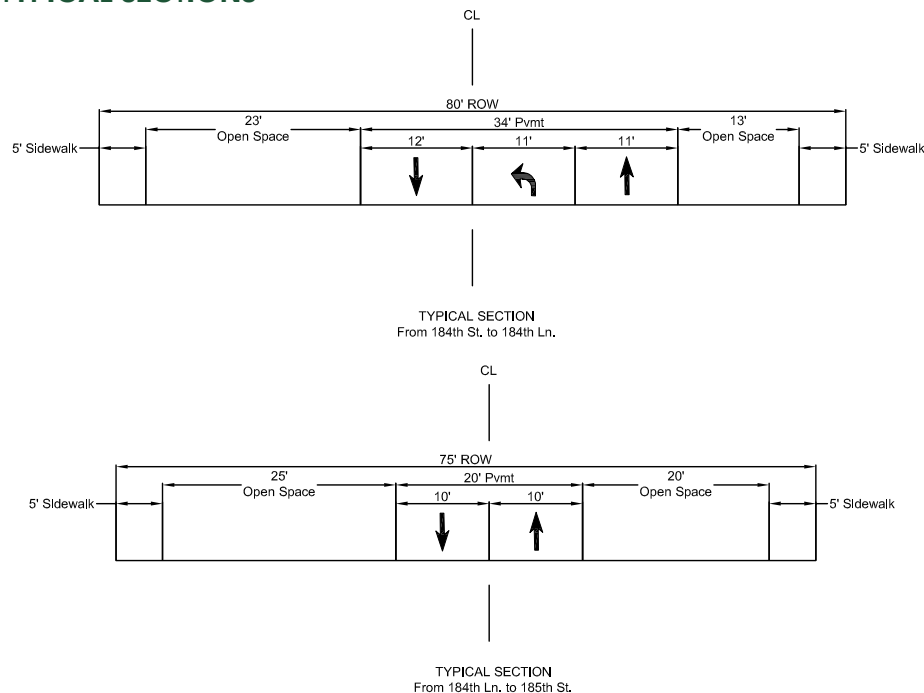
It can be determined that the complete streets projects in this plan are consistent with the FDOT policies and guidelines.



### SW 87th AVENUE *Existing Characteristics*

- ROW width: 70'-120'
- Speed limit: 30mph
- 2 lanes (turn lane varies)
- Lane width: 10'
- 5' sidewalks
- Have some standard crosswalks at schools
- Traffic signals exist at key intersections
- Regional connector: Green
  - Connects to key destinations including parks and schools
  - Lined with palms
  - Bus shelters
  - On street parking
  - Existing multi-use path
- Transit
  - Includes circulator and MDT Bus
  - Average width 80' ROW

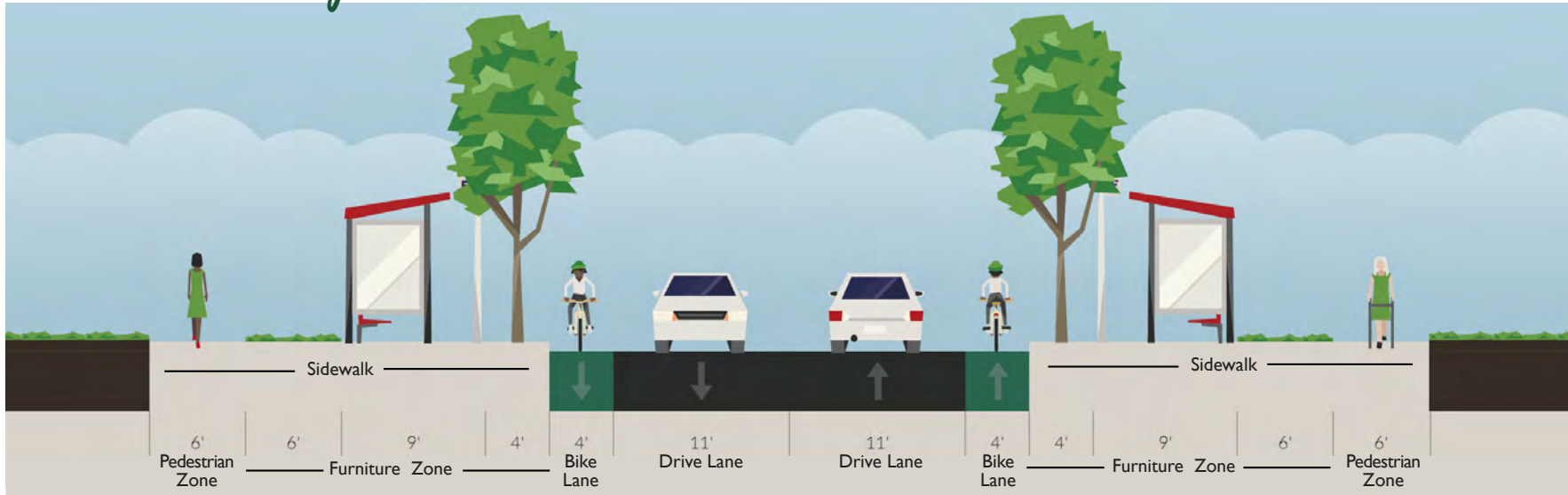
### TYPICAL SECTIONS





## SW 87th AVENUE 2-Lane Option with No Turn Lane

### Transit Corridor and Greenway



ROW Varies, 80' ROW Shown Above.

| ELEMENTS                                                                                                                                                                                                                                                                                                                                   | MINIMUM DIMENSIONS                                                                                                              |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------|
| ROW width                                                                                                                                                                                                                                                                                                                                  | 70'-120'                                                                                                                        |
| 2 travel lanes                                                                                                                                                                                                                                                                                                                             | 11' x 2                                                                                                                         |
| Street <ul style="list-style-type: none"> <li>Sidewalk (minimum 8' must be reserved for sidewalk and planting strip, curb and gutter)</li> <li>Pedestrian zone</li> <li>Furniture zone (optional)</li> <li>Planting zone with shade trees</li> <li>Bike Lane</li> <li>Planting strip with shade trees and optional bus pull out</li> </ul> | 5.5' minimum, 8' desired<br>(9' min. for bus shelter, 4' min. for bench)<br>3' minimum, 7' desired<br>4' minimum<br>10' desired |
| Crosswalks at intersections                                                                                                                                                                                                                                                                                                                | 12' wide minimum                                                                                                                |

### DESCRIPTION

#### Transit Corridor:

SW 87th Avenue is the primary transit corridor with an improved bike lane on both sides of the roadway.

#### Greenway:

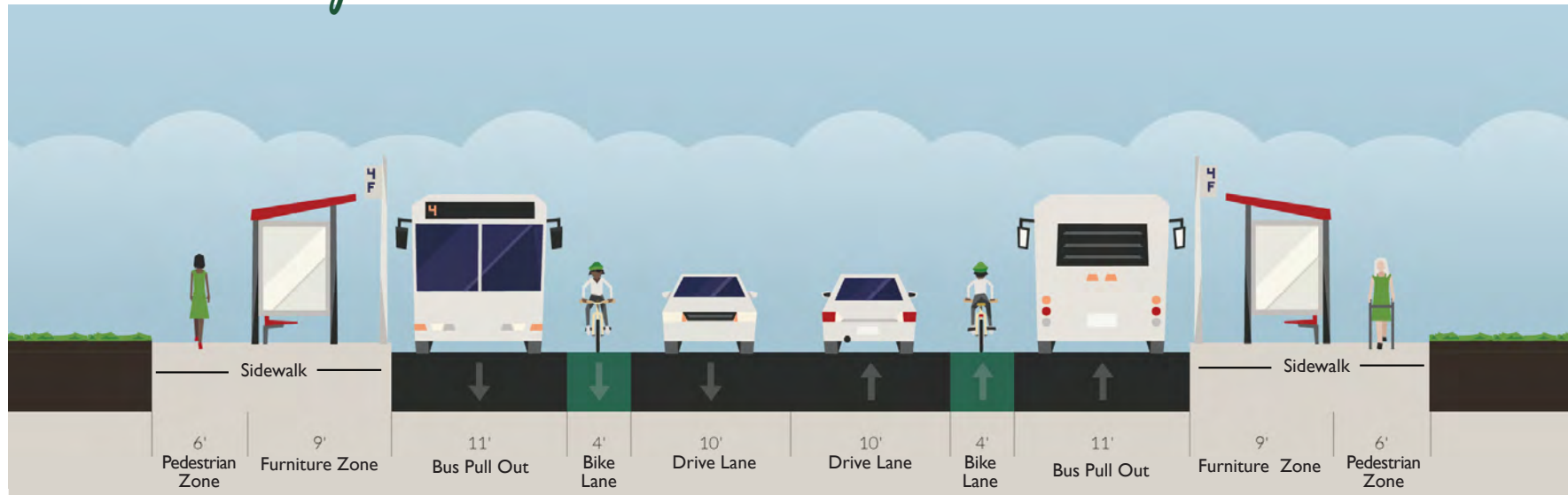
Landscaped buffers separate the various modal paths including sidewalk, multi-use path, travel lanes and bike lane. Shade trees are preferred when space allows. Small shrubs or palms are a good alternative for narrower landscaped buffers and planting strips. Bus pull outs can share the furniture zone.

#### Furniture Zone:

When possible, street furniture should be placed in front of the pedestrian sidewalk to create a furniture zone. Street furniture on SW 87th Avenue shall include bus shelters, benches, lighting, pedestrian signals, kiosks and bike racks.

## SW 87th AVENUE 2-Lane Option with No Turn Lane

### Transit Corridor and Greenway



ROW Varies, 80' ROW Shown Above.

| ELEMENTS                                                                                                                                                                                                                                                                                                                                   | MINIMUM DIMENSIONS                                                                                                              |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------|
| ROW width                                                                                                                                                                                                                                                                                                                                  | 70'-120'                                                                                                                        |
| 2 travel lanes                                                                                                                                                                                                                                                                                                                             | 11' x 2                                                                                                                         |
| Street <ul style="list-style-type: none"> <li>Sidewalk (minimum 8' must be reserved for sidewalk and planting strip, curb and gutter)</li> <li>Pedestrian zone</li> <li>Furniture zone (optional)</li> <li>Planting zone with shade trees</li> <li>Bike Lane</li> <li>Planting strip with shade trees and optional bus pull out</li> </ul> | 5.5' minimum, 8' desired<br>(9' min. for bus shelter, 4' min. for bench)<br>3' minimum, 7' desired<br>4' minimum<br>10' desired |
| Crosswalks at intersections                                                                                                                                                                                                                                                                                                                | 12' wide minimum                                                                                                                |

### DESCRIPTION

#### Transit Corridor:

SW 87th Avenue is the primary transit corridor with an improved bike lane on both sides of the roadway.

#### Greenway:

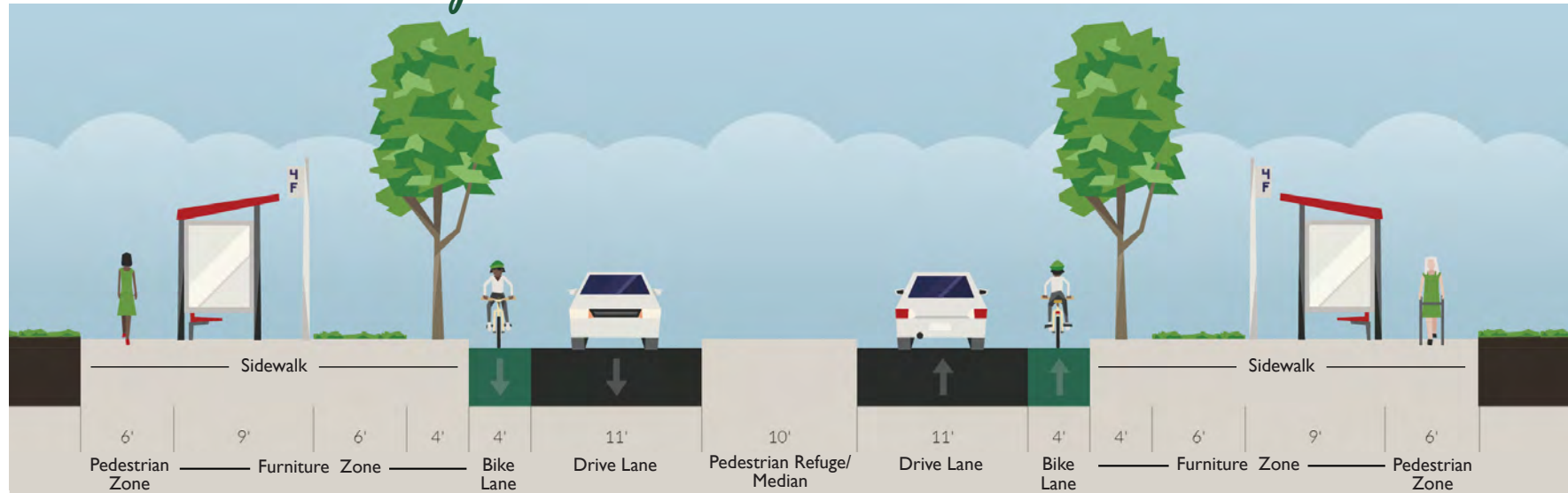
Landscaped buffers separate the various modal paths including sidewalk, multi-use path, travel lanes and bike lane. Shade trees are preferred when space allows. Small shrubs or palms are a good alternative for narrower landscaped buffers and planting strips. Bus pull outs can share the furniture zone.

#### Furniture Zone:

When possible, street furniture should be placed in front of the pedestrian sidewalk to create a furniture zone. Street furniture on SW 87th Avenue shall include bus shelters, benches, lighting, pedestrian signals, kiosks and bike racks.

### SW 87th AVENUE *Midblock Crossing with No Turn Lane*

#### Transit Corridor and Greenway



ROW Varies, 80' ROW Shown Above.



#### DESCRIPTION

##### Midblock Crossings:

Barriers and pedestrian refuge/median islands are added to this section to enhance pedestrian crossings in the middle of the block. The landscaped buffer on the west side of the roadway is eliminated and a pedestrian refuge/median is added to the center of the roadway. Bike lanes can be adjacent to the road. Barriers are placed on either side of the road for additional safety.

Pedestrian refuges/medians align with striped crosswalks and include crossing signals whenever possible. They should be located within 0.25 miles of a school or park or as identified within a Safe Routes to School Plan should be high emphasis.

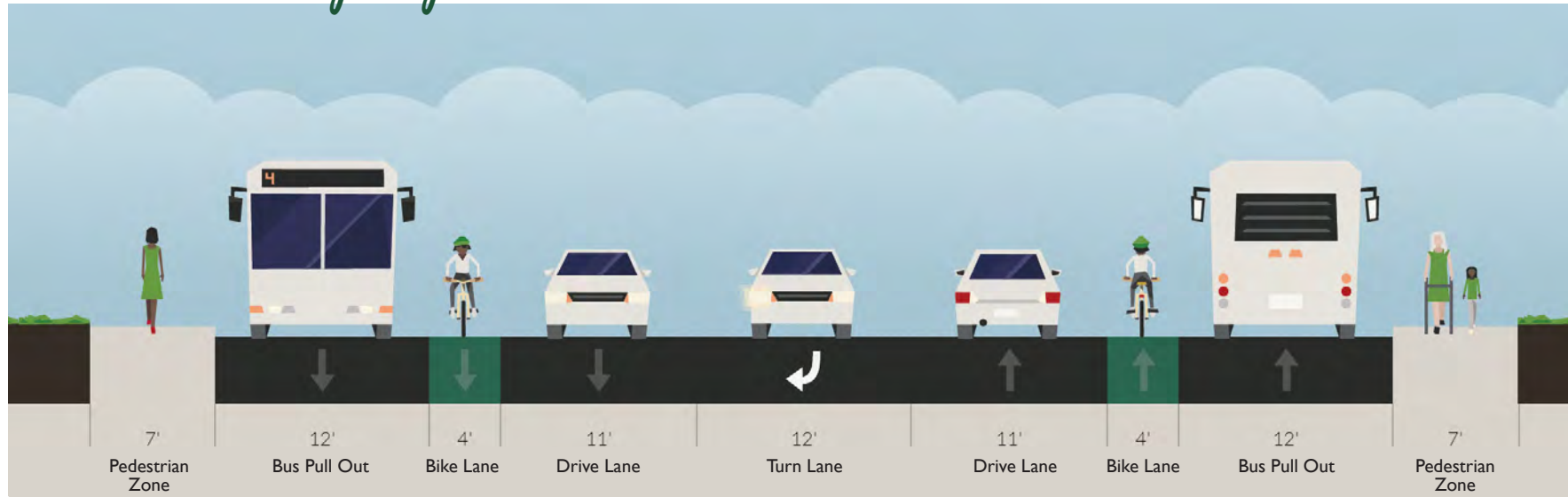
Barriers can be decorative and distinct to Cutler Bay.

##### Intersection Crossings:

Crossings at intersections should have curb extensions to reduce crossing distances.

## SW 87th AVENUE 2-Lane Option plus Turn Lane

Transit Corridor and Greenway



ROW Varies, 80' ROW Shown Above.

| ELEMENTS                                                                                                                                                                                                                                                                                                                                   | MINIMUM DIMENSIONS                                                                                                                                       |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------|
| ROW width                                                                                                                                                                                                                                                                                                                                  | 70'-120'                                                                                                                                                 |
| 2 travel lanes and 1 turn lane                                                                                                                                                                                                                                                                                                             | 11'-12'                                                                                                                                                  |
| Street <ul style="list-style-type: none"> <li>Sidewalk (minimum 8' must be reserved for sidewalk and planting strip, curb and gutter)</li> <li>Pedestrian zone</li> <li>Furniture zone (optional)</li> <li>Planting zone with shade trees</li> <li>Bike Lane</li> <li>Planting strip with shade trees and optional bus pull out</li> </ul> | 5' minimum and 8' desired<br>(9' min. for bus shelter; 4' min. for bench)<br>3' minimum, 7' desired<br>4' minimum, 9' desired<br>4' minimum, 10' desired |
| Crosswalks at intersections                                                                                                                                                                                                                                                                                                                | 12' wide minimum                                                                                                                                         |

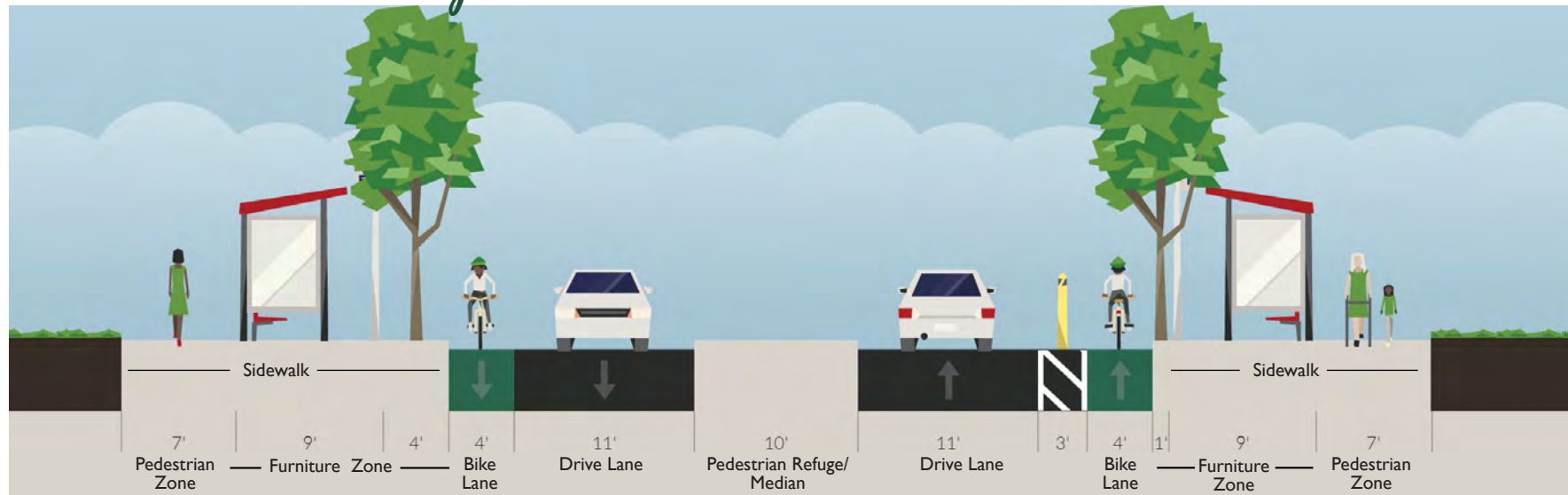
### DESCRIPTION

Landscaped buffers and sidewalk widths decrease to accommodate an additional turn lane for narrow ROWs. All other dimensions and elements should match the 2-lane roadway design. Bus pull out lane shares the furniture zone.



### SW 87th AVENUE *Midblock Crossing with Turn Lane*

### Transit Corridor and Greenway



ROW Varies, 80' ROW Shown Above.

### DESCRIPTION

#### Midblock Crossings:

Barriers and pedestrian refuge/median islands are added to this section to enhance pedestrian crossings in the middle of the block. Landscaped buffers which are interior to the roadway are swapped for barriers to provide safer pedestrian crossings.

The center turn lane is swapped for an ten foot pedestrian refuge/median. This narrows the crossing distance to a eighteen foot segment and a fifteen foot segment.

Barriers are placed between the travel lane and the bike lane for additional safety.

Pedestrian refuges/medians align with striped crosswalks and include crossing signals whenever possible. They should be located within 0.25 miles of a school or park or as identified within a Safe Routes to School Plan should be high emphasis.

#### Intersection Crossings:

Crossings at intersections should have curb extensions to reduce crossing distances.



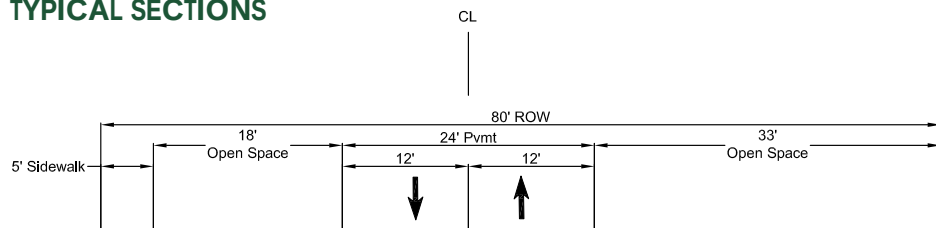
Barriers can help to separate zones along with curbs and changes in grade especially at mid block crossings. Barriers can be decorative and distinct to Cutler Bay.



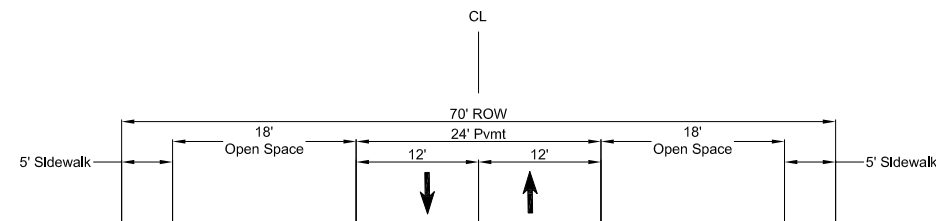
### FRANJO ROAD *Existing Characteristics*

- ROW width: 65'-80'
- Speed limit: 30mph
- 2 lanes
- Lane width: 12'
- 5' sidewalks
- Have some standard crosswalks
- Traffic signals exist at key intersections
- Commercial connector: More hardscape
  - Connects to commercial section of Old Cutler Road and SW 184th Street
  - On street parking
  - No bike facilities
  - Bus shelters
- Transit
  - Includes circulator on Franjo Road and MDT Bus

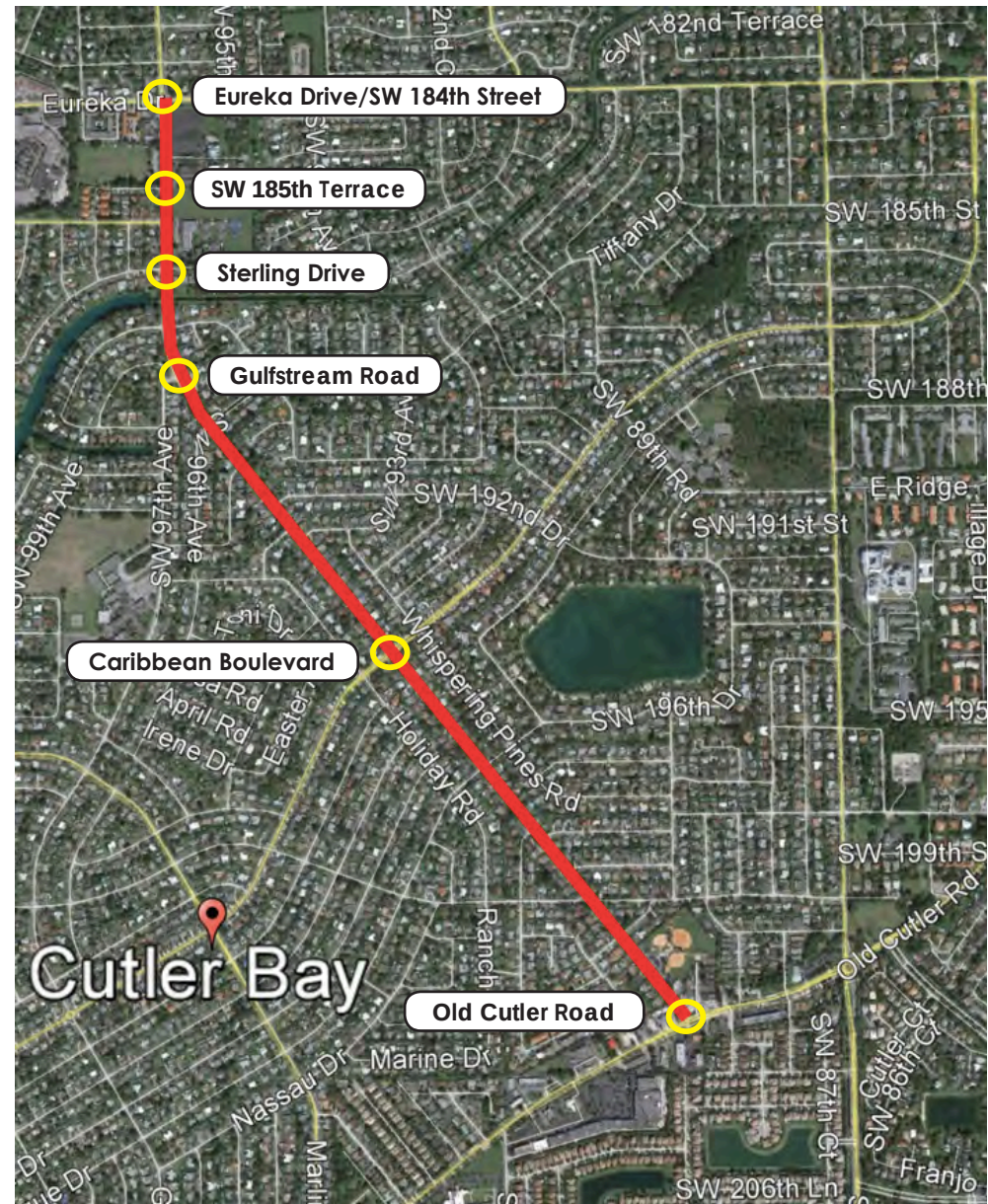
### TYPICAL SECTIONS



TYPICAL SECTION  
From 230' South of 184th St. to SW 185th Terrace

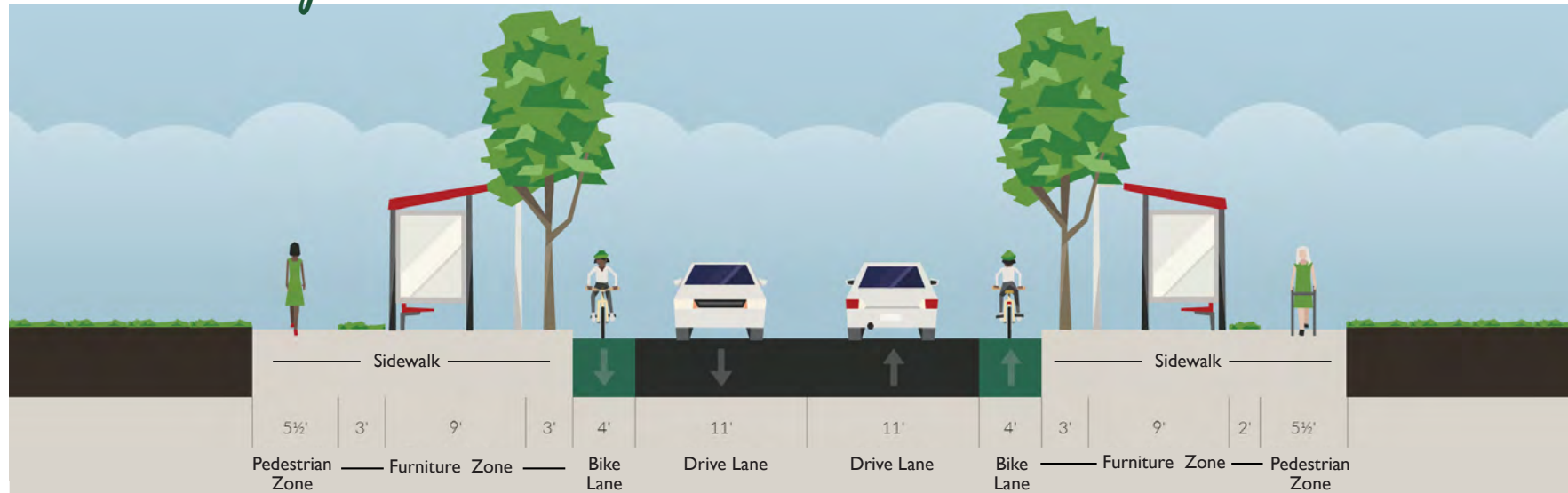


TYPICAL SECTION  
From 200' South of Gulfstream Rd. to Caribbean Blvd.



## FRANJO ROAD 2-Lane Option

Urban Connector



ROW Varies, 70' ROW Shown Above.

| ELEMENTS                                                                                                                                                                                                                                                                   | MINIMUM DIMENSIONS                                                                                   |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------|
| ROW width                                                                                                                                                                                                                                                                  | 65'-80'                                                                                              |
| 2 travel lanes                                                                                                                                                                                                                                                             | 11' x 2                                                                                              |
| Street <ul style="list-style-type: none"> <li>Sidewalk (minimum 8' must be reserved for sidewalk and planting strip, curb and gutter)</li> <li>Pedestrian zone</li> <li>Furniture zone</li> <li>Planting zone with shade trees and bio swale</li> <li>Bike lane</li> </ul> | 5' minimum, 9' desired and<br>9' min. for bus shelter, 5' min. for bench<br>3' minimum<br>4' minimum |
| Crosswalks at intersections                                                                                                                                                                                                                                                | 12' wide minimum                                                                                     |

### DESCRIPTION

#### Transit Corridor:

Franjo Road is a secondary transit corridor with a bike lane on the roadway.

#### Urban Connector:

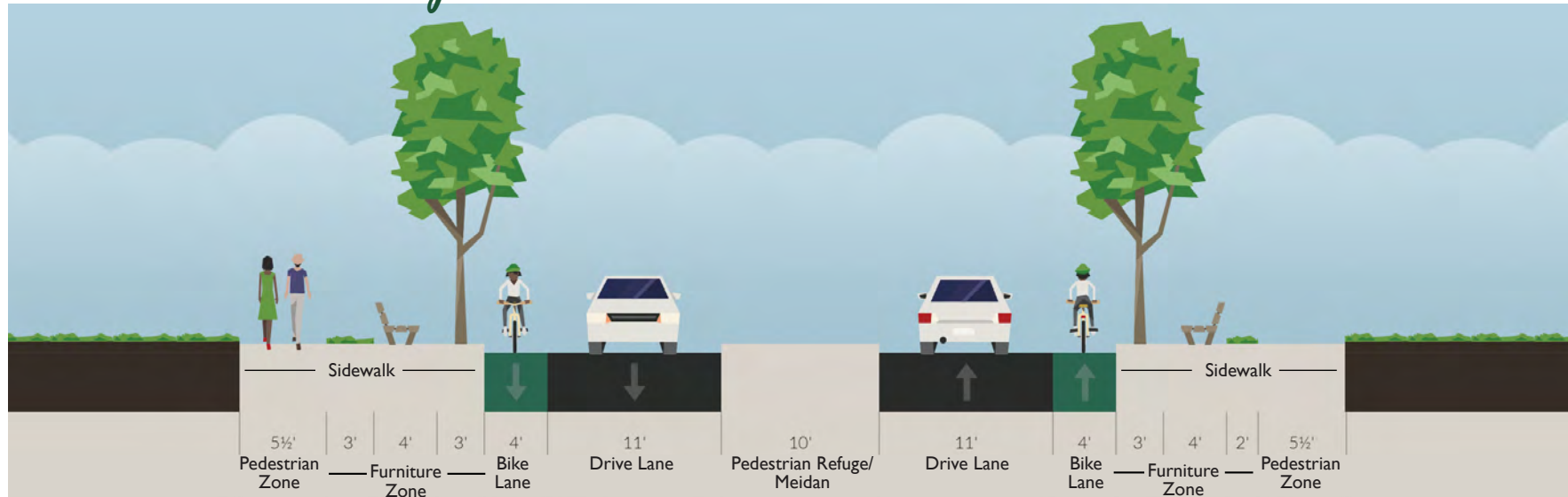
Franjo Road connect to the main commercial centers on Old Cutler Road and SW 184th Street. Therefore, this street has an urban character. Shade trees cover the furniture zone and bicycle zones and include bio swales instead of traditional landscaped buffers.

#### Pedestrian and Furniture Zones:

A shared pedestrian and furniture zone is primarily open for walking with periodic furniture including bus shelters, benches, lighting, pedestrian signals, kiosks and bike racks.

## FRANJO ROAD *Midblock Crossing*

Urban Connector



ROW Varies, 70' ROW Shown Above.

| ELEMENTS                                                                                                                                                                                                                                                                   | MINIMUM DIMENSIONS                                                                                   |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------|
| ROW width                                                                                                                                                                                                                                                                  | 65'-80'                                                                                              |
| 2 travel lanes                                                                                                                                                                                                                                                             | 11' x 2                                                                                              |
| Street <ul style="list-style-type: none"> <li>Sidewalk (minimum 8' must be reserved for sidewalk and planting strip, curb and gutter)</li> <li>Pedestrian zone</li> <li>Furniture zone</li> <li>Planting zone with shade trees and bio swale</li> <li>Bike lane</li> </ul> | 5' minimum, 9' desired and<br>9' min. for bus shelter, 5' min. for bench<br>3' minimum<br>4' minimum |
| Crosswalks at intersections                                                                                                                                                                                                                                                | 12' wide minimum                                                                                     |

### DESCRIPTION

#### Midblock Crossings:

At midblock crossings, the roadway is modified to accommodate a ten foot pedestrian midblock refuge. This narrows the crossing distance to thirty feet.

Crosswalks are striped and include crossing signals whenever possible. They should be located within 0.25 miles of a school or park or as identified within a Safe Routes to School Plan should be high emphasis.

Pavement can be marked before and after the crosswalk with yellow stripes across the entire roadway or white wavy lines along the pavement edge.

#### Intersection Crossings:

Crossings at intersections should have curb extensions on Franjo Road to reduce crossing distances.



### MARLIN ROAD *Existing Characteristics*

#### US-1 to Sterling

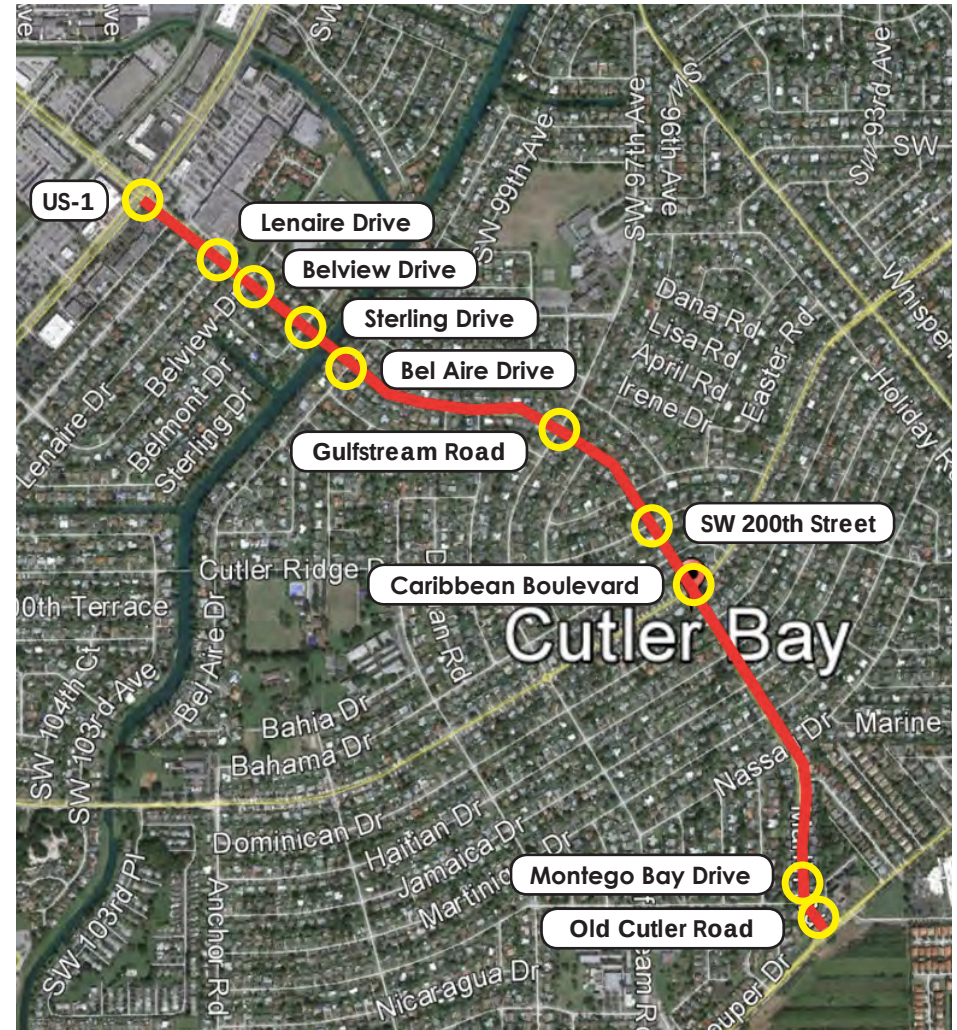
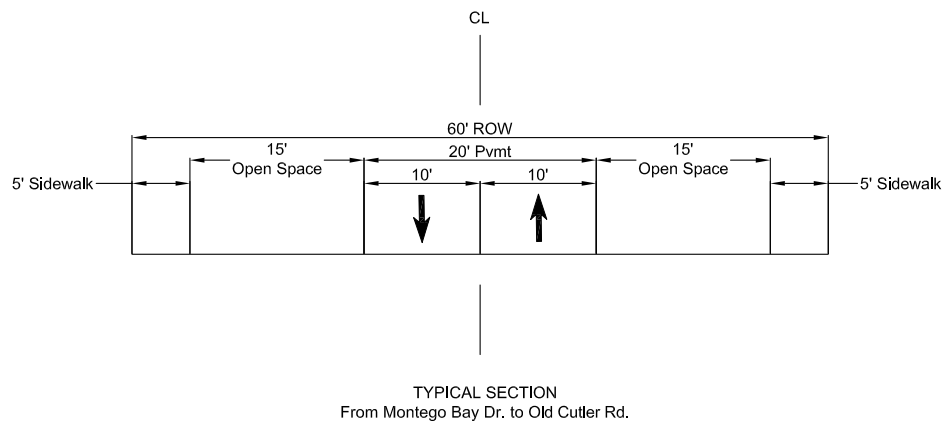
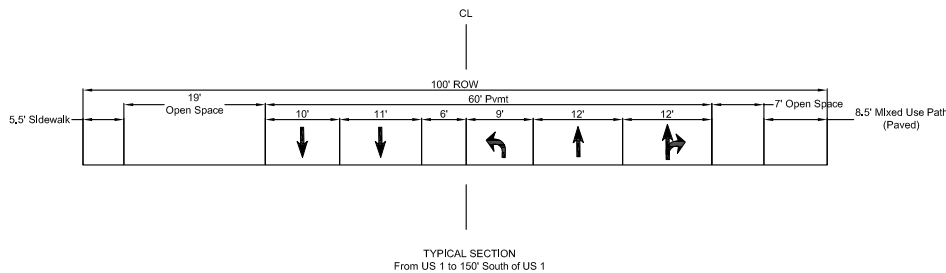
- ROW width: 100'-90'
- Speed limit: 30mph
- 4 lanes plus turn lane
- Lane width: 10'-12'
- 5.5' sidewalks
- Landscaped medians
- Some crosswalks

#### Sterling to Old Cutler

- ROW width: 60'-70'
- Speed limit: 30mph
- 2 lanes
- Lane width: 10'
- 5.5' sidewalks
- No medians
- No bike facilities
- Some crosswalks
- Traffic signals at key intersections

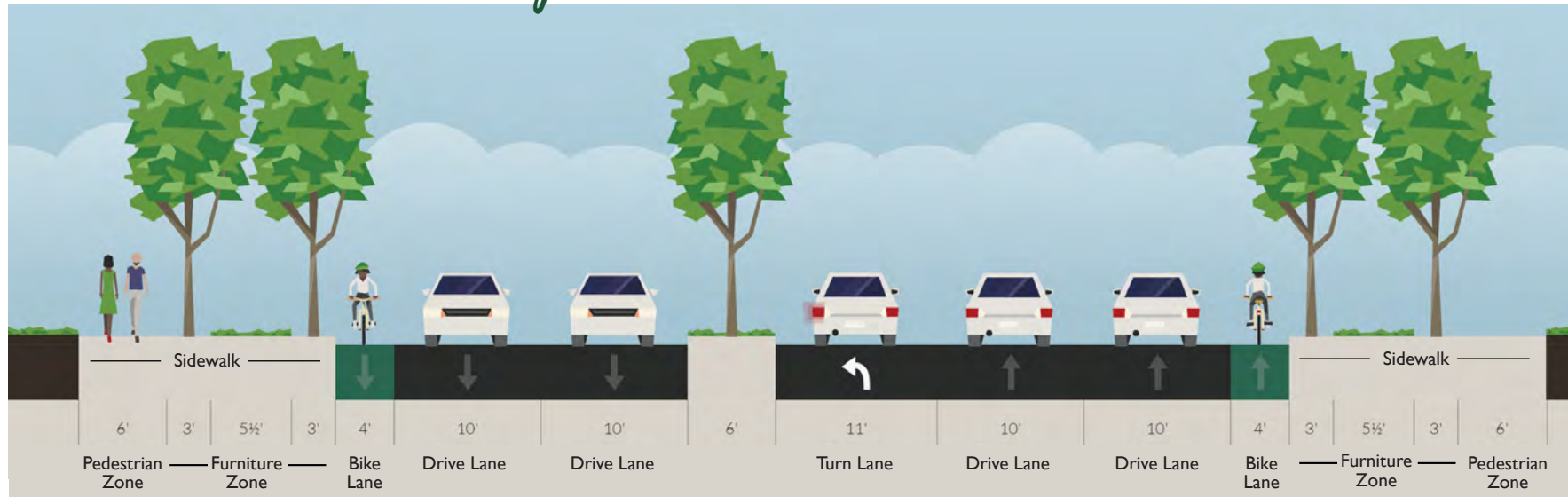
- Crosses wide canal
- Regional connector
- On street parking
- Commercial at Old Cutler and US-1

#### TYPICAL SECTIONS



## MARLIN ROAD NORTH OF CANAL *4-Lane Option with Turn Lane*

Bikeway



ROW Varies, 100' ROW Shown Above.

| ELEMENTS                                                                                                                                                                                                                                                                                                                                   | MINIMUM DIMENSIONS                                                                                                   |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------|
| ROW width                                                                                                                                                                                                                                                                                                                                  | 90'-100'                                                                                                             |
| 4 travel lanes and 1 turn lane                                                                                                                                                                                                                                                                                                             | 10' x 4, 11' turn lane                                                                                               |
| Street <ul style="list-style-type: none"> <li>Sidewalk (<i>minimum 9' must be reserved for sidewalk and planting strip, curb and gutter</i>)</li> <li>Pedestrian zone</li> <li>Furniture zone</li> <li>Planting zone with shade trees</li> <li>Bike lane</li> <li>Landscaped buffer</li> <li>Landscaped median with shade trees</li> </ul> | 6' minimum, 7' desired<br>6' minimum<br>3' minimum<br>4' minimum, 8' desired<br>3' minimum<br>6' minimum, 8' desired |
| Crosswalks at intersections                                                                                                                                                                                                                                                                                                                | 12' wide minimum                                                                                                     |

### DESCRIPTION

#### Bikeway:

Between US-1 and Sterling Drive, Marlin Road has two bike lanes. Since there are no buses on this roadway, more space is dedicated to green plantings and shade trees. Both sidewalks and bike lanes are shaded with trees for comfort and protection from the elements and each are wide.

In the section above, a wide expanse of pavement is interrupted with a six foot wide planted median.

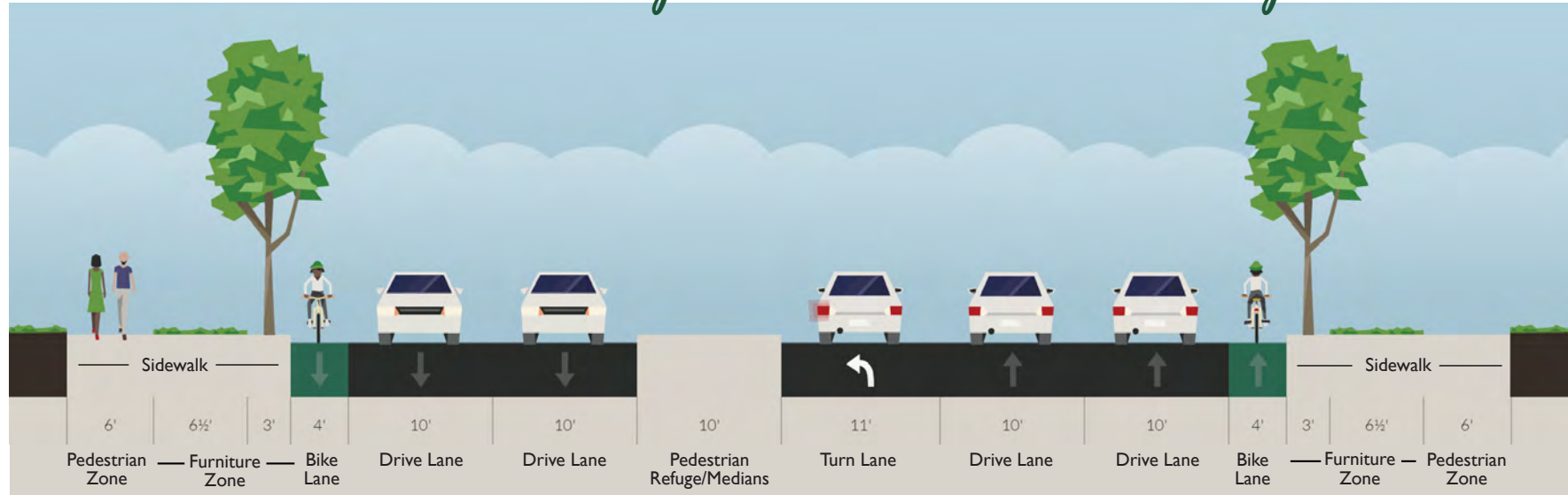
#### Pedestrian and Furniture Zones:

A shared pedestrian and furniture zone is primarily open for walking with periodic furniture including benches, lighting, pedestrian signals, kiosks and bike racks.



## MARLIN ROAD NORTH OF CANAL *Midblock Crossing at Schools Between Us-1 and Sterling Drive*

Bikeway



ROW Varies, 100' ROW Shown Above.

| ELEMENTS                                                                                                                                                                                                                                                                                       | MINIMUM DIMENSIONS                                                                          |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------|
| ROW width                                                                                                                                                                                                                                                                                      | 90'-100'                                                                                    |
| travel lanes and 1 turn lane                                                                                                                                                                                                                                                                   | 10' x 4, 11' x 1                                                                            |
| Street <ul style="list-style-type: none"> <li>Sidewalk (minimum 9' must be reserved for sidewalk and planting strip, curb and gutter)</li> <li>Pedestrian zone</li> <li>Furniture zone</li> <li>Planting zone with shade trees</li> <li>Bike lane</li> <li>Pedestrian refuge/median</li> </ul> | 6' minimum, 7' desired<br>6' minimum<br>3' minimum<br>4' minimum, 8' desired<br>10' minimum |
| Crosswalks at intersections                                                                                                                                                                                                                                                                    | 12' wide minimum                                                                            |

### DESCRIPTION

#### Midblock crossings:

At midblock crossings, landscaped medians are replaced with hardscaped pedestrian refuges/medians. Barriers on either side of the median provide additional protection from car traffic. Barriers can be decorative and distinct to Cutler Bay.

Pedestrian refuges/medians align with striped crosswalks and include crossing signals whenever possible. They should be located within 0.25 miles of a school or park or as identified within a Safe Routes to School Plan should be high emphasis.

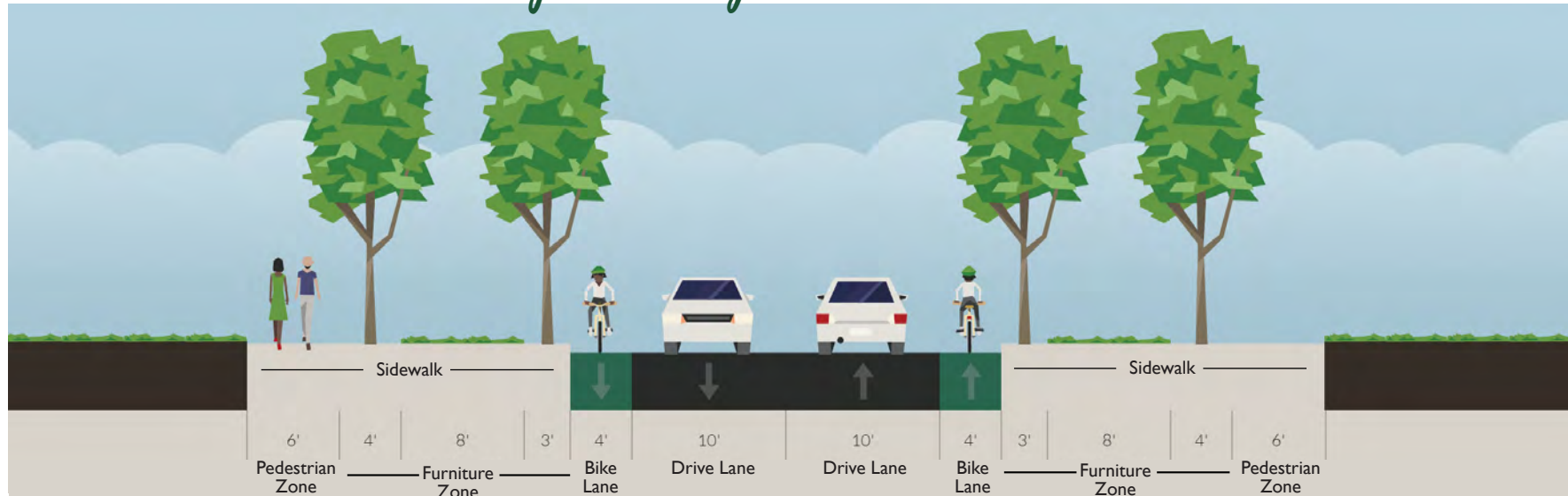
Pavement can be marked before and after the crosswalk with yellow stripes across the entire roadway or white wavy lines along the pavement edge.

#### Intersection Crossings:

Crossings at intersections should have curb extensions to reduce crossing distances.

## MARLIN ROAD SOUTH OF CANAL *2-Lane Option, Sterling Drive to Old Cutler Road*

Bikeway



ROW Varies, 70' ROW Shown Above.

| ELEMENTS                                                                                                                                                                                                                                                                                                               | MINIMUM DIMENSIONS                                                             |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------|
| ROW width                                                                                                                                                                                                                                                                                                              | 60'-70'                                                                        |
| 2 travel lanes                                                                                                                                                                                                                                                                                                         | 10' x 2                                                                        |
| Street <ul style="list-style-type: none"> <li>Sidewalk (minimum 8' must be reserved for sidewalk and planting strip, curb and gutter)</li> <li>Pedestrian zone</li> <li>Furniture zone</li> <li>Planting zone with shade trees and bio swale</li> <li>Bike lane</li> <li>Landscaped buffer with shade trees</li> </ul> | 6' minimum<br>8' minimum<br>3' minimum<br>4' minimum, 9' desired<br>3' minimum |
| Crosswalks at intersections                                                                                                                                                                                                                                                                                            | 12' wide minimum                                                               |

### DESCRIPTION

From Sterling Drive to Old Cutler Road, Marlin Road narrows to 60 and 70 feet and is a two-lane road. The greenway is modified and a bio swale is added.

#### Bikeway:

Both sidewalks and bike lanes are shaded with trees for comfort and protection from the elements and each are wide.

#### Parklet and Parking Zone:

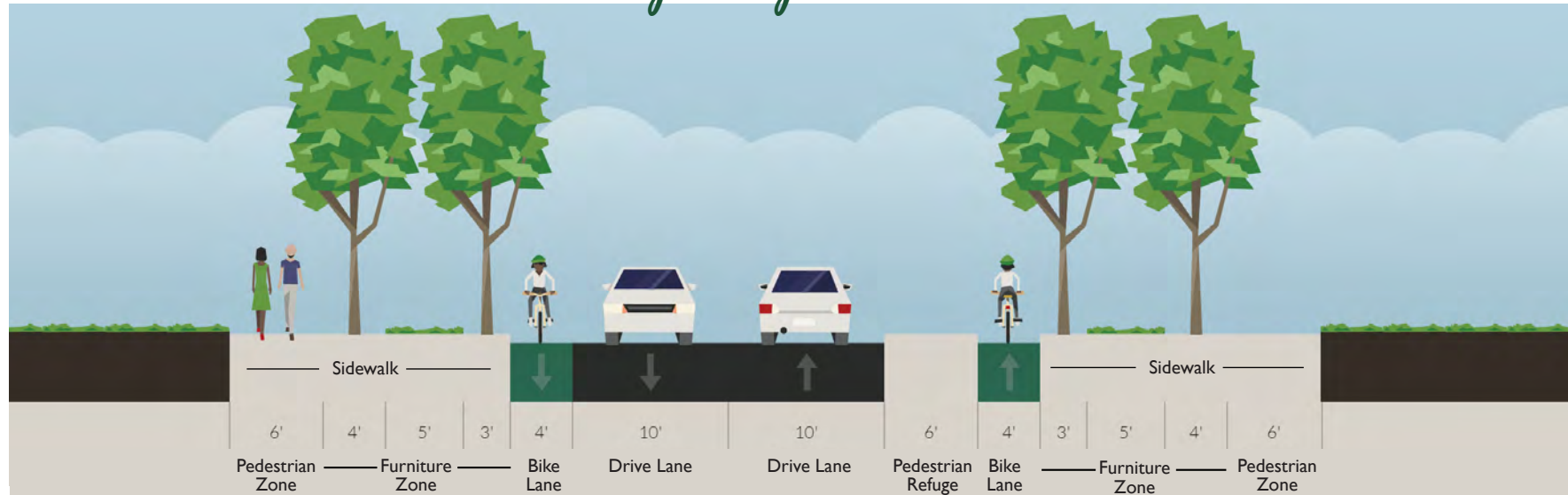
Marlin Road has on-street parking with parklets in some locations. A parklet is a mini park that sits within a parking lane. On Marlin Road, parklets provide a safe space for sitting along the greenway and can serve as a good rest area for bicyclists,

#### Pedestrian and Furniture Zones:

A shared pedestrian and furniture zone is primarily open for walking with periodic furniture including benches, lighting, pedestrian signals, kiosks and bike racks.

## MARLIN ROAD SOUTH OF CANAL *Midblock Crossing Sterling Drive to Old Cutler Road*

Bikeway



ROW Varies, 70' ROW Shown Above.

| ELEMENTS                                                                                                                                                                                                                                                                                              | MINIMUM DIMENSIONS                                                              |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------|
| ROW width                                                                                                                                                                                                                                                                                             | 60'-70'                                                                         |
| 2 travel lanes                                                                                                                                                                                                                                                                                        | 10' x 2                                                                         |
| Street <ul style="list-style-type: none"> <li>Sidewalk (minimum 8' must be reserved for sidewalk and planting strip, curb and gutter)</li> <li>Pedestrian zone</li> <li>Furniture zone</li> <li>Planting zone with shade trees and bio swale</li> <li>Bike lane</li> <li>Pedestrian refuge</li> </ul> | 6' minimum<br>5' minimum<br>3' minimum<br>4' minimum, 9' desired<br>6' minimum, |
| Crosswalks at intersections                                                                                                                                                                                                                                                                           | 12' wide minimum                                                                |

### DESCRIPTION

#### Midblock crossings:

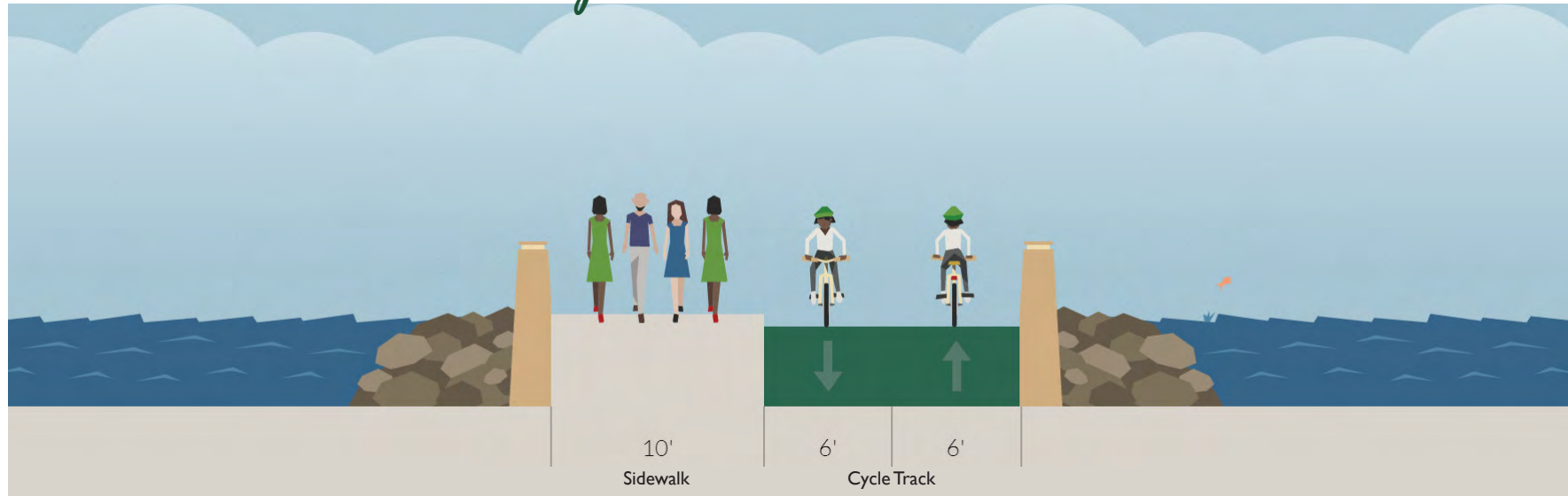
At midblock crossings, the east side of the roadway is modified to extend the sidewalk and narrow the crossing distance. The parklet and parking lane is removed to accommodate a six foot pedestrian refuge adjacent to the bike lane. This narrows the crossing distance to twenty four feet.

Pedestrian refuges align with striped crosswalks and include crossing signals whenever possible. They should be located within 0.25 miles of a school or park or as identified within a Safe Routes to School Plan should be high emphasis.

Pavement can be marked before and after the crosswalk with yellow stripes across the entire roadway or white wavy lines along the pavement edge.

## MARLIN ROAD *New Bike/Pedestrian Bridge over Canal*

### Pedestrian/Bikeway Bridge



22' ROW Shown Above.

| ELEMENTS                                                                                          | MINIMUM DIMENSIONS |
|---------------------------------------------------------------------------------------------------|--------------------|
| Bridge width                                                                                      | 22'                |
| <ul style="list-style-type: none"> <li>Sidewalk (curb and gutter)</li> <li>Cycle Track</li> </ul> | 10'<br>12'         |

### DESCRIPTION

A bike and pedestrian only bridge is recommended for the canal crossing on Marlin Road if the current bridge cannot be widened. Sharrows are not recommended due to potential speeding issues at this location. A twenty two foot wide bridge is shown here with a cycle track and one ten foot wide sidewalk.

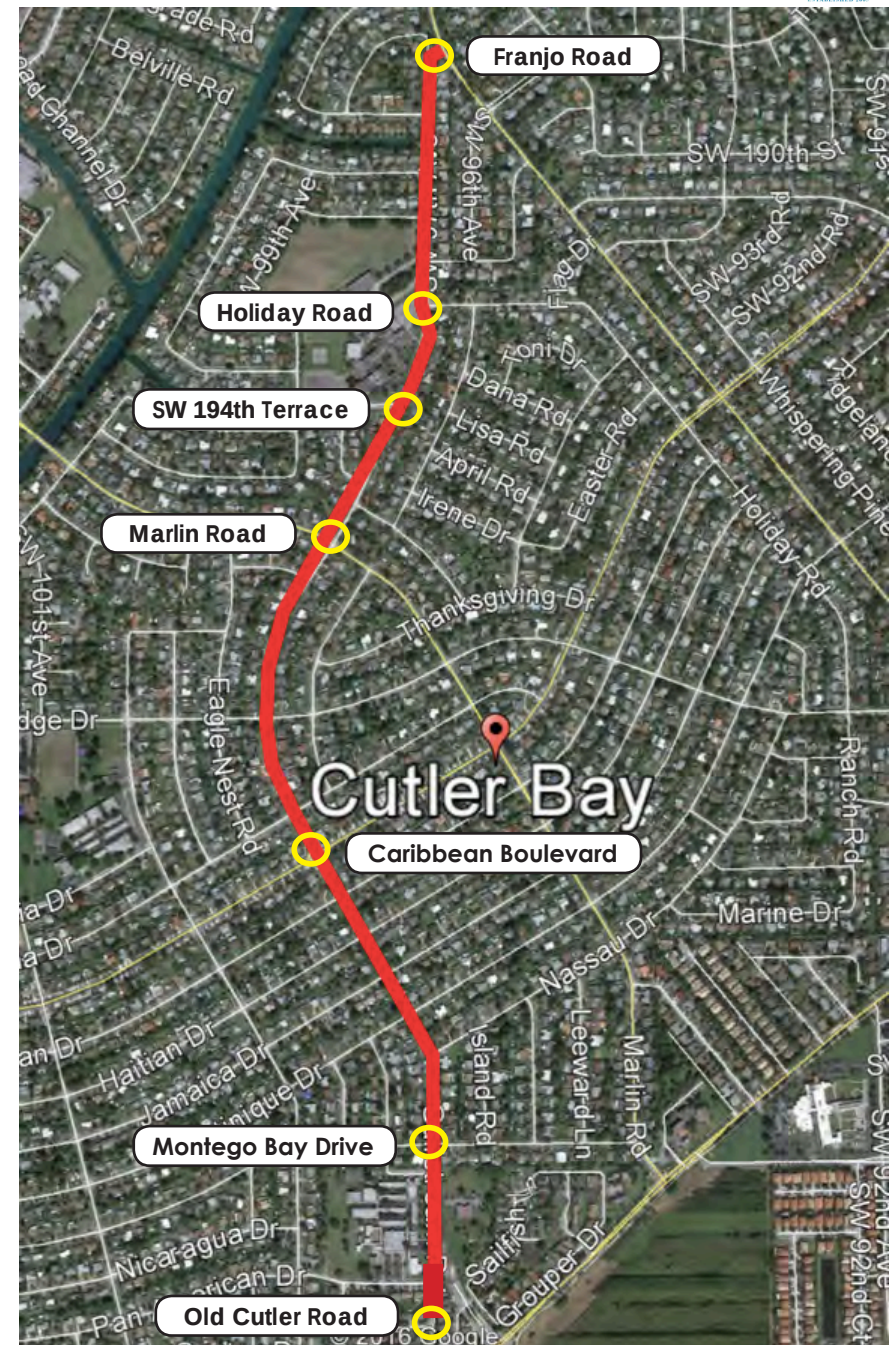
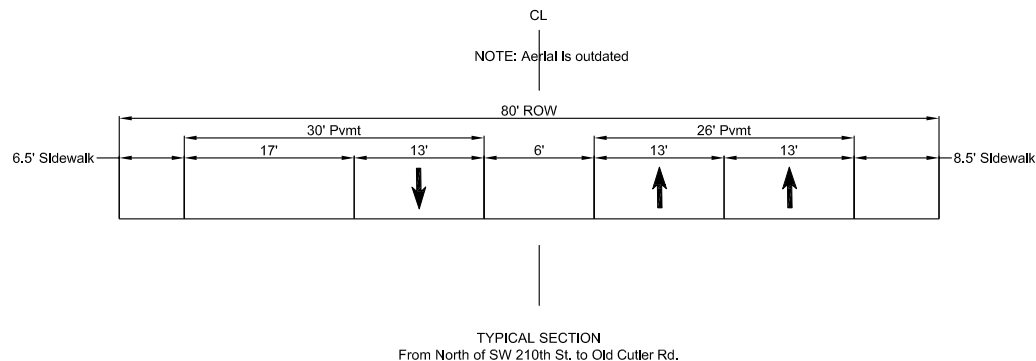
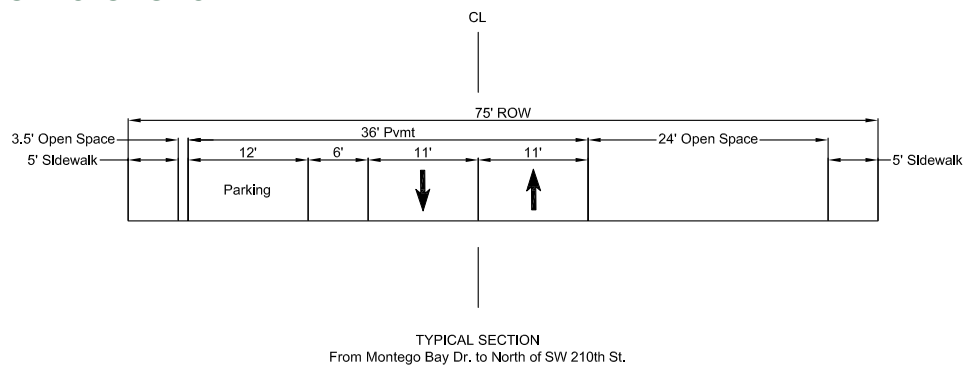




### GULFSTREAM ROAD *Existing Characteristics*

- ROW: 70'-80'
- Speed limit: 30mph
- 2 lanes (third lane varies)
- Lane width: 10'-13'
- 5' sidewalks
- No median
- Mostly residential
  - No transit
  - No bike facilities

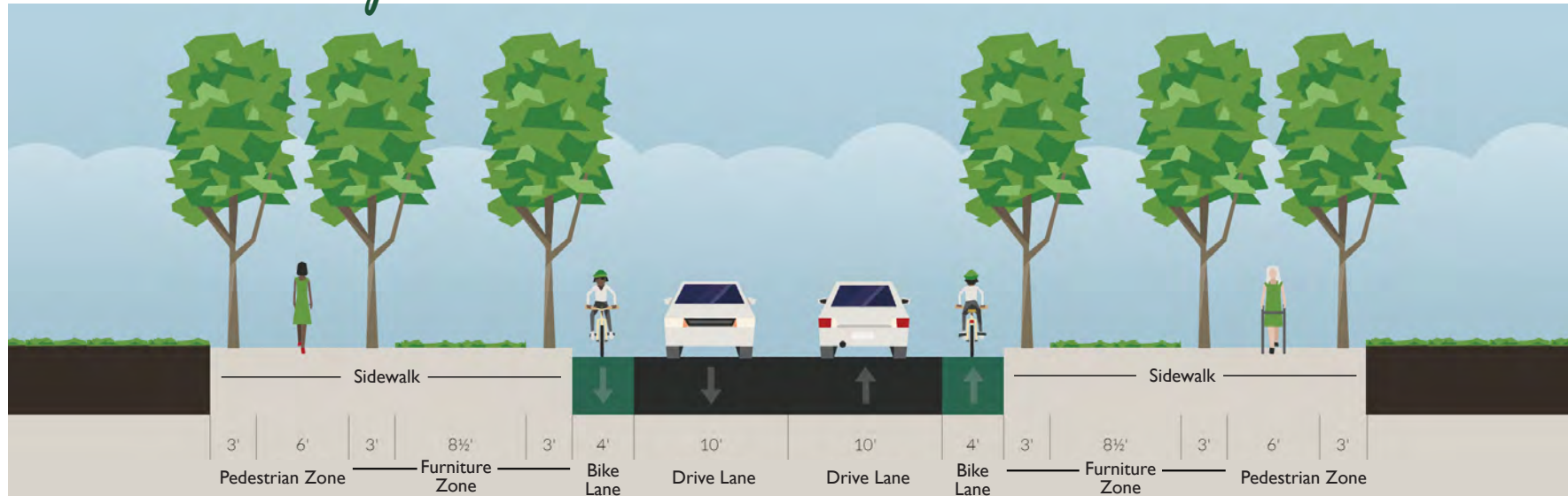
### TYPICAL SECTIONS





## GULFSTREAM ROAD 2-Lane Option

Greenway/Boulevard



ROW Varies, 75' ROW Shown Above.

| ELEMENTS                                                                                                                                                                                                                                                           | MINIMUM DIMENSIONS                                               |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------|
| ROW width                                                                                                                                                                                                                                                          | 70'-75'                                                          |
| 2 travel lanes                                                                                                                                                                                                                                                     | 10' x 2                                                          |
| Street <ul style="list-style-type: none"> <li>Sidewalk (minimum 11' must be reserved for sidewalk and planting strips, curb and gutter)</li> <li>Pedestrian zone</li> <li>Furniture zone</li> <li>Bike lane</li> <li>Landscaped buffer with shade trees</li> </ul> | 6' minimum<br>8' minimum<br>4' minimum, 8' desired<br>3' minimum |
| Crosswalks at intersections                                                                                                                                                                                                                                        | 12' wide minimum                                                 |

### DESCRIPTION

Between Franjo Road and SW 210th Street, Gulfstream Road is a two lane boulevard with bike paths and walking paths.

#### Walking path (sidewalk):

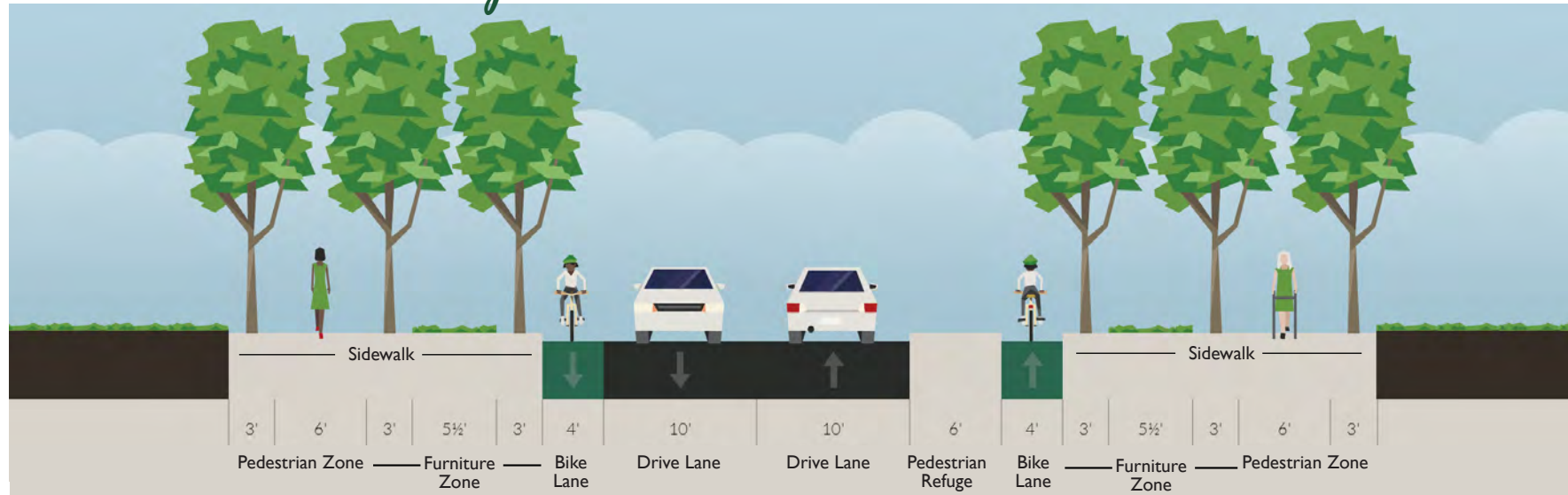
An enhanced sidewalk is lined with shade trees, making Gulfstream the preferred corridor for walking. The walking path includes benches, street lamps and bike racks between the landscaped planting strip.

#### Bike path:

The bike paths are also generously lined with shade trees for an easy and comfortable route to Old Cutler Road, Caribbean Boulevard and Franjo Road.

## GULFSTREAM ROAD *Midblock Crossing*

Greenway/Boulevard



ROW Varies, 75' ROW Shown Above.

| ELEMENTS                                                                                                                                                                                                                                                                                      | MINIMUM DIMENSIONS                                                             |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------|
| ROW width                                                                                                                                                                                                                                                                                     | 70'-75'                                                                        |
| 2 travel lanes                                                                                                                                                                                                                                                                                | 10' x 2                                                                        |
| Street <ul style="list-style-type: none"> <li>Sidewalk (minimum 11' must be reserved for sidewalk and planting strips, curb and gutter)</li> <li>Pedestrian zone</li> <li>Furniture zone</li> <li>Bike lane</li> <li>Landscaped buffer with shade trees</li> <li>Pedestrian refuge</li> </ul> | 6' minimum<br>5' minimum<br>4' minimum, 8' desired<br>3' minimum<br>6' minimum |
| Crosswalks at intersections                                                                                                                                                                                                                                                                   | 12' wide minimum                                                               |

### DESCRIPTION

#### Midblock Crossings:

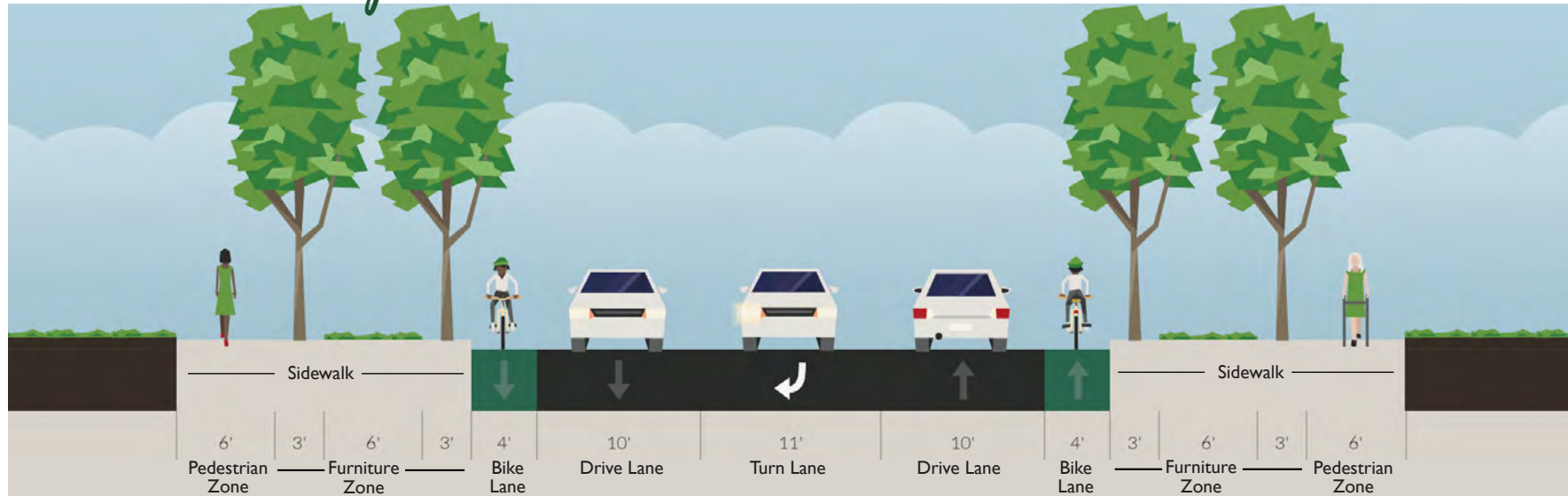
At midblock crossings, the east side of the roadway is modified to extend the sidewalk and narrow the crossing distance. The swale is narrowed to accommodate a six foot pedestrian refuge adjacent to the bike lane. A smaller, three foot wide pedestrian refuge is between the two travel lanes.

Pedestrian refuges align with striped crosswalks and include crossing signals whenever possible. They should be located within 0.25 miles of a school or park or as identified within a Safe Routes to School Plan should be high emphasis.

Pavement can be marked before and after the crosswalk with yellow stripes across the entire roadway or white wavy lines along the pavement edge.

## GULFSTREAM ROAD 2-Lane Option with Turn Lane

Greenway/Boulevard



80' ROW Shown Above.

| ELEMENTS                                                                                                                                                                                                                                                           | MINIMUM DIMENSIONS                                       |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------|
| ROW width                                                                                                                                                                                                                                                          | 80'                                                      |
| 2 travel lanes and 1 turn lane as needed                                                                                                                                                                                                                           | 10' x 2, 11' turn lane                                   |
| Street <ul style="list-style-type: none"> <li>Sidewalk (minimum 11' must be reserved for sidewalk and planting strips, curb and gutter)</li> <li>Pedestrian zone</li> <li>Furniture zone</li> <li>Bike lane</li> <li>Landscaped buffer with shade trees</li> </ul> | 6' minimum<br>6' minimum<br>4' minimum, 8' desired<br>3' |
| Crosswalks at intersections                                                                                                                                                                                                                                        | 12' wide minimum                                         |

### DESCRIPTION

Between SW 210th Street and Old Cutler Road, Gulfstream Road increases from two lanes to three lanes with one center turn lane. Therefore, the additional turn lane replaces the pedestrian refuge/median. All other dimensions and elements should match the 2-lane roadway design. The need for a turn lane at this location will be analyzed through future traffic studies.



### Character Reference Sheet

#### SW 87th AVENUE: Transit Corridor and Greenway



Bike lanes with a wide and lushly landscaped planting strip or bio swales as shown in the image above.

#### FRANJO ROAD: Urban Connector



Separate various modes of transportation for more comfortable spaces by creating exclusive travel zones for pedestrians, bicycles and cars as shown above.

#### MARLIN ROAD: Bikeway



On street parking buffers the bike lane from the travel lane in this image above.



Example of how bike path and transit stop might look with changes in grade, pavement markings and special barriers.



Barriers can help to separate zones along with curbs, bio swales and changes in grade especially at mid block crossings. Barriers can be decorative and distinct to Cutler Bay.

#### GULFSTREAM ROAD: Greenway/Boulevard



Gulfstream Road will be planted with large shade trees to create a boulevard/greenway.



### Character Reference Sheet

#### Mid Block Crossings



Pavement markings can be added to alert drivers that they are approaching a crosswalk.



Midblock crossings use pedestrian refuges/ medians and barriers to create a safe way for pedestrians and bicyclists to cross the street.



Curb extensions narrow crossing distances for safer crossings.

#### Intersection Crossings



Barriers and changes in pavement texture create safer crossings.



Be creative. Crosswalks can be eye catching and thought provoking while still providing safety.



### *Evaluation and Prioritization*

The four conceptual projects are described below. Each one is designed to have a distinct character; two corridors are transit routes which have accommodated bus facilities into the project design. All corridors include a shared pedestrian and furniture zone that is primarily open for walking with periodic furniture including benches, lighting, pedestrian signals, kiosks and bike racks.

Midblock crossings were addressed for all corridors. Barriers and pedestrian refuge/median islands are added to the section to enhance pedestrian crossings in the middle of the block. The landscaped buffer on the west side of the roadway is changed to a seven foot hardscaped median adjacent to the multi-use path to create a pedestrian refuge/median. Bus pull outs can be adjacent to the west pedestrian refuge/median. Barriers are placed on either side of the pedestrian refuge/median for additional safety as well as between the travel lane and the shared bus/bike lane for safer crossing. Pedestrian refuges/medians align with striped crosswalks and include crossing signals whenever possible. They should be located within 0.25 miles of a school or park or as identified within a Safe Routes to School Plan should be high emphasis.

#### Evaluation Criteria

The four projects were prioritized using three evaluation factors 1) Ease of Implementation; 2) Efficiency; 3) Maintains/Enhances Town Character. The Table below presents the prioritized projects. The project priorities are subject to change if additional funding comes available. This could be in the form of grants, private funding or impact fees.

#### 1. SW 87th Avenue: Transit Corridor and Greenway

##### Transit Corridor

SW 87th Avenue is the primary transit corridor with an improved bike lane on both sides of the roadway.

##### Greenway

Landscaped buffers separate the various modal paths including sidewalk, multi-use path, travel lanes and bike lane. Shade trees are preferred when space allows. Small shrubs or palms are a good alternative for narrower landscaped buffers and planting strips. Bus pull outs can share the furniture zone.

##### Furniture Zone

When possible, street furniture should be placed in front of the pedestrian

sidewalk to create a furniture zone. Street furniture on SW 87th Avenue shall include bus shelters, benches, lighting, pedestrian signals, kiosks and bike racks.

#### Project Evaluation

**Ease of Implementation:** SW 87th Avenue ranks high for ease of implementation. The right-of-way exists for the project as described above.

**Efficiency:** The SW 87th Avenue ranks high for efficiency. The project will complete and existing regional bicycle network and also provide increase safety to several schools. This project also connects the two existing complete streets in the Town, Old Cutler Road and Caribbean Boulevard.

**Maintain/Enhance Town Character:** The significant increase to the tree canopy that would result from this greenway corridor ranks this project high for maintain/enhance Town character

#### 2. Franjo Road: Urban Connector

##### Transit Corridor

Franjo Road is a secondary transit corridor with a bike lane on the roadway.

##### Urban Connector

Franjo Road connect to the main commercial centers on Old Cutler Road and SW 184th Street. Therefore, this street has an urban character. Shade trees cover the furniture zone and bicycle zones and include bio swales instead of traditional landscaped buffers.

##### Pedestrian and Furniture Zones

A shared pedestrian and furniture zone is primarily open for walking with periodic furniture including bus shelters, benches, lighting, pedestrian signals, kiosks and bike racks.

#### Project Evaluation

**Ease of Implementation:** Franjo Road ranks high for ease of implementation. The right-of-way exists for the project as described above.

**Efficiency:** Franjo Road corridor ranks medium for efficiency. The roadway links commercial centers as well as parks and schools, but does not connect to a regional bikeway.

**Maintain/Enhance Town Character:** This corridor ranks medium to maintain/enhance town character; the theme for this corridor is urban connector.

### 3. Marlin Road: Bikeway and Canal Bridge

#### Bikeway

Between US-1 and Sterling Drive, Marlin Road has two bike lanes. Since there are no buses on this roadway, more space is dedicated to green plantings and shade trees. Both sidewalks and bike lanes are shaded with trees for comfort and protection from the elements and each are wide.

From Sterling Drive to Old Cutler Road, Two bike lanes are protected from on street traffic by tree lined landscaped buffers. Both sidewalks and bike lanes are shaded with trees for comfort and protection from the elements and each are wide.

#### Canal Bridge

A bike and pedestrian only bridge is recommended for the canal crossing on Marlin Road. A twenty two foot wide bridge is shown here with two bike lanes buffered by two foot wide pavement markings.

#### Project Evaluation

**Ease of Implementation:** Marlin Road ranks medium for ease of implementation. The right-of-way exists for the project as described above, except for the canal bridge. The canal crossing will require additional permits as well as intergovernmental coordination with the South Florida Water Management District. Marlin Road is the longest corridor of the four in this study.

**Efficiency:** The Marlin Road corridor ranks medium for efficiency. The roadway links commercial centers, but does not connect to regional facilities.

**Maintain/Enhance Town Character:** This corridor ranks medium/high to maintain/enhance town character; the theme for this corridor is bikeway.

### 4. Gulfstream Road: Greenway/Boulevard

#### Greenway/Boulevard

Between Franjo Road and SW 210th Street, Gulfstream Road is a two lane boulevard with bike paths and walking paths. An enhanced sidewalk is lined with shade trees, making Gulfstream Road the preferred corridor for walking.

The walking path includes benches, street lamps and bike racks between the landscaped planting strip. The bike paths are also generously lined with shade trees for an easy and comfortable route to Old Cutler Road, Caribbean Boulevard and Franjo Road.

#### Project Evaluation

**Ease of Implementation:** Gulfstream Road ranks high for ease of implementation. The right-of-way exists for the project as described above.

**Efficiency:** The Gulfstream Road corridor ranks medium/low for efficiency. The roadway lacks connections to commercial centers and to regional facilities.

**Maintain/Enhance Town Character:** This corridor ranks medium to maintain/enhance town character; the theme for this corridor is greenway boulevard.

### 5. Traffic Circles at Intersections

As the County moves forward to address regional traffic issues, the Town should proceed with the assumption that the County's Road Impact Fee will be reallocated more towards the SMART Plan and roadway capacity purposes. To address this, future improvements at intersections along the complete streets corridors should avoid adding turn lanes and should favor additional traffic circles, where feasible. Turn lanes should only be added based on recommendations from an operational analysis and when a traffic circle can't be accommodated. Intersections along these complete street corridors should include traffic circles.

The Town has recent experience with new traffic circles at key intersections along two major east/west corridors, Old Cutler Road and Caribbean Boulevard. These successful public works projects can be measured by the improvement of traffic flow and ease of congestion which has had the positive result of creating roadway capacity in the overall network. Additionally, the Town has received multiple accolades and awards for the implementation of these retrofit projects within the existing neighborhoods. Not only have they improved traffic in the area, they have had a significant improvement to the aesthetics of the community. Below is a aerial view (google earth) of the traffic circle at Caribbean Boulevard and Gulfstream Road.

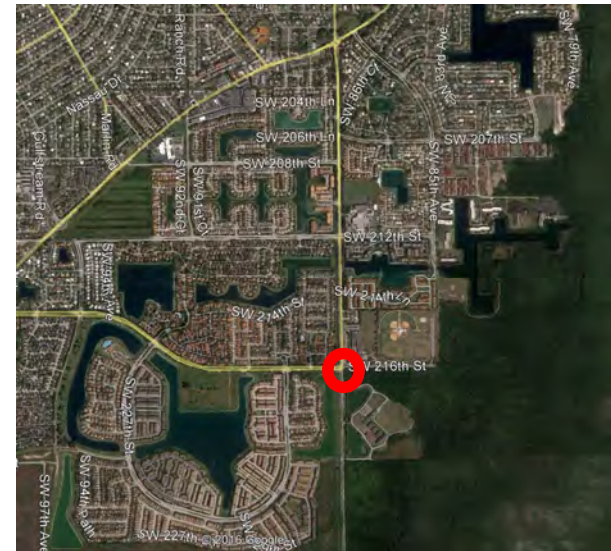




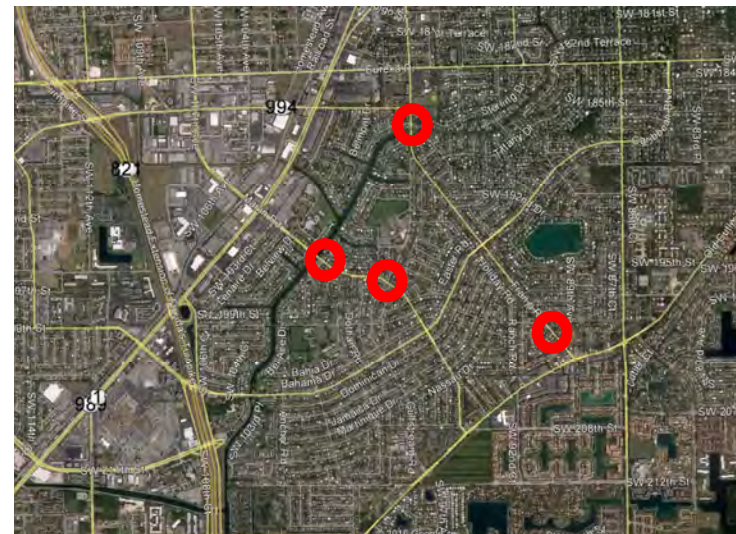
In addition to adding aesthetic improvements to a community, when designed properly, there are also traffic calming benefits. Slowing cars and controlling speeding was an important issue for the community which was brought up multiple times at the public workshops. Traffic calming aspects of the circle shown above include splinter islands on all approaches and a tight circle radii with mountable curbs on the center island to allow for larger vehicles.

Additional traffic capacity studies will be needed to move traffic capacity projects forward. These studies must show that additional improvements add roadway capacity. The primary locations to consider for additional traffic circles are found in the recommendations from the Town's Transportation Master Plan, these include:

### 1. SW 216th Street and SW 87th Avenue (See location map below)



2. Franjo Road and Cutler Ridge Drive
  3. Franjo Road and Sterling Drive
  4. Gulfstream Road and Marlin Road
  5. Marlin Road and Bell Aire Drive
- (See location map below)





### 6. Midblock Crossings and Pedestrian Refuges/Medians

Midblock crossings use pedestrian refuges/medians crosswalks and barriers to create a safe way for pedestrians and bicyclists to cross the street. The following are proposed locations for midblock crossings and pedestrian refuges/medians on these four corridors.

#### SW 87th Avenue





### Franjo Road



Between SW 193rd Drive and Caribbean Boulevard



Between Caribbean Boulevard and SW 196th Drive

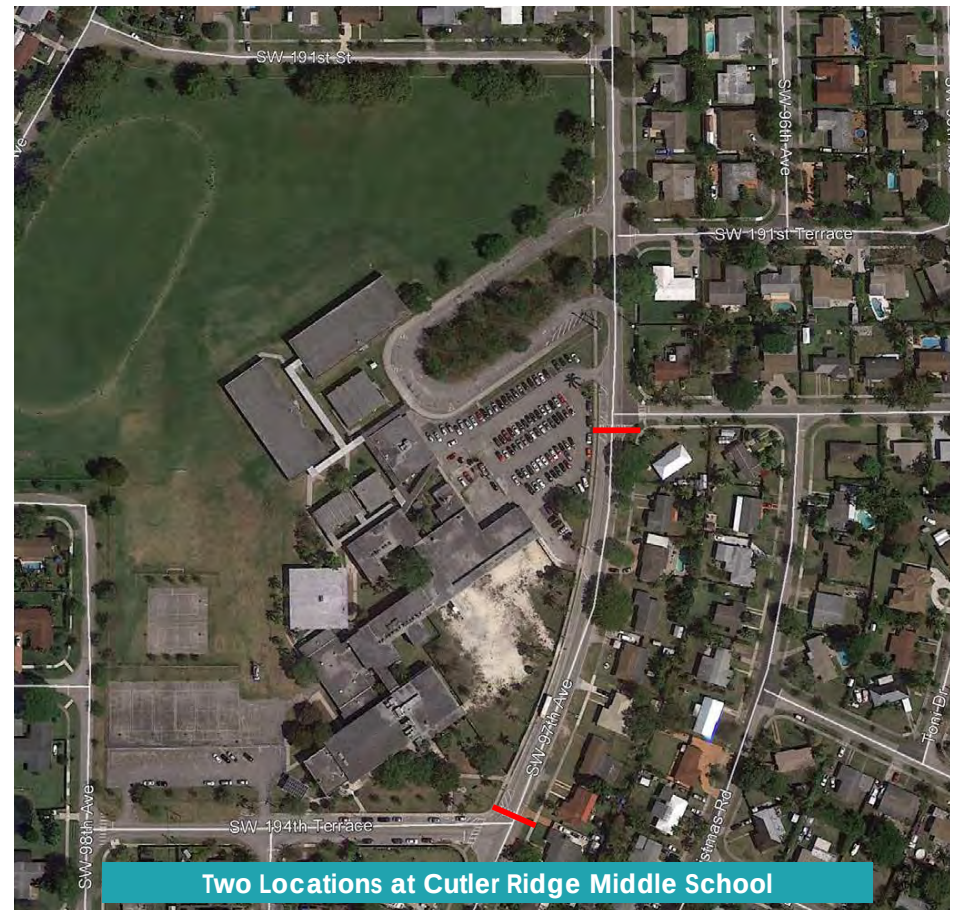


Between SW 89th Street and Old Cutler Road

### Gulfstream Road



Between Marlin Road and Cutler Ridge Drive



Two Locations at Cutler Ridge Middle School



### Marlin Road



Two Locations Between S. Dixie Highway and Belview Drive



Between Nassau Drive and Montego Bay Drive



Between Bel Aire Drive and SW 99th Court

### 7. New “Smart” or “Adaptive” Traffic Signals

An adaptive traffic signal is an intersection signal that can adjust in real-time to traffic conditions. A technology for smart traffic signals has been developed in an effort to reduce vehicle emissions and improve commute times in cities. Unlike other dynamic control signals that adjust the timing and phasing of lights according to limits that are set in controller programming, this system combines existing technology with artificial intelligence.

The traffic signals communicate with each other and adapt to changing traffic conditions to reduce the amount of time that cars spend idling. Using fiber optic video receivers similar to those already employed in dynamic control systems, the new technology monitors vehicle numbers and makes changes in real-time to avoid congestion wherever possible. Initial results from the pilot study are encouraging: the amount of time that motorists spent idling at lights was reduced by 40% and travel times across the city were reduced by 26%.

The use of smart traffic signals should be incorporated in future complete street projects. Preliminary locations could include the main intersections along the two transit corridors of this study, Franjo Road and SW 87th Avenue. The exact intersection locations should be further refined through traffic warrant studies.

### Conceptual Cost Estimates

| Project Cost Estimates - Quantities |                 |                 |                       |              |            |                        |                  |                   |           |                          |          |              |           |
|-------------------------------------|-----------------|-----------------|-----------------------|--------------|------------|------------------------|------------------|-------------------|-----------|--------------------------|----------|--------------|-----------|
| No.                                 | Project         | From            | To                    | Bus Shelters | Cost (MDT) | Multi-use Path (Miles) | Cost (Sq. Yards) | Bike Lane (Miles) | Cost      | Shared Bike Lane (Miles) | Cost     | Street Trees | Cost      |
| 1                                   | SW 87th Avenue  | Old Cutler Road | SW 184th Street       | 10           | \$250,000  | 1.35                   | \$380,000        | 0                 | 0         | 1.35                     | \$10,000 | 1,400        | \$700,000 |
| 2                                   | Marlin Road     | US-1            | Sterling Road         | 0            | 0          | 0                      | 0                | 0.65              | \$89,000  | 0                        | 0        | 400          | \$200,000 |
| 3                                   | Marlin Road     | Sterling Drive  | Old Cutler Road       | 0            | 0          | 0                      | 0                | 2.4               | \$367,000 | 0                        | 0        | 1,500        | \$750,000 |
| 4                                   | Franjo Road     | Old Cutler Road | SW 184th Street       | 12           | \$300,000  | 0                      | 0                | 1.65              | \$168,000 | 1.65                     | \$12,000 | 550          | \$275,000 |
| 5                                   | Gulfstream Road | Franjo Road     | N. of Old Cutler Road | 0            | 0          | 0                      | 0                | 3                 | \$408,320 | 0                        | 0        | 1,700        | \$850,000 |

| Project Cost Estimates - Quantities (CONTINUED) |                 |                 |                       |            |          |                   |         |                          |          |                |      |         |          |        |           |
|-------------------------------------------------|-----------------|-----------------|-----------------------|------------|----------|-------------------|---------|--------------------------|----------|----------------|------|---------|----------|--------|-----------|
| No.                                             | Project         | From            | To                    | Crosswalks | Cost     | Midblock Crossing | Cost    | Pedestrian refuge/Median | Cost     | Traffic Circle | Cost | Parklet | Cost     | Bridge | Cost      |
| 1                                               | SW 87th Avenue  | Old Cutler Road | SW 184th Street       | 50         | \$10,000 | 5                 | \$2,500 | 5                        | \$32,000 | 0              | 0    | 0       | 0        | 0      | 0         |
| 2                                               | Marlin Road     | US-1            | Sterling Road         | 12         | \$2,400  | 2                 | \$1,000 | 2                        | \$13,000 | 0              | 0    | 0       | 0        | 1      | \$720,000 |
| 3                                               | Marlin Road     | Sterling Drive  | Old Cutler Road       | 50         | \$10,000 | 2                 | \$1,000 | 2                        | \$13,000 | 2              | TBD  | 4       | \$20,000 | 0      | 0         |
| 4                                               | Franjo Road     | Old Cutler Road | SW 184th Street       | 40         | \$8,000  | 3                 | \$1,500 | 3                        | \$19,500 | 2              | TBD  | 4       | \$20,000 | 0      | 0         |
| 5                                               | Gulfstream Road | Franjo Road     | N. of Old Cutler Road | 40         | \$8,000  | 3                 | \$1,500 | 3                        | \$19,500 | 0              | 0    | 6       | \$30,000 | 0      | 0         |



### Prioritization Summary Table

| No. | Project Prioritization | From            | To                    | Description                                                                                                                                                                                                                                                                                                                     |
|-----|------------------------|-----------------|-----------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1   | SW 87th Avenue         | Old Cutler Road | SW 184th Street       | SW 87th Avenue is the primary transit corridor with an improved bike lane on the roadway.                                                                                                                                                                                                                                       |
| 2   | Marlin Road            | US-1            | Sterling Drive        | Since there are no buses on this roadway, more space is dedicated to green plantings and shade trees. Both sidewalks and bike lanes are shaded with trees for comfort and protection from the elements and each are wide. A wide expanse of pavement is interrupted with a six foot wide planted median.                        |
| 3   | Marlin Road            | Sterling Drive  | Old Cutler Road       | From Sterling Drive to Old Cutler Road, Marlin Road narrows to sixty and seventy feet and is a two-lane road.                                                                                                                                                                                                                   |
| 4   | Franjo Road            | Old Cutler Road | SW 184th Street       | Franjo Road is a secondary transit corridor with bike lanes on each side of the roadway.                                                                                                                                                                                                                                        |
| 5   | Gulfstream Road        | Franjo Road     | N. of Old Cutler Road | Between Franjo Road and SW 210th Street, Gulfstream Road is a two-lane boulevard with bike paths and walking paths. An enhanced sidewalk is lined with shade trees, making Gulfstream the preferred corridor for walking. The walking path includes benches, street lamps and bike racks between the landscaped planting strip. |

### Funding Sources

Funding for transportation projects comes from three primary sources: Local, State and Federal. Each year funding is more difficult to come by. Cities and counties, face the dilemma of rising costs of transportation projects, increasing traffic volumes and limitations on the ability to generate revenue. Fast changing economic environments put pressure on local governments to keep up with growth and congestion. At the same time, most states limit counties' ability to raise revenue.

Faced with rapidly increasing construction costs and traffic volumes local governments are finding new funding and financing solutions for transportation. Often, these solutions involve partnerships with other jurisdictions, the private sector and, most of all, county residents. Unfortunately, Florida is a donor state, giving more into the federal system than it gets back. Most monies for large projects are collected locally, provided to the Federal Government, and then reallocated to the states to be administered to agencies, like FDOT.

#### Local Funding

Local funding is generated from within a city or county, generally relying on property taxes or other funds. Many communities have concurrency fees or impact fees, which can be applied to local infrastructure projects. In high-growth communities, it is advised that they consider these in the form of mobility fees, which require that developments fund their fair share of the infrastructure needed to support their development.

#### Miami-Dade County's People's Transportation Plan, 1/2 Penny Sales Tax

Miami Dade County's People Transportation Plan (PTP), half-penny transportation surtax was approved by Miami-Dade County voters in November 2002 and included \$476 million for public works projects. The PTP funds to be provided were for major highway and road improvements totaling \$309 million, and for neighborhood improvements totaling \$167 million. Twenty percent of the total funding is provided to municipalities, based on their population. Each city must spend at least 20% of their funds on transit projects. Importantly, this source of funds can be used for a local match to federal funding. An advantage many local areas do not have.

#### Neat Streets Miami Local Matching Tree Grant

In an attempt to reach the Million Trees Miami goal of 1 million trees planted by

2020 and a 30 percent tree canopy, we're pleased to announce the second year of the Street Trees Matching Grant program. Funded by Miami-Dade County, this grant engages municipalities, non-profits and **community organizations** in planting native or Florida-friendly trees on county or local corridors and gateways. Neat Streets Miami Street Tree **Matching Grants of \$5,000 to \$25,000** will be awarded to those communities who can demonstrate the greatest benefits for residents, employers and visitors and are able to provide a stewardship plan for our joint investment.

#### Local Option Fuel Taxes

County governments are authorized to levy up to 12 cents of local option fuel taxes in three separate levies on fuel sold within the county. The funds are used for transportation expenditures.

- The ninth-cent fuel tax is a tax of 1 cent on every net gallon of motor and diesel fuel sold within a county.
- A tax of 1 to 6 cents on every net gallon of motor and diesel fuel sold within a county.
- A tax of 1 to 5 cents on every net gallon of motor fuel sold within a county. Diesel fuel is not subject to this tax. The funds may also be used to meet the requirements of the capital improvements element of an adopted local government comprehensive plan.

#### State Funding

The State of Florida has several funding sources that primarily come from FDOT. The Governor's FY 2016/2017 transportation budget makes the following investments:

- \$3.3 billion for construction of highway projects to keep Florida's transportation infrastructure among the best in the country.
- \$153.9 million in seaport infrastructure improvements to keep Florida first in the world for ocean cruise passengers and a major U.S. cargo gateway.
- \$237.6 million for aviation improvements to keep Florida first in airport infrastructure investments.
- \$731.9 million for scheduled repair of 48 bridges and replacement of 21 bridges to keep Florida's bridges among the best structures in the country.
- \$963.4 million for maintenance and operation to keep Florida's infrastructure among the best maintained in the country.
- \$574 million for public transit development grants to keep Florida's growth in transit ridership over the last five years among the best in the country.



## Section 4: Conceptual Projects and Recommendations



- \$159 million for safety initiatives to continue to improve the safety of families and visitors on our roads.
- \$46.6 million for bike and pedestrian trails to keep Florida's trail development among the best in the country.

### FDOT Safety Office Programs

The Florida Department of Transportation Safety Office (FDOT) funds subgrants that address traffic safety priority areas including:

- Aging Road Users
- Community Traffic Safety
- Impaired Driving
- Motorcycle Safety
- Teen Driver Safety
- Traffic Records
- Occupant Protection and Child Passenger Safety
- Pedestrian and Bicycle Safety
- Police Traffic Services
- Speed and Aggressive Driving
- Traffic Record Coordinating Committee (TRCC)

Awards to state and local safety-related agencies are used as “seed” money to assist in developing and implementing programs that address traffic safety deficiencies or expand ongoing safety programs activities. Funding for these grants are apportioned to states annually from the National Highway Traffic Safety Administration (NHTSA) according to a formula based on population and road mileage. Funding may be available for projects in other program areas if there is documented evidence of need.

To promote self-sufficiency, agencies are expected to provide a local funding match when personnel costs are included in second and third year projects. The local match is normally 25% of eligible costs for second year projects and 50% for third year projects.

These grants are awarded on a Federal fiscal year basis, and can be funded for a maximum of three consecutive years in each priority area.

### Economic Development Transportation Fund

The Economic Development Transportation Fund, commonly referred to as the “Road Fund,” is an incentive tool designed to alleviate transportation problems that adversely impact a specific company's location or expansion decision. The award amount is based on the number of new and retained jobs and the eligible transportation project costs, up to \$3 million. The award is made to the local government on behalf of a specific business for transportation improvements.

## Recommendations

In addition to the project development, the Town can encourage complete streets through the adoption of new policies, regulations and funding strategies. Education, encouragement and enforcement are also recommended to fully integrate complete streets as the Town continues to grow and develop.

### Complete Streets Impact Fees and Concurrency

The Town is poised to be one of the County's premiere business and residential centers in the South. The issue relative to transportation continue to be the lack of roadway capacity to maintain an adequate level of service at peak periods. One way to solve this problem is by using alternative modes of transportation to add capacity to the system. The consequences of continued growth without supporting multimodal mobility are significant. As the economy rebounds and businesses are seeking greater efficiencies, having employees spend hours of their day in a commute is wasteful and is an economic drain to the region as a whole.

To ensure new development pays its fair share to mitigate for impacts to the system, the Town has established a Concurrency Management System (CMS) that ensures the availability and sufficiency of public facilities and services at the time the impacts of development occur. The CMS ensures that development approval is contingent on the Town's ability to provided facilities and services or requires the developer provide those facilities in order to maintain adopted roadway LOS standards. While it is important for the Town to continue to collect fees for vehicle trips, the CMS could be revised to encompass all forms of mobility.

Recent legislation allows for flexibility for how impact fees are collected. It allows the pooling of multiple fees to fund a single, regionally significant system. However, fees cannot be utilized to fund operations and maintenance. State statutes also require that the collection of fees must be based on the most recent local data. The levels of service that communities desire to live up to must be reasonable.

Under these current rules, local governments are allowed to repeal transportation concurrency. In doing so, these governments may elect to have an alternative mobility funding system. The benefit of this is to allow for alternative methodologies that rely solely on vehicle trips in a specific area, and limitations resulting from assessing fees based on concurrency.

However, this funding system “may not be used to deny, time, or phase an application for site plan approval, plat approval, final subdivision approval,



building permits or the functional equivalent of such approvals provided that the developer agrees to pay for the development's identified transportation impacts via the funding mechanism implemented by the local government." In addition, a "mobility fee-based funding system must comply with the dual rational nexus test applicable to impact fees." (Florida State Statutes – 163.3180).

Under alternative systems, a bank of multimodal projects and the cost of their implementation will be arrived at by projecting needs across all modes into the future, based on anticipated development as defined on the Town's Future Land Use Map. Facilities whose level of service fall below those thresholds placed in the Comprehensive Plan can then be brought into compliance. The cost of those projects will be divided by the number of trips anticipated to result from the development over the planning horizon, as specified in the Comprehensive Plan, Land Development Code and Future Land Use Map, and a cost per trip will be arrived at.

As part of a proportionate fair-share system, developers will be required to contribute a certain dollar amount based on the number of trips they ultimately generate. The Town will implement the complete street projects with these funds. Developers will have the opportunity to gain credits which will enable them to lessen the amount paid, by implement one or more multimodal oriented urban design aspects, or policy initiatives at their development site.

Money generated by an impact fee program are required to go into a dedicated fund, which will be used to implement the projects. How a "mobility fee" takes shape, however, can be in one of many ways. Some examples are below:

### 1. "Conditional" Concurrency:

An attempt to achieve mode split standards. Under this option, concurrency would be under a roadway and multimodal system, resulting in a somewhat indirect approach to funding multimodal projects. Difficult to execute.

### 2. Mobility Impact Fee (Standards - Consumption Based):

Based on "person trips". Each development charged the incremental value of the facilities needed to service it. Difficult to estimate.

### 3. Mobility Impact Fee (Plans - Based):

Based on adopted plans allowing for specific projects derived from local need, analysis and professional standards. Each infrastructure has its own capacity, and level of service standard to be achieved. Fee based on cost of implementing plans in order to accommodate future growth. Meets the Dual Rational Nexus test.

### 4. Multimodal Concurrency Fee:

Concurrency expanded for multimodal LOS, based on a weighted average of each mode, adding up to 100%. Allows more freedom in the funding scheme. Perpetuates predominant mode of travel. Costly to implement.

### 5. Multimodal Impact Fee and Roadway Impact Fee Hybrid:

Combings two methodologies. Total trips estimated for a development, impact then projected and fees assessed per mode. Each fee can be different. Trip transfer credits can be purchased by developer based on policies. Potential for underfunding. Easy to implement.

## Complete Streets Revisions to Cutler Bay Growth Management Plan

The Town may include this entire complete streets policy in the comprehensive plan as a complete policy package, or may selectively adopt specific objectives or policies. This section fits in the comprehensive plan's Transportation Element.

**Adopt new Complete Streets Goal:** Provide safe and comfortable routes for walking, bicycling, and public transportation to increase use of these modes of transportation, enable convenient and active travel as part of daily activities, reduce pollution, and meet the needs of all users of the streets, including children, families, older adults, and people with disabilities.

**Adopt new complete streets Objectives and Policies:** Integrate Complete Streets infrastructure and design features into street design and construction to create safe and inviting environments for all users to walk, bicycle, and use public transportation.

### TI.1.1. In planning, designing, and constructing Complete Streets:

- Include infrastructure that promotes a safe means of travel for all users along the right of way, such as sidewalks, shared use paths, bicycle lanes, and paved shoulders.
- Include infrastructure that facilitates safe crossing of the right of way, such as accessible curb ramps, crosswalks, refuge islands, and pedestrian signals; such infrastructure must meet the needs of people with different types of disabilities and people of different ages.
- Ensure that sidewalks, crosswalks, public transportation stops and facilities, and other aspects of the transportation right of way are compliant with the Americans with Disabilities Act and meet the needs of people with different types of disabilities, including mobility impairments, vision impairments, hearing impairments, and others. Ensure that the ADA

Transition Plan includes a prioritization method for enhancements and revise if necessary.

- Prioritize incorporation of street design features and techniques that promote safe and comfortable travel by pedestrians, bicyclists, and public transportation riders, such as traffic calming circles, additional traffic calming mechanisms, narrow vehicle lanes, raised medians, dedicated transit lanes, transit priority signalization, transit bulb outs, road diets, high street connectivity, and physical buffers and separations between vehicular traffic and other users.
- Ensure use of additional features that improve the comfort and safety of users:
  - Provide pedestrian-oriented signs, pedestrian-scale lighting, benches and other street furniture, bicycle parking facilities, and comfortable and attractive public transportation stops and facilities.
  - Encourage street trees, landscaping, and planting strips, including native plants where possible, in order to buffer traffic noise and protect and shade pedestrians and bicyclists.
  - Reduce surface water runoff by reducing the amount of impervious surfaces on the streets.

**Add new performance measure Objective and Policies:** Establish performance standards with measurable outcomes to assess safety, functionality, and actual use by each category of users; include policies such as:

- By [2025], facilitate a transportation mode shift so that [20] % of trips occur by bicycling or walking.
- By [2025], reduce the number of injuries and fatalities to bicyclists and pedestrians by [ ]%\*.
- Reduce per capita vehicle miles traveled by [ ]%\* by [insert year].
- Provide a high proportion of streets ( [ ]%\*) with sidewalks, low design speeds, tree canopy, and street furnishings.
- Increase the miles of bicycle lanes and other bikeways by [ ]%\* by [insert year].
- Increase the miles of sidewalks by [ ]%\* by [insert year]

*\* Exact percentages will be determined at the time the comprehensive plan amendment is adopted.*

### Complete Streets Revisions to Cutler Bay Land Development Regulations, Article IX

Revise street standards in the Land Development Regulations, Article IX, to ensure that standards support and do not impede Complete Streets.

#### Sec. 3-132. General principles.

The town views streets as the most important public spaces and therefore has developed the following set of principles which permit this space to be used by both vehicles and people:

(1) Streets are designed to be ~~only~~ as wide as necessary to accommodate the all users and modes of transportation ~~vehicular mix serving adjacent land uses~~, while providing adequate access.

...

(9) The Cutler Bay Public Works Department shall make complete streets practices a routine part of everyday operations, shall approach every transportation project and program as an opportunity to improve public streets and the transportation network for all users, and shall work in coordination with other departments, agencies, and jurisdictions to achieve complete streets.

(10) Every street project on public streets shall incorporate complete streets infrastructure sufficient to enable reasonably safe travel along and across the right of way for each category of users; provided, however, that such infrastructure may be excluded, upon written approval by the Town Manager.

(11) As feasible, Cutler Bay shall incorporate complete streets infrastructure into existing public streets to improve the safety and convenience of users, construct and enhance the transportation network for each category of users, and create employment.

(12) If the safety and convenience of users can be improved within the scope of pavement resurfacing, restriping, or signalization operations on public streets, such projects shall implement complete streets infrastructure to increase safety for users.

...

#### Sec. 3-133. Design specifications.

Streets shall be designed to permit comfortable use by ~~motorists~~, pedestrians, and bicyclists, transit users and motorists. Street widths, design speeds, and the number of motor travel lanes shall be minimized to enhance safety for motorists and non-motorists alike. The specific design of any given street must consider the building types which have frontage and the relationship of the street to the overall town street network. New development with frontage on existing

publicly maintained streets shall be required to build to the standards of this article.

...

(3) *Traffic control plans.* Traffic control plans showing signage and pavement markings shall be prepared in accordance with the guidance of the manual on uniform traffic control devices, shall address all modes of transportation and shall be prepared by the public works department.

...

(11) *On-street parking.* On-street parking is recommended where building type and use will generate regular parking use. For streets which serve commercial and mixed use buildings, and where possible, on-street parking is required and should be marked as such. Where possible, on-street parking on at least one side of the street is recommended on streets serving single-family, two-family, townhouse, and multifamily structures with lots 60 feet or less in width. Where possible, on-street parking must also be provided on one side of any street adjacent to a square, park or other open space. On-street parking can include parklets. A parklet is a mini park that sits within a parking lane and provide a safe space for sitting along the greenway.

...

(13) *Pedestrian street crossings.* Midblock crossings, bulb outs, raised crosswalks and similar techniques may be used to accommodate pedestrians. when traffic and site conditions exist to provide circulation or access to schools, playgrounds, parks, shopping centers, transportation and other facilities. Pedestrian refuges/medians shall align with striped crosswalks and include crossing signals whenever possible. They should be located within 0.25 miles of a school or park.

(14) *Bike lanes.* Designated bike lanes shall be eight feet where feasible and a minimum of four five feet in width shall be installed by all development with frontage along arterial and collector roadways; four feet along residential streets.

...

~~(16) *Planting strips.* Planting strips should be located between the edge of pavement/curb and sidewalk and parallel to the street. Within commercial areas and other sidewalks with high pedestrian volumes, grated tree wells may be used in lieu of planting strips. The minimum width of all planting strips shall be five feet.~~

(16) *Shared pedestrian and furniture zone.* A shared pedestrian and furniture zone is primarily open for walking with periodic furniture including bus shelters, benches, lighting, pedestrian signals, kiosks and bike racks. This zone shall be a minimum of five feet in width, and nine feet where feasible.

(17) *Shared Multi-use paths.* A path that is jointly used for both bicycles and pedestrians shall be ~~ten~~ eight feet in width. Wherever they are present they should be easily accessible and where possible should be on both sides of the street and meet all ADA requirements. Multi-use paths should be separate from travel lanes with a physical buffer that could include a planting strip or barriers.

### Complete Streets Public Education

The objective of education is to promote the concept of mobility to the general public in order to get people walking and biking safely. The Town can provide educational pamphlets and workshops about the use of new facilities such as sharrows. The Town can work with the school board to include safe bicycling and walking classes in school curricula. There are also advertisement opportunities on the Town shuttle bus to promote safety. Some other educational opportunities are to work with Florida Bicycle Association to implement initiatives such as Cycle Savvy and Alternative Transportation Education.

### Complete Streets Public Enforcement

Enforcement can be used as a complimentary tool to education, not as a punishment. Enforcement can be targeted to both motorist and non-motorists to ensure the rights of both groups are respected. The Town police can have a greater presence by patrolling on bikes. Promote Ride Right, Drive Right campaign to enforce the 3-foot separation law between motorists and bicyclists.

- i. Note that many types of accommodations for people with disabilities are mandated by federal law under the Americans with Disabilities Act.
- ii. A road diet is a transportation technique in which the number or width of lanes dedicated to motor vehicle traffic is decreased, often by combining the two central lanes into a single two-way turn lane, in order to create additional space within the right of way for features such as bicycle lanes, sidewalks, or buffer zones.
- iii. Connectivity describes the directness of routes and density of connections in a street network. A street network with high connectivity has many short links, numerous intersections, and few dead-end streets. As connectivity increases, travel distances decrease and route options increase, allowing more direct travel between destinations.



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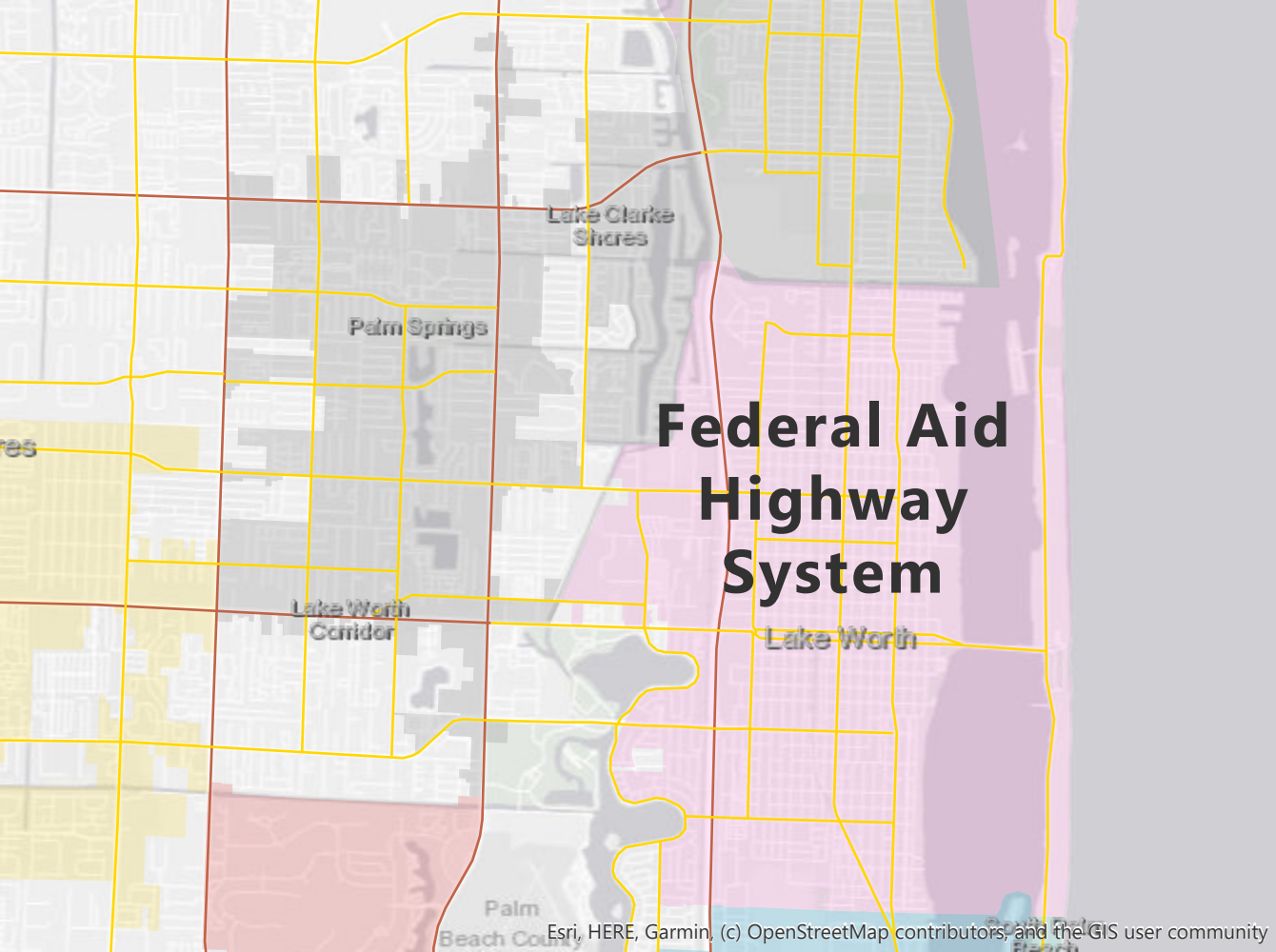


THE CORRADINO GROUP



Miami-Dade Transportation  
Planning Organization







# Village of Palm Springs

## Executive Brief

**AGENDA DATE:** July 9, 2020

**DEPARTMENT:** Planning, Zoning & Building

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**ITEM 10.1:** Discussion - Proposed Village of Palm Springs Transportation/Mobility Plan - Draft Scope of Services

**SUMMARY:**

The Planning, Zoning & Building Director has requested the Village Council provide input and provide comment on the proposed Village of Palm Springs Village of Palm Springs Transportation/Mobility Plan Scope of Services to ensure that all mobility concerns throughout the Village are included within the proposed plan.

It has been identified within the Congress Avenue Corridor Study (May 2016), the Village's 5-Year Capital Improvement Budget (since FY 2017-18) and the Palm Springs Community Redevelopment Plan (December 2020) that there is a need to evaluate and undertake pedestrian/bicycle and "Complete Streets" improvements within the Village to enhance safety and provide enhanced facilities for multi-modal transportation within the Village.

Mr. Joe Corradino and Mr. Ed Ng with the Corradino Group, Inc., the Village's contracted transportation engineering firm, will be available to discuss the proposed Scope of Services and any proposed changes that the Council would desire to have included within the proposed Plan.

This proposed study is anticipated to cost \$100,000 and is included within the approved FY 2020 Budget.

Note: The Palm Beach Transportation Planning Agency (TPA) has committed to fund up to 50% or a maximum of \$50,000 of the fees associated with evaluating components of the Federal Aid Highway system, which includes local collector roads (the Village would then be responsible for providing an equal amount up to \$50,000 and/or the difference above maximum amount to be paid by the TPA). The Village will not expend more than the amount in



the approved budget as it may be adopted/amended each year for these goods and services over the term of this contract.

Additional funding will be proposed in the FY 2021 Budget since the study effort will take nine (9) months to complete.

Staff is requesting Council's input and direction on the proposed Transportation/Mobility Study draft scope of services.

Note: The Village Council approved an Agreement for Professional Services with the Corradino Group, Inc. (RFQ 2019R-001) on February 14, 2019, which is effective for a 5-year period with three (2) optional one-year renewals. After staff review of the qualifications of all firms with continuing services agreements, the Corradino Group was determined to have the desired experience and expertise for this effort.

### **FISCAL IMPACT:**

This discussion does not have a direct fiscal impact to the Village at this time; however, desired (or additional) transportation and mobility improvements may require Village and/or CRA expenditures within the future.

This proposed study is anticipated to cost \$100,000 and is included within the approved FY 2020 Budget.

Note: The Palm Beach Transportation Planning Agency (TPA) has committed to fund up to 50% or a maximum of \$50,000 of the fees associated with evaluating components of the Federal Aid Highway system, which includes local collector roads (the Village would then be responsible for providing an equal amount up to \$50,000 and/or the difference above maximum amount to be paid by the TPA). The Village will not expend more than the amount in the approved budget as it may be adopted/amended each year for these goods and services over the term of this contract.

Additional funding to support projects within the completed study will be presented to the Village Council during future budget requests.

### **ATTACHMENTS:**

DRAFT Scope of Services - Transportation/Mobility Plan - Village of Palm Springs Plan - Scope of Work Revised  
Map of Federal Aid Highway System



## **VILLAGE OF PALM SPRINGS MOBILITY PLAN SCOPE OF SERVICES**

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### **Background:**

Palm Springs is a village in Palm Beach County, Florida, United States, situated between Greenacres, Lake Clarke Shores, Lake Worth Beach and West Palm Beach. As of the 2010 United States Census, Palm Springs had a population of 18,928. Since then, this has risen to 24,675 (2018 ACS 5-Year Est.). The Village, to improve local mobility, desires to evaluate local conditions and create a Mobility Plan to guide future investments into the community that will aid multimodal connectivity, enhance connectivity to businesses, residential and public/civic facilities, and support Complete Streets development.

This plan is meant to accomplish the following main goals:

- 1) Review current traffic issues and roadway configurations and develop recommendations for improvement while taking into consideration future planned development opportunities.
- 2) Review bicycle and pedestrian facilities and develop policy and project recommendations to improve accessibility to businesses, residential, public/civic facilities, and effect first and last mile connections to Palm Tran.
- 3) Establish basis for local transit needs.
- 4) Evaluate and implement, as appropriate, a Complete Streets/Complete Networks approach towards facilities geared towards travelers of all ages, and to provide a basis for future project funding and development for the Village of Palm Springs, Palm Beach County and the Palm Beach Transportation Planning Agency (TPA).
- 5) Establish an overall mobility plan for the Village with projects developed by category:
  - o Roadway
  - o Bicycle
  - o Pedestrian
  - o Transit
  - o Policy

### ***Study Area:***

The Study area will primarily consist of the municipal limits of the Village of Palm Springs and shall include considerations as appropriate for the Village's future annexation areas (expected within the next 5 years).

## **TASK DETAILS**

### **Task One: Project Management**

Corradino will provide monthly progress reports for the duration of the project. Upon receiving the Notice to Proceed, Corradino will schedule a meeting with Village staff to confirm project goals, schedule & logistics and identify background data needs & planned projects. The schedule of the project will be discussed, as well as key stakeholders and public engagement expectations. Stakeholders are expected to include: FDOT District 4; Palm Beach County (PBC); Palm Tran; School District of PBC; public, private charter schools; Lake Worth Drainage District (LWDD), Village committees & advisory boards; neighborhood associations and key businesses.

#### **Deliverables:**

- Monthly Status Meeting and Progress Reports
- Kickoff Meeting and Meeting Minutes
- Project Schedule

### **Task Two: Review Background Information and Previous Studies**

This task will consist of a review of all transportation and parking studies impacting the Village of Palm Springs over the last 10 years. Local, regional and national trends in the field will be evaluated, including a description of similar efforts, an explanation of public-private partnerships and federal government funding initiatives.

The Village shall make available the following information as a guide:

- Village ROW and Utility Data
- Village Comprehensive Plan
- Future Land Use Map and regulations
- Zoning Map and regulations
- CRA Findings of Necessity Report and other plans
- Existing traffic counts

As needed, additional traffic counts will be collected.

Additional, Corradino will request and review the following:

- TPA LRTP, Ped/Bike Safety Study, Bike Suitability Map, Complete Streets Design Guidelines
- GIS files used to populate the TPA's GIS online site
- Signal 4 (i.e., police, sheriff, fire-rescue, etc.) and/or FDOT Crash data
- Palm-Tran Transit Development Plan and Transit Stop Data
- School District of Palm Beach County Stop Data
- Fire-Rescue direct entrance (Lake Worth Road)
- Other TPA Studies for the Area

- FDOT Projects for the Area

Corradino will conduct a field review as necessary and photograph existing conditions.

**Deliverables:**

- Traffic Counts, and Crash Data Collection, Compilation, and Analysis
- Technical Memo: Data and Background

**Task Three: Analysis of Base Conditions**

Utilizing the information in Task Two, Corradino will develop two series of maps (in a format approved by the Village). The first series will depict a potential vision for each individual mode. This will then be cross referenced with a set of Draft Base Maps that will include a preliminary thoroughfare map, key origins/destinations ("asset inventory"), bike/ped network, transit hubs, school/park access network and other relevant items as needed.

Safety is an important component of all three analyses (Roadway, Bicycle and Pedestrian, and Transit) as Forest Hill Boulevard is a High Bike Crash Corridor and portion of Congress Avenue is a High Pedestrian Crash Corridor. Special consideration will be given to Lake Worth Road, which had at least 24 deaths over a period of 5 years. Additionally, concerns regarding Kirk Road will be included as well. Vision Zero initiatives and potentials for improvement will be considered as part of each analysis.

**Roadway Analysis**

Existing roadway configurations in the Village will be analyzed to maintain positive traffic conditions within current conditions as well as proposed/expected conditions as a result of new/planned development. Projects will be developed to establish the optimal roadway section as well as to address needs for transit vehicles on the roadway network. In this task existing Level of Service (LOS) data will be evaluated as the basis for project recommendations.

**Bicycle and Pedestrian Analysis**

Roadway characteristics of all major arterials and collectors will be collected from FDOT and Palm Beach County, supplemented by field visits to obtain typical sections, and a qualitative assessment of the presence and scale of bicycle and pedestrian facilities, spacing of driveways and side streets, signal spacing, median openings, control devices, speed limits and main deficiencies that can be addressed by the study regarding pedestrian movement and bicycle travel. Information on the economic vitality of bicycle and pedestrian communities shall be provided. The study will make recommendations on how to create pedestrian linkages between major amenities within the Village. Corradino will use considerations of "Level of Stress" methodology to evaluate bicycle facilities and



needs. Americans with Disability Act (ADA) considerations will be included as well. Standards for Bicycle and Pedestrian mobility will be defined as needed.

### **Transit Analysis**

This analysis will review transit technology, stops and first and last mile support for Palm Tran routes 46, 3, 60, 2, 61, and 62 to identify needs that will improve local multimodal mobility. The need for a local circulator program will be reviewed, with a focus on connecting the neighborhoods with housing, businesses, residential and public/civic infrastructure such as schools and parks.

### **Gap and Alternatives Analysis:**

After Workshop #2 (see Task 4), Corradino will refine the multimodal vision grid created through analysis, with public comments. Overlaying each mode's "vision grid," which depicts the build out routes for each mode, with existing facilities, infrastructure gaps will be identified. Each gap provides opportunities and improvement which will undergo an alternatives analysis, which will consider available rights-of-way and adjacent, connected facilities to evaluate the best alternative for infrastructure. The determination of infrastructure gaps and the alternatives analysis will provide the basis for a Complete Streets grid.

### **Deliverables:**

- Technical Needs Memo: Roadway Analysis
- Technical Needs Memo: Bicycle and Pedestrian Analysis
- Technical Needs Memo: Transit Analysis
- Technical Memo: Multimodal Grid Development and Gap Analysis

### **Task Four: Public Engagement**

Corradino will conduct three (3) public workshops. The first public workshop will be a kickoff meeting to provide more information about the study and its goals and objectives, as well as provide a forum for the public to provide input on areas of concern and focal points for further evaluation.

The second workshop will involve visioning of the multimodal grid and will be conducted before the gap and alternative analyses are conducted. At this workshop, Corradino will present the multimodal grid as envisioned and invite feedback on the proposed grid.

Workshop #3 will occur after the gap analysis and the development of preliminary projects. This workshop will involve a presentation of the proposed projects, as well as an overview of the prioritization criteria which will be used to rank the projects. During this workshop, participants will be invited to provide their feedback on both proposed projects and the prioritization criteria.

Corradino will present to the Village Council the overall draft Mobility Plan to solicit Council feedback and direction and will subsequently be available for Council presentation of the final Mobility Plan during the adoption hearing. Corradino will also present the report's recommendations to the TPA Board and Technical Advisory Committees at times to be determined after consultation with the TPA.

**Deliverables:**

- Public Workshop # 1 Presentation and Meeting Notes
- Public Workshop # 2 Presentation and Meeting Notes
- Public Workshop # 3 Presentation and Meeting Notes
- Council Public Hearing
- Presentations to TPA Board and Advisory Committees

**Task Five: Project Development**

Corradino will develop a project list that is broken into the following categories:

- o Roadway
- o Bicycle
- o Pedestrian
- o Transit
- o Policy

Each project description will be written, as well as visual, and provide an estimated planning level cost of construction (as applicable). Each project or projects within a specific geographic vicinity, or set policies, as appropriate shall have its own project page, which shall include the project, rationale for inclusion, cost estimate and map and visuals as appropriate. Action steps and potential funding sources (including eligibility) will be identified as appropriate.

**Deliverables:**

- Preliminary Project Listing, Cost Estimates, and Grants Review
- Draft Project Sheets
- Final Project Sheets

**Task Six: Draft Mobility Plan and Policy Recommendations**

This will focus on transportation policy issues as a means of enhancing mobility. Bicycle, pedestrian, transit and parking, urban design and zoning policies and programs will be ranked to develop a final set of recommendations. An examination of creative policy initiatives across the nation which incentivize the desired infrastructure will be undertaken. As applicable, potential grant funding sources will be included.

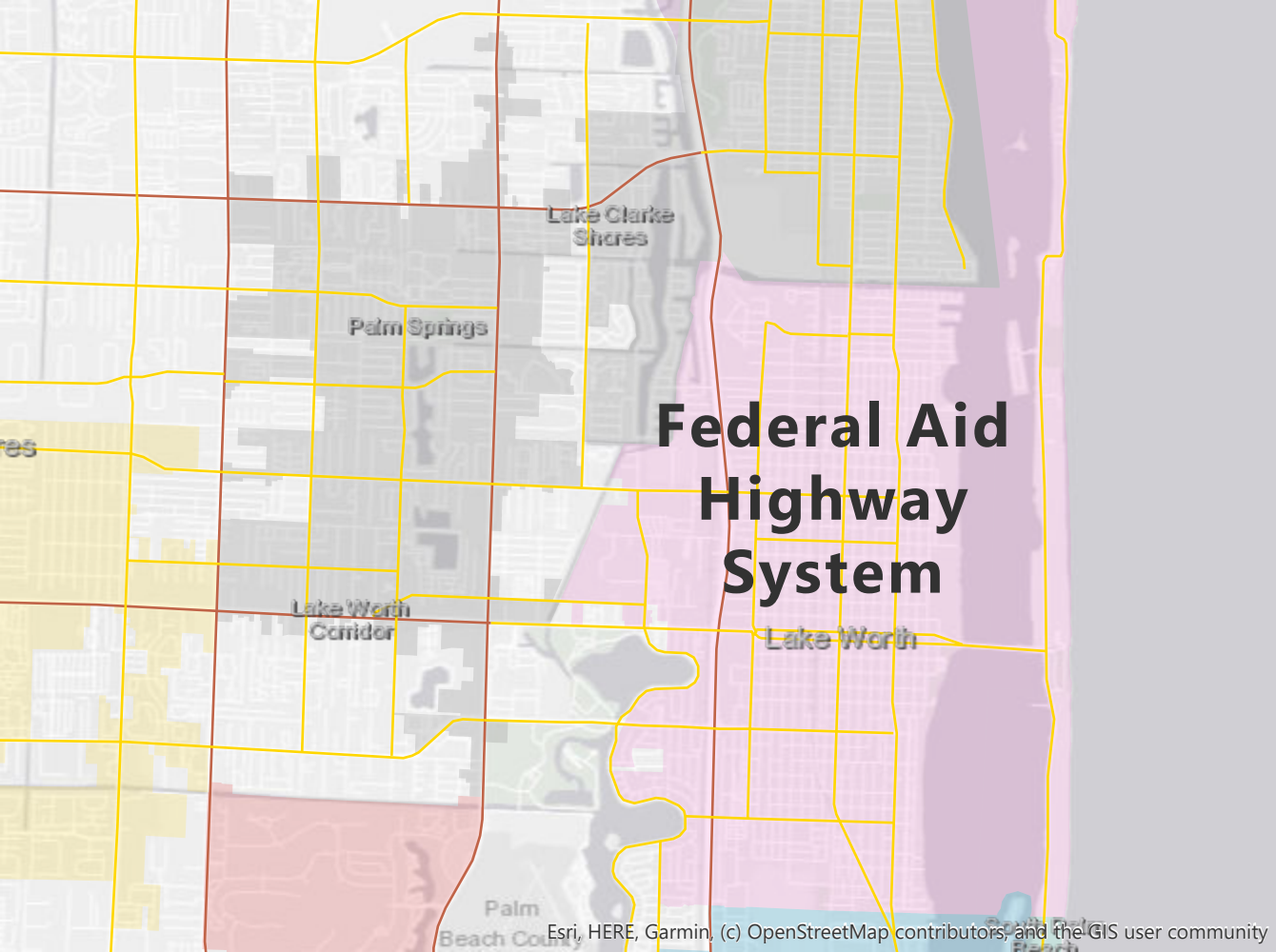
This task will initially involve the development of prioritization criteria, which will be provided to the Village for approval. These criteria will utilize policy initiatives, such as

Vision Zero/improvement of safety, complete streets connectivity and planning for all ages, among others, as a framework to rank projects. After the ranking of all projects, the draft final report will be transmitted to the Village and TPA for review. The preliminary plan will include the vision map for each mode of transportation, and a multimodal, complete streets map, as well as base information and backup analyses and public engagement results. Opportunity Maps, Recommended Projects by Location, Type & Priority, General Cost Estimates; Grant Funding Sources, as well as recommended topics to be addressed within the Village Comprehensive Plan and Land Development regulations will be included.

Corradino will revise the draft mobility plan based on any comments from the Village and TPA to provide a highly graphic final mobility plan. A separate, standalone executive summary will be developed for general public understanding and consumption. All GIS and other data files in conjunction with the final plan will be provided to the Village for future usage. All information developed will be owned by the Village and will be provided in a format required by the Village.

**Deliverables:**

- Prioritization Criteria
- Technical Memo: Draft and Final Project Prioritization
- Draft Mobility Plan
- Final Mobility Plan and Executive Summary



# Federal Aid Highway System





# Village of Palm Springs

## Executive Brief

**AGENDA DATE:** September 24, 2020

**DEPARTMENT:** Administration

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**ITEM 6.4:** Approve Service Employees International Union/Florida Public Services Union (SEIU/FPSU) Agreement - Amendment

**SUMMARY:**

The Village and the Service Employees International Union/Florida Public Services Union (SEIU/FPSU) have negotiated and come to a tentative agreement (TA'ed) to amend one (1) Article within the existing three (3) year union agreement, which expires on September 30, 2021.

The proposed amendment includes:

**Article 39 - Compensation Program:**

- 3% Across the Board increase for all unit members, payable the first pay period of FY 2021
- 2% merit increase for all unit members that achieve a score of 28 or above on the General Employee Evaluation Form or a 36 or above on the Supervisor Evaluation form, payable the first pay period following anniversary date.

The SEIU/FPSU Membership conducted a ratification vote on September 16, 2020 and ratified the proposed changes by a vote of 55 (Yes) to 0 (No). As a result, the Village Council is requested to approve the proposed changes to the existing agreement. Upon approval by both parties, the proposed amendment will be effective October 1st, 2021 (FY 2021) and the across the board salary increase will be paid out within the 1st payroll of the new fiscal year.

**FISCAL IMPACT:**

The impacts related to the proposed salary increases have been included within the proposed FY 2021 Budget - General Fund and Water & Wastewater Fund.

**ATTACHMENTS:**

Proposed SEIU Agreement Amendment - FY 2018-2021  
SEIU Membership Ratification E-mail - Rodrigo Hildago  
SEIU Membership Notice of Vote

8/26/2020

**AGREEMENT**

**BETWEEN**

**THE VILLAGE OF PALM SPRINGS**

**AND**

**SERVICE EMPLOYEES INTERNATIONAL  
UNION/FLORIDA PUBLIC SERVICES UNION  
SEIU/FPSU**

**2020/2021 RE-OPENER**

**Article 39**  
**Compensation Plan**

**39.11** Effective October 1, 2020, all Bargaining Unit Members will receive a three (3%) Across the Board increase.

**39.12** For Fiscal Year 2020/2021, unless “topped out” all Bargaining Unit Members who receive the General Employee Evaluation Form with a total points score of 28 or more on their most recent evaluation, issued on or after 10/1/2020, will receive a two (2%) merit increase to their base rate of pay. If a score of 27 is received, the member can appeal (but not grieve) within ten (10) calendar days to their Department Director with the Village Manager being the final decision maker. Those Bargaining Unit Members who receive the Supervisor Evaluation Form with a total points score of 36 or more on their most recent annual evaluation, issued on or after 10/1/2020, will receive a two percent (2%) merit increase to their base rate of pay. If a score of less than 36 is received, a merit raise will not be received that fiscal year. Each merit increase will take effect upon the first full pay period following the anniversary date. The parties understand that future negotiations may result in a different merit plan, such as a 3-1-1- Plan.



**Article 45**

**Duration of Agreement**

45.0 Effective upon ratification of this Agreement, the language negotiated by the Parties in Article 39 of the CBA shall be added to Article 39. Any provisions contained in the previously ratified articles of the CBA not expressly mentioned in this Re-opener Agreement shall remain in full force and effect.

THIS CONTRACT was tentatively agreed upon by the Village Manager, as Chief Executive Officer, and the Chief Negotiator and Agent of the SEIU/FPSU. The Contract shall not be effective until ratified by the bargaining unit members and the Village Council.

FOR THE SEIU/FPSU:

FOR THE VILLAGE:

\_\_\_\_\_  
Chief Negotiator and Agent  
SEIU/FPSU

\_\_\_\_\_  
Richard J. Reade  
Village Manager

THIS CONTRACT was ratified by the parties on the last date shown below:

\_\_\_\_\_  
Rodrigo Hidalgo  
SEIU/FPSU

\_\_\_\_\_  
Bev Smith  
Mayor

Date: \_\_\_\_\_

Date: \_\_\_\_\_

**From:** [Rodrigo Hidalgo](#)  
**To:** [Janette M. Piedra](#); [Ashley Saingilus](#)  
**Cc:** [Richard J. Reade](#); [Joseph Brenner](#)  
**Subject:** Ratification vote count  
**Date:** Wednesday, September 16, 2020 4:10:49 PM

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CAUTION: This email originated from outside of the organization. Do not click links or open attachments unless you recognize the sender and are confident the content is safe.

The contract has passed 55 yes votes 0 no votes 2 provisionals

Sent from my iPhone



**SEIU FPSU**

**All bargaining unit members, regardless of membership status, are permitted to vote.**

# **Tentative Agreement Reached!**

The secret ballot ratification vote will be held **Wednesday, September 16th** at 226 Cypress Lane Leisure Activity Building (behind basketball courts) from 11am–4pm

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**WE ARE PLEASED TO ANNOUNCE** that in spite of the ongoing pandemic and resulting economic impacts, the SEIU-Florida Public Services Union bargaining committee and the Village of Palm Springs have reached tentative agreement on the wage reopener for the 2020–2021 bargaining agreement. If passed, all bargaining unit members will

receive a 3% across the board increase. Additionally, all those not currently “topped-out” will receive an additional 2% increase with a 28 or higher evaluation score for regular employees or a 37 or higher score for supervisory employees. The FPSU bargaining committee will resume negotiations on the full successor contract in the summer 2021.

**[www.seiufpsu.org](http://www.seiufpsu.org)**



# Village of Palm Springs

## Executive Brief

**AGENDA DATE:** September 24, 2020

**DEPARTMENT:** Administration

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**ITEM 6.5:** Resolution No. 2020-30 - Amend Schedule of Fees

**SUMMARY:**

Periodically, staff reviews the costs involved in meeting all of the Village services that are delivered to the public. As these costs increase and/or when there are issues that may require a new fee to be assessed, it is necessary to amend the fee schedule associated with these services to better address the actual impact on the Village budget and provide transparency. The following fees are proposed to be amended/added:

**Library:**

- Meeting Room

Note: The proposed new rates/fees would begin immediately upon approval by the Village Council.

**Police:**

- Extra Duty Detail
- Extra Duty Detail - Supervisor
- Extra Duty Detail Night Clubs/ Adult Entertainment Clubs
- Extra Duty Detail Night Clubs/ Adult Entertainment Clubs Supervisor
- Extra Duty Detail Holiday / Special Event
- Extra Duty Detail Advance Notice Requirements
- Extra Duty Detail Cancelled

Note: The proposed new fees for Extra Duty Details would begin on January 1, 2021 upon approval by the Village Council.

**Parks & Recreation:**

- Youth Sports Program
- Adult Sports League Team Fees
- Travel Club Membership Dues - Resident
- Travel Club Trips - Administrative Fee
- Back 2 School Program
- Ballfield Rental - For Residents (per hour) - minimum 2 hours
- Ballfield Rental - For Non-Residents (per hour) - minimum 2 hours

**Planning, Zoning & Building:**

- Multiple existing fees are not proposed to be amended; however, they are proposed to be collected within revised revenue accounts due to recent changes in state law regarding the collection of building related fees

The proposed Schedule of Fees was prepared by the Police Department, the Parks and Recreation, the Planning, Zoning & Building Department and reviewed by the Village Clerk and the Finance Director.

**FISCAL IMPACT:**

Additional revenue is expected to be received to assist with offsetting operating expenses and, in some cases, will promote education of Village codes (**Village Goal - Clean & Safe Community**).

**ATTACHMENTS:**

Proposed Resolution No. 2020-30 - Amend Schedule of Fees - Proposed Fee Schedule - FY 2020  
Proposed Fee Schedule - FY 2020



## RESOLUTION NO. 2020-30

**A RESOLUTION OF THE VILLAGE COUNCIL OF THE VILLAGE OF PALM SPRINGS, FLORIDA, AMENDING THE FEES FOR CHAPTER 2, DIVISION 2, OF THE VILLAGE CODE TO UPDATE THE SCHEDULE OF FEES FOR VARIOUS SERVICES, AND, RESTATING THE FEES FOR DIVISION 2, CHAPTER 38 “PARKS AND RECREATION DEPARTMENT”, “LIBRARY”, AND “DEPARTMENT OF PUBLIC SAFETY”; AND PROVIDING AN EFFECTIVE DATE.**

**WHEREAS**, pursuant to requests from Village Staff, the Village Council has determined there is a need to amend the Schedule of Fees and to restate the remaining fee schedule for Parks and Recreation, Library, and Public Safety adopted by Resolution No. 2019-17 on June 13, 2019; and

**WHEREAS**, Chapter 38 (Parks and Recreation), and Division 2 of the Code of Ordinances of the Village of Palm Springs, Florida, all authorize the Village Council, from time to time, to amend or establish, by Resolution, the Schedule of Fees for the department within the Village.

**NOW THEREFORE, BE IT RESOLVED BY THE VILLAGE COUNCIL OF THE VILLAGE OF PALM SPRINGS, FLORIDA:**

**Section 1.** The Village Council of the Village of Palm Springs, Florida hereby amends the fee schedule for Division 2, “Department Of Public Safety”, Chapter 38 “Parks and Recreation”, and restates in its entirety the fee structures for Administration, Village Clerk/General Government, Public Safety Department, Library, Public Service/Solid Waste, Traffic and Vehicles, Planning and Zoning and the Buildings and Building Regulations Departments, all as described in “**Exhibit A**” attached hereto and incorporated herein by reference. The Village Clerk is directed to add and/or amend these fees to the Schedule of Fees on file in the Clerk’s Office.

**Section 2.** This Resolution shall take effect immediately upon adoption.

## Resolution No. 2020-30 Amend Fee Schedule

Council Member \_\_\_\_\_ offered the foregoing resolution. Council Member \_\_\_\_\_ seconded the motion, and upon being put to a vote, the vote was as follows:

|                               | <u>Aye</u>               | <u>Nay</u>               | <u>Absent</u>            |
|-------------------------------|--------------------------|--------------------------|--------------------------|
| MAYOR, BEV SMITH              | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| PATTI WALLER, VICE MAYOR      | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| GARY READY, MAYOR PRO TEM     | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| DOUG GUNTHER, COUNCIL MEMBER  | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| JONI BRINKMAN, COUNCIL MEMBER | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

The Mayor thereupon declared this Resolution duly passed and adopted this \_\_\_\_\_ day of September 2020.

VILLAGE OF PALM SPRINGS, FLORIDA

BY: \_\_\_\_\_  
BEV SMITH, MAYOR

ATTEST:

BY: \_\_\_\_\_  
KIMBERLY WYNN, VILLAGE CLERK

REVIEWED FOR FORM AND LEGAL SUFFICIENCY

BY: \_\_\_\_\_  
GLEN J. TORCIVIA, VILLAGE ATTORNEY

| Appendix A<br><br><u>Schedule of Fees</u>                                                                                              | <u>Resolution No. 2019-17</u> | <u>Proposed<br/>Resolution No. 2020-30</u> | <u>Revenue Account</u> | <u>Account Title</u>              |
|----------------------------------------------------------------------------------------------------------------------------------------|-------------------------------|--------------------------------------------|------------------------|-----------------------------------|
| Village Clerk/General Government                                                                                                       |                               |                                            |                        |                                   |
|                                                                                                                                        |                               |                                            |                        |                                   |
| Lien Search Fee                                                                                                                        | \$ 150.00                     |                                            | 01003-34140            | Certification, Copies, Rec Search |
| Lien Search Update (unlimited allowed within 30-days of original search)                                                               | no charge                     |                                            |                        | Certification, Copies, Rec Search |
| Lien Search for Multiple Units with more than 10 units per Parcel Control Number                                                       | \$45.00/ea unit               |                                            | 01003-34140            | Certification, Copies, Rec Search |
| Copies requested for public record search per Florida Statutes - Letter                                                                | \$ 0.15                       |                                            | 01003-34140            | Certification, Copies, Rec Search |
| Copies requested for public record search per Florida Statutes - Legal                                                                 | \$ 0.20                       |                                            | 01003-34140            | Certification, Copies, Rec Search |
| Copies requested for public record search - USB / Thumb Drive                                                                          | \$ 8.00                       |                                            | 01003-34140            | Certification, Copies, Rec Search |
| CD copy of meeting audio                                                                                                               | \$ 2.00                       |                                            | 01003-34140            | Certification, Copies, Rec Search |
| Certifications                                                                                                                         | \$ 1.00                       |                                            | 01003-34140            | Certification, Copies, Rec Search |
| Bounced Check Fee - Utilities per F.S. 68.065(3)                                                                                       | min. \$25.00                  |                                            | 41003-36990            | Other Miscellaneous Rev           |
| Bounced Check Fee- Other per F.S. 68.065(3)                                                                                            | min. \$25.00                  |                                            | 01003-36990            | Other Miscellaneous Rev           |
| Release of Lien - Administrative Fee                                                                                                   | \$ 350.00                     |                                            | 01003-35400            | Violations of Local Ordinances    |
| Partial Release of Lien - Administrative Fee                                                                                           | \$ 40.00                      |                                            | 01003-35400            | Violations of Local Ordinances    |
|                                                                                                                                        |                               |                                            |                        |                                   |
| Library                                                                                                                                |                               |                                            |                        |                                   |
|                                                                                                                                        |                               |                                            |                        |                                   |
| Late fines per day all items except videos and DVD's                                                                                   | \$ 0.10                       |                                            | 01003-35200            | Library Fines                     |
| Late fines per day videos and DVD's                                                                                                    | \$ 0.50                       |                                            | 01003-35200            | Library Fines                     |
| Printing pages from public access computers - Black - per page including paper                                                         | \$ 0.15                       |                                            | 01003-34140            | Certification, Copies, Rec Search |
| Printing pages from public access computers - Color - per page including paper                                                         | \$ 0.50                       |                                            | 01003-34140            | Certification, Copies, Rec Search |
| Damaged Library items are replaced at cost                                                                                             | item cost                     |                                            | 41003-36990            | Other Miscellaneous Rev           |
| Non-Resident Library Cards ( > 6 months)                                                                                               | \$ 40.00                      |                                            | 01003-34727            | Library Nonresident Fee           |
| Non-Resident Library Cards (12 months)                                                                                                 | \$ 75.00                      |                                            | 01003-34727            | Library Nonresident Fee           |
| Meeting Room (30 banquet/50 theatre) Weekday per hour                                                                                  |                               | \$ 50.00                                   | 01003-34759            | Room Rentals                      |
|                                                                                                                                        |                               |                                            |                        |                                   |
|                                                                                                                                        |                               |                                            |                        |                                   |
| Police                                                                                                                                 |                               |                                            |                        |                                   |
|                                                                                                                                        |                               |                                            |                        |                                   |
| Copy of Police Report                                                                                                                  | \$ 0.15                       |                                            | 01003-34140            | Certification, Copies, Rec Search |
| Copy of Police Report-two sided                                                                                                        | \$ 0.20                       |                                            | 01003-34140            | Certification, Copies, Rec Search |
| Copy of Accident/Crash Report                                                                                                          | \$ 2.00                       |                                            | 01003-34140            | Certification, Copies, Rec Search |
| Copy of video or audio tape - for State Attorney or Public Defender                                                                    | actual cost                   |                                            | 01003-34140            | Certification, Copies, Rec Search |
| Copy of CD/DVD                                                                                                                         | \$ 10.00                      |                                            | 01003-34140            | Certification, Copies, Rec Search |
| Copy of video/audio/VHS Tape                                                                                                           | \$ 10.00                      |                                            | 01003-34140            | Certification, Copies, Rec Search |
| Hourly Labor Charge for Records Clerk after first 15 minutes                                                                           | \$ 17.00                      |                                            | 01003-34140            | Certification, Copies, Rec Search |
| Parking tickets                                                                                                                        | \$ 25.00                      |                                            | 01003-35400            | Violations of Local Ordinances    |
| Handicap Parking Tickets                                                                                                               | \$ 250.00                     |                                            | 01003-35400            | Violations of Local Ordinances    |
| Extra Duty Detail (per hour 3-hour min.)                                                                                               | \$ 45.00                      | \$ 55.00                                   | 01003-34210            | PSPD Outside Detail               |
| Extra Duty Detail - Supervisor - Details Requiring 4 or more Officers (per hour 3-hour min.)                                           | \$ 50.00                      | \$ 60.00                                   | 01003-34210            | PSPD Outside Detail               |
| Extra Duty Detail - Night Clubs/Adult Entertainment Clubs (per hour 3-hour min.)                                                       | \$ 55.00                      | \$ 65.00                                   | 01003-34210            | PSPD Outside Detail               |
| Extra Duty Detail - Night Clubs/Adult Entertainment Clubs - Supervisor - Details Requiring 4 or more Officers (per hour - 3 hour min.) | \$ 65.00                      | \$ 75.00                                   | 01003-34210            | PSPD Outside Detail               |
| Extra Duty Detail - Holiday/Special Event/Night CI (per hour -3 hour min.)                                                             | \$ 55.00                      | \$ 65.00                                   | 01003-34210            | PSPD Outside Detail               |
| Extra Duty Detail with less than 24 hour notice (per hour 2-hour min.)                                                                 | \$ 60.00                      | \$ 70.00                                   | 01003-34210            | PSPD Outside Detail               |

| Appendix A                                                                                            |                                               |                                    |                 |                                |
|-------------------------------------------------------------------------------------------------------|-----------------------------------------------|------------------------------------|-----------------|--------------------------------|
| Schedule of Fees                                                                                      | Resolution No. 2019-17                        | Proposed<br>Resolution No. 2020-30 | Revenue Account | Account Title                  |
| Extra Duty Detail cancelled w/less than 48 hour notice (2 hour min.)                                  | \$90.00/\$110.00                              | \$ 110.00 / \$130.00               | 01003-34210     | PSPD Outside Detail            |
| Extra Duty Detail cancelled w/no notice before the start of detail (3-hour min.)                      | \$135.00/\$165.00                             | \$ 165.00 / \$195.00               | 01003-34210     | PSPD Outside Detail            |
| Extra Duty Detail scheduled for 4 hours or less and cancelled after the start of detail (2-hour min.) | \$90.00/\$110.00                              | \$ 110.00 / \$130.00               | 01003-34210     | PSPD Outside Detail            |
| Extra Duty Detail scheduled for over 4 hours & cancelled after the start of detail (4-hour min.)      | \$180.00/\$220.00                             | \$ 220.00 / \$260.00               | 01003-34210     | PSPD Outside Detail            |
| Extra Duty Detail Late Payment Fee - Unpaid Detail Invoice over 60 Days                               | \$ 250.00                                     |                                    | 01003-34210     | PSPD Outside Detail            |
| Extra Duty Detail Late Payment Fee - Unpaid Invoice Every 30 Days after Initial 60-Day Period         | \$ 250.00                                     |                                    | 01003-34210     | PSPD Outside Detail            |
| Non-resident fingerprinting service                                                                   | \$ 15.00                                      |                                    | 01003-34211     | Fingerprint services           |
| Police Response to Meter Shut-Off                                                                     | \$ 50.00                                      |                                    | 01003-36990     | Miscellaneous Revenue          |
| Traffic Counts & Analysis                                                                             | \$ 500.00                                     |                                    | 01003-34120     | Planning, Bldg & Zoning Fee    |
| **All Extra Duty Detail rates are based on a per hour basis for all officers assigned                 |                                               |                                    |                 |                                |
| EXTRA DUTY DETAIL FEE INCREASE IS EFFECTIVE AS OF JANUARY 1, 2021                                     |                                               |                                    |                 |                                |
| Code Enforcement and Nuisance Abatement Administrative Costs and Fees                                 |                                               |                                    |                 |                                |
| Code Enforcement Stipulation Agreement                                                                | \$95.00                                       |                                    | 01003-35400     | Violations of Local Ordinances |
| Code Enforcement Standard Administrative Fee (minimum fee)                                            | Varies per case                               |                                    | 01003-35400     | Violations of Local Ordinances |
| Code Enforcement Abatement Hearing Application Fee/ Special Magistrate (Non-Refundable)               | \$ 250.00                                     |                                    | 01003-35400     | Violations of Local Ordinances |
| Code Enforcement Fine Reduction Application Fee/ Village Manager (Non-Refundable)                     | \$ 800.00                                     |                                    | 01003-35400     | Violations of Local Ordinances |
| Code Enforcement Re-Inspection Fee                                                                    | \$ 30.00                                      |                                    | 01003-35400     | Violations of Local Ordinances |
| Code Enforcement Inspector (per hour)                                                                 | \$ 35.00                                      |                                    | 01003-35400     | Violations of Local Ordinances |
| Code Enforcement Inspector Utilities/Permits (per hour)                                               | \$ 35.00                                      |                                    | 01003-35400     | Violations of Local Ordinances |
| Code Enforcement Building Inspector (per hour)                                                        | \$ 60 or hourly fee per contractual agreement |                                    | 01003-35400     | Violations of Local Ordinances |
| Code Enforcement Land Development Planner Director (per hour)                                         | \$ 70.00                                      |                                    | 01003-35400     | Violations of Local Ordinances |
| Code Enforcement Land Development Planner (per hour)                                                  | \$ 35.00                                      |                                    | 01003-35400     | Violations of Local Ordinances |
| Code Enforcement Land Development Permit Tech (per hour)                                              | \$ 25.00                                      |                                    | 01003-35400     | Violations of Local Ordinances |
| Code Enforcement Land Development GIS Tech (per hour)                                                 | hourly fee per contractual agreement          |                                    | 01003-35400     | Violations of Local Ordinances |
| Code Enforcement Land Development Administrative Assistant (per hour)                                 | \$ 39.00                                      |                                    | 01003-35400     | Violations of Local Ordinances |
| Code Enforcement Private Inspector (minimum 3 hours)                                                  | hourly fee per contractual agreement          |                                    | 01003-35400     | Violations of Local Ordinances |
| Professional Consultant (arborist, structural engineer, etc.)                                         | hourly fee per contractual agreement          |                                    | 01003-35400     | Violations of Local Ordinances |
| Code Enforcement Village Attorney (minimum hearing fee)                                               | \$ 34.00                                      |                                    | 01003-35400     | Violations of Local Ordinances |
| Code Enforcement Police Officer - Court Costs                                                         | \$ 41.00                                      |                                    | 01003-35400     | Violations of Local Ordinances |

| Appendix A                                                                                                                                                       |                                           |                                            |                        |                                |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------|--------------------------------------------|------------------------|--------------------------------|
| <u>Schedule of Fees</u>                                                                                                                                          | <u>Resolution No. 2019-17</u>             | <u>Proposed<br/>Resolution No. 2020-30</u> | <u>Revenue Account</u> | <u>Account Title</u>           |
| Code Enforcement Police Corporal - Court Costs                                                                                                                   | \$ 43.00                                  |                                            | 01003-35400            | Violations of Local Ordinances |
| Code Enforcement Police Sergeant - Court Costs                                                                                                                   | \$ 46.00                                  |                                            | 01003-35400            | Violations of Local Ordinances |
| Inspection Photograph Fee (per photo)                                                                                                                            | \$ 5.00                                   |                                            | 01003-35400            | Violations of Local Ordinances |
| Service/Subpoena Fees                                                                                                                                            | actual costs                              |                                            | 01003-35400            | Violations of Local Ordinances |
| Postage                                                                                                                                                          | actual costs                              |                                            | 01003-35400            | Violations of Local Ordinances |
|                                                                                                                                                                  |                                           |                                            |                        |                                |
| Code Enforcement Violations and Fines for Code Citations                                                                                                         |                                           |                                            |                        |                                |
|                                                                                                                                                                  |                                           |                                            |                        |                                |
| Water Restriction Violation Fine - 1st offense                                                                                                                   | \$ 25.00                                  |                                            | 01003-35401            | Code Citations                 |
| Water Restriction Violation Fine - 2nd offense                                                                                                                   | \$ 50.00                                  |                                            | 01003-35401            | Code Citations                 |
| Water Restriction Violation Fine - 3rd offense and any subsequent offense                                                                                        | \$ 100.00                                 |                                            | 01003-35401            | Code Citations                 |
| Overgrown Residential Lot (days to comply - 10)                                                                                                                  | \$ 25.00                                  |                                            | 01003-35401            | Code Citations                 |
| Overgrown Commercial Lot (days to comply - 10)                                                                                                                   | \$ 125.00                                 |                                            | 01003-35401            | Code Citations                 |
| Overgrown Vacant Residential Lot (days to comply - 10)                                                                                                           | \$ 75.00                                  |                                            | 01003-35401            | Code Citations                 |
| Tree Removal without Permit (will vary depending on caliper and species - fee not to exceed)                                                                     | Varies per case - max. of<br>\$1,500/tree |                                            | 01003-35401            | Code Citations                 |
| Improper Tree Pruning (topping, overlifting, lion-tailing and hatracking)(over-pruned palms)<br>(will vary depending on caliper and species - fee not to exceed) | Varies per case - max. of<br>\$1,500/tree |                                            | 01003-35401            | Code Citations                 |
|                                                                                                                                                                  |                                           |                                            |                        |                                |
| Trash, Debris and Vermin (days to comply - 10)                                                                                                                   | \$ 100.00                                 |                                            | 01003-35401            | Code Citations                 |
| Missing or broken fence, wall or gate with swimming pool (days to comply - 5)                                                                                    | \$ 250.00                                 |                                            | 01003-35401            | Code Citations                 |
| Missing or broken fence, wall or gate no swimming pool (days to comply - 5)                                                                                      | \$ 25.00                                  |                                            | 01003-35401            | Code Citations                 |
| Unsafe or dangerous building or structure (days to comply - 14)                                                                                                  | \$ 250.00                                 |                                            | 01003-35401            | Code Citations                 |
| Illegal canopy or belvedere (days to comply - 14)                                                                                                                | \$ 50.00                                  |                                            | 01003-35401            | Code Citations                 |
| Stagnant water - cloudy or opaque water (days to comply - 5)                                                                                                     | \$ 250.00                                 |                                            | 01003-35401            | Code Citations                 |
| Missing or broken fascia, siding, or paint (days to comply - 30)                                                                                                 | \$ 100.00                                 |                                            | 01003-35401            | Code Citations                 |
| Prohibited vehicle in residential district (days to comply - 5)                                                                                                  | \$ 50.00                                  |                                            | 01003-35401            | Code Citations                 |
| Parking in single family district (days to comply - 5)                                                                                                           | \$ 50.00                                  |                                            | 01003-35401            | Code Citations                 |
| Parking - commercial vehicles (days to comply - 5)                                                                                                               | \$ 100.00                                 |                                            | 01003-35401            | Code Citations                 |
| Maintenance of swale areas (days to comply - 10)                                                                                                                 | \$ 75.00                                  |                                            | 01003-35401            | Code Citations                 |
| Damaged signs (days to comply - 30)                                                                                                                              | \$ 50.00                                  |                                            | 01003-35401            | Code Citations                 |
| Unsafe damaged signs (days to comply - 10)                                                                                                                       | \$ 100.00                                 |                                            | 01003-35401            | Code Citations                 |
| Prohibited Uses - Residential Single Family (days to comply - 5)                                                                                                 | \$ 175.00                                 |                                            | 01003-35401            | Code Citations                 |
| Failure to obtain building permit (days to comply - 10)                                                                                                          | Varies per case                           |                                            | 01003-35401            | Code Citations                 |
|                                                                                                                                                                  |                                           |                                            |                        |                                |
| Code Enforcement Violations and Fines for Code Citations (continued)                                                                                             |                                           |                                            |                        |                                |
|                                                                                                                                                                  |                                           |                                            |                        |                                |
| Permits for Residential Rental Units (days to comply - 5)                                                                                                        | \$ 50.00                                  |                                            | 01003-35401            | Code Citations                 |



| Appendix A                                                                                                                        |                                             |                                              |                        |                                      |
|-----------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------|----------------------------------------------|------------------------|--------------------------------------|
| Schedule of Fees                                                                                                                  | Resolution No. 2019-17                      | Proposed<br>Resolution No. 2020-30           | Revenue Account        | Account Title                        |
| Noise ordinance violation (immediate compliance required)                                                                         | \$ 50.00                                    |                                              | 01003-35401            | Code Citations                       |
| Violation of Noise and/or Vibration Ordinance - First Offence                                                                     | \$ 75.00                                    |                                              | 01003-35401            | Code Citations                       |
| Violation of Noise and/or Vibration Ordinance - Second Offense                                                                    | \$ 150.00                                   |                                              | 01003-35401            | Code Citations                       |
| Violation of Noise and/or Vibration Ordinance                                                                                     | \$ 250.00                                   |                                              | 01003-35401            | Code Citations                       |
| Hazardous material/waste (days to comply 5 to 30)                                                                                 | \$ 250.00                                   |                                              | 01003-35401            | Code Citations                       |
| Failure to maintain driveway (days to comply - 30)                                                                                | \$ 25.00                                    |                                              | 01003-35401            | Code Citations                       |
| Failure to maintain exterior of property (Sec. 10-8)                                                                              | \$ 100.00                                   |                                              | 01003-35401            | Code Citations                       |
| Failure to maintain exterior of structure or improvements (Sec. 10-7)                                                             | \$ 100.00                                   |                                              | 01003-35401            | Code Citations                       |
| Failure to maintain basic occupancy requirements (Sec 10-6) (immediate compliance required)                                       | \$ 100.00                                   |                                              | 01003-35401            | Code Citations                       |
| Failure to maintain occupancy limitation (Sec. 10-5) (immediate compliance required)                                              | \$ 100.00                                   |                                              | 01003-35401            | Code Citations                       |
| Failure to utilize franchisee for construction dumpster (Sec. 62-40) (immediate compliance required)                              | \$ 100.00                                   |                                              | 01003-35401            | Code Citations                       |
| Overloading commercial dumpster or creating health hazard (Sec 62-42) (immediate compliance required)                             | \$ 50.00 per offense                        |                                              | 01003-35401            | Code Citations                       |
| Failure to remove vegetative waste by professionals (Sec. 62-44) (immediate compliance required)                                  | \$ 50.00 per offense                        |                                              | 01003-35401            | Code Citations                       |
| Local Business Tax Receipt required (days to comply - 5)                                                                          | Up to \$250 / offense per Chapter 205, F.S. |                                              | 01003-35400            | Violations of Local Ordinances       |
| Life Safety violation (usually requiring immediate compliance)                                                                    | Varies per case                             |                                              | 01003-35401            | Code Citations                       |
| Irreparable or irreversible violation (compliance may vary. Fee is not to exceed)                                                 | \$ 5,000.00                                 |                                              | 01003-35400            | Violations of Local Ordinances       |
| Repeat Violation (compliance will vary depending on the violation. Fee not to exceed)                                             | \$ 500.00                                   |                                              | 01003-35400            | Violations of Local Ordinances       |
| Improper placement of approved bulk trash for collection:                                                                         |                                             |                                              |                        |                                      |
| 1st Offense                                                                                                                       | \$ 25.00                                    |                                              | 01003-35401            | Code Citations                       |
| 2nd Offense                                                                                                                       | \$ 50.00                                    |                                              | 01003-35401            | Code Citations                       |
| 3rd Offense or repeat offenses                                                                                                    | \$ 100.00                                   |                                              | 01003-35401            | Code Citations                       |
|                                                                                                                                   |                                             |                                              |                        |                                      |
| Parks & Recreation                                                                                                                |                                             |                                              |                        |                                      |
|                                                                                                                                   |                                             |                                              |                        |                                      |
| Youth Sports Program - Registration (All Village Organized Sports Leagues)                                                        |                                             | \$ 95.00                                     | 01003-34722            | Youth Sport Registrations            |
| <del>Youth Soccer</del>                                                                                                           | <del>\$ 95.00</del>                         |                                              | <del>01003-34722</del> | <del>Youth Sport Registrations</del> |
| <del>Youth Flag Football</del>                                                                                                    | <del>\$ 95.00</del>                         |                                              | <del>01003-34722</del> | <del>Youth Sport Registrations</del> |
| <del>Youth Basketball</del>                                                                                                       | <del>\$ 95.00</del>                         |                                              | <del>01003-34722</del> | <del>Youth Sport Registrations</del> |
| Youth Sports - Non-resident fees (All Sports League)                                                                              | \$ 125.00                                   |                                              | 01003-34722            | Non-Resident Fees                    |
| Adult Sports Individual Fee - Softball                                                                                            | \$ 40.00                                    |                                              | 01003-34721            | Adult Athletic Registrations         |
| Adult Sports League Team Fees - All Village Run Programs and/or Leagues<br>(All Village Organized Sports Leagues and/or Programs) | 500 to Cost + Fee                           | Projected Program Cost +<br>Admin Fee of 10% | 01003-34721            | Adult Athletic Registrations         |
| Travel Club Membership Dues - Resident                                                                                            | \$ 16.00                                    |                                              | 01003-34740            | Travel Club Membership               |
| Travel Club Membership Dues - Non-Resident                                                                                        | \$ 24.00                                    |                                              | 01003-34740            | Travel Club Membership               |
| Travel Club Trips - Direct Cost plus Administrative Fee of (10%)                                                                  | Cost + Fee                                  |                                              | 01003-34724            | Trip Registrations                   |
| Camp Programs - Weekly (resident and non-resident)                                                                                | \$ 160.00                                   |                                              | 01003-34723            | Summer/Vac Programs                  |
| Single Day Camp                                                                                                                   | \$ 32.00                                    |                                              | 01003-34723            | Summer/Vac Programs                  |
| Summer Camp Registration Fee (includes 5 t-shirts)                                                                                | \$ 25.00                                    |                                              | 01003-34723            | Summer/Vac Programs                  |
| Winter & Spring Camps (number of days x fee per day) - Full Sessions Only                                                         | \$ 30.00                                    |                                              | 01003-34723            | Summer/Vac Programs                  |
| Early Registration Discount (First 2 weeks of registration)                                                                       | \$ (10.00)                                  |                                              | 01003-34723            | Summer/Vac Programs                  |

| Appendix A                                                                                                                                                                                                                             |                                                                                                                 |                                                                               |                        |                              |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------|------------------------|------------------------------|
| <u>Schedule of Fees</u>                                                                                                                                                                                                                | <u>Resolution No. 2019-17</u>                                                                                   | <u>Proposed<br/>Resolution No. 2020-30</u>                                    | <u>Revenue Account</u> | <u>Account Title</u>         |
| Summer Camp Multi-Week Discount*<br>*NOTE: This will be a tiered discount plan for pre-paying for multiple weeks at time of registration from \$10 off for 2 weeks, \$15 off for 4 weeks, to \$25 off for full payment of all 8 weeks. | Up to (\$25) off/week                                                                                           |                                                                               | 01003-34723            | Summer/Vac Programs          |
| Early Drop-Off Weekly Fee                                                                                                                                                                                                              | \$ 25.00                                                                                                        |                                                                               | 01003-34723            | Summer/Vac Programs          |
| Late Pick-Up Weekly Fee                                                                                                                                                                                                                | \$ 25.00                                                                                                        |                                                                               | 01003-34723            | Summer/Vac Programs          |
| Special Event Participation Fee<br>*NOTE: These participation fees are for vendor space at Village sponsored special events and the amount will vary based on the anticipated amount of attendees to the event.                        | Up to \$100.00                                                                                                  |                                                                               | 01003-34725            | Special Events               |
| Special Event Program Fee<br>(1st Participant / Additional participants)                                                                                                                                                               |                                                                                                                 | \$25.00 / \$20.00                                                             | 01003-34725            | Special Events               |
| Parks & Recreation - Rentals                                                                                                                                                                                                           |                                                                                                                 |                                                                               |                        |                              |
| Village Center Pavilion Rental - Half Day weekday                                                                                                                                                                                      | \$ 50.00                                                                                                        |                                                                               | 01003-34756            | Pavilion/Waterpark Rentals   |
| Village Center Pavilion Rental - Full Day weekday evening                                                                                                                                                                              | \$ 80.00                                                                                                        |                                                                               | 01003-34756            | Pavilion/Waterpark Rentals   |
| Village Center Pavilion Rental - Full Day weekend/holiday evening                                                                                                                                                                      | \$ 150.00                                                                                                       |                                                                               | 01003-34756            | Pavilion/Waterpark Rentals   |
| Community Room (180 banquet/240 theatre) Weekday per hour                                                                                                                                                                              | \$ 100.00                                                                                                       |                                                                               | 01003-34759            | Room Rentals                 |
| Community Room Weekend/Holiday per hour                                                                                                                                                                                                | \$ 150.00                                                                                                       |                                                                               | 01003-34759            | Room Rentals                 |
| Community Room for Non-Profit (501c-3 or 501c-6 must be provided) anytime                                                                                                                                                              | \$ 75.00                                                                                                        |                                                                               | 01003-34759            | Room Rentals                 |
| Studio (80) Weekday (per hour)                                                                                                                                                                                                         | \$ 50.00                                                                                                        |                                                                               | 01003-34759            | Room Rentals                 |
| Studio (80) Weekend/holiday (per hour)                                                                                                                                                                                                 | \$ 75.00                                                                                                        |                                                                               | 01003-34759            | Room Rentals                 |
| Multi-Purpose Room (50) Weekday (per hour)                                                                                                                                                                                             | \$ 50.00                                                                                                        |                                                                               | 01003-34759            | Room Rentals                 |
| Multi-Purpose Room (50) Weekend/Holiday (per hour)                                                                                                                                                                                     | \$ 75.00                                                                                                        |                                                                               | 01003-34759            | Room Rentals                 |
| Multi-Purpose Room (50) Non-Profit anytime                                                                                                                                                                                             | \$ 40.00                                                                                                        |                                                                               | 01003-34759            | Room Rentals                 |
| Classroom (25) Weekday (per hour)                                                                                                                                                                                                      | \$ 25.00                                                                                                        |                                                                               | 01003-34759            | Room Rentals                 |
| Classroom (25) Weekend/Holiday (per hour)                                                                                                                                                                                              | \$ 50.00                                                                                                        |                                                                               | 01003-34759            | Room Rentals                 |
| Classroom (25) Non-Profit anytime                                                                                                                                                                                                      | \$ 20.00                                                                                                        |                                                                               | 01003-34759            | Room Rentals                 |
| Class Programs (for instructors)                                                                                                                                                                                                       | 25% fees collected                                                                                              |                                                                               | 01003-34759            | Room Rentals                 |
| Ballfield Rental [Non-Team Related] - For Residents (per hour)<br>minimum 2 hours                                                                                                                                                      |                                                                                                                 | \$ 20 minimum                                                                 | 01003-34754            | Ballfield Rentals            |
| Ballfield Rental - [Non-Team Related] For Non-Residents (per hour)<br>minimum 2 hours                                                                                                                                                  |                                                                                                                 | \$ 40 minimum                                                                 | 01003-34754            | Ballfield Rentals            |
| Tournament Fees                                                                                                                                                                                                                        |                                                                                                                 | \$300 per field/ per<br>10-hour maximum + \$50<br>per hour administrative fee | 01003-34754            | Ballfield Rentals            |
| <del>Ballfield Rental - For Non-Residents (per hour) - Non-Resident Fee</del>                                                                                                                                                          | <del>\$ 10.00</del>                                                                                             |                                                                               | <del>01003-34727</del> | <del>Non-Resident Fees</del> |
| Ballfield Rental - Lighting (per hour)                                                                                                                                                                                                 | \$ 50.00                                                                                                        |                                                                               | 01003-34754            | Ballfield Rentals            |
| ***Ballfield Rental - Organized & Competitive Programs/Leagues                                                                                                                                                                         | Actual costs to maintain and<br>provide field usage to be<br>determined by Village Manager<br>and /or Designee. |                                                                               | 01003-34754            | Ballfield Rentals            |
| LAB (140) Weekday (per hour)                                                                                                                                                                                                           | \$ 75.00                                                                                                        |                                                                               | 01003-34759            | Room Rentals                 |
| LAB (140) Weekend/Holiday (per hour)                                                                                                                                                                                                   | \$ 125.00                                                                                                       |                                                                               | 01003-34759            | Room Rentals                 |

| Appendix A                                                                                          |                                                                                                                                                                                                                                              |                                 |                           |                                               |
|-----------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------|---------------------------|-----------------------------------------------|
| Schedule of Fees                                                                                    | Resolution No. 2019-17                                                                                                                                                                                                                       | Proposed Resolution No. 2020-30 | Revenue Account           | Account Title                                 |
| LAB (140) Non-Profit (anytime)                                                                      | \$ 50.00                                                                                                                                                                                                                                     |                                 | 01003-34759               | Room Rentals                                  |
| Sago Park Pavilion Full Day - weekday                                                               | \$ 50.00                                                                                                                                                                                                                                     |                                 | 01003-34756               | Pavilion/Waterpark Rentals                    |
| Sago Park Pavilion Full Day - weekend/Holiday                                                       | \$ 100.00                                                                                                                                                                                                                                    |                                 | 01003-34756               | Pavilion/Waterpark Rentals                    |
| Sago Park Pavilion Half-Day - weekday                                                               | \$ 25.00                                                                                                                                                                                                                                     |                                 | 01003-34756               | Pavilion/Waterpark Rentals                    |
| Rental Deposit Outdoor Activities(Refunded if facilities are clean and undamaged)                   | \$ 100.00                                                                                                                                                                                                                                    |                                 | 01000-22000               | Deposits                                      |
| Rental Deposit Indoor Activities (Refunded if facilities are clean and undamaged)                   | \$ 200.00                                                                                                                                                                                                                                    |                                 | 01000-22000               | Deposits                                      |
| Building Attendant - after hours (per hour - 2 hour min.)                                           | \$ 35.00                                                                                                                                                                                                                                     |                                 | 01003-34759               | Room Rentals                                  |
| Extra Duty Detail for special event w/alcohol (per hour - 2 hour min.)                              | \$ 45.00                                                                                                                                                                                                                                     |                                 | 01003-34210               | PSPD Outside Detail                           |
| Water Park usage groups of 10 or more per 1.75 hours                                                | \$ 50.00                                                                                                                                                                                                                                     |                                 | 01003-34756               | Pavillion/Waterpark Rentals                   |
| Room Set-up/break-down                                                                              | \$ 100.00                                                                                                                                                                                                                                    |                                 | 01003-34759               | Room Rentals                                  |
|                                                                                                     |                                                                                                                                                                                                                                              |                                 |                           |                                               |
| ** Extra Duty Detail rates are based on a per hour basis for all officers assigned                  |                                                                                                                                                                                                                                              |                                 |                           |                                               |
| ***An Agreement must be approved prior to rental                                                    |                                                                                                                                                                                                                                              |                                 |                           |                                               |
|                                                                                                     |                                                                                                                                                                                                                                              |                                 |                           |                                               |
| Public Services                                                                                     |                                                                                                                                                                                                                                              |                                 |                           |                                               |
|                                                                                                     |                                                                                                                                                                                                                                              |                                 |                           |                                               |
| Village labor used to clean up and or repair property (\$85 per hour - 3 hr min.)                   | \$ 255.00                                                                                                                                                                                                                                    |                                 | 01003-36990               | Miscellaneous revenue                         |
| Village Equipment used to clean up or repair property (\$150.00/hour/vehicle)                       | \$ 150.00                                                                                                                                                                                                                                    |                                 | 01003-36990               | Miscellaneous revenue                         |
|                                                                                                     |                                                                                                                                                                                                                                              |                                 |                           |                                               |
| Planning, Zoning & Building - Permit, Development Application & Special Fees                        |                                                                                                                                                                                                                                              |                                 |                           |                                               |
|                                                                                                     |                                                                                                                                                                                                                                              |                                 |                           |                                               |
| Permit Fees                                                                                         |                                                                                                                                                                                                                                              |                                 |                           |                                               |
| A permit fee shall be calculated by using the appropriate formula in Exhibit B (Tables 1.1 and 1.2) | \$75 minimum -- see fee calculation in Exhibit B (Deposit of 30% of est. value of construction / demolition)                                                                                                                                 |                                 | 01003-32200               | Building Permits                              |
|                                                                                                     |                                                                                                                                                                                                                                              |                                 |                           |                                               |
| Plan Review and Permit Processing Fees                                                              |                                                                                                                                                                                                                                              |                                 |                           |                                               |
| Plan Review                                                                                         | 10% of the estimated permit fee or \$100 minimum.; whichever is greater. Third rejection of plans for the same comment shall incur a fee of four (4) times the plan review portion of the permit fee. Florida State Statutes SS 553.80(2)(b) |                                 | 01003-32200-01003-34122   | Building Permits<br>Building Plan Review Fees |
| Minor Revision / post-permit                                                                        | \$25 plus \$10 per sheet                                                                                                                                                                                                                     |                                 | 01003-32200 + 01003-34122 | Building Permits + Building Plan Review Fees  |
| Major Revision / pre-permit                                                                         | \$75 plus \$10 per sheet                                                                                                                                                                                                                     |                                 | 01003-32200 + 01003-34122 | Building Permits + Building Plan Review Fees  |
| Major Revision / post-permit                                                                        | \$75 plus \$10 per sheet                                                                                                                                                                                                                     |                                 | 01003-32200 + 01003-34122 | Building Permits + Building Plan Review Fees  |

| <div>Appendix A</div> <div><u>Schedule of Fees</u></div> | <u>Resolution No. 2019-17</u>                                                                                                                                                                                                                                                                           | <u>Proposed</u><br><u>Resolution No. 2020-30</u> | <u>Revenue Account</u>                                 | <u>Account Title</u>                            |
|----------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------|--------------------------------------------------------|-------------------------------------------------|
| Minor Revision / pre-permit                              | \$25 plus \$10 per sheet                                                                                                                                                                                                                                                                                |                                                  | 01003-32200 +<br>01003-34122                           | Building Permits + Building Plan<br>Review Fees |
| Revalidation / No Revisions                              | 30% of original permit fee, but<br>not less than \$75.00                                                                                                                                                                                                                                                |                                                  | 01003-32200                                            | Building Permits                                |
| Special or Emergency or-Expedited Plan Review            | 2 1/2 times original plan review<br>fee (see above) or Cost<br>Recovery plus Administrative<br>Fees (per submittal/revision) if<br>conducted by retained<br>professional, at determiniination of<br>PZ&B Director                                                                                       |                                                  | <del>01003-34121</del><br>01003-34122 +<br>01003-36990 | Building Plan Review Fee + Misc.<br>Revenue     |
| Refund of Permit Fees                                    | 20% of deposit, less plan review<br>and revision fees, prior to permit<br>issuance; 50% of permit fees paid<br>in full, less plan review and<br>revision fees, prior to permit<br>issuance; There will be no refund<br>of fees after construction begins,<br>application expires, or permit<br>expires. |                                                  | 01003-32200                                            | Building Permits                                |
| Change of Contractor/Owner (No Plan Review Required)     | \$50.00                                                                                                                                                                                                                                                                                                 |                                                  | 01003-32200                                            | Building Permits                                |
| Change of Contractor/Owner (Plan Review Required)        | \$50.00 + Revision-cost                                                                                                                                                                                                                                                                                 |                                                  | 01003-32200 +<br>01003-34122                           | Building Permits + Building Plan<br>Review Fees |
| Duplicate Plans                                          | \$10 per sheet , or actual<br>cost incurred if copying<br>outsourced + \$25 administrative<br>fee                                                                                                                                                                                                       |                                                  | 01003-34140 +<br>01003-36990                           | Certif Copies Record Search + Misc.<br>Revenue  |
| Replacement Permit Card                                  | \$30.00 <u>each</u> + \$20.00<br>administrative cost                                                                                                                                                                                                                                                    |                                                  | 01003-32200 +<br>01003-36990                           | Building Permits + Misc. Revenue                |
| Replace of Certificate of Occupancy                      | \$30.00 <u>each</u> + \$20.00<br>administrative cost                                                                                                                                                                                                                                                    |                                                  | 01003-32200 +<br>01003-36990                           | Building Permits + Misc. Revenue                |
| Stocking / Training "Permit"                             | \$200.00                                                                                                                                                                                                                                                                                                |                                                  | 01003-32200                                            | Building Permits                                |
| Certificate of Occupancy                                 | Close-Out Package Review Fees:<br>5 business days = no charge ;<br>Expedited Review = \$150 per CO<br>flat fee or cost recovery based<br>on staff overtime rates at<br>determination of PZB Director                                                                                                    |                                                  | 01003-32200                                            | Building Permits                                |

| Appendix A<br><u>Schedule of Fees</u>                                                                                                                                                                    | <u>Resolution No. 2019-17</u>                                                                                                                                                                                                                                                                 | <u>Proposed<br/>Resolution No. 2020-30</u> | <u>Revenue Account</u>                | <u>Account Title</u>                      |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------|---------------------------------------|-------------------------------------------|
| Temporary or Conditional Certificate of Occupancy                                                                                                                                                        | Base Fees: Single Family or Duplex = \$200.00 Commercial or Multi-Family = \$500.00 + \$50.00/per condition. Close-Out Package Review Fees: 5 business days = free; Expedited Review = \$150 per TCO flat fee or cost recovery based on staff overtime rates at determination of PZB Director |                                            | 01003-32200                           | Building Permits                          |
| Extension of Temporary Conditional Certificate or Temporary Certificate of Occupancy                                                                                                                     | \$200                                                                                                                                                                                                                                                                                         |                                            | 01003-32200                           | Building Permits                          |
| Administrative fee on Building Permits                                                                                                                                                                   | \$ 75.00                                                                                                                                                                                                                                                                                      |                                            | <del>01003-32200</del><br>01003-36990 | <del>Building Permits</del> Misc. Revenue |
| <u>Type of Inspection</u>                                                                                                                                                                                |                                                                                                                                                                                                                                                                                               |                                            |                                       |                                           |
| First Re-inspection                                                                                                                                                                                      | \$ -                                                                                                                                                                                                                                                                                          |                                            | 01003-34205                           | Protective Inspection Fee                 |
| Second Re-inspection                                                                                                                                                                                     | \$ 100.00                                                                                                                                                                                                                                                                                     |                                            | 01003-34205                           | Protective Inspection Fee                 |
| Third Re-inspection and subsequent (same type)                                                                                                                                                           | \$ 200.00                                                                                                                                                                                                                                                                                     |                                            | 01003-34205                           | Protective Inspection Fee                 |
| Courtesy Inspection, not related to a permit                                                                                                                                                             | \$75.00 or actual costs via cost recovery                                                                                                                                                                                                                                                     |                                            | 01003-34205                           | Protective Inspection Fee                 |
| Miscellaneous or Emergency (same day), or Special Inspection                                                                                                                                             | \$100 per hour - 2 hour minimum weekdays & 4 hour minimum after hours, weekends, holidays                                                                                                                                                                                                     |                                            | 01003-34205                           | Protective Inspection Fee                 |
| Building Official Inspection/Services                                                                                                                                                                    | \$150 per hour - 2 hour minimum weekdays & 4 hour minimum after hours, weekends, holidays                                                                                                                                                                                                     |                                            | 01003-34205                           | Protective Inspection Fee                 |
| Expedited or Special Assignment Inspections                                                                                                                                                              | Actual costs via cost recovery plus administrative fee of \$25/ inspection day                                                                                                                                                                                                                |                                            | 01003-34205 +<br>01003-36990          | Protective Inspection Fee + Misc. Revenue |
| Review of Private Provider Reports/Certifications (for plans review, testing, inspections, etc.)                                                                                                         | \$75 or actual costs via cost recovery plus administrative fee (per submittal)                                                                                                                                                                                                                |                                            | 01003-34205 +<br>01003-36990          | Protective Inspection Fee + Misc. Revenue |
| Fees for Fire Inspections, including annual inspections by Fire Marshall are set by Palm Beach County Fire Rescue. In the event that the Village conducts the inspections, the following are applicable: |                                                                                                                                                                                                                                                                                               |                                            |                                       |                                           |
| First Re-inspection (Fire inspector)                                                                                                                                                                     | \$ -                                                                                                                                                                                                                                                                                          |                                            | 01003-34205                           | Protective Inspection Fee                 |
| Second Re-inspection (same type)                                                                                                                                                                         | \$ 100.00                                                                                                                                                                                                                                                                                     |                                            | 01003-34205                           | Protective Inspection Fee                 |
| Third Re-inspection and subsequent (same type)                                                                                                                                                           | \$ 200.00                                                                                                                                                                                                                                                                                     |                                            | 01003-34205                           | Protective Inspection Fee                 |
| Appeal of Building Officials Determination                                                                                                                                                               | \$ 350.00                                                                                                                                                                                                                                                                                     |                                            | 01003-34120                           | Planning Building & Zoning Fee            |



| Appendix A<br><u>Schedule of Fees</u>                                                                                                                                                                                  | <u>Resolution No. 2019-17</u>                                          | <u>Proposed</u><br><u>Resolution No. 2020-30</u> | <u>Revenue Account</u>    | <u>Account Title</u>                                           |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------|--------------------------------------------------|---------------------------|----------------------------------------------------------------|
| Cost Recovery: Actual costs of professional services, per Village contractual agreements, including building plans review, building inspections, Building Official services, structural engineer, civil engineer, etc. | Actual costs via cost recovery plus administrative fee                 |                                                  | 99003-36993 + 01003-36990 | Suspense, further credit to actual expenditure + Misc. Revenue |
| <b>Special Fees</b>                                                                                                                                                                                                    |                                                                        |                                                  |                           |                                                                |
| Minor Permit - Residential Fence (Base Permit Fee & Plan Review Fee - No Sub Permits)                                                                                                                                  | \$ 100.00                                                              |                                                  | 01003-32200 + 01003-34122 | Building Permits + Building Plan Review Fees                   |
| Minor Permit - Residential Water Heater Replacement (Base Permit Fee & Plan Review Fee - No Sub Permits)                                                                                                               | \$ 100.00                                                              |                                                  | 01003-32200 + 01003-34122 | Building Permits + Building Plan Review Fees                   |
| Minor Permit - Residential A/C Change-Out (Base Permit Fee & Plan Review Fee - No Sub Permits)                                                                                                                         | \$ 100.00                                                              |                                                  | 01003-32200 + 01003-34122 | Building Permits + Building Plan Review Fees                   |
| Permit - Pod or Dumpster                                                                                                                                                                                               | \$ 60.00                                                               |                                                  | 01003-32200               | Building Permits                                               |
| Garage Sales Permit                                                                                                                                                                                                    | \$ 1.00                                                                |                                                  | 01003-32900               | Garage Sale Permits                                            |
| Commercial Outdoor Sales Permit (except tax exempt organizations)                                                                                                                                                      | \$ 50.00                                                               |                                                  | 01003-32900               | Garage Sale Permits                                            |
| Special Event Permit (except tax exempt organizations)                                                                                                                                                                 | \$50, plus \$80/inspection, if required                                |                                                  | 01003-32900 + 01003-34205 | Garage Sale Permits + Protective Inspection Fee                |
| Appeal of Denial of Special Event Permit                                                                                                                                                                               | \$ 50.00                                                               |                                                  | 01003-32900               | Garage Sale Permits                                            |
| Antenna                                                                                                                                                                                                                | Same as miscellaneous improvements -Table 1.1                          |                                                  | 01003-32200               | Building Permits                                               |
| Tree Removal Permit (multi-family and commercial) per tree                                                                                                                                                             | \$50.00                                                                |                                                  | 01003-34120               | Planning, Zoning & Building Fee                                |
| Foreclosure Registration                                                                                                                                                                                               | \$200.00                                                               |                                                  | 01003-34120               | Planning, Zoning & Building Fee                                |
| Change of Address                                                                                                                                                                                                      | \$50.00                                                                |                                                  | 01003-34120               | Planning, Zoning & Building Fee                                |
| Professional Fees (actual cost plus \$75 administrative fee)                                                                                                                                                           | Actual Cost + Admin Fee (per application submittal, revision, invoice) |                                                  | 01003-34120 + 01003-36990 | Planning, Zoning & Building Fee + Misc. Revenue                |
| Administrative fee for cost recovery                                                                                                                                                                                   | \$ 75.00                                                               |                                                  | 01003-36990               | Misc. Revenue                                                  |
| Zoning Confirmation Letter                                                                                                                                                                                             | \$50 + \$25/hour Admin Fee for research over 1 hour                    |                                                  | 01003-34120 + 01003-36990 | Planning, Zoning & Building Fee + Misc. Revenue                |
| Zoning / Landscape Compliance Inspection (per visit)                                                                                                                                                                   | \$ 50.00                                                               |                                                  | 01003-34120               | Planning, Zoning & Building Fee                                |
| Public Notice Signs (per sign)                                                                                                                                                                                         | \$ 10.00                                                               |                                                  | 01003-34120               | Planning, Zoning & Building Fee                                |
| <b>Right-of-Ways Fees</b>                                                                                                                                                                                              |                                                                        |                                                  |                           |                                                                |
| On-Site Drainage Review for commercial site drainage                                                                                                                                                                   | Actual Cost + Admin Cost + Eng. (Escrow)                               |                                                  | 01003-32200 + 01003-36990 | Building Permits + Misc. Revenue                               |
| Per dwelling unit for residential site drainage                                                                                                                                                                        | Actual Cost + Admin Cost + Eng. (Escrow)                               |                                                  | 01003-32200 + 01003-36990 | Building Permits + Misc. Revenue                               |
| Right-of-Way Construction and Landscaping Review                                                                                                                                                                       | Actual Cost + Admin Cost + Eng. (Escrow)                               |                                                  | 01003-32200 + 01003-36990 | Building Permits + Misc. Revenue                               |
| R/W Permit Inspection Fee                                                                                                                                                                                              | \$80/inspection + Eng Escrow, if applicable                            |                                                  |                           |                                                                |
| Installation of gravity sanitary & storm sewer including appurtenant manholes or catch basins:                                                                                                                         |                                                                        |                                                  | 01003-32200               | Building Permits                                               |
| (a) First 200 lineal feet or less                                                                                                                                                                                      | \$ 40.00                                                               |                                                  | 01003-32200               | Building Permits                                               |
| (b) Next 400 lineal feet or fraction thereof                                                                                                                                                                           | \$ 35.00                                                               |                                                  | 01003-32200               | Building Permits                                               |
| (c) Each additional 500 lineal feet or fraction thereof                                                                                                                                                                | \$ 25.00                                                               |                                                  | 01003-32200               | Building Permits                                               |

| Appendix A                                                                                                                                                                                                                                    |                                |                                            |                        |                                |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------|--------------------------------------------|------------------------|--------------------------------|
| <u>Schedule of Fees</u>                                                                                                                                                                                                                       | <u>Resolution No. 2019-17</u>  | <u>Proposed<br/>Resolution No. 2020-30</u> | <u>Revenue Account</u> | <u>Account Title</u>           |
| Installation of all other underground facilities, including but not limited to, sanitary force main, water, gas, liquid or semi-liquid pipe lines, including appurtenant manholes or catch basins, cable television and underground electric: |                                |                                            | 01003-32200            | Building Permits               |
| (a) First 200 lineal feet or less                                                                                                                                                                                                             | \$ 40.00                       |                                            | 01003-32200            | Building Permits               |
| (b) Next 300 lineal feet or fraction thereof                                                                                                                                                                                                  | \$ 20.00                       |                                            | 01003-32200            | Building Permits               |
| (c) Each additional 500 lineal feet or fraction thereof                                                                                                                                                                                       | \$ 15.00                       |                                            | 01003-32200            | Building Permits               |
| Construction or installation of individual of individual catch basins, manholes or junction boxes not erected in connection with an installation governed by 1 or 2 above                                                                     | \$50.00 each                   |                                            | 01003-32200            | Building Permits               |
| All underground crossings of paved roads of widths of up to 25 feet of paving (open cut)                                                                                                                                                      |                                |                                            | 01003-32200            | Building Permits               |
| (a) For pipes sizes 18" or less in diameter, per cut                                                                                                                                                                                          | \$ 100.00                      |                                            | 01003-32200            | Building Permits               |
| (b) For pipes sizes over 18" up to and including 48" diameter, per cut                                                                                                                                                                        | \$ 50.00                       |                                            | 01003-32200            | Building Permits               |
| (c) For pipes sizes greater than 48" diameter, per cut                                                                                                                                                                                        | \$ 200.00                      |                                            | 01003-32200            | Building Permits               |
| All underground crossings of paved roads over 25 feet of paving width (open cut)                                                                                                                                                              |                                |                                            | 01003-32200            | Building Permits               |
| (a) For pipes sizes 18" or less in diameter, per cut                                                                                                                                                                                          | \$ 200.00                      |                                            | 01003-32200            | Building Permits               |
| (b) For pipes sizes over 18" up to and including 48" diameter, per cut                                                                                                                                                                        | \$ 300.00                      |                                            | 01003-32200            | Building Permits               |
| (c ) For pipes sizes greater than 48" diameter, per cut                                                                                                                                                                                       | \$ 400.00                      |                                            | 01003-32200            | Building Permits               |
| All underground jack and bore crossings of paved Village roadways based on width of paving including median:                                                                                                                                  |                                |                                            | 01003-32200            | Building Permits               |
| (a) For pipe sizes 18" or less in diameter, per foot                                                                                                                                                                                          | \$ 2.00                        |                                            | 01003-32200            | Building Permits               |
| (b) For pipe sizes over 18" up to and including 48" diameter, per foot                                                                                                                                                                        | \$ 4.00                        |                                            | 01003-32200            | Building Permits               |
| (c ) For pipe sizes greater than 48" diameter, per foot                                                                                                                                                                                       | \$ 6.00                        |                                            | 01003-32200            | Building Permits               |
| Installation of a pole line for overhead facilities                                                                                                                                                                                           |                                |                                            | 01003-32200            | Building Permits               |
| (a) First 200 lineal feet of less                                                                                                                                                                                                             | \$ 85.00                       |                                            | 01003-32200            | Building Permits               |
| (b) Next 300 lineal feet or fraction thereof                                                                                                                                                                                                  | \$ 50.00                       |                                            | 01003-32200            | Building Permits               |
| (c ) Each additional 500 lineal feet or fraction thereof                                                                                                                                                                                      | \$ 35.00                       |                                            | 01003-32200            | Building Permits               |
| Turnouts                                                                                                                                                                                                                                      |                                |                                            | 01003-32200            | Building Permits               |
| (a) Commercial turnout connection                                                                                                                                                                                                             | \$ 250.00                      |                                            | 01003-32200            | Building Permits               |
| (b) Residential turnout                                                                                                                                                                                                                       | \$ 50.00                       |                                            | 01003-32200            | Building Permits               |
| (c ) Where culverts are used in conjunction with turnout                                                                                                                                                                                      | \$2.00 /per foot               |                                            | 01003-32200            | Building Permits               |
| Street Connections                                                                                                                                                                                                                            |                                |                                            | 01003-32200            | Building Permits               |
| (a) Paved street connection for tying into existing and/or new Village roads                                                                                                                                                                  | \$250.00/each                  |                                            | 01003-32200            | Building Permits               |
| (b) Where culverts are used in conjunction with street connections                                                                                                                                                                            | \$2.00 /per foot               |                                            | 01003-32200            | Building Permits               |
| All construction within or upon Village maintained rights-of-way including but not limited to turn lanes, new and expansion or existing roads and landscaping                                                                                 | 3% of cost                     |                                            | 01003-32200            | Building Permits               |
| <u>Planning, Zoning and Misc Development Applications</u>                                                                                                                                                                                     |                                |                                            |                        |                                |
| (1) Reserved                                                                                                                                                                                                                                  |                                |                                            |                        |                                |
| (2) Subdivisions                                                                                                                                                                                                                              |                                |                                            |                        |                                |
| A. Master Plat                                                                                                                                                                                                                                | \$2,000.00 + Professional Fees |                                            | 01003-34120            | Planning Building & Zoning Fee |
| B. Minor Plat                                                                                                                                                                                                                                 | \$1,000.00 + Professional Fees |                                            | 01003-34120            | Planning Building & Zoning Fee |
| C. Major Plat                                                                                                                                                                                                                                 | \$1,500.00 + Professional Fees |                                            | 01003-34120            | Planning Building & Zoning Fee |
| (3) Land Use                                                                                                                                                                                                                                  |                                |                                            |                        |                                |
| All filling fees are in addition to professional fees as indicated in Cost Recovery herein.                                                                                                                                                   |                                |                                            |                        |                                |
| (a) Site Plan / Landscape Plan / Building Design; Major/Planned Development                                                                                                                                                                   | \$ 2,500.00                    |                                            | 01003-34120            | Planning Building & Zoning Fee |
| 1. Site Plan/Landscape Plan/Building Design; Minor                                                                                                                                                                                            | \$ 1,000.00                    |                                            | 01003-34120            | Planning Building & Zoning Fee |
| 2. Existing Tenant Space/Building with Minor Special Exception                                                                                                                                                                                | \$ 600.00                      |                                            | 01003-34120            | Planning Building & Zoning Fee |

| Appendix A                                                                                                                                                                                                                                                                                                                       |                                                                          |                                            |                              |                                |
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| <u>Schedule of Fees</u>                                                                                                                                                                                                                                                                                                          | <u>Resolution No. 2019-17</u>                                            | <u>Proposed<br/>Resolution No. 2020-30</u> | <u>Revenue Account</u>       | <u>Account Title</u>           |
| 3. Administrative Approval/ Amendment (site plan, landscape plan, building design)                                                                                                                                                                                                                                               | \$ 600.00                                                                |                                            | 01003-34120                  | Planning Building & Zoning Fee |
| (b) Variance (District Standard); Multi-Family & Commercial (up to 2 variances)                                                                                                                                                                                                                                                  | \$1,000.00 + \$250.00 for additional<br>concurrent variances             |                                            | 01003-34120                  | Planning Building & Zoning Fee |
| 1. Variance (District Standard); Single Family                                                                                                                                                                                                                                                                                   | \$ 300.00                                                                |                                            | 01003-34120                  | Planning Building & Zoning Fee |
| 2. Administrative Variance; Multi-Family & Commercial                                                                                                                                                                                                                                                                            | \$ 500.00                                                                |                                            | 01003-34120                  | Planning Building & Zoning Fee |
| 3. Administrative Variance; Single Family                                                                                                                                                                                                                                                                                        | \$ 300.00                                                                |                                            | 01003-34120                  | Planning Building & Zoning Fee |
| 4. Variance; Hours of Operation                                                                                                                                                                                                                                                                                                  | \$ 1,000.00                                                              |                                            | 01003-34120                  | Planning Building & Zoning Fee |
| 5. Variance; Sign                                                                                                                                                                                                                                                                                                                | \$ 1,000.00                                                              |                                            | 01003-34120                  | Planning Building & Zoning Fee |
| (c ) Special Exception Use (public hearing required)                                                                                                                                                                                                                                                                             | \$ 1,000.00                                                              |                                            | 01003-34120                  | Planning Building & Zoning Fee |
| (d) Temporary Use License Agreement / Permit Application                                                                                                                                                                                                                                                                         | \$ 1,000.00                                                              |                                            | 01003-34120                  | Planning Building & Zoning Fee |
| (e ) Abandonment ( easement and/or right-of-way)                                                                                                                                                                                                                                                                                 | \$ 1,500.00                                                              |                                            | 01003-34120                  | Planning Building & Zoning Fee |
| (f) Rezoning (except with annexation)                                                                                                                                                                                                                                                                                            | \$ 750.00                                                                |                                            | 01003-34120                  | Planning Building & Zoning Fee |
| (g) Comprehensive Plan / LDR Amendment                                                                                                                                                                                                                                                                                           |                                                                          |                                            | 01003-34120                  | Planning Building & Zoning Fee |
| Future Land Use Map Amendment (FLUM)                                                                                                                                                                                                                                                                                             | \$ 1,000.00                                                              |                                            | 01003-34120                  | Planning Building & Zoning Fee |
| Comprehensive Plan Amendment (text)                                                                                                                                                                                                                                                                                              | \$ 3,000.00                                                              |                                            | 01003-34120                  | Planning Building & Zoning Fee |
| LDR/Zoning Change (text)                                                                                                                                                                                                                                                                                                         | \$ 1,500.00                                                              |                                            | 01003-34120                  | Planning Building & Zoning Fee |
| (h) Deed Restriction / Unity of Title / Misc. Legal Instruments                                                                                                                                                                                                                                                                  | \$50.00 + actual costs of<br>professional fees                           |                                            | 01003-34120                  | Planning Building & Zoning Fee |
| (i) LDB Order Amendment (conditions of approval)                                                                                                                                                                                                                                                                                 | \$ 1,000.00                                                              |                                            | 01003-34120                  | Planning Building & Zoning Fee |
| (j) Major Development Order Amendment (conditions of approval)                                                                                                                                                                                                                                                                   | \$ 2,500.00                                                              |                                            | 01003-34120                  | Planning Building & Zoning Fee |
| (k) Appeal of Planning, Zoning & Building Director interpretation / opinion/administrative<br>decision                                                                                                                                                                                                                           | \$ 350.00                                                                |                                            | 01003-34120                  | Planning Building & Zoning Fee |
| (l) Engineering Escrow Deposit / Cost Recovery Deposit                                                                                                                                                                                                                                                                           | Varies by project \$2,500<br>minimum                                     |                                            | 01000-22003                  | Escrow Deposit                 |
| (m) Master Sign Plan                                                                                                                                                                                                                                                                                                             | \$ 500.00                                                                |                                            | 01003-34120                  | Planning Building & Zoning Fee |
| (n) Site Plan Amendment (Minor/Major/PD) (public hearing required)                                                                                                                                                                                                                                                               | \$ 1,500.00                                                              |                                            | 01003-34120                  | Planning Building & Zoning Fee |
|                                                                                                                                                                                                                                                                                                                                  |                                                                          |                                            |                              |                                |
| (o) Local Business Tax                                                                                                                                                                                                                                                                                                           | Per Chapter 70, Article IV                                               |                                            | 01003-32100                  | Occupational Business Tax      |
| (p) Business Permit (county license)                                                                                                                                                                                                                                                                                             | \$52.50                                                                  |                                            | 01003-32111                  | Business Permit                |
| (q) Rental Business Permit Fee                                                                                                                                                                                                                                                                                                   | \$52.50/ Dwelling units                                                  |                                            | 01003-32111                  | Business Permit                |
| Cost Recovery: Applicant is responsible for the cost recovery of administrative, engineering,<br>special inspector, legal review and/or any other professional services required in conjunction<br>with any application, including public notice costs such as advertising costs, postage etc. An<br>escrow deposit is required. | Actual Costs of professional<br>services plus \$75 Administrative<br>Fee |                                            | 01000-22003 +<br>01003-36990 | Escrow Deposit + Misc. Revenue |
| (4) Impact Fees                                                                                                                                                                                                                                                                                                                  |                                                                          |                                            |                              |                                |
| (a) Law Enforcement                                                                                                                                                                                                                                                                                                              |                                                                          |                                            |                              |                                |
| Single Family Detached                                                                                                                                                                                                                                                                                                           | \$ 131.80                                                                |                                            | 01003-36321                  | Law Enforcement Impact Fee     |
| Single Family Attached                                                                                                                                                                                                                                                                                                           | \$ 131.80                                                                |                                            | 01003-36321                  | Law Enforcement Impact Fee     |
| Multi-Family                                                                                                                                                                                                                                                                                                                     | \$ 131.80                                                                |                                            | 01003-36321                  | Law Enforcement Impact Fee     |
| Retail per 1,000 square feet                                                                                                                                                                                                                                                                                                     | \$ 44.45                                                                 |                                            | 01003-36321                  | Law Enforcement Impact Fee     |
| Office per 1,000 square feet                                                                                                                                                                                                                                                                                                     | \$ 56.53                                                                 |                                            | 01003-36321                  | Law Enforcement Impact Fee     |
| Medical Office per 1,000 square feet                                                                                                                                                                                                                                                                                             | \$ 49.45                                                                 |                                            | 01003-36321                  | Law Enforcement Impact Fee     |
| Warehouse per 1,000 square feet                                                                                                                                                                                                                                                                                                  | \$ 9.34                                                                  |                                            | 01003-36321                  | Law Enforcement Impact Fee     |
| (b) Parks and Recreation                                                                                                                                                                                                                                                                                                         |                                                                          |                                            |                              |                                |

| Appendix A<br><u>Schedule of Fees</u>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | <u>Resolution No. 2019-17</u>                                        | <u>Proposed<br/>Resolution No. 2020-30</u> | <u>Revenue Account</u> | <u>Account Title</u>                           |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------|--------------------------------------------|------------------------|------------------------------------------------|
| Fee Calculation: The charge per dwelling unit shall be determined by diving the current annual parks and recreation budget (operating and capital) by the number of dwelling units contained within the Village of Palm Springs. The number of households is calculated by dividing the population as determined by the University of Florida Bureau and Economic Research, BEBR, by the persons per household also determined by BEBR.<br>Charge per dwelling unit= [Parks and Recreation Budget] X Persons per household. BEBR<br>Population |                                                                      |                                            |                        |                                                |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |                                                                      |                                            | 01003-36327            | Recreation Impact Fee                          |
| (5) Utility/ Civil Plan                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | \$1200 + engineering cost recovery                                   |                                            | 01003-34121            | <del>Plan Review Fee</del> Utility Plan Review |
| (6) Land Alteration                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | 0-1 acres = \$100<br>1+ acres = \$250<br>+ engineering cost recovery |                                            | 01003-34120            | Planning Building & Zoning Fee                 |

## Exhibit B - Permit Fees

a) Permit Fees. A permit fee shall be calculated by using the appropriate figure in Table 1.1 below and the fee shall not be less than \$75.00 The permit fee shall be paid at the time of filing the permit application. The formula for principle structures shall be used to verify the cost estimate submitted by the contractor. The larger value of the estimated cost and the calculated cost shall be used for fee determination. The Planning, Zoning & Building Director or Building Official at his discretion can request a copy of the contract for his records. A primary permit fee will include the fee for all sub-permits, provided the necessary information is completely and adequately detailed on the plans and other information submitted.

b) Work Commencing Before Permit Issuance. Any person who commences any work on a building, structure, electrical, gas, mechanical or plumbing system before obtaining the necessary permits shall be subject to a penalty of 100 percent of the usual permit fee, in addition to the required permit fees, plus penalty fees up to 300 percent the usual permit fee, as decided by the Planning, Zoning & Building Director.

**Table 1.1**

Permit Fee Formulas:

Principle structures  $1, 2 = (\text{Unit rates} \times \text{Floor area}) \times \text{Percentage}$

General Improvements and Service Systems  $3 = \text{Estimated Value} \times \text{Percentage}$

Demolition = 2.75% of contract value, but not less than \$75.00 <sup>4</sup>

Notes:

1. As determined by the building official.
2. Structures or improvements, which can be calculated by the square footage method
3. Systems such as electrical services, swimming pools, tenant improvements and renovations which cannot be calculated by the square footage method.
4. The minimum permit fee shall not be less than \$75.00
5. Unit rates are found in the most recent version of the International Code Council's Square Foot Construction Costs Table within the Building Valuation Data at <http://www.iccsafe.org/cs/pages/bvd.aspx>
6. Floor area means the total area under roof, including all and any porches, garages and entryways (square feet).
7. Percentages are those found in Table 1.3
8. Estimated value is the average cost of all building material and labor to complete the task. This cost must be able to be verified by the building official using recognized construction cost data.
9. The estimated value of the work being done will be rounded up or down to the nearest thousand.

**Table 1.2**

Percentages X Value

2.75% = the first \$50,000 plus

2% = over \$50,000





# Village of Palm Springs

## Executive Brief

**AGENDA DATE:** September 24, 2020

**DEPARTMENT:** Public Service

---

**ITEM 6.6:** Approve, Auto & Truck Parts, Equipment, Accessories, Supplies & Services - 1st Amendment - Cooperative Purchase (Piggyback - Renewal) Public Service Department (FY 2021 Budget Funded) Genuine Parts Company/NAPA Integrated Business Solutions (IBS)

**SUMMARY:**

The Public Service Department has a need throughout the year to provide various automobile and truck parts to service the Village's fleet of vehicles and ensure the highest levels of productivity while also ensuring the safety of our staff and community.

To ensure the lowest possible price, staff is recommending that the Village renew our ability to purchase automobile and truck parts by continuing to piggyback off the Sourcewell [Formerly National Joint Powers Alliance (NJPA)] contract that was awarded to Genuine Parts Company/NAPA Integrated Business Solutions (IBS). This selection by Sourcewell was completed through a competitive selection process - Automotive and Truck Replacement Parts and Tires with Related Equipment, Accessories and Services, Contract (RFP #062916 - GPC - September 6, 2016)

The extended piggyback contract (renewal) would provide the same pricing that the Village is currently receiving. {All original bid documents provided during the July 13, 2017, Council Meeting authorizing the initial piggyback purchase with Genuine Parts Company/NAPA Integrated Business Solutions (IBS) [Sourcewell (RFP #062916 - GPC - September 6, 2016)] are available in the Village Clerk's Office}.

Note: This contract was completed as part of the Sourcewell (purchasing) Cooperative (Co-Op) (Member #85582). The intent is to bring more than 50,000 cities, government, education and nonprofit members across the United States together and combine their purchasing needs within the Co-Op to receive the best (lowest) price possible. As a result of our membership

within the Co-Op, we are able to piggyback on this contract, which generally results in a lower total price than if the Village had obtained a price alone, we are expecting to realize significant cost savings annually.

If approved, the Village would accept/renew Genuine Parts Company/NAPA Integrated Business Solutions' (IBS) pricing by amending (renewing) our existing agreement and continuing to piggyback the Sourcewell contract including all terms, conditions and pricing therein. The term of the proposed amended agreement, if approved, would expire on September 6, 2021, and this is the final renewal option.

The Village will not expend more than the amount within the approved budget as it may be adopted/amended each year for these good and services over the term of the contract.

The Village's Purchasing Code, Section 58-9 Accessing contracts of other government agencies, provides that the Village may award a contract by piggy-backing or accessing the goods and/or services from any State of Florida contract; contracts of any Florida political subdivision; or from any other governmental entity (other than the Federal Government); provided that the same or substantially similar goods and/or services were competitively solicited.

The proposed Agreement was prepared by the Village Attorney and reviewed by the Public Service Director/Engineer, the Assistant Public Service Director, Public Works Superintendent and the Finance Director.

The Village has worked with the proposed vendor in the past and has received excellent service and quality products.

**FISCAL IMPACT:**

Funding to support purchases under this proposed agreement is available within the FY 2021 Budget - General Fund & Water and Sewer Enterprise Fund.

The Village will not expend more than the amount in the approved budget as it may be adopted/amended each year for those goods and services over the term of the contract.

**ATTACHMENTS:**

Proposed 1st Amendment to Agreement - NAPA

NAPA Approval to Piggyback

Sourcewell - Letter of Agreement to Extend Contract - NAPA

Sourcewell Membership Certificate

**AMENDMENT TO AGREEMENT FOR THE PROCUREMENT OF AUTO AND  
TRUCK PARTS WITH RELATED AUTO AND TRUCK EQUIPMENT,  
ACCESSORIES, SUPPLIES AND SERVICES**

THIS AMENDMENT ("Amendment" hereafter) is made as of the \_\_\_\_\_ day of \_\_\_\_\_, 2020, by and between the **Village of Palm Springs**, 226 Cypress Lane, Palm Springs, FL 33461, a municipal corporation organized and existing under the laws of the State of Florida, ("VILLAGE" hereafter), and **Performance Napa**, 2999 Wildwood Parkway, Atlanta, GA 38339 a company authorized to do business in the State of Florida, hereinafter referred to as the VENDOR.

**RECITALS**

WHEREAS, the Village through its coop membership with NJPA, now Sourcewell, awarded the Contract to VENDOR to furnish the VILLAGE with auto and truck parts with related auto and truck equipment, accessories, supplies and services; and,

WHEREAS, the parties entered into an agreement which is set to expire on September 6, 2020; and,

WHEREAS, the VILLAGE and VENDOR desire to also extend the term of the Agreement through September 6, 2021 under the same terms and conditions and pricing set forth in the Agreement.

NOW THEREFORE, in consideration of the mutual promises set forth herein, the receipt and sufficiency of which are hereby acknowledged, the parties hereto agree as follows:

1. Recitals. The parties agree that the recitals set forth above are true and correct and are fully incorporated herein by reference.
2. Term. The parties agree that the term of the Agreement is hereby extended through September 6, 2021.
3. Entire Agreement. The VILLAGE and the VENDOR agree that this Amendment and the Agreement set forth the entire agreement between the parties, and that there are no promises or understandings other than those stated herein. None of the provisions, terms and conditions contained in the Agreement including this Amendment may be added to, modified, superseded or otherwise altered, except by written instrument executed by the parties hereto.
4. Legal Effect. This Amendment shall not become binding and effective until approved by the Village Council. The Effective Date is the date this Amendment is executed by the Mayor.

5. Counterparts. This Amendment may be executed in one or more counterparts, each of which shall be deemed an original, and will become effective and binding upon the parties as of the effective date at such time as all the signatories hereto have signed a counterpart of this Amendment.

6. Amendment. Except for the provisions of the Agreement specifically modified by this Amendment, all other terms and conditions of the Agreement shall remain in full force and effect.

IN WITNESS WHEREOF, the VILLAGE and VENDOR have caused this Agreement to be executed the day and year shown above.

**VILLAGE OF PALM SPRINGS, FLORIDA**

By: \_\_\_\_\_  
Beverly Smith, Mayor

ATTEST

\_\_\_\_\_  
Kimberly Wynn, Village Clerk

Approved as to form and legal sufficiency:

\_\_\_\_\_  
Glen J. Torcivia, Village Attorney

VENDOR:

**PERFORMANCE NAPA**

By: \_\_\_\_\_

Print Name: \_\_\_\_\_

Title: \_\_\_\_\_

[Corporate Seal]

STATE OF FLORIDA )  
COUNTY OF \_\_\_\_\_)

Sworn to (or affirmed) and subscribed before me by means of [ ] physical presence or [ ] online notarization, this \_\_\_\_\_ this \_\_\_\_\_ day of \_\_\_\_\_, 2020, by \_\_\_\_\_.

(Signature of Notary Public-State of Florida)

\_\_\_\_\_  
(Print, type, or stamp commissioned name of  
Notary public)

Personally Known \_\_\_\_ OR Produced Identification \_\_\_\_

Type of Identification Produced: \_\_\_\_\_



From: Don Lachance <[Don\\_Lachance@genpt.com](mailto:Don_Lachance@genpt.com)>  
Sent: Wednesday, September 16, 2020 11:34 AM  
To: James H. Schmitz <[jschmitz@vpsfl.org](mailto:jschmitz@vpsfl.org)>  
Cc: Ronald R. Eyma <[reyma@vpsfl.org](mailto:reyma@vpsfl.org)>  
Subject: FW: [EXT] RE: NAPA agenda item

**CAUTION:** This email originated from outside of the organization. Do not click links or open attachments unless you recognize the sender and are confident the content is safe.

Jim,

I am confirming that The Village of Palm Springs has approval to piggyback this contract with NAPA and Sourcewell.  
The Original contract # is 062916-GPC.

Thank You  
Don

Don Lachance  
Government Sales Manager  
Genuine Parts Co. dba NAPA  
2999 Wildwood Parkway  
Atlanta Ga. 30339  
Cell (404)-386-4157  
Office(678)-934-5057



## Letter of Agreement To Extend the Contract

Between

**Genuine Parts Company dba NAPA Auto Parts**  
**2999 Wildwood Pkwy.**  
**Atlanta, GA 30339**

And

**Sourcewell, Formerly National Joint Powers Alliance (NJPA)**  
**202 12<sup>th</sup> Street NE**  
**Staples, MN 56479**  
**Phone: (218) 894-1930**

The Vendor and Sourcewell have entered into an Agreement (Contract #062916-GPC) for the procurement of Automotive and Truck Replacement Parts and Tires with Related Equipment, Accessories and Services. This Agreement has an expiration date of September 6, 2020, but the parties may extend the Agreement for one additional year by mutual consent.

The parties acknowledge that extending the Agreement for another year benefits the Vendor, Sourcewell and Sourcewell's members. The Vendor and Sourcewell therefore agree to extend the Agreement listed above for a fifth year. This existing Agreement will terminate on September 6, 2021. All other terms and conditions of the Agreement remain in force.

### **Sourcewell, Formerly National Joint Powers Alliance (NJPA)**

DocuSigned by:  
By: Jeremy Schwartz, Its: Director of Operations & Procurement/CPO  
C0FD2A139D06489...

Name printed or typed: Jeremy Schwartz

Date 2/5/2020 | 7:21 PM CST

### **Genuine Parts Company dba NAPA Auto Parts**

DocuSigned by:  
By: Jett Kuntz, Its: Vice President - NAPA Fleet/IBS  
BBF6652DCC21445...

Name printed or typed: Jett Kuntz

Date 2/14/2020 | 11:42 AM PST

# Certificate of Membership

This certificate entitles you to purchase from competitively solicited contracts. You will save time and money by using Sourcewell contracts, while buying the quality products you want from nationally recognized vendors.

Together, we are Sourcewell.

Our membership team is ready to help you every step of the way. Contact us for more information.



[Sourcewell-mn.gov](https://sourcewell-mn.gov)

[membership@sourcewell-mn.gov](mailto:membership@sourcewell-mn.gov)

877-585-9706

## Village of Palm Springs

### Member #85582

A handwritten signature in black ink, appearing to read "Chad Coauette", written over a horizontal line.

Dr. Chad Coauette, PhD, Executive Director/CEO



# Village of Palm Springs

## Executive Brief

**AGENDA DATE:** September 24, 2020

**DEPARTMENT:** Public Service

---

**ITEM 6.7:** Approve Sodium Hypochlorite Contract - 1st Amendment (Piggyback - Renewal) - Public Service Department (FY 2021 Budget Funded) – Allied Universal Corporation

**SUMMARY:** The Public Service Department, throughout the year has a need to purchase Sodium Hypochlorite, which is a critical chemical component in the water treatment process and works in conjunction with ammonia to create chloramine that is used as a disinfectant. The Village utilizes chloramine as a long-lasting disinfectant that aids in ensuring that we maintain compliance with Health Department standards and ensures that we provide a high quality of water to our customers. Currently, the Village utilizes Allied Universal Corporation to purchase Sodium Hypochlorite; however, the existing piggyback contract (from Charlotte County) will expire on September 30, 2020.

To ensure the lowest possible price, staff is recommending that the Village renew our ability to purchase sodium hypochlorite from Allied Universal Corporation by continuing to piggyback Charlotte County's contract award, which was recently extended to September 30, 2021 (August 10, 2020 - Administratively Approved). This selection by Charlotte County was originally completed through a competitive selection process – Water and Wastewater Chemicals (ITB No. 2019000582 – October 1, 2019).

The proposed extended contract amendment (renewal) would provide the same pricing that the Village is currently receiving. {All original bid documents provided during the February 13, 2020 Council Meeting authorizing the initial piggyback purchase with Allied Universal Corporation [Charlotte County – Water and Wastewater Chemicals (ITB No. 2019000582 – October 1, 2019)] are available in the Village Clerk's Office}.

If approved, the Village would accept/renew Allied Universal Corporation's pricing by amending (renewing) our existing agreement and continue to piggyback Charlotte County's contract including all terms, conditions and pricing therein. The term of the proposed amended agreement, if approved, would expire on September 30, 2021, and this is the first [of two (2) additional, one (1) year] renewal options. The Village will not expend more than the amount in the approved budget as it may be adopted/amended each year for these goods and services

over the term of this contract.

The Village's Purchasing Code, Section 58-9, Accessing contracts of other government agencies, provides that the Village may award a contract by piggybacking or accessing the goods and/or services from any State of Florida contract; contracts of any Florida political subdivision; or from any other governmental entity (other than the Federal government); provided that the same or substantially similar goods and/or services were competitively solicited.

The proposed 1st amendment to the existing agreement has been prepared by the Village Attorney and reviewed by the Public Service Director/Engineer, the Assistant Public Service Director/Engineer, the Utilities Superintendent and the Finance Director.

The Village has worked with the proposed vendor in the past and has received excellent service and a quality product.

**FISCAL IMPACT:**

Funding to support purchases under this proposed agreement is available within the FY 2020 and proposed FY 2021 Budget - Water & Sewer Enterprise Fund.

The Village will not expend more than the amount within the approved budget as it may be adopted/amended each year for these goods and services over the term of this contract.

**ATTACHMENTS:**

Proposed 1st Amendment to Agreement - Allied Universal Corp.

Approval to Piggyback - Allied Universal Corp.

Charlotte County - Administrative Contract Renewal (Renewal)



**FIRST AMENDMENT TO AGREEMENT FOR THE PURCHASE OF WATER AND  
WASTEWATER CHEMICALS**

THIS FIRST AMENDMENT ("Amendment" hereafter) is made as of the \_\_\_\_\_ day of \_\_\_\_\_, 2020, by and between the **Village of Palm Springs**, 226 Cypress Lane, Palm Springs, FL 33461, a municipal corporation organized and existing under the laws of the State of Florida, ("VILLAGE" hereafter), and **Allied Universal Corporation**, 3901 NW 115 Avenue, Miami, FL 33178 a company authorized to do business in the State of Florida ("VENDOR" hereafter).

**RECITALS**

WHEREAS, the VILLAGE is in need of a vendor to furnish the VILLAGE with water and wastewater chemicals; and,

WHEREAS, Charlotte County awarded a contract for the purchase of water and wastewater chemicals (Bid # 2019000582 ("Charlotte County Contract" hereafter) to the VENDOR for substantially the same services sought by the VILLAGE; and,

WHEREAS, the parties entered into an agreement for an initial term, which is set to expire on September 30, 2020; and,

WHEREAS, the VILLAGE and VENDOR desire to renew the term of the Agreement for a term through September 30, 2021 under the same terms and conditions and pricing set forth in the Agreement.

NOW THEREFORE, in consideration of the mutual promises set forth herein, the receipt and sufficiency of which are hereby acknowledged, the parties hereto agree as follows:

1. Recitals. The parties agree that the recitals set forth above are true and correct and are fully incorporated herein by reference.
2. Term. The parties agree that the term of the Agreement is hereby extended through September 30, 2021.
6. Entire Agreement. The VILLAGE and the VENDOR agree that this Amendment and the Agreement set forth the entire agreement between the parties, and that there are no promises or understandings other than those stated herein. None of the provisions, terms and conditions contained in the Agreement including this Amendment may be added to, modified, superseded or otherwise altered, except by written instrument executed by the parties hereto.

6. Legal Effect. This Amendment shall not become binding and effective until approved by the Village Council. The Effective Date is the date this Amendment is executed by the Mayor.

5. Counterparts. This Amendment may be executed in one or more counterparts, each of which shall be deemed an original, and will become effective and binding upon the parties as of the effective date at such time as all the signatories hereto have signed a counterpart of this Amendment.

6. Amendment. Except for the provisions of the Agreement specifically modified by this Amendment, all other terms and conditions of the Agreement shall remain in full force and effect.

IN WITNESS WHEREOF, the VILLAGE and VENDOR have caused this Agreement to be executed the day and year shown above.

**VILLAGE OF PALM SPRINGS, FLORIDA**

By: \_\_\_\_\_  
Beverly Smith, Mayor

ATTEST

\_\_\_\_\_  
Kimberly Wynn, Village Clerk

Approved as to form and legal sufficiency:

\_\_\_\_\_  
Glen J. Torcivia, Village Attorney

VENDOR: **ALLIED UNIVERSAL CORPORATION**

By: \_\_\_\_\_

Print Name: Joan Palmer

Title: President / CEO

[Corporate Seal]

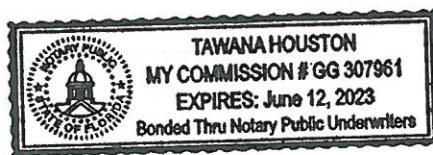
STATE OF \_\_\_\_\_ )  
COUNTY OF \_\_\_\_\_ )

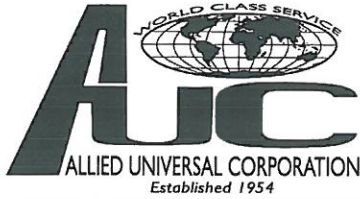
Sworn to (or affirmed) and subscribed before me by means of ☐ physical presence  
or ☐ online notarization, this \_\_\_\_\_ this 3rd day of  
September, 2020, by \_\_\_\_\_

Tawana Houston  
(Signature of Notary Public-State of Florida)

Tawana Houston  
(Print, type, or stamp commissioned name of  
Notary public)

Personally Known ☒ OR Produced Identification \_\_\_\_\_  
Type of Identification Produced: \_\_\_\_\_





3901 NW 115 Avenue  
Miami, Florida 33178  
305-888-2623 office  
305-463-8369 fax

August 11, 2020

Village of Palm Springs  
Paul H. Ward  
Utility Superintendent  
360 Davis Road  
Palm Springs, FL 33461  
Ph.: 561.434.5877  
Email: [Pward@vpsfl.org](mailto:Pward@vpsfl.org)

**Re: Bid# 2019000582  
Sodium Hypochlorite**

Dear Paul:

Please use this letter as confirmation that Allied Universal Corporation will offer the Village of Palm Springs piggyback agreement on Charlotte County, Bid# 2019000582 for Sodium Hypochlorite, with pricing listed below.

Sodium Hypochlorite/Bulk                      \$0.554 (Full Truckloads)

The term of this "piggyback" agreement is from October 1, 2020 to September 30, 2021 during which the Village of Palm Springs agrees to purchase from Allied Universal Corporation Sodium Hypochlorite for:

Estimated volume 200,000 gallons

If you agree with this offer along with the terms and conditions as stated on the original bid, and wish to be included in this Bid contract please signify by signing this letter and returning by August 25, 2020 by fax to (305) 463-8369 or email to [bids@allieduniversal.com](mailto:bids@allieduniversal.com)

We look forward to hearing from you.

Respectfully,

ALLIED UNIVERSAL CORPORATION

VILLAGE OF PALM SPRINGS

  
\_\_\_\_\_  
J. Palmer, AUC President – CEO

\_\_\_\_\_  
Title: \_\_\_\_\_  
Date: \_\_\_\_\_

cc: Carlos C. Fernandez, VP of Sales  
R. Fernandez, Sales Representative  
S. Moros, Bid Coordinator

**ADMINISTRATIVE CONTRACT RENEWAL  
APPROVAL FORM**  
WATER AND WASTEWATER CHEMICALS-ANNUAL

**Contract #:** 2019000582 **Award Date:** 10/8/2019 **Awarded By:** BCC

**Original Term: From:** 10/8/2019 **To:** 9/30/2020 **Renewal Term: From:** 10/1/2020 **To:** 9/30/2021

**Description & Background of Contract:**

This is an annual contract for water and wastewater chemicals required for Charlotte County Utilities.

Term of Contract is October 8, 2019 through and including September 30, 2020 with an option to renew for two (2) additional one-year terms, by mutual agreement, at the same prices, terms and conditions.

In accordance with the contract documents, this contract can be renewed for one (1) additional year with the first renewal period of October 1, 2020 up to and through September 30, 2021.

**Contract Specialist:** Cheri Alexander, C.P.M., CPPB, S  **Phone:** 743-1548

**Fax:** 941-743-1384

**Contract Specialist E-mail:** Cheri.Alexander@CharlotteCountyFl.gov

**By acceptance of this contract renewal as indicated above and by all parties' signatures, the parties agree to extend the term of the contract with all other terms and conditions of the Contract to remain the same.**

**Fiscal Reviewed by:**

Matt Couturiaux

**Requested by:** Multiple vendors

See attached

**Signature/Date**

**Approved by:** Craig Rudy, Utilities  
Department Director

Rudy, Craig

Rudy, Craig  
Aug 7 2020 2:06 PM



**Signature/Date**

**Approved by:** Kimberly A. Corbett, C.P.M., CPPB  
**Charlotte County Purchasing**

Kimberly Corbett

Kimberly Corbett  
Aug 7 2020 3:08 PM



**Signature/Date**

**Approved by:** Travis Mortimer, Asst. County Administrator  
**County Administration**

Mortimer, Travis

Mortimer, Travis  
Aug 10 2020 10:18 AM



**Signature/Date**



**ADMINISTRATIVE CONTRACT RENEWAL  
APPROVAL FORM  
WATER AND WASTEWATER CHEMICALS-ANNUAL**

**Contract #:** 2019000582 **Award Date:** 10/8/2019 **Awarded By:** BCC

**Original Term: From:** 10/8/2019 **To:** 9/30/2020 **Renewal Term: From:** 10/1/2020 **To:** 9/30/2021

**Description & Background of Contract:**

This is an annual contract for water and wastewater chemicals required for Charlotte County Utilities.

Term of Contract is October 8, 2019 through and including September 30, 2020 with an option to renew for two (2) additional one-year terms, by mutual agreement, at the same prices, terms and conditions.

In accordance with the contract documents, this contract can be renewed for one (1) additional year with the first renewal period of October 1, 2020 up to and through September 30, 2021.

**Contract Specialist:** Cheri Alexander, C.P.M., CPPB, S  **Phone:** 743-1548

**Fax:** 941-743-1384

**Contract Specialist E-mail:** Cheri.Alexander@CharlotteCountyFL.gov

**By acceptance of this contract renewal as indicated above and by all parties' signatures, the parties agree to extend the term of the contract with all other terms and conditions of the Contract to remain the same.**

**Fiscal Reviewed by:**

**Requested by:** Cristhianne Munguia, Allied Universal

  
**Signature/Date** 7-14-20

**Approved by:** Craig Rudy, Utilities  
Department Director

**Signature/Date**

**Approved by:** Kimberly A. Corbett, C.P.M., CPPB  
**Charlotte County Purchasing**

**Signature/Date**

**Approved by:** Travis Mortimer, Asst. County Administrator  
**County Administration**

**Signature/Date**

# CONTRACTOR/VENDOR PERFORMANCE EVALUATION

Bid No.: 2019000582 Title: WATER AND WASTEWATER CHEMICALS-ANNUAL  
Department: Utilities Contractor/Vendor: Allied Universal

**THIS FORM SHALL BECOME PUBLIC RECORD, THEREFORE, ALL ITEMS SHOULD BE COMPLETED THOROUGHLY AND EXPLAINED BASED ON FACT.**

- |                                                                                     | Yes                                 | No                       |
|-------------------------------------------------------------------------------------|-------------------------------------|--------------------------|
| 1. Did the Contractor/Vendor perform and/or deliver on time?                        | <input checked="" type="checkbox"/> | <input type="checkbox"/> |
| 2. Was quality of product/service rendered in conformance with specs?               | <input checked="" type="checkbox"/> | <input type="checkbox"/> |
| 3. Did the Contractor/Vendor provide timely warranty service and/or repairs?        | <input checked="" type="checkbox"/> | <input type="checkbox"/> |
| 4. Did the Contractor/Vendor display cooperation in working out problems?           | <input checked="" type="checkbox"/> | <input type="checkbox"/> |
| 5. Would you recommend that Charlotte County continue to do business with the firm? | <input checked="" type="checkbox"/> | <input type="checkbox"/> |

Additional Comments (Optional):

***This form shall become public record. By completing this form, I hereby attest that this form has been completed fully and accurately to the best of my knowledge.***

Completed by: \_\_\_\_\_ Date: \_\_\_\_\_



# Village of Palm Springs

## Executive Brief

**AGENDA DATE:** September 24, 2020

**DEPARTMENT:** Public Service

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**ITEM 6.8:** Authorize Lot Clearing & Mowing Services Contract - Piggyback - Public Service Department (FY 2021 Budget Funded) – Doves All Services

**SUMMARY:**

The Police Department - Code Enforcement and the Public Service Department, throughout the year, has a need to provide landscaping/mowing services within nuisance lots and foreclosed properties throughout the Village to ensure a "clean and safe" community. Many of these properties are overgrown and are not being maintained in accordance with the Village Code. Thus, the Village is proposing to contract with a new vendor to provide all landscape maintenance and mowing services (i.e., manpower, supplies and equipment) on these types of properties to ensure that they are maintained in a safe condition.

Note: This important service has previously been provided by the Village's most recent, contracted landscaping services company. However, due to the newly approved contract with a new vendor, the Public Service Department is recommending the selection of a new landscape company to provide this important.

To ensure that the Village collects all costs incurred, the Village, in accordance with state law, provides/issues a lien on each of these properties (which survives a foreclosure) with Palm Beach County. Liens are placed on these properties "as needed" by the Village Clerk's Office and are normally collected and paid to the Village at the time of sale (i.e., closing) of the property.

To ensure the lowest possible price, staff is recommending that the Village piggyback off of the current City of West Palm Beach contract that was awarded to Dove's All Services. This selection by the City of West Palm Beach was completed through a competitive selection process – Lot Clearing Services, term contract (No. 20726 via ITB 17-18-113 – January 10, 2018).

Within the FY 2021 Budget - General Fund, the Village Council is considering approval of \$49,994 to fund the cost of this type of mowing service (on average, the Village has spent approximately \$6,000 annually to support the cost of maintaining and mowing nuisance lots and foreclosed properties throughout the Village. Through the proposed West Palm Beach contract, the Village would be receive similar pricing under the new, proposed contract that we are currently receiving from our most recent vendor.

If approved, the Village would accept Dove's All Services' pricing by piggybacking the City of West Palm Beach's contract including all terms, conditions and pricing therein. The term of the proposed contract would expire on March 12, 2021, and this is the second year of the three (3) year contract with two (2) additional, one year renewal options. The Village will not expend more than the amount in the approved budget as it may be adopted/amended each year for these goods and services over the term of this contract.

The Village's Purchasing code, Section 58-9, Accessing contracts of other government agencies, provides that the Village may award a contract by piggy-backing or accessing the goods and/or services from any State of Florida contract; contracts of any other governmental entity (other than the Federal Government); provided that the same or substantially similar goods and/or services were competitively solicited.

The proposed agreement was prepared by the Village Attorney and reviewed by the Public Service Director/Engineer, Assistant Public Service Director/Engineer, the Police Chief, the Police Support Services Manager, the Village Clerk, the Public Works Superintendent and the Finance Director.

The Village has not worked with the proposed vendor, however, staff received positive references from the City of West Palm Beach.

**FISCAL IMPACT:**

Funding to support purchases under this proposed agreement is available within the FY 2021 Budget - General Fund. The anticipated yearly cost for lot maintenance/mowing services is expected to be below \$25,000; however, this cost could increase above the \$25,000 threshold due to possible increases in foreclosures (**Village Goal - Clean & Safe Community**).

The Village will not expend more than the amount within the approved budget as it may be adopted/amended each year for these goods and services over the term of this contract.

**ATTACHMENTS:**

Proposed Agreement - Dove's All Services

Approval to Piggyback - Dove's All Services

Approval to Piggyback - City of West Palm Beach

City of West Palm Beach - Contract Award Doves All Services

City of West Palm Beach - Invitation To Bid - Lot Clearing Services

## City of West Palm Beach - Bid Tabulation - Lot Clearing Services



## **AGREEMENT FOR LOT CLEARING SERVICES**

This Agreement for lot clearing services ("Agreement" hereafter) is made as of the \_\_\_\_\_ day of \_\_\_\_\_, 2020, by and between the **Village of Palm Springs**, 226 Cypress Lane, Palm Springs, Florida 33461-1699, a municipal corporation organized and existing under the laws of the State of Florida, hereinafter referred to as the VILLAGE, and the **Doves All Services**, 5717 Pinewood Ave., West Palm Beach, FL 33407, a corporation authorized to do business in the State of Florida, hereinafter referred to as the CONTRACTOR.

### **RECITALS**

WHEREAS, the VILLAGE is in need of a contractor to perform lot clearing services for the VILLAGE; and,

WHEREAS, the City of West Palm Beach through its competitive selection process awarded the Contract for lot clearing services (ITB # 17-18-113) ("WPB Contract" hereafter) to the CONTRACTOR for substantially the same services sought by the VILLAGE; and,

WHEREAS, the VILLAGE requested and the CONTRACTOR has executed this Agreement with the VILLAGE for performing lot clearing services based on the pricing and terms and conditions of the WPB Contract; and,

WHEREAS, the VILLAGE desires to accept CONTRACTOR's pricing by piggy-backing the WPB Contract including all terms, conditions and pricing therein.

NOW THEREFORE, in consideration of the mutual promises set forth herein, the receipt and sufficiency of which are hereby acknowledged, the parties hereto agree as follows:

1. Recitals. The parties agree that the recitals set forth above are true and correct and are fully incorporated herein by reference.
2. WPB Contract. The WPB Contract with the CONTRACTOR is hereby expressly made a part of this Agreement as fully as if set forth at length herein. The VILLAGE shall have all rights, obligations and remedies authorized to WPB County under the WPB Contract and all associated and applicable Contract Documents as defined therein.
3. Agreement. In accordance with the terms and conditions in the WPB Contract and pricing therein, the CONTRACTOR shall perform lot clearing services as requested by the VILLAGE.
4. Contract Documents and Conflict of Terms and Conditions. The Contract Documents for this Agreement are comprised of the following:
  - A. All written modifications and amendments hereto;
  - B. This Agreement;
  - C. WPB Contract (including the RFP, Contractors Proposal and Contract).

The Contract Documents of this Agreement are intended to be complementary and interpreted in harmony so as to avoid conflict with the words and phrases interpreted in a manner consistent with construction and design industry standards. In the event of any inconsistency, conflict or ambiguity between or among the Contract Documents of this Agreement, the Contract Documents of this Agreement shall take precedence in the following order:

- A. All written modifications and amendments hereto;
- B. This Agreement;
- C. The WPB Contract.

5. Compensation to Contractor. Payments by the VILLAGE to the CONTRACTOR under this Agreement shall not exceed the amount of compensation, on the unit basis, as set forth under the WPB Contract. CONTRACTOR waives consequential or incidental damages for claims, disputes or other matters in question arising out of or relating to this Agreement. **The VILLAGE will not expend more than the amount in the approved Budget as it may be adopted each year for these goods and services over the term of this Agreement.**

6. Miscellaneous Provisions.

- 6.1 The VILLAGE and CONTRACTOR each binds itself, its partners, its successors, assigns and legal representatives to the other party hereto, its partners, successors, assigns and legal representatives in respect of all covenants, agreements and obligations contained in the Contract Documents.
- 6.2 CONTRACTOR shall maintain the insurance as required by the WPB Contract applicable to the work being performed hereunder. Said insurance will name the VILLAGE as an additional insured.
- 6.3 Headings and References & Exhibits: The headings contained in this Contract are inserted for convenience of reference only and shall not be a part or control or affect the meaning hereof. All references herein to Exhibits are to the exhibits hereto, each of which shall be incorporated into and deemed to be a part of this Contract.
- 6.4 Counterparts: This Contract may be executed in two or more counterparts, each of which shall be deemed to be an original, but all of which shall be deemed to be an original, but each of which together shall constitute one and the same instrument.
- 6.5 Entire Contract; Amendment and Waiver: This Contract (together with the Exhibits hereto) supersedes any and all prior negotiations and oral or written agreements heretofore made relating to the subject matter hereof and, except for written agreements, if any, executed and delivered simultaneously with or subsequent to the date of this Contract, constitutes the entire agreement of the parties relating to the subject matter hereof. This Contract may not be altered or amended except by a writing signed by the parties hereto. No waiver of any of the terms or conditions of this Contract shall be effective unless in writing and executed by the party to be changed therewith. No waiver of any condition or of the breach of any term, covenant, representation, warranty or other

provision hereof shall be deemed to be construed as a further or continuing waiver of any such condition or breach or a waiver of any other condition or of any breach of any other term, covenant, representation, warranty or other provision contained in this Contract.

- 6.6 Successors and Assigns: This Contract shall be binding upon, and shall inure to the benefit of the parties hereto and their respective successors and assigns.
- 6.7 Governing Law; Consent to Jurisdiction: This Contract shall be governed by and construed and interpreted in accordance with the laws of the State of Florida. Each of the parties hereto (a) irrevocably submit itself to the exclusive jurisdiction of the Fifteenth Judicial Circuit Court in and for Palm Beach County, Florida for state actions and jurisdiction of the United States District Court for the Southern District of Florida, Palm Beach Division, for the purposes of any suit, action or other proceeding arising out of, or relating to, this Contract; (b) waives and agrees not to assert against any party hereto, by way of motion, as a defense of otherwise, in any suit, action or other proceeding, any claim that it is not personally subject to the jurisdiction of the above-named courts for any reason whatsoever; and (ii) to the extent permitted by applicable law, any claim that such suit, action or proceeding by any part hereto is brought in an inconvenient forum or that the venue of such suit, action or proceeding is improper or that this Contract or the subject matter hereof may not be enforced in or by such courts.
- 6.8 Third Party Beneficiary rights: This Contract shall create no rights or claims whatsoever in any person other than a party herein.
- 6.9 Severability: If any one or more of the provisions of the Contract shall be held to be invalid, illegal or unenforceable in any respect, the validity, legality and enforceability of the remaining provisions hereof shall not in any way be affected or impaired thereby.
- 6.10 Effective date, term and renewal: The effective date of this Contract is the date the Contract is approved by the Village Council. The term of this contract shall be for a term to mirror the WPB Contract initial term of three years which shall expire on or about February 16, 2021. This Contract may be renewed by the Village Council if the underlying Contract is renewed as set forth in the WPB Contract.
- 6.11 Public Records: Public Records: CONTRACTOR shall comply with Florida's Public Records Act, Chapter 119, Florida Statutes, and, if determined to be acting on behalf of the VILLAGE as provided under section 119.011(2), Florida Statutes, specifically agrees to:
- (a) Keep and maintain public records required by the VILLAGE to perform the service.
- (b) Upon request from the VILLAGE's custodian of public records or designee, provide the VILLAGE with a copy of the requested records or allow the records to be inspected or copied within a reasonable time at a cost that does not exceed the cost provided in Chapter 119, Florida Statutes, or as otherwise provided by law.

- (c) Ensure that public records that are exempt or confidential and exempt from public records disclosure requirements are not disclosed except as authorized by law for the duration of this Contract and following completion of this Contract if the CONTRACTOR does not transfer the records to the VILLAGE.
- (d) Upon completion of this Contract, transfer, at no cost, to the VILLAGE all public records in possession of the CONTRACTOR or keep and maintain public records required by the VILLAGE to perform the service. If the CONTRACTOR transfers all public records to the VILLAGE upon completion of the Contract, the CONTRACTOR shall destroy any duplicate public records that are exempt or confidential and exempt from public records disclosure requirements. If the CONTRACTOR keeps and maintains public records upon completion of the Contract, the CONTRACTOR shall meet all applicable requirements for retaining public records. All records stored electronically must be provided to the VILLAGE, upon request from the VILLAGE's custodian of public records or designee, in a format that is compatible with the information technology systems of the VILLAGE.

**IF THE CONTRACTOR HAS QUESTIONS REGARDING THE APPLICATION OF CHAPTER 119, FLORIDA STATUTES, TO THE CONTRACTOR'S DUTY TO PROVIDE PUBLIC RECORDS RELATING TO THIS CONTRACT, CONTACT THE CUSTODIAN OF PUBLIC RECORDS OR DESIGNEE AT 561-434-5084, [kwynn@vpsfl.org](mailto:kwynn@vpsfl.org), OR BY MAIL AT VILLAGE OF PALM SPRINGS, 226 CYPRESS LANE, PALM SPRINGS, FL 33461.**

- 6.12 Preparation: This Contract shall not be construed more strongly against either party regardless of who was more responsible for its preparation.
- 6.13 PALM BEACH COUNTY IG: In accordance with Palm Beach County ordinance number 2011-009, the CONSULTANT acknowledges that this Agreement may be subject to investigation and/or audit by the Palm Beach County Inspector General. The CONTRACTOR has reviewed Palm Beach County ordinance number 2011-009 and is aware of its rights and/or obligations under such ordinance.
- 6.14 All notices required in this Agreement shall be sent by certified mail, return receipt requested, and sent to the addresses appearing on the first page of this Agreement.
- 6.15 The VILLAGE is exempt from payment of Florida State Sales and Use Tax. The CONTRACTOR shall not be exempted from paying sales tax to its suppliers for materials used to fill contractual obligations with the VILLAGE, nor is the CONTRACTOR authorized to use the VILLAGE'S Tax Exemption Number in securing such materials.

## 7. Indemnity.

The parties recognize that the CONTRACTOR is an independent contractor. The CONTRACTOR agrees to assume liability for and indemnify, hold harmless, and defend the

VILLAGE, its council members, mayor, officers, employees, agents, and attorneys of, from, and against all liability and expense, including reasonable attorney's fees, in connection with any and all claims, demands, damages, actions, causes of action, and suits in equity of whatever kind or nature, including claims for personal injury, property damage, equitable relief, or loss of use, to the extent caused by the negligence, recklessness, or intentionally wrongful conduct of the CONTRACTOR, its agents, officers, Contractors, subcontractors, employees, or anyone else utilized by the CONTRACTOR in the performance of this Contract. The CONTRACTOR's liability hereunder shall include all attorney's fees and costs incurred by the VILLAGE in the enforcement of this indemnification provision. This includes claims made by the employees of the CONTRACTOR against the VILLAGE and the CONTRACTOR hereby waives its entitlement, if any, to immunity under Section 440.11, Florida Statutes. The obligations contained in this provision shall survive termination of this Contract and shall not be limited by the amount of any insurance required to be obtained or maintained under this Contract.

Subject to the limitations set forth in this Section, CONTRACTOR shall assume control of the defense of any claim asserted by a third party against the VILLAGE and, in connection with such defense, shall appoint lead counsel, in each case at the CONTRACTOR's expense. The VILLAGE shall have the right, at its option, to participate in the defense of any third party claim, without relieving CONTRACTOR of any of its obligations hereunder. If the CONTRACTOR assumes control of the defense of any third party claim in accordance with this paragraph, the CONTRACTOR shall obtain the prior written consent of the VILLAGE before entering into any settlement of such claim. Notwithstanding anything to the contrary in this Section, the CONTRACTOR shall not assume or maintain control of the defense of any third party claim, but shall pay the fees of counsel retained by the VILLAGE and all expenses, including experts' fees, if (i) an adverse determination with respect to the third party claim would, in the good faith judgment of the VILLAGE, be detrimental in any material respect to the VILLAGE's reputation; (ii) the third party claim seeks an injunction or equitable relief against the VILLAGE; or (iii) the CONTRACTOR has failed or is failing to prosecute or defend vigorously the third party claim. Each party shall cooperate, and cause its agents to cooperate, in the defense or prosecution of any third party claim and shall furnish or cause to be furnished such records and information, and attend such conferences, discovery proceedings, hearings, trials, or appeals, as may be reasonably requested in connection therewith.

It is the specific intent of the parties hereto that the foregoing indemnification complies with Section 725.06, Florida Statutes, as amended. CONTRACTOR expressly agrees that it will not claim, and waives any claim, that this indemnification violates Section 725.06, Florida Statutes. Nothing contained in the foregoing indemnification shall be construed as a waiver of any immunity or limitation of liability the VILLAGE may have under the doctrine of sovereign immunity or Section 768.28, Florida Statutes.

8. Reserved.

9. Public Entity Crimes. CONTRACTOR acknowledges and agrees that a person or affiliate who has been placed on the convicted CONTRACTOR list following a conviction for a public entity crime may not submit a bid, proposal, or reply on a contract to provide any goods or services to a public entity; may not submit a bid, proposal, or reply on a contract with a public



entity for the construction or repair of a public building or public work; may not submit bids, proposals, or replies on leases of real property to a public entity; may not be awarded or perform work as a contractor, supplier or sub-contractor under a contract with any public entity; and may not transact business with any public entity in excess of the threshold amount provided in Section 287.017, Florida Statutes, for CATEGORY TWO for a period of 36 months following the date of being placed on the convicted CONTRACTOR list. CONTRACTOR will advise the Village immediately if it becomes aware of any violation of this statute.

10. Scrutinized Companies. As provided in F.S. 287.135, by entering into any agreement with the VILLAGE, or performing any work in furtherance hereof, CONTRACTOR certifies that CONTRACTOR and CONTRACTOR's affiliates, suppliers, subcontractors and consultants that will perform hereunder that at the time CONTRACTOR submits a bid or proposal for a contract or before CONTRACTOR enters into or renews a contract with an agency or local governmental entity for goods or services of \$1 million or more, the company must certify that CONTRACTOR is not on the Scrutinized Companies with Activities in Sudan List or the Scrutinized Companies with Activities in the Iran Petroleum Energy Sector List and that it does not have business operations in Cuba or Syria. Also, at the time a contractor submits a bid or proposal for a contract or before the contractor enters into or renews a contract with an agency or local governmental entity for goods or services of any amount, CONTRACTOR must certify that it is not participating in a boycott of Israel. If the VILLAGE determines, using credible information available to the public, that a false certification has been submitted by CONTRACTOR, the VILLAGE's Agreement may be terminated and a civil penalty equal to the greater of \$2 million or twice the amount of the Agreement shall be imposed, pursuant to Section 287.135, Florida Statutes.

11. Termination of Contract. The VILLAGE reserves the right and may elect to terminate this Contract at any time, with or without cause. At such time, the CONTRACTOR would be compensated only for that work which has been satisfactorily completed to the date of termination. No compensation shall be paid for de-mobilization, take-down, disengagement wind-down or other costs incurred due to termination of this Contract. CONTRACTOR may terminate this Contract upon 30 days written notice to the VILLAGE.

12. The CONTRACTOR shall not perform work which is out of scope, nor exceed any amounts stated in the Contract. Note that the VILLAGE's Fiscal Year ends on September 30<sup>th</sup> of each calendar year. The VILLAGE cannot authorize work beyond September 30<sup>th</sup> of each calendar year, prior to the annual budget being approved by the VILLAGE Council. Additionally, the VILLAGE must have budgeted appropriate funds for this work in any subsequent Fiscal Year.

IN WITNESS WHEREOF, the VILLAGE and CONTRACTOR have caused this Agreement to be executed the day and year shown above.

**VILLAGE OF PALM SPRINGS, FLORIDA**

By: \_\_\_\_\_  
Beverly Smith, Mayor

ATTEST

\_\_\_\_\_  
Kimberly Wynn, Village Clerk

Approved as to form and legal sufficiency:

\_\_\_\_\_  
Glen J. Torcivia, Village Attorney

CONTRACTOR:     **DOVES ALL SERVICES**

By: \_\_\_\_\_

Print Name: \_\_\_\_\_

Title: \_\_\_\_\_

[Corporate Seal]

STATE OF \_\_\_\_\_)  
COUNTY OF \_\_\_\_\_)

Sworn to (or affirmed) and subscribed before me by means of ☐ physical presence or ☐ online  
notarization, this \_\_\_\_\_ this \_\_\_\_\_ day of \_\_\_\_\_, 2020, by  
\_\_\_\_\_.

\_\_\_\_\_  
(Signature of Notary Public-State of Florida)

\_\_\_\_\_  
(Print, type, or stamp commissioned name of  
Notary public)

Personally Known \_\_\_\_ OR Produced Identification \_\_\_\_  
Type of Identification Produced: \_\_\_\_\_

## Chad Girard

---

**From:** James H. Schmitz  
**Sent:** Wednesday, September 16, 2020 1:16 PM  
**To:** Ronald R. Eyma; Chad Girard; Timothy A. Crespo  
**Subject:** FW: Doves All Service/City WPB Contract

FYI

---

**From:** victormdove64 <victormdove64@yahoo.com>  
**Sent:** Wednesday, September 16, 2020 1:15 PM  
**To:** James H. Schmitz <jschmitz@vpsfl.org>  
**Subject:** RE: Doves All Service/City WPB Contract

**CAUTION:** This email originated from outside of the organization. Do not click links or open attachments unless you recognize the sender and are confident the content is safe.

Good afternoon James

Yes we would love to come on board with you all.  
Thank you

Sent from my Sprint Samsung Galaxy S9+.

----- Original message -----

From: "James H. Schmitz" <jschmitz@vpsfl.org>  
Date: 9/16/20 12:44 PM (GMT-05:00)  
To: Victormdove64@yahoo.com  
Cc: Chad Girard <cgirard@vpsfl.org>  
Subject: Doves All Service/City WPB Contract



([CLICK HERE](#)) to find out why your participation matters in the upcoming April 2020 Census.

The Village is interested in piggy backing your contract with the City of West Palm Beach. Please send me a return email authorizing us to piggy back your agreement. Thanks, Jim



**James H. Schmitz**

Public Works Superintendent

226 Cypress Lane | Palm Springs, Florida 33461

Phone: 561-304-4610

Email: [jschmitz@vpsfl.org](mailto:jschmitz@vpsfl.org)

**PLEASE NOTE:** Florida has a very broad public records law. E-mail communications to or from the Village of Palm Springs officials and employees are public records and are available upon request. Transmission of sensitive information such as but not limited to social security numbers, credit card information, medical records and criminal justice information ( outlined in the [FBI CJIS Policy](#) ) via email is prohibited. If this message is unexpected or appears suspicious, please notify us immediately by replying to the message.

*\* Please consider the negative environmental impacts associated with printing email \**

**VISIT OUR WEBSITE FOR MORE INFORMATION ABOUT THE VILLAGE OF PALM SPRINGS FLORIDA**  
[www.vpsfl.org](http://www.vpsfl.org)

## Chad Girard

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**From:** Josephine Grosch <JGrosch@wpb.org>  
**Sent:** Tuesday, September 15, 2020 12:09 PM  
**To:** Chad Girard  
**Cc:** James H. Schmitz; Ronald R. Eyma  
**Subject:** RE: Anchors Lawn Maintenance agreement 2 of 3  
**Attachments:** Award Memo Approved.pdf

**CAUTION: This email originated from outside of the organization. Do not click links or open attachments unless you recognize the sender and are confident the content is safe.**

Chad,

The Village of Palm Springs is more than welcome to piggyback of the City of West Palm Beach's mater contracts for Lot Clearing Services via ITB No. 17-18-113.

The City awarded to Marlin's Landscaping, AAA Green, Doves All Services, and Anchors Lawn Services.

I will recommend your agency to do a reference check with our Code Enforcement and determine who you want to award your contract to. Ron Eyma has our project manager information.

Josephine Grosch  
Sr. Purchasing Agent  
City of West Palm Beach  
Dir: 561-822-2107  
Office: 561-822-2100  
Email: [jgrosch@wpb.org](mailto:jgrosch@wpb.org)

---

**From:** Chad Girard [mailto:[cgirard@vpsfl.org](mailto:cgirard@vpsfl.org)]  
**Sent:** Tuesday, September 15, 2020 11:50 AM  
**To:** Josephine Grosch <JGrosch@wpb.org>  
**Cc:** James H. Schmitz <[jschmitz@vpsfl.org](mailto:jschmitz@vpsfl.org)>  
**Subject:** RE: Anchors Lawn Maintenance agreement 2 of 3

Josephine,  
You are great! Thank you for sending those over. Can you send me their bid submittal, and an e-mail indicating that we can utilize any of the vendors you have on contract?  
Thank you,  
Chad.



### Chad Girard, PE

Assistant Public Service Director  
226 Cypress Lane | Palm Springs, Florida 33461  
Phone: 561.641.3440 Fax: 561.304.4608  
Email: [cgirard@vpsfl.org](mailto:cgirard@vpsfl.org)



---

**From:** Josephine Grosch <JGrosch@wpb.org>  
**Sent:** Tuesday, September 15, 2020 8:31 AM  
**To:** Chad Girard <cgirard@vpsfl.org>  
**Cc:** James H. Schmitz <jschmitz@vpsfl.org>; Ronald R. Eyma <reyma@vpsfl.org>  
**Subject:** RE: Anchors Lawn Maintenance agreement 2 of 3

**CAUTION:** This email originated from outside of the organization. Do not click links or open attachments unless you recognize the sender and are confident the content is safe.

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**From:** Chad Girard [<mailto:cgirard@vpsfl.org>]  
**Sent:** Monday, September 14, 2020 5:41 PM  
**To:** Josephine Grosch <[JGrosch@wpb.org](mailto:JGrosch@wpb.org)>  
**Cc:** James H. Schmitz <[jschmitz@vpsfl.org](mailto:jschmitz@vpsfl.org)>; Ronald R. Eyma <[reyma@vpsfl.org](mailto:reyma@vpsfl.org)>  
**Subject:** RE: Anchors Lawn Maintenance agreement

Josephine,  
Good afternoon, I appreciate all of the help you have provided. I'm hoping that you can answer some additional questions we have regarding the contract. Can you tell me how this contract was awarded and how the vendor was selected? Was it awarded to multiple vendors, or just Anchors? If it was awarded to multiple vendors, can you send me their contracts as well?  
Thank you,  
Chad.



### **Chad Girard, PE**

Assistant Public Service Director  
226 Cypress Lane | Palm Springs, Florida 33461  
Phone: 561.641.3440 Fax: 561.304.4608  
Email: [cgirard@vpsfl.org](mailto:cgirard@vpsfl.org)

---

**From:** Chad Girard  
**Sent:** Tuesday, September 08, 2020 2:24 PM  
**To:** [jgrosch@wpb.org](mailto:jgrosch@wpb.org)  
**Cc:** James H. Schmitz <[jschmitz@vpsfl.org](mailto:jschmitz@vpsfl.org)>  
**Subject:** FW: Anchors Lawn Maintenance agreement CHAD PLEASE READ

Josephine,  
Good afternoon. I am following up on the Anchors Lawn Maintenance Agreement. Can I get a copy of the Invitation to Bid as well as their response and the bid tabulation?  
Thank you,  
Chad.



## Chad Girard, PE

Assistant Public Service Director

226 Cypress Lane | Palm Springs, Florida 33461

Phone: 561.641.3440 Fax: 561.304.4608

Email: [cgirard@vpsfl.org](mailto:cgirard@vpsfl.org)

---

**From:** James H. Schmitz <[jschmitz@vpsfl.org](mailto:jschmitz@vpsfl.org)>  
**Sent:** Wednesday, September 02, 2020 8:43 AM  
**To:** Chad Girard <[cgirard@vpsfl.org](mailto:cgirard@vpsfl.org)>  
**Subject:** FW: Anchors Lawn Maintenance agreement CHAD PLEASE READ

From WPB

---

**From:** Josephine Grosch <[JGrosch@wpb.org](mailto:JGrosch@wpb.org)>  
**Sent:** Wednesday, September 02, 2020 8:40 AM  
**To:** James H. Schmitz <[jschmitz@vpsfl.org](mailto:jschmitz@vpsfl.org)>  
**Subject:** RE: Anchors Lawn Maintenance agreement

**CAUTION:** This email originated from outside of the organization. Do not click links or open attachments unless you recognize the sender and are confident the content is safe.

Josephine Grosch  
Sr. Purchasing Agent  
City of West Palm Beach  
Dir: 561-822-2107  
Office: 561-822-2100  
Email: [jgrosch@wpb.org](mailto:jgrosch@wpb.org)

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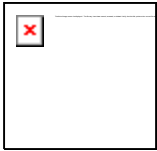
**From:** James H. Schmitz [<mailto:jschmitz@vpsfl.org>]  
**Sent:** Wednesday, September 2, 2020 8:10 AM  
**To:** Josephine Grosch <[JGrosch@wpb.org](mailto:JGrosch@wpb.org)>  
**Subject:** Anchors Lawn Maintenance agreement



([CLICK HERE](#)) to find out why your participation matters in the upcoming April 2020 Census.

Please send me any documentation that you may have regarding this agreement.

Thanks, Jim



**James H. Schmitz**

Public Works Superintendent

226 Cypress Lane | Palm Springs, Florida 33461

Phone: 561-304-4610

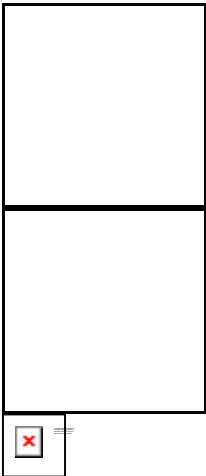
Email: [jschmitz@vpsfl.org](mailto:jschmitz@vpsfl.org)

**PLEASE NOTE:** Florida has a very broad public records law. E-mail communications to or from the Village of Palm Springs officials and employees are public records and are available upon request. Transmission of sensitive information such as but not limited to social security numbers, credit card information, medical records and criminal justice information ( outlined in the [FBI CJIS Policy](#) ) via email is prohibited. If this message is unexpected or appears suspicious, please notify us immediately by replying to the message.

*\* Please consider the negative environmental impacts associated with printing email \**

**VISIT OUR WEBSITE FOR MORE INFORMATION ABOUT THE VILLAGE OF PALM SPRINGS FLORIDA**

[www.vpsfl.org](http://www.vpsfl.org)



# MEMO

RECEIVED  
CITY OF WEST PALM BEACH  
MAYOR'S OFFICE  
FEB 15 2018  
401 CLEMATIS STREET  
WEST PALM BEACH FL 33401



**To:** Jeri Muoio, Mayor  
**From:** Melissa P. Anderson, Asst. City Attorney *MPA*  
**Date:** February *15*, 2018  
**Matter No:** 20725  
**Dept.** 102 Code Enforcement  
**Re:** Doves All Services; Lot Clearing Svs; Master; Sheltered Mtk

Transmitted herewith are original documents which have been reviewed and approved for legal sufficiency. Kindly forward the documents, along with this memo, to the City Clerk's Office.

---

**To:** Office of the City Clerk

The Mayor is authorized to execute the document in accordance with:

- ☒ Procurement Code.
- Commission Approval. Resolution No.
- City Charter

RECEIVED  
FEB 16 2018  
CITY OF WEST PALM BEACH  
OFFICE OF THE CITY CLERK

Please take the actions indicated below with respect to these documents:

- ☒ Attest to the execution of the Agreement by the Mayor.
- ☒ Insert the date of execution beneath the Mayor's signature (if not already dated).

Estimated Record Retention Review: March 2024

(Non-construction: 5 years from estimated completion and final payment)  
(Construction related: 10 years from estimated completion and final payment)

Please **retain one original** as a public record and forward the other original to:

**Melissa P. Anderson, Asst. City Attorney**

Contract No. 20725

Provider: **Doves All Services**  
  
5717 Pinewood Ave.  
West Palm Beach, FL 33407  
  
Email: victormdove64@yahoo.com  
  
Telephone: 561.802.8319  
  
FEI/EIN # 81-1658528

**THIS AGREEMENT** ("Agreement") is made by and between the **PROVIDER** identified above and the **CITY OF WEST PALM BEACH** ("City"), 401 Clematis Street, West Palm Beach, FL 33401.

**WHEREAS**, Provider was awarded a Master Services Agreement for Lot Clearing Services (ITB No. 17-18-113), by letter dated January 19, 2018; and

**WHEREAS**, Provider has reviewed and executed the Addendum to the ITB attached hereto as **Exhibit A**, which provides that for lots over 13,500 sq. ft., the price shall be \$0.01 per sq. ft.

**NOW THEREFORE**, for good and valuable consideration and based upon the covenants and conditions set forth in this Agreement, which include the "Whereas" clauses above, the Provider and City agree as follows:

**1. SERVICES.**

1.1 **Services.** The Services shall include furnishing all labor, material and equipment to remove trash and debris, mow lawns, trim weeds, trees, shrubs and bushes on properties located within City limits on an as needed basis, as requested basis. Lot clearing shall also include, but not be limited to, mowing of overgrown lots; trimming of trees, shrubs, bushes or hedges including vegetation that obstructs rights-of-way, streets or sidewalks, obstructs visibility or is a hurricane debris hazard; and the removal of all trash, garbage, litter, debris, furniture and appliances.

1.2 Lot clearing work orders will result from violations of City ordinances by City Code Enforcement staff on private properties within the City and will therefore be performed primarily on privately owned properties. The City makes no guarantee as to the number of lot clearing work orders to be awarded.

1.3 **Specifications.** The Services shall be performed in accordance with the technical specifications attached as **Exhibit B**, and as follows:

- A All trash, litter and debris shall be removed from entire area prior to mowing.
- B Grass shall be mowed to a height of no less than two, or greater than three, inches. Mowing shall be done carefully so as not to tear the bark off trees and shrubs, intrude into ground cover beds, damage sodded areas or top soil, cause damage to sprinkler heads, valves, curbs, sidewalks or other facilities.



- C Weed and grass trimming along fences, hedges, and other property boundary barriers, fire hydrants, poles, trees, sidewalks, driveways, houses, etc. is to be completed consistent with the height and care standards set forth above.
- D Trimming of shrubs, hedges and trees shall only be performed if stated on the Work Order.
- E Trash, litter, debris, grass and weed clippings, limbs, vegetative clippings, other materials, appliances and furniture shall be removed from yards, walks, drives, gutters and curbs and other surfaces on the same day of mowing or trimming. All materials shall be removed from the site and disposed of in accordance with City and County requirements. Nothing shall be placed for City sanitation to pick up.

1.4 **Work Hours.** All lot clearing work shall be performed Monday through Saturday between 7:00 a.m. and 4:00 p.m.

1.5 **Work Orders.** Each property may vary as to the type of work required. The City will list the specific requirements applicable to a property by Work Order as set forth in Section 2 of this Agreement.

1.6 **Communications.** Provider must have a worker fluent in English present on the work site during all Services.

1.7 **Public Emergency.** It is hereby made a part of this Agreement that before, during and after a public emergency, disaster, hurricane, flood or Act of God that the City shall be provided Services on a "first priority" basis. It is vital and imperative that the majority of citizens are protected from any emergency situation that threatens public health and safety.

## 2. **WORK ORDERS:**

2.1 Services will be requested by City via work order. Work orders will be issued by City on an as-needed basis.

2.2 **Form.** All Work Orders shall be on the City's form. The form of City's work order is attached to this Agreement as **Exhibit D**. Each work order will detail the specific scope of work, schedule for completion and compensation based on the unit prices contained in this Agreement.

2.3 **Issuance of Work Orders.** Code Compliance Division staff will contact Provider and issue a Work Order. If the Services for the particular work order require computing the amount of trash or refuse to be removed, the City may request Provider to meet at the site to agree upon the quantities involved. Each Work Order must be authorized by the Code Enforcement Supervisor, the Chronic Nuisance Officer or the Community Improvement Manager. Work Orders estimated to have fees totalling Five Thousand Dollars (\$5,000) or more, shall be approved by the City's Mayor. No work is authorized until a work order is properly authorized by the City. All terms and conditions of this Agreement will be applicable to each Work Order.

2.4 **Compliance with Work Orders.** Provider shall perform only those tasks listed on the Work Order. Provider will not be compensated for tasks not listed in the Work Order or properly authorized in advance.

2.5 **Completion Time.** The Provider agrees to complete the Services under each Work Order within five (5) working days from the date of the Work Order. Provider shall keep the City advised at all times of the status of issued Work Orders. If the Services are not completed within five (5) working days, without acceptable reason for delay, the City reserves the right to have the work performed by another provider. The Provider will give the City priority when scheduling work assignments. An act of God (rain, hurricane, fire, catastrophe or serious illness) or refusal of the property owner to allow the Provider to enter on the property shall be considered acceptable reasons for the Provider to refuse a Work Order assignment or to request an extension time to complete a Work Order Services.

2.6 **Owner Compliance.** Upon arrival at a property, if the Provider observes that the Services listed on the Work Order have been completed or are in the process of being performed, the Provider should not enter the property and should immediately notify the Code Compliance staff to request release from the Work Order and may request a new Work Order assignment if no other Work Orders are pending completion. Furthermore, if the Provider should encounter or observe any unusual circumstances or conditions which could be perceived as being suspicious or hazardous, the Provider should not enter upon the property and should notify the Code Compliance staff to request assistance prior to entering the property to perform the assigned Services.

2.7 **Work Order Acceptance.** City Code Enforcement staff will inspect the Services upon notification by the Provider that the Work Order Services have been completed. Acceptance of Services performed shall be by the City after the City's Code Enforcement staff has determined that the Services authorized under each Work Order was completed consistent with the Work Order and this Agreement..

3. **DUMPSTERS & ROLL-OFF CONTAINERS.** The City franchises roll off containers/dumpsters. If Provider requires a roll off container/dumpster, Provider may only utilize those firms having active franchises with the City. The City's Public Works Department will provide the names of the franchisee upon request. Public Works Department may be reached at 561-822-2060.

#### 4. **PERMITS.**

4.1 **Permits.** Provider shall comply with all applicable laws, ordinances, and codes of the local, state and federal government and must, at their own expense, secure and pay the fees or charges for all permits required for the performance of the Services.

4.2 **Right-of-Way Permit.** Any work in the City rights-of-ways requires a no-fee permit. This includes use of streets for heavy equipment and roll off containers/dumpsters and any closure of any part of any street or road. Permits may be obtained by contacting the City Engineer. The City Engineer may be reached at 561-494-1040.

#### 5. **PUBLIC SAFETY AND CONVENIENCE.**

5.1 Provider shall at all times conduct work as to insure the least possible obstruction to normal pedestrian and vehicular traffic including access to all public and private properties and inconvenience to the general public and the residents in the vicinity of the work and to insure the protection of persons and property.

5.2 Provider shall at all times keep the adjacent areas of the property free from rubbish and the accumulation of any waste materials. Trash and debris shall be cleaned as needed. Staged equipment shall be organized and placed so they do not interfere with access to the property.

5.3 **Road/Land Closures.** Except as may be approved by the City Engineer, the following rules apply. No more than one-half of the road or street shall be closed and traffic shall be controlled to provide minimum hindrance and inconvenience. No roads or street shall be closed to the public. There shall be no obstruction of the travel lanes between the hours of 7:00 a.m. to 9:00 a.m. and 4:00 p.m. to 6:00 p.m. Any work in the City rights-of-ways requires a right-of-way permit.

5.4 **Fire Hydrants.** Fire hydrants adjacent to the Service area shall be kept accessible to fire-fighting equipment at all times. Temporary provisions shall be made by the Provider to insure the use of sidewalks, public telephones and the proper functioning of all gutters, sewer inlets, drainage ditches and irrigation ditches.

#### 6. **FEES; INVOICES AND PAYMENT.**

6.1 **Fees.** The City shall pay Provider, for Services completed satisfactorily, the Fee indicated on each Work Order, based on the unit prices under this Agreement, shown in **Exhibit B** (the "Fee"). The Fee shall be the sole compensation paid to Provider in connection with the rendition of the Services and the performance

of any and all of its other obligations under this Agreement and shall include any out-of-pocket or other expenses incurred by Provider.

6.2 **Total Contract Value.** The total Fees paid to Provider for Services under this Agreement shall not exceed Two Hundred and Fifty Thousand Dollars (\$250,000.00) per year, unless amended by formal amendment to this Agreement. This figure is established only for budget purposes. The City makes no guarantee as to the number of lot clearing work orders to be issued to Provider under this Agreement nor the amount of Fees to be paid to Provider under this Agreement. Nothing in this Agreement shall be deemed to be a guarantee of any Services or Fees to Provider.

6.3 **Dump Fees.** Provider may clear one or more lots at a time to fill a dump truck and haul the combined load to the dump site. If Provider's dump load includes material from more than one property/lot under more than one Work Order, Provider shall split the dump fees among the applicable Work Orders to correspond with each lot. *Example:* A provider may clear three lots and the dump fee is \$60.00. The provider shall copy the dump fee ticket and attach a copy with each ticket reflecting the cost at an average of \$20.00 per lot.

6.4 **Invoices.** Provider shall submit an invoice within ten (10) calendar days after a Work Order is completed and accepted. Provider's invoice shall include the following documentation:

- Invoice detailing the work based on the contract item specification.
- Before and after pictures accurately portraying the job, trash and/or debris as performed on the invoice.
- Name(s) of staff members performing the work.
- Number of hours worked by each staff member.
- Solid Waste dump receipts for multiple assignments must be attached to all applicable invoices the receipt is accounting for.

6.5 **Invoice Submittal.** Invoices must identify the PO number and shall be submitted to:

**West Palm Beach Finance Department**  
**Attn: Accounts Payable**  
P.O. Box 3366  
West Palm Beach, FL 33402-3366.

All services rendered prior to September 30<sup>th</sup> of any given year are required to be invoiced by September 30<sup>th</sup> of that year. **Provider shall provide W-9 to City with first invoice.**

6.6 **Payment.** Payment will be made within 45 days of receipt of a proper invoice in accordance with the Local Government Prompt Payment Act, Section 218.70, et al., Florida Statutes. No payment made under this Agreement shall be conclusive evidence of the performance of this Agreement by Provider, either wholly or in part, and no payment shall be construed to be an acceptance of or to relieve Provider of liability for the defective, faulty or incomplete rendition of the Services.

## **7. TERM.**

7.1 **Term.** This Agreement shall become effective upon the last date executed and expired 36 months therefrom. At the City's election, the Agreement may be renewed for two (2) additional (1) year terms.

8. **DEFINITIONS.** The following definitions apply to this Agreement and all Work Orders issued under this Agreement:

**Lands:** Includes any plat, parcel, lot or portion thereof, including any abutting city right-of-way, easement or portion thereof.

**Weeds:** Includes all rank vegetative growth which emits obnoxious or unpleasant odors which might be a source of disease or physical distress to human beings, and the word "weed" shall also

be deemed to include all high and rank vegetative growth that may conceal pools of water, trash, filth or any other deposit which may be detrimental to health.

**Clippings:** Includes any branches, bushes, hedge, vegetation or plant growth that requires removal and disposal at an approved land fill site.

**Trash:** Includes, but is not limited to, litter and garbage such as food materials, paper products, cans, and other disposal of hazardous products.

**Debris:** Includes construction debris such as concrete blocks, drywall, plywood and any other related building materials.

## **9. REPRESENTATIONS, WARRANTIES AND COVENANTS OF PROVIDER**

**9.1 Authority.** Provider hereby represents and warrants to the City that it has full power and authority to enter into and fully perform its obligations under this Agreement without the need for any further corporate or governmental consents or approvals, and that the persons executing this Agreement are authorized to execute and deliver it.

**9.2 Duly Licensed.** Provider represents that it is duly licensed to perform the Services under this Agreement and that it will continue to maintain all licenses and approvals required to conduct its business.

**9.3 No Contingency.** Provider warrants that it has not employed or retained any company or person, other than a bona fide employee working solely for Provider, to solicit or secure this Agreement and that it has not paid or agreed to pay any person, company, corporation, individual, or firm, other than a bona fide employee working solely for Provider, any fee, commission, percentage, gift, or any other consideration contingent upon or resulting from the award or making of this Agreement. In the event of a breach or violation of this provision by Provider, the City shall have the right to terminate the Agreement without liability and, at its discretion, to deduct from the contract fee, or otherwise recover, the full amount of such fee, commission, percentage, gift, or consideration.

**10. DAMAGES.** Any and all damage caused due to negligence of the Provider shall be repaired or replaced in accordance with all City, County, and State regulations. This includes but is not limited to damaged or broken water lines, curbs, sidewalks, and streets. All costs for the repair or replacement will be the responsibility of the Provider. Payment for Services may be withheld or deductions made until repairs and/or corrections are made.

**11. COMPLIANCE WITH LAWS.** In the conduct of the Services under this Agreement, Provider shall comply in all material respects with all applicable federal and state laws and regulations and all applicable county and City ordinances and regulations, including ethics and procurement requirements.

**12. INDEPENDENT CONTRACTOR.** It is specifically understood that Provider is an independent contractor. *If Provider is a business firm:* (i) Provider acknowledges that its employees will not be covered by the City's workers' compensation insurance; (ii) Provider shall be responsible for social security, unemployment and disability taxes and all other payroll taxes due with respect to Provider's employees who provide Services under this Agreement; (iii) Provider shall have no authority to bind City to any contractual or other obligation whatsoever; (iv) Provider shall be responsible to the City for all work or services performed by Provider, its employees, agents, or subcontractors under this Agreement.

**13. RIGHT TO AUDIT.** Provider shall maintain adequate records for the Services performed under this Agreement for five (5) years following completion of the Services, or conclusion of any litigation regarding this Agreement. The City shall have the right to audit Provider's books and records, at the City's expense, upon prior notice, with regard to the Services provided to the City under this Agreement. Provider shall allow the City or its representative to interview all current or former employees to discuss matters pertinent to this Agreement. If an audit inspection in accordance with this section discloses overpricing or overcharges (of any nature) by Provider to the City in excess of one-half of one percent (.5%) of the total contract billings, (1) the reasonable costs of the City's Internal Audit department shall be reimbursed to the City by the Provider and (2) a 15% penalty of the overpricing or overcharges shall be assessed. Any adjustments and/or payments which must be made as a result of the audit inspection, including any interest, audit costs and penalties shall be made by the

Provider within 45 days from presentation of City's findings to Provider. Failure by Provider to permit such audit shall be grounds for termination of this Agreement by the City.

**14. INSURANCE.** Provider shall purchase from and maintain during the term of the Services, and all applicable statutes of limitation periods, the following insurance:

(a) **Comprehensive General Liability** insurance in an amount not less than \$1,000,000.00 Combined Single Limit per each occurrence and \$1,000,000 aggregate, with bodily injury limits, which may not be subject to a self-insured retention or deductible exceeding \$25,000.

(b) **Worker's Compensation and Employer's Liability Insurance** with limits of Employer's Liability Insurance not less than \$500,000 "each accident," \$500,000 "disease policy limit," and \$500,000 "disease each employee" unless an opt out letter in conformance with Florida Statutes, Chapter 440, has been provided to the City.

☐ Provider is the sole owner and/or employer with less than four non-construction employees and opts out of workers' compensation coverage under Florida Chapter 440. Provider understands that Provider must comply with Sec. 440.055, F.S., and other applicable regulations. Provider is an independent contractor.

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*Provider Signature*

(c) **Automobile Liability:** Not less than \$1,000,000.00 for injuries per person in any one accident or occurrence and \$1,000,000.00 in the aggregate for injuries per occurrence or accident, with \$100,000.00 for property damage in any one accident or occurrence. May not be subject to a self-insured retention or deductible exceeding \$10,000.

Self-insurance shall not be acceptable. All insurance policies shall be issued by companies that (a) are authorized to transact business in the State of Florida, (b) have agents upon whom service of process may be made in Palm Beach County, Florida, and (c) have a best's rating of A- VI or better.

**Additional Insured:** All liability insurance policies shall name and endorse the following as additional insured(s): the City of West Palm Beach and its commissioners, officers, employees and agents.

**Certificate of Insurance:** Provider shall provide the City Risk Manager with a copy of the Certificate of Insurance and endorsements evidencing the types of Insurance and coverage required prior to the commencement of Services. It is the Provider's responsibility to ensure that the City's Risk Manager and the Department both have a current Insurance Certificate and endorsements at all times.

If Provider's insurance policy is a claims made policy, Provider shall maintain such insurance coverage for a period of five (5) years after the expiration or termination of this Agreement. Applicable coverage may be met by keeping the policies in force, or by obtaining an extension of coverage commonly known as a reporting endorsement of tail coverage.

The provisions of this section shall survive beyond the expiration or termination of this Agreement.

**15. INDEMNITY.** Provider agrees to indemnify, defend, save and hold harmless the City, its officers, agents and employees, from any claim, demand, suit, loss, cost or expense for any damages that may be asserted, claimed or recovered against or from City, its commissioners, officials, employees or agents arising out of or incidental to or in any way connected with Provider's performance of the Services or caused by or arising out of (a) any act, omission, default or negligence of Provider in the provision of the Services under this Agreement; (b) property damage or personal injury, which damage, injury or death arises out of or is incidental to or in any way connected with Provider's execution of Services under this Agreement; or (c) the violation of federal, state, county or municipal laws, ordinances or regulations by Provider. This indemnification includes, but is not limited to, the performance of this Agreement by Provider or any act or omission of Provider, its agents, servants,



contractors, patrons, guests or invitees and includes any costs, attorneys' fees, expenses and liabilities incurred in the defense of any such claims or the investigation thereof. Provider agrees to pay all claims and losses and shall defend all suits, in the name of the City, its employees, and officers, including but not limited to appellate proceedings, and shall pay all costs, judgments and attorneys' fees which may issue thereon. City reserves the right to select its own legal counsel to conduct any defense in any such proceeding and all costs and fees associated therewith shall be the responsibility of Provider under this indemnification provision. To the extent considered necessary by the City, any sums due Provider under this Agreement may be retained by City until all of City's claims for indemnification have been resolved, and any amount withheld shall not be subject to the payment of interest by City. This indemnification agreement is separate and apart from, and in no way limited by, any insurance provided pursuant to this Agreement or otherwise. This paragraph shall not be construed to require Provider to indemnify the City for City's own negligence, or intentional acts of the City, its agents or employees. Nothing in this Agreement shall be deemed to affect the rights, privileges and sovereign immunities of the City as set forth in Section 768.28, Florida Statutes. This clause shall survive the expiration or termination of this Agreement.

## **16. TERMINATION.**

16.1 **Unsatisfactory Performance.** The City may consider the following performance by the Provider as unsatisfactory performance.

- a. Failure to complete all aspects of a Work Order.
- b. Failure of Services to comply with the Specifications and terms of this Agreement.
- c. Failure to complete a Work Order in a timely manner as specified in this Agreement.
- d. Failure to provide necessary documentation to support invoices for payment.
- e. Performing services or work not specified on the Work Order without prior authorization of a Code Enforcement Supervisor.

16.2 The City shall have the right to terminate and Work Order and/or this Agreement, in whole or in part, with or without cause, and for its convenience, upon five (5) calendar days written notice to Provider. In the event of termination, the City shall compensate the Provider for all authorized Services satisfactorily performed through the termination date under the payment terms contained in this Agreement.

16.3 Upon termination, this Agreement shall have no further force or effect and the parties shall be relieved of all further liability hereunder, except that the provisions of this Section and the provisions regarding the right to audit, property rights, insurance, indemnification, governing law and litigation shall survive termination of this Agreement and remain in full force and effect.

**17. NOTICES.** Notices required hereunder shall be given by written notice sent by registered U.S. mail, return receipt requested, or by electronic transmission producing a written record, if to the City, to P.O. Box 3366, West Palm Beach, FL 33402, attention: City Administrator, and if to Provider, to the address set forth above.

**18. TAXES.** Provider understands that in performing the Services for the City, Provider is not exempt from paying sales tax to Provider's suppliers for materials required for Provider to perform under this Agreement. Provider shall not be authorized to use City's tax exemption number for purchasing supplies or materials.

**19. AVAILABILITY OF FUNDS.** This Agreement is expressly conditioned upon the availability of funds lawfully appropriated and available for the purposes set out herein as determined in the sole discretion of the City. If funding for this Agreement is in multiple fiscal years, funds must be appropriated each year prior to costs being incurred. Nothing in this paragraph shall prevent the making of contracts with a term of more than one year, but any contract so made shall be executory only for the value of the services to be rendered or paid for in succeeding fiscal years. In the event funds to finance this Agreement become unavailable, the City may terminate this Agreement upon no less than twenty-four (24) hours' notice to Provider. The City shall be the sole and final authority as to the availability of funds.

**20. LOBBYING CERTIFICATION.** Provider certifies to the best of its knowledge and belief that no funds or other resources received from the State in connection with this Agreement will be used directly or indirectly to influence legislation or any other official action by the Florida Legislature or any state agency.

**21. NON DISCRIMINATION.** Provider shall not discriminate against any person because of race, color, religion, sex, gender identity or expression, genetic information, national origin, age, disability, familial status, marital status or sexual orientation.

**22. FORCE MAJEURE.** Any deadline provided for in this Agreement may be extended, as provided in this paragraph, if the deadline is not met because of one of the following conditions occurring with respect to that particular project or parcel: fire, strike, explosion, power blackout, earthquake, volcanic action, flood, war, civil disturbances, terrorist acts, hurricanes and acts of God. When one of the foregoing conditions interferes with contract performance, then the party affected may be excused from performance on a day-for-day basis to the extent such party's obligations relate to the performance so interfered with; provided, the party so affected shall use reasonable efforts to remedy or remove such causes of non-performance. The party so affected shall not be entitled to any additional compensation by reason of any day-for-day extension hereunder.

**23. ETHICS; CONFLICT OF INTEREST.**

23.1 Provider represents that it has not given or accepted a kickback in relation to this Agreement and has not solicited this Agreement by payment or acceptance of a gratuity or offer of employment.

23.2 Provider represents that it has not solicited this contract by payment of a gift or gratuity or offer of employment to any official, employee of the City or any City agency or selection committee.

23.3 Provider represents that it does not employ, directly or indirectly, the mayor, members of the city commission or any official, department director, head of any City agency, or member of any board, committee or agency of the City.

23.4 Provider represents that it does not employ, directly or indirectly, any official of the City. Provider represents that it does not employ, directly or indirectly, any employee or member of any board, committee or agency of the City who, alone or together with his household members, own at least five percent (5%) of the total assets and/or common stock of Provider.

23.5 Provider represents that it has not knowingly given, directly or indirectly, any gift with a value greater than \$100 in the aggregate in any calendar year to the mayor, members of the city commission, any department director or head of any City agency, any employee of the City or any City agency, or any member of a board that provides regulation, oversight, management or policy-setting recommendations regarding Provider or its business.

23.6 Provider represents that it presently has no interest and shall acquire no interest, either direct or indirect, which would conflict in any manner with its performance under this Agreement. Provider further represents that no person having any interest shall be employed or engaged by it for said Services.

23.7 Provider, its officers, personnel, subsidiaries and subcontractors shall not have or hold any continuing or frequently recurring employment, contractual relationship, business association or other circumstance which may influence or appear to influence Provider's exercise of judgment or quality of the Services being provided under this Agreement. Provider, its officers, personnel, subsidiaries and subcontractors shall not perform consulting work for any third party that would in any way be in conflict with the Services to be provided to the CRA under this Agreement.

23.8 In the event Provider is permitted to utilize subcontractors to perform any services required by this Agreement, Provider agrees to prohibit such subcontractors, by written contract, from having any conflicts as within the meaning of this section.

**24. PUBLIC ENTITY CRIMES ACT.** Provider represents that the execution of this Agreement will not violate the Public Entity Crimes Act (Section 287.133, Florida Statutes), and certifies that Provider and its subcontractors under this Agreement have not been placed on the convicted vendor list maintained by the State of Florida Department of Management Services within 36 months from the date of submitting a proposal for this Agreement or entering into this Agreement. Violation of this section may result in termination of this Agreement

and recovery of all monies paid hereto, and may result in debarment from City's competitive procurement activities.

**25. UNAUTHORIZED ALIENS.** The knowing employment by Provider or its sub-contractors of any alien not authorized to work by the immigration laws or the Attorney General of the United States is prohibited and shall be a default of this Agreement which results in unilateral termination

**26. Public Records Law.** Provider shall comply with Chapter 119, Florida Statutes, regarding public records. Provider shall keep and maintain all documents, records, correspondence, computer files, emails, and/or reports prepared in order to perform the Services under this Agreement. A request to inspect or copy public records relating to this Agreement must be made directly to the City. If the City does not possess the requested records, the City shall immediately notify the Provider of the request, and the Provider shall provide the records to the City or allow the records to be inspected or copied within a reasonable time at the cost that would not exceed the cost allowed by law. All records stored electronically must be provided to the City, upon request, in a format that is compatible with the information technology systems of the City. Upon completion of the Agreement, Provider shall transfer, at no cost, to the City all public records in possession of Provider or Provider shall keep and maintain all public records. If Provider keeps and maintains public records upon completion of the Agreement, the Provider shall meet all applicable requirements for retaining public records. If Provider transfers all public records to the City upon completion of the Agreement, the Provider shall destroy any duplicate public records that are exempt or confidential and exempt from public records disclosure requirements. Provider shall ensure that public records that are exempt or confidential and exempt from public records disclosure requirements are not disclosed. Records that are exempt or confidential and exempt from public records disclosure requirements may include plans, drawings and records related to the physical security of City buildings or security systems and shall not be disclosed by Provider, except as authorized by law and specifically authorized by City. If Provider does not transfer the records to the public agency upon completion of the Agreement, Provider shall ensure that exempt and confidential records are not disclosed. Failure of the Provider to provide public records to the City within a reasonable time or allowable cost may be subject to penalties under Sec. 119.10, Fla. Stat., and may be cause for termination of the Agreement by the City, in addition to any other remedies available under the Agreement or by law.

IF THE PROVIDER HAS QUESTIONS REGARDING THE APPLICATION OF CHAPTER 119, FLORIDA STATUTES, TO THE PROVIDER'S DUTY TO PROVIDE PUBLIC RECORDS RELATING TO THIS AGREEMENT, CONTACT THE CITY CLERK, WHO IS THE CITY'S CUSTODIAN OF PUBLIC RECORDS, AT:

Office of the City Clerk  
City of West Palm Beach  
401 Clematis Street  
West Palm Beach, FL 33401  
561-822-1210  
CityClerk@wpb.org

**27. INSPECTOR GENERAL.** Provider is aware that the Inspector General of Palm Beach County has the authority to investigate and audit matters relating to the negotiation and performance of this contract, and may demand and obtain records and testimony from Provider and its subcontractors and lower tier subcontractors. Provider understands and agrees that in addition to all other remedies and consequences provided by law, the failure of Provider or its subcontractor or lower tier subcontractors to fully cooperate with the Inspector General when requested may be deemed by the City to be a material breach of this Agreement justifying its termination.

**28. ASSIGNMENT.** This Agreement requires the skills and experience of Provider and may not be assigned by Provider. This Agreement shall be binding upon and inure to the benefit of the parties hereto, their successors and permitted assigns.

**29. GOVERNING LAW.** This Agreement shall be construed and interpreted, and the rights of the parties hereto determined, in accordance with Florida law without regard to conflicts of law provisions. The City and Provider

submit to the jurisdiction of Florida courts and federal courts located in Florida. The parties agree that proper venue for any suit concerning this Agreement shall be Palm Beach County, Florida, or the Federal Southern District of Florida. Provider agrees to waive all defenses to any suit filed in Florida based upon improper venue or *forum nonconveniens*. TO ENCOURAGE PROMPT AND EQUITABLE RESOLUTION OF ANY LITIGATION, EACH PARTY HEREBY WAIVES ITS RIGHTS TO A TRIAL BY JURY IN ANY LITIGATION RELATED TO THIS AGREEMENT.

**30. SEVERABILITY.** In the event that any term or provision of this shall to any extent be held invalid or unenforceable, it is agreed that the remainder of this Agreement, or the application of such terms or provision to persons or circumstances other than those as to which it is held invalid or unenforceable, shall not be affected and every other term and provision of this Agreement shall be deemed valid and enforceable to the maximum extent permitted by law.

**31. WAIVER.** Any waiver by either party hereto of any one or more of the covenants, conditions, or provisions of this Agreement, shall not be construed to be a waiver of any subsequent or other breach of the same or any covenant, condition or provision of this Agreement.

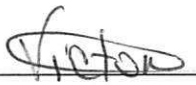
**32. HEADINGS.** The headings contained in this Agreement are provided for convenience only and shall not be considered in construing, interpreting or enforcing this Agreement.

**33. ENTIRE AGREEMENT; EXHIBITS; AMENDMENT.** Any Exhibits attached to this Agreement are incorporated into the terms and conditions of this Agreement. In the event of any conflict between this Agreement and any Exhibits, this Agreement governs. This Agreement embodies the entire agreement and understanding of the parties with respect to the subject matter of this Agreement and supersede all prior and contemporaneous agreements and understandings, oral or written, relating to the subject matter. This Agreement may only be modified by written amendment executed by the City and Provider.

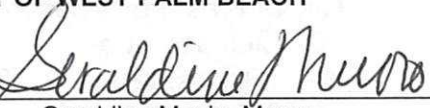
**34. CONTROLLING PROVISIONS.** Except as otherwise specifically provided herein, in the event of any conflict between the specific provisions of this Agreement and the requirements or provisions of the Procurement Solicitation and/or Proposal, the provisions shall be given precedence in the following order: (1) this Agreement, (2) the Procurement Solicitation; and (3) the Proposal. Wherever possible, the provisions of the documents shall be construed in such manner as to avoid conflicts between provisions of the various documents.

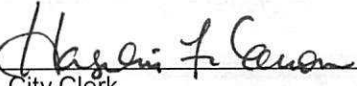
**IN WITNESS WHEREOF**, the parties hereto have made and executed this Agreement as of the day and year last executed below.

PROVIDER:

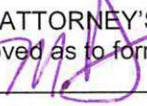
By:   
Title: Oversight

CITY OF WEST PALM BEACH

By:   
Geraldine Muoio, Mayor

Attest:   
City Clerk

Date: 2/16, 2018

CITY ATTORNEY'S OFFICE  
Approved as to form and legality  
By: 

**EXHIBIT A**  
**EXECUTED ADDENDUM TO ITB**



**EXHIBIT B**  
**SPECIFICATIONS**

**TECHNICAL SPECIFICATIONS**

**1. DEFINITIONS**

- 1.1 Clippings: Includes any branches, bushes, hedge, vegetation or plant growth that requires removal and disposal at an approved land fill site.
- 1.2 Debris: Includes construction debris such as concrete blocks, drywall, plywood and any other related building materials.
- 1.3 Lands: Includes any plat, parcel, lot or portion thereof, including any abutting city right-of-way, easement or portion thereof.
- 1.4 Weeds: Includes all rank vegetative growth which emits obnoxious or unpleasant odors which might be a source of disease or physical distress to human beings, and the word "weed" shall also be deemed to include all high and rank vegetative growth that may conceal pools of water, trash, filth or any other deposit which may be detrimental to health.
- 1.5 Trash: Includes, but is not limited to, litter and garbage such as food materials, paper products, cans, and other disposal of hazardous products.

**2. SPECIFICATIONS.** Each property may vary as to the type of work required. The City will list the specific requirements applicable to a property on the Work Order. The following are the technical specifications for completing a work order.

- 2.1 All trash, litter and debris shall be removed from entire area prior to mowing.
- 2.2 Grass shall be mowed to a height of no less than two, or greater than three, inches. Mowing shall be done carefully so as not to tear the bark off trees and shrubs, intrude into ground cover beds, damage sodded areas or top soil, cause damage to sprinkler heads, valves, curbs, sidewalks or other facilities.
- 2.3 Weed and grass trimming along fences, hedges, and other property boundary barriers, fire hydrants, poles, trees, sidewalks, driveways, houses, etc. is to be completed consistent with the height and care standards set forth above.
- 2.4 Trimming of shrubs, hedges and trees shall only be performed if stated on the Work Order.
- 2.6 Trash, litter, debris, grass and weed clippings, limbs, vegetative clippings, other materials, appliances and furniture shall be removed from yards, walks, drives, gutters and curbs and other surfaces on the same day of mowing or trimming. All materials shall be removed from the site and disposed of in accordance with City and County requirements. Nothing shall be placed for City sanitation to pick up.
- 2.7 All lot clearing work shall be performed Monday through Saturday between 7:00 a.m. and 4:00 p.m.

**END**

Exhibit A



CITY OF WEST PALM BEACH

**City of West Palm Beach  
Letter of Acceptance**

**ITB 17-18-113**

Dove's All Service  
(Company Name)

The undersigned Bidder hereby declares that:

It accepts \$0.01/sq.ft. for Item No. 8, Lots over 13,500 sq.ft with structure

**BIDDER:**

Victor Dove  
Signature of Official authorized to bind Bidder.

Print Name: Victor Dove

Title: OWNER

Date: 1-21-18

**EXHIBIT C**  
**FEE SCHEDULE**

**Mowing, weed-eating, edging**

|                                                                 |                   |
|-----------------------------------------------------------------|-------------------|
| <input type="checkbox"/> Vacant Lot - up to 3375 sq. ft         | \$40.00/lot       |
| <input type="checkbox"/> Vacant Lot - 3376 - 6750 sq. ft        | \$60.00/lot       |
| <input type="checkbox"/> Vacant Lot - 6751 - 13,500 sq. ft      | \$74.00/lot       |
| <input type="checkbox"/> Vacant Lot - 13,501 sq. ft or more     | \$100.00/lot      |
| <input type="checkbox"/> With Structure - up to 3375 sq ft      | \$35.00/lot       |
| <input type="checkbox"/> With Structure - 3376 - 6750 sq. ft    | \$54.00/lot       |
| <input type="checkbox"/> With Structure - 6751 - 13,500 sq. ft  | \$70.00/lot       |
| <input type="checkbox"/> With Structure - 13,501 sq. ft or more | \$0.01/per sq. ft |

**Trimming, removal, hauling and disposal of hedges and bushes**

☐ \_\_\_\_\_ # linear foot of bushes/hedges to be trimmed/removed      \$24.00 per hour

**Removal of Construction debris**

☐ \_\_\_\_\_ Amount of construction debris to be removed      \$27.00 per cubic yard

**Cut, trim (grind) and removal of tree branches**

☐ \_\_\_\_\_ # trees to be cut, trimmed or removed      \$70.00/hr. per man

**Pick up / bag and removal of trash, garbage and litter to dump site.**

☐ \_\_\_\_\_ # cubic yards      \$27.00 per cubic yard

**Household items to be removed**

|                                                                                                          |                                                          |
|----------------------------------------------------------------------------------------------------------|----------------------------------------------------------|
| <input type="checkbox"/> _____ # Mattresses      \$10.00 ea                                              | <input type="checkbox"/> _____ # Toilets      \$20.00 ea |
| <input type="checkbox"/> _____ # Ovens/Stoves      \$40.00 ea                                            | <input type="checkbox"/> _____ # Tires      \$20.00 ea   |
| <input type="checkbox"/> _____ # Refrigerators      \$40.00 ea                                           |                                                          |
| <input type="checkbox"/> _____ # Misc. furniture, household items (ex. Frames, tables, chairs, dressers) | \$45.00 ea                                               |

☐ **Other Services requested by Code Enforcement**      \$30.00/hr per man



WEST PALM BEACH

Development Services

**EXHIBIT D**

**LOT CLEARING WORK ORDER**

**Provider: Doves All Service**  
**Victor Dove 561-802-8319**  
 Victormdove64@yahoo.com

**Date:** \_\_\_\_\_

**Property Address:** \_\_\_\_\_ **Property Control #** \_\_\_\_\_

**Status of Occupancy:** \_\_\_\_\_ **Case #** \_\_\_\_\_

**Code Officer:** \_\_\_\_\_ **Cell Phone # 561-** \_\_\_\_\_

**Please check the appropriate boxes for the work to be performed:**

**Mowing, weed-eating, edging**

|                                                                 |                   |
|-----------------------------------------------------------------|-------------------|
| <input type="checkbox"/> Vacant Lot - up to 3375 sq. ft         | \$40.00/lot       |
| <input type="checkbox"/> Vacant Lot - 3376 - 6750 sq. ft        | \$60.00/lot       |
| <input type="checkbox"/> Vacant Lot - 6751 - 13,500 sq. ft      | \$74.00/lot       |
| <input type="checkbox"/> Vacant Lot - 13,501 sq. ft or more     | \$100.00/lot      |
| <input type="checkbox"/> With Structure - up to 3375 sq. ft     | \$35.00/lot       |
| <input type="checkbox"/> With Structure - 3376 - 6750 sq. ft    | \$54.00/lot       |
| <input type="checkbox"/> With Structure - 6751 - 13,500 sq. ft  | \$70.00/lot       |
| <input type="checkbox"/> With Structure - 13,501 sq. ft or more | \$0.01/per sq. ft |

**Trimming, removal, hauling and disposal of hedges and bushes**

☐ \_\_\_\_\_ # linear foot of bushes/hedges to be trimmed/removed \$24.00 per hour

**Removal of Construction debris**

☐ \_\_\_\_\_ Amount of construction debris to be removed \$27.00 per cubic yard

**Cut, trim (grind) and removal of tree branches**

☐ \_\_\_\_\_ # trees to be cut, trimmed or removed \$70.00/hr. per man

**Pick up / bag and removal of trash, garbage and litter to dump site.**

☐ \_\_\_\_\_ # cubic yards \$27.00 per cubic yard

**Household items to be removed**

|                                                                                                          |                                                     |
|----------------------------------------------------------------------------------------------------------|-----------------------------------------------------|
| <input type="checkbox"/> _____ # Mattresses \$10.00 ea                                                   | <input type="checkbox"/> _____ # Toilets \$20.00 ea |
| <input type="checkbox"/> _____ # Ovens/Stoves \$40.00 ea                                                 | <input type="checkbox"/> _____ # Tires \$20.00 ea   |
| <input type="checkbox"/> _____ # Refrigerators \$40.00 ea                                                |                                                     |
| <input type="checkbox"/> _____ # Misc. furniture, household items (ex. Frames, tables, chairs, dressers) | \$45.00 ea                                          |

☐ **Other Services requested by Code Enforcement** \$30.00/hr per man

Describe: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

The Provider shall complete the Services under this Work Order within five (5) working days from the date of the Work Order authorization, except as otherwise provided under the Agreement.

All Fees shall reflect the Fee Schedule under the Agreement

This Work Order shall be performed under the terms and conditions described within the Master Services Agreement for Lot Clearing Services, dated **xxx xx, 2018**, by and between the City of West Palm Beach and the Provider named above (the "Agreement").

Authorized by: \_\_\_\_\_ Date: \_\_\_\_\_  
Authorized Code Enforcement Officer/Mgr.

[If Services are estimated to exceed Five Thousand Dollars (\$5,000), Work Order must also be authorized by Mayor]

\_\_\_\_\_  
Mayor, City of West Palm Beach Date: \_\_\_\_\_

City Attorney's Office  
Approved as to form and legality  
By: \_\_\_\_\_





WEST PALM BEACH

Purchasing Department

401 Clematis Street, 3rd  
West Palm Beach, FL 33  
Phone: 561-822-2  
Fax: 561-822-1

**Invitation to Bid No. 17-18-113**

**Lot Clearing Services**  
**[Sheltered Market]**

The City of West Palm Beach is soliciting bids from qualified and responsible contractors for lot clearing services to furnish all labor, material and equipment to remove trash and debris, mow lawns, trim weeds, trees, shrubs and bushes on properties located within City limits on an as needed basis.

**The City has sheltered this bid for City-Certified Small Businesses only.** This solicitation will result in a three (3) year contract with options to renew for two (2) additional twelve (12) month periods, based upon the same terms, rates and conditions of the agreement.

Bid documents may be acquired electronically and free of charge by logging onto the City's Procurement Department's website at:

<http://wpb.org/Departments/Procurement/Solicitations/Bids-List>

Time is of the essence and any bid received after **3:00 p.m. Wednesday, January 10, 2018**, whether by mail or otherwise, will be returned unopened. The time of receipt shall be determined by the time clock located in the office of the Procurement Department. Bids shall be placed in a sealed envelope, marked in the lower left-hand corner with the firm name, bid number, title, date, and hour bids are scheduled to be received. Offerors are responsible for ensuring that their bid is stamped by Procurement office personnel by the deadline indicated.

All bids must be delivered or mailed to:  
City of West Palm Beach Procurement Department  
Josephine Grosch, Sr. Purchasing Agent  
401 Clematis Street, 3rd Floor  
West Palm Beach, Florida 33401

**ENVELOPES CONTAINING BIDS MUST BE IDENTIFIED AS ITB No. 17-18-113 – Lot Clearing**

**IMPORTANT:** Contact by a Bidders (or anyone representing a Bidder) regarding this ITB with the Mayor, any City Commissioner, officer, or City employee other than an employee of the West Palm Beach Procurement Department is grounds for disqualification.

  
Frank Hayden  
Procurement Director

PUBLISH: December 17, 2017 on Palm Beach Post  
December 15, 2017 on Website

## **SECTION 1 – SCOPE OF WORK**

### **1. PURPOSE AND INTENT**

The purpose of this Invitation to Bid (ITB) is to secure a pool of qualified and responsible Contractors to provide Lot Clearing Services (hereinafter "Services"). The Services shall include furnish all labor, material and equipment to remove trash and debris, mow lawns, trim weeds, trees, shrubs and bushes on properties located within City limits on an as needed basis, as requested by designated City Code Compliance Division within the City of West Palm Beach (hereinafter "City") as more particularly described in this ITB.

The successful proposers (hereinafter referred to as the "Contractors") selected under this procurement may be awarded separate contracts with the City of West Palm Beach and/or the West Palm Beach Community Redevelopment Agency under the terms and conditions of this solicitation. This is a three (3) year contract with options to renew for two (2) additional twelve (12) month periods, based upon the same terms, rates and conditions of the agreement.

**SHELTERED MARKET:** In accordance with Sec. 66-230 of the Procurement Code, this solicitation is reserved for Small Business Enterprises (Sheltered Market).

### **2. SCOPE OF WORK**

Services shall include, but not be limited to, mowing of overgrown grass or weeds; trimming of trees, shrubs, bushes or hedges including vegetation that obstructs rights-of-way, streets or sidewalks, obstructs visibility or is a hurricane debris hazard; and the removal of all trash, garbage, litter, debris, furniture and appliances.

Services work order will result from identified violations of City ordinances by City Code Enforcement staff on properties within the City; therefore work will be performed primarily on privately owned properties, not on City-owned property.

Contractor(s) will be assigned lots to clear on a case by case basis, at the sole discretion of the City Code Compliance Division staff. The City makes no guarantee as to the number of lot clearing assignments to be awarded.

2.1. **Work Hours.** All lot clearing work shall be performed Monday through Saturday between 7:00 a.m. and 4:00 p.m.

2.2. **Work Orders.** Each property may vary as to the type of work required. The City will list the specific requirements applicable to a property by Work Order as set forth in the Section 3 of this ITB.

#### **2.3. Definitions.**

**Lands:** Includes any plat, parcel, lot or portion thereof, including any abutting city right-of-way, easement or portion thereof.

**Weeds:** Includes all rank vegetative growth which emits obnoxious or unpleasant odors which might be a source of disease or physical distress to human beings, and the word "weed" shall also be deemed to include all high and rank vegetative growth that may conceal pools of water, trash, filth or any other deposit which may be detrimental to health.

Clippings: Includes any branches, bushes, hedge, vegetation or plant growth that requires removal and disposal at an approved land fill site.

Trash: Includes, but is not limited to, litter and garbage such as food materials, paper products, cans, and other disposal of hazardous products.

Debris: Includes construction debris such as concrete blocks, drywall, plywood and any other related building materials.

#### 2.4. **Technical specifications.**

Each property may vary as to the type of work being requested. The City will list the specific requirements applicable to a property on the work order. The following are the technical specifications for completing a work order.

- A. All trash, litter and debris shall be removed from entire area prior to mowing.
- B. Grass shall be mowed to a height of no less than two, or greater than three, inches.
- C. Mowing shall be done carefully so as not to tear the bark off trees and shrubs, intrude into ground cover beds, damage sodded areas or top soil, cause damage to sprinkler heads, valves, curbs, sidewalks or other facilities.
- D. Weed and grass trimming along fences, hedges, and other property boundary barriers, fire hydrants, poles, trees, sidewalks, driveways, houses, etc. is to be completed consistent with the height and care standards in Band C. above.
- E. Trimming of shrubs, hedges and trees shall only be performed if stated on work order.
- F. Trash, litter, debris, grass and weed clippings, limbs, vegetative clippings, other materials, appliances, and furniture shall be removed from yards, walks, drives, gutters and curbs and other surfaces on the same day of mowing or trimming. All materials shall be removed from the site and disposed of according to City and County requirements. Nothing shall be placed for City sanitation to pick up.
- G. All lot clearing work shall be performed Monday through Saturday between 7:00 a.m. and 4:00 p.m.

Any and all damage caused due to negligence of the Contractor(s) shall be repaired or replaced in accordance with all City, County, and State regulations. This includes but is not limited to damaged or broken water lines, curbs, sidewalks, and streets. All costs for the repair or replacement will be the responsibility of the Contractor(s). Payment for services may be withheld or deductions made until repairs and/or corrections are made.

### 3. **Worker Orders**

3.1 Services will be requested by City via Work Order. Work Order will be issued by City on an as needed basis.

3.2 **Form.** All Work Orders shall be on the City's form. The form of City's Work Order is attached to this Agreement as Exhibit xx. Each Work Order will detail the specific scope of work, schedule for completion and compensation based on the unit prices contained in the Agreement.

3.3. Issuance of Work Orders. Code Compliance staff will contact Contractor and issue a Work Order. If the Services for the particular Work Order required computing the amount of trash or refuse to be removed, the City may request Contractor to meet at the site to agree upon the quantities involved. Each Work Order must be authorized by the Code Enforcement Supervisor, the Chronic Nuisance Officer or the Community Improvement Manager. Work Orders estimated to have fees totaling Five Thousand Dollars (\$5,000) or more, shall be approved by the City's Mayor. No work is authorized until a Work Order is properly authorized by the City. All terms and conditions of the Agreement will be applicable to each Work Order.

The Work Order will specify the following:

1. Square feet to be mowed, trimmed and cleaned;
2. Number of appliances or pieces of large furniture to be removed;
3. Shrubs or trees to be trimmed;
4. Trash/debris to be removed; and
5. Other work to be completed.

3.4. Compliance with Work Orders

Contractor(s) shall perform only those tasks listed on the Work Order. Contractor(s) will not be compensated for tasks not listed in the Work Order or property authorized in advance.

3.5. Completion Time

The Contractor(s) agrees to complete the Services under each Work Order within five (5) working days from the date of the work request. If the work is not completed within five (5) working days, the City reserves the right to have the work performed by another Contractor.

The Contractor(s) will give the City priority when scheduling work assignments. An act of God (rain, hurricane, fire, catastrophe or serious illness) or refusal of the property owner to allow the Contractor to enter on the property shall be considered acceptable reasons for the Contractor to refuse an assignment to request an extension time to complete an assignment.

The City expects Contractor(s) to provide good quality Services and to complete each assignment within the scheduled completion date.

3.6. Owner Compliance

Upon arrival at a property where the Contractor(s) observes that the Services listed on the Work Order has been completed or is in the process of being performed, the Contractor(s) should not enter the property and should immediately notify the Code Compliance staff to request release from the Work Order and may request a new Work Order assignment if no other Work Order are pending completion. Furthermore, if the Contractor(s) should encounter or observe any unusual circumstances or conditions which could be perceived as being suspicious or hazardous, the Contractor(s) should not enter upon the property and should notify the Code Compliance staff to request assistance prior to entering the property to perform the assigned Services.

3.7. Work Order Acceptance

City Code Enforcement staff will inspect the Services upon notification by the Contractor(s) that the Work Order has been completed. Acceptance of Services performed will be made by the City after Code Enforcement staff has determined that the Services authorized under each Work Order is completed consistent with the Work Order and the Agreement.

4. **PERMITS**

**Permits.** Contractor(s) must comply with all applicable laws, ordinances, and codes of the local, state and federal government and must, at their own expense, secure and pay the fees or charges for all permits required for the performance of the contract work.

**Right-of-Way Permit.** Any work in the City rights-of-ways requires a no fee permit. This includes use of streets for heavy equipment and roll off containers/dumpsters and any closure of any part of any street or road. Permits may be obtained by contacting the City Engineer. The City Engineer may be reached at 561-494-1040.

## **5. DUMPSTER & ROLL-OFF CONTAINERS**

The City franchises roll off containers/dumpsters. If Contractor(s) should have to use a roll off container/dumpster, the Public Works Department will provide the names of the franchisee upon request. Public Works Department may be reached at 561-822-2060.

## **6. PUBLIC SAFETY AND CONVENIENCE**

The Contractor(s) shall at all times conduct work as to insure the least possible obstruction to normal pedestrian and vehicular traffic including access to all public and private properties and inconvenience to the general public and the residents in the vicinity of the work and to insure the protection of persons and property.

The Contractor(s) shall at all times keep the adjacent areas of the property free from rubbish and the accumulation of any waste materials. Trash and debris shall be cleaned as needed. Staged equipment shall be organized and placed so they do not interfere with access to the property.

**Road/Land Closures.** Except as may be approved by the City Engineer, the following rules apply. No more than one-half of the road or street shall be closed and traffic shall be controlled to provide minimum hindrance and inconvenience. No roads or street shall be closed to the public. There shall be no obstruction of the travel lanes between the hours of 7:00 a.m. to 9:00 a.m. and 4:00 p.m. to 6:00 p.m.

**Fire Hydrants.** Fire hydrants adjacent to the work shall be kept accessible to fire-fighting equipment at all times. Temporary provisions shall be made by the Contractor(s) to insure the use of sidewalks, public telephones and the proper functioning of all gutters, sewer inlets, drainage ditches and irrigation ditches.

## **7. GENERAL REQUIREMENTS**

All bid items must include the cost to furnish all labor, material, equipment, supplies, and incidental costs such as, but not limited to, mobilization, traffic maintenance, supervision, inspection, servicing, permit fees, taxes, insurance, miscellaneous hauling, disposal of debris and vegetation, overhead and profit to complete the service.

Contractor(s) must have sufficient resources to be able to work multiple jobs at the same time.

Contractor(s) must have a worker fluent in English present on the job site during all work.

Contractor(s) must keep the City advised at all times of status of assignment. Default in promised delivery (without accepted reasons) or failure to meet specifications, authorizes the Code Enforcement designated staff to cancel the assignment.

The contract will be subject to immediate cancellation if services do not comply with the specifications or the terms and conditions as stated herein.



It is hereby made a part of this agreement that before, during and after a public emergency, disaster, hurricane, flood or Act of God that the municipal government, through the City, shall require a "first priority" basis for goods and services. It is vital and imperative that the majority of citizens are protected from any emergency situation that threatens public health and safety.

#### **8. DUMP FEE**

Contractor(s) may clear one or more lots at a time to fill a dump truck. If contractor is waiting to take the truck to the dump site when he/she has a full load, then the invoice must be split to correspond with each lot. Example: A Contractor may clear three lots and the dump fee is \$60.00. Contractor shall copy the dump fee ticket and attach a copy with each ticket reflecting the cost at an average of \$20.00 per lot.

#### **9. INVOICES**

Contractor shall submit an invoice within ten (10) calendar days after a Work Order is complete and accepted. Contractor's invoice shall include the following documentation:

- Invoice detailing the work based on the contract item specification.
- Before and after pictures must be dated stamped and accurately portraying the job, trash and/or debris as performed on the invoice.
- Name(s) of staff members performing the Services.
- Number of hours worked by each staff member.
- Solid Waste dump receipts for multiple assignments must be attached to all applicable invoices the receipt is accounting for.

#### **10. UNSATISFACTORY PERFORMANCE**

The City may consider the following performance by the contractor as unsatisfactory performance. An unsatisfactory performance determination shall not be limited to:

- a. Failure to complete all aspects of Work Orders.
- b. Failure to complete a Work Order in a timely manner as specified herein.
- c. Failure to provide photos and necessary documentation to support invoices for payment.
- d. Performing work not specified on the Work Order without prior authorization of a Code Enforcement Supervisor.

## **SECTION 2 – SPECIAL PROCUREMENT TERMS**

### **1. Sheltered Market**

This solicitation is reserved for Small Business Enterprises.

Only firms currently certified by the City as a Small Business Enterprise (SBE) or those firms that obtain SBE certification prior to the solicitation due date will be eligible for award of this contract.

It is the vendor's responsibility to ensure it is compliant with these requirements and deadlines by contacting the Procurement Department - Small Business Program to verify the firm's current SBE status or to obtain the applicable SBE certification.

### **3. Small Business Participation**

The City's Small Business Program is set forth in Chapter 66, Article IX.- Small Business Program of the City Code, and is incorporated into this ITB by this reference. Terms in this subsection shall have the meanings established in the Ordinance.

**The City has sheltered this solicitation for City-Certified Small Businesses only.**

### **4. Insurance**

The awarded Contractor shall maintain the following policies of insurance according to the minimum limits set forth below. Each policy shall be in the name of the Contractor. The policy shall be effective throughout the period that the Contractor is qualified under these rules. It is not the intent of this schedule to limit the company to the types of insurance required herein. All insurance policies must remain in force for the length of this agreement.

#### **A. Commercial General Liability:**

The minimum amount of coverage shall be \$1,000,000 per occurrence with an aggregate of no less than \$2,000,000.

#### **B. Automobile Liability:**

The minimum amount of coverage shall be \$1,000,000, Combined, Single Limit for Bodily Injury and Property Damage Liability.

#### **C. Worker's Compensation Insurance:**

Worker's compensation insurance must meet minimum statutory limits and comply with Florida Statutes 440, Worker's Compensation Law. Employer's liability insurance must be maintained in an amount not less than \$500,000.

The City of West Palm Beach and the West Palm Beach Community Redevelopment Agency shall be named as an additional insured on all liability policies. Contractor shall furnish a copy of insurance certificates indicating compliance with these requirements prior to the execution of the contract, annually, and upon each renewal of the coverage that may occur during the term of the contract. The policy or policies of insurance required shall be written in such a manner that they may not be canceled or materially changed without thirty (30) days advance written notice to the City of West Palm Beach.

All insurance policies required above shall be issued by companies authorized to do business under the laws of the State of Florida.

The Contractor shall furnish certificates of insurance prior to the commencement of operations, and thereafter 30 days prior to the expiration date of the policies.

**5. Equal Benefits Ordinance**

Section 66-9 of the City's Code of Ordinances provides that, with limited exceptions, when contracting for goods, services or construction in an amount of \$50,000 or more, with persons or businesses with five or more employees that also provide benefits to employees' spouses and dependents, the Agency shall contract only with those persons or businesses that provide equal benefits to employees' domestic partners. Each proposer shall submit an Equal Benefits certification with its proposal/bid.

**6. Contract Term**

The Contractor shall be awarded a contract for thirty-six (36) months. At the sole option of the City, the contract may be renewed for up to two (2) additional twelve (12) month periods based upon the same terms, rates and conditions of the agreement.

Options to renew will only be effective upon a written contract amendment executed by both parties. Renewal terms, rates and conditions will be the same as the base contract. The Effective Date of the Contract shall be the date when the contract is executed by the City. Any renewals will be subject to the appropriation of funds by the City.

### **SECTION 3 – MINIMUM REQUIREMENTS**

**Failure to fully and accurately complete the required documentation may result in disqualification of Contractor's bid. All decisions of the City are final.**

Evaluation of responses will include, but not limited to, the following:

#### **MINIMUM REQUIREMENTS**

Bidders shall meet the following minimum requirements in order to be considered for award.

- \_\_\_\_\_ 1. Bid (**Form B2**) must be signed by the person authorized to bind the company.
- \_\_\_\_\_ 2. Bidder must provide evidence of experience at least two (2) references in **Form B5**.
- \_\_\_\_\_ 4. Bid proposal must be received and stamped in by the Procurement Department on or before **the submittal deadline**.

#### **EVALUATION FACTORS**

Bids will be evaluated based on the following evaluation factors, in addition to those factors established in the Procurement Code, in determining the best value to the City.

- \_\_\_\_\_ 1. Reference responses.- The Bidder shall provide current names, telephone numbers and email of references for the services provided. Bidder must fully and accurately complete **Form B5 – Prior Experience**.
- \_\_\_\_\_ 2. Schedule of bid items – as indicated on **Form B3**.
- \_\_\_\_\_ 3. Firm capacity in terms of personnel and equipment.
- \_\_\_\_\_ 4. Firm capacity in terms of ability to provide required insurance.  
  
Bidder must provide a copy of insurance certification as an evidence to meet the insurance requirement listed on Sec.2, Special Term, No. 4, Insurance: General Liability, Auto Liability and Worker's Comp.
- \_\_\_\_\_ 5. Evidence of ability to work efficiently and cooperatively with the City staff; past performance with the City and others.
- \_\_\_\_\_ 6. Any suspension or debarment by any government entity; any prior conviction for bribery, theft, forgery, embezzlement, falsification or destruction of records, antitrust violations, honest services fraud or other offense indicating a lack of business integrity or honesty; any prior violation of City or County ethical standards.
- \_\_\_\_\_ 7. Consideration of any other factors specific to this ITB.
- \_\_\_\_\_ 8. Such other information as may be obtained.

## **SECTION 4 - INSTRUCTIONS TO BIDDERS**

*To ensure acceptance of your bid, Bidders must comply with the following instructions:*

1. **HOW TO SUBMIT A BID:**

a. **One (1) original and one (1) copy** of your bid must be submitted in a sealed envelope, marked on the outside lower left-hand corner of the envelope with the firm name, Bid number, title, and date and hour bids are scheduled to be received. Bids shall be mailed or hand-delivered to:

**City of West Palm Beach - Procurement Department  
401 Clematis Street, 3rd Floor  
West Palm Beach, FL 33401.**

b. Time is of the essence and any bid received after the closing date and time indicated on the cover of the Invitation to Bid, whether by mail or otherwise, will be returned unopened and will not be considered. The time of receipt shall be determined by the time clock located in the Procurement Division. Bidders are responsible for ensuring that their bid is stamped by Procurement personnel by the deadline indicated. The City shall in no way be responsible for delays caused by any occurrence.

c. Bids submitted by telephone, telegram or facsimile shall not be accepted.

d. Submission of a Bid implies a full understanding of the Invitation to Bid, the Special Terms, the General Conditions and the drawings and specifications, the Project and the Work. Any misunderstanding as to such terms by the Bidder will not relieve the Bidder from performance.

e. This Invitation to Bid consists of this document along with all plans, drawings and/or technical specifications related to this procurement, all of which are incorporated herein by this reference.

2. **THE BID PACKAGE.** The Bid Submission Package consists of the following documents:

- B1 Bid Package Cover Sheet
- B2 Bid
- B3 Schedule of Bid Items
- B4 Contractor Verification
- B5 Reference List/ Prior Experience
- B6 Drug Free Workplace Certification
- B7 Equal Benefits Certification
- Copies of required licenses

The Bid Submission Package, and all other required documents must be returned in order for the bid to be considered.

**AVOID BID REJECTION:**

**Bids may be rejected for noncompliance to requirements after review by the Procurement Official.**

**All bids must be submitted on the provided Bid forms (B1 – B7).**

**Forms B2 and B3 must be signed in ink by an officer authorized to bind the Bidder.**

**All Forms must be fully completed.**

**Failure to complete any form or provide the required signature may be grounds for rejection of the bid.**

3. **COMPLETION OF BID SUBMISSION PACKAGE.**

a. It is the responsibility of the bidder to insure that all pages are included. All bidders are advised to closely examine this package.

b. **All bids must be submitted on the provided Bid forms (B1 – B7).** Bids submitted on Contractor Letterhead or quotation forms will not be accepted.

c. All bids (Form B2 and B3) must be typed or written in ink, and must be signed in ink by an officer or employee having authority to bind the company or firm. **Failure to submit a duly signed bid shall be cause for rejection of the bid.**



4. **ERRORS/ERASURES/CORRECTIONS**

- a. **Bids having erasures or corrections must be initialed in ink by the Bidder.** If a correction is necessary, draw a single line through the entered figure and enter the corrected figure above it and initial the correction. Any illegible entries, pencil bids or corrections not initialed may not be accepted.
- b. In the event of mathematical extension error(s), the unit price will prevail and the bidder's total offer will be corrected accordingly. In the event of addition errors, the extended line item will prevail and the bidder's total will be corrected accordingly.
- c. Bidders shall not be allowed to modify their bids after the bid opening time and date. Bid files may be examined during normal working hours, after bid opening, by appointment only.
- d. Bidder represents that it has taken all necessary steps to ascertain the nature and location of the work and that it has investigated and satisfied itself as to the general and local conditions which can affect the performance of the work, including: (i) conditions relating to access, egress, transportation, debris disposal, parking and storage of materials; (ii) availability of labor; and (iii) physical conditions at the site. Any failure by Bidder to take these steps will not relieve the Bidder from the responsibility for estimating properly the difficulty and cost of successfully performing the work without additional expense to Owner.

5. **BID PRICES**

- All prices shall remain valid for ninety (90) days after the date of bid closing or other time stated in the Special Terms.
- Prices must be stated in the units specified on the Schedule of Bid Items (Form B3). Bidders may offer a cash discount for prompt payment; however, such discounts should not be considered in the unit price bid unless otherwise specified in special conditions.

6. **CERTIFICATION AND LICENSES**

- Bidder must include with his bid package a copy of all applicable Certificates of Competency issued by the State of Florida or the County Construction Industry Licensing Board and a current Occupational License in the name of the Bidder submitting the Bid from the County in which the Bidder's principal place of business is located. If awarded the contract, any Bidder who is not required to have an occupational license from the City will be required to obtain a Certificate of Registration from the City of West Palm Beach prior to contract execution.

7. **NO LOBBYING**

- Bidder and its representatives are prohibited from contacting or lobbying the Mayor, any City Commissioner, City staff, evaluation committee, or any other person authorized on behalf of the City related or involved with this Invitation to Bid. Bidder's representatives shall include, but not be limited to, the Bidder's employee, partner, officer, director, consultant, lobbyist, attorney or any actual or potential subcontractor or consultant of the Bidder. All oral or written inquiries are to be directed to the Procurement Official. Any violation of this condition may result in rejection and/or disqualification of the Bidder.

The "No Lobbying" condition is in effect from the date of publication of the ITB and shall terminate at the time the City approves execution or executes the contract, rejects all bids or otherwise takes action which ends the solicitation process.

8. **CONFLICT OF INTEREST**

- All Bidders must disclose with their bid the name of any officer, director, or agent who is also an employee of the City of West Palm Beach. Further, all bidders must disclose the name of any City employee who owns, directly or indirectly, interest of ten percent (10%) or more in the bidder's firm or any of its affiliates.

9. **ETHICS REQUIREMENTS**

- No Bidder may employ, directly or indirectly, the mayor, any member of the City commission or any director or department head of the City. The City Code prohibits any employee, or member or their immediate family or close personal relation to receive a substantial benefit or profit from any contract entered into with the City, either directly or through any firm of which they are a member, or any corporation of which they are a stockholder, or any business entity in which they have a controlling financial interest. Any affected City employee may seek a conflict of interest opinion from the City ethics officer prior to the submittal of a bid. Additionally, any employee may seek a legal opinion from the State of Florida Ethics Commission regarding state law conflict of interest provisions.

10. PUBLIC ENTITY CRIMES

Pursuant to F.S. 287.133, a person or affiliate who has been placed on the convicted vendor list maintained by the State of Florida may not submit a bid to the City of West Palm Beach for 36 months following the date of being placed on the convicted vendor list.

11. CLARIFICATION/INTERPRETATION & ADDENDA REGISTRATION.

No interpretation or changes to the meaning of the Invitation to Bid will be made to any firm orally, except by written addendum. All questions that change the scope of work or alter the contents of these documents will be answered via addendum. Addendums will form an integral part of the bid and shall modify and become part of the bid document.

Each Bidder is requested to **register under the designated solicitation** via the Procurement Department website in order to receive any addenda(s) to this ITB:

<http://wpb.org/Departments/Procurement/Solicitations/Bids-List>

It is the responsibility of each Bidder to ensure that it receives all addenda. The City shall have no responsibility to provide any addenda issued under this ITB to any firm or Bidder not registered under the designated ITB in the City's Procurement website.

**All questions regarding this ITB should be submitted under "Add a Question" section of designated solicitation and must be entered no later than 5:00 p.m., Friday, December 22, 2017.**

The City may issue written addenda to all recipients to clarify, comment, correct or as otherwise required to facilitate the selection process. Should any questions require revisions to the specifications as originally published such revision will be by formal written addendum only.

For information concerning Procurement website, please contact:

Josephine Grosch, Sr. Purchasing Agent  
City of West Palm Beach  
City Hall, Purchasing Department  
401 Clematis Street, 3rd Floor  
West Palm Beach, FL 33401  
Office (561) 822-2100 • Direct (561) 822-2107 • Email: [jgrosch@wpb.org](mailto:jgrosch@wpb.org)

12. ACCEPTANCE; REJECTION; CANCELLATION

In accordance with the City's procurement code, this Invitation to Bid may be cancelled and may or may not be re-bid when determined to be in the best interests of the City. Any or all bids may be accepted or rejected in whole or in part, when determined to be in the best interests of the City. The City of West Palm Beach also reserves the right to reject the bid of any Bidder who has previously failed in the performance of an award or to deliver contracts of a similar nature on time or who is not in a position to perform properly under this award. The City reserves the right to inspect all facilities of bidders. Any bid received without an authorized signature or past the submittal deadline will be rejected.

Any withdrawal or cancellation of this Invitation to Bid, either before or after selection of a bidder, shall be without liability or obligation on the part of the City or its employees. Any action, selection or failure to select a successful bidder to this Invitation to Bid shall be without any liability or obligation of the part of the City or its employees.

The City reserves the right to waive any non-material irregularities and technicalities, except timeliness and signature requirements. Additionally, bids may be considered irregular and may be rejected if the bid: 1) does not strictly conform to the requirements of the Invitation to Bid; 2) is incomplete; 3) any Bid Form is altered; 4) contains additions not called for; 5) is conditional; 6) contains prices that are, in the opinion of the City, unbalanced either in excess or below the reasonable cost analysis values; 7) bids is in excess of the approved budget for the project.

13. SELECTION OF BIDDER WITH WHOM TO CONTRACT

Pursuant to the City's Procurement Code, the selection of a bidder with whom to contract shall be based on the "best value" to the City" using the following criteria:

1. Skill and experience,

2. Capacity to perform in terms of facilities, personnel and financial viability,
3. Past performance,
4. Amount of the bid in relation to the needed goods, services, or construction,
5. Adherence to the specifications and requirements
6. Content of the bid.

The City will award to the responsive and most responsible Contractors having submitted a Quote Proposal deemed most advantageous to the City.

14. POSTING OF AWARD TABULATIONS

The selected bidder will be notified in writing of the City's intent to award a contract. Recommended awards will be available for review by interested parties at the Office of the Procurement Official.

15. CONTRACT.

City and Bidder will be contractually bound only if and when a written contract between the parties is executed. In the event a contract is not executed with the selected bidder, the City reserves the right to select the next "best value" Bidder based on the bid tabulation and to contract with said bidder.

16. COSTS.

All costs incurred by any party in responding to this Invitation to Bid are the sole responsibility of the Bidder.

17. PROTEST PROCEDURE

Protest procedures are provided in Section 66-151 of the City Code of Ordinances. A protest must be addressed to the Procurement Official, in writing, identifying the protester, the solicitation and the basis for the protest and must be received by the Procurement Official within seven (7) calendar days of the first date that the aggrieved person knew or should have known of the facts giving rise to the protest, but no later than seven (7) calendar days after the issuance of a Notice of Intent to Award. The protest shall be considered filed when it is received by the Procurement Official. Failure to file protest in accordance with the Procurement Ordinance shall constitute a waiver of said protest.

18. CITY IS DOCUMENT GATEKEEPER

This ITB is issued directly by the City and the City shall be the sole distributor of all addenda and/or revisions to these documents. It is the responsibility of the Bidder to confirm the legitimacy of procurement opportunities or notices directly with the Procurement Division. The City is not responsible for any solicitations advertised by subscriptions, publications, websites (other than the City's) or other sources not connected with the City and the Bidder should not rely on such sources for information regarding any solicitation made by the City of West Palm Beach.

**ITB #17-18-113 (Sheltered Market)**

|                                               |                                                                                                          |                                                                                                                                                |                                                     |                                                        |                                                              |
|-----------------------------------------------|----------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------|--------------------------------------------------------|--------------------------------------------------------------|
| <b>PROPOSERS:</b>                             |                                                                                                          | <b>AAA Green Cut, LLC</b>                                                                                                                      | <b>Anchors Lawn Maintenance, Inc.</b>               | <b>Doves All Service</b>                               | <b>Marlin's Landscaping, LLC</b>                             |
| <b>Contact</b><br><b>Tel:</b><br><b>Cell:</b> |                                                                                                          | Sam Hilaire<br>561-340-4383<br>AAAGreencut@gmail.com                                                                                           | Gina Anchors<br>954-336-7353<br>Anchorslawn@att.net | Victor Dove<br>561-802-8319<br>Victormdove64@yahoo.com | Marlin William<br>561-396-3005<br>Marlinslandscape@gmail.com |
| <b>Item</b>                                   | <b>DESCRIPTION</b>                                                                                       | Including but not limited to mowing, weed-eating, trimming, clearing and removal of all trash, clippings and litter on a vacant lot.           |                                                     |                                                        |                                                              |
| 1                                             | Lots up to 3,375 sq. ft.                                                                                 | \$41.15                                                                                                                                        | \$45.00                                             | \$40.00                                                | \$38.00                                                      |
| 2                                             | Lots over 3,375 square feet and under 6,750 sq. ft.                                                      | \$61.75                                                                                                                                        | \$63.00                                             | \$60.00                                                | \$60.00                                                      |
| 3                                             | Lots over 6,750 square feet and under 13,500 sq. ft.                                                     | \$77.75                                                                                                                                        | \$85.00                                             | \$74.00                                                | \$72.00                                                      |
| 4                                             | Lots over 13,500 sq. ft.                                                                                 | \$100.00                                                                                                                                       | \$125.00                                            | \$100.00                                               | \$98.00                                                      |
| <b>Item</b>                                   | <b>DESCRIPTION</b>                                                                                       | Including but not limited to mowing, weed-eating, trimming, clearing and removal of all trash, clippings and litter on a lot with a structure. |                                                     |                                                        |                                                              |
| 5                                             | Lots up to 3,375 sq. ft.                                                                                 | \$34.00                                                                                                                                        | \$45.00                                             | \$35.00                                                | \$32.00                                                      |
| 6                                             | Lots over 3,375 sq. ft. and under 6,750 sq. ft.                                                          | \$54.00                                                                                                                                        | \$63.00                                             | \$54.00                                                | \$48.00                                                      |
| 7                                             | Lots over 6,750 sq. ft. and under 13,500 sq. ft.                                                         | \$69.00                                                                                                                                        | \$85.00                                             | \$70.00                                                | \$60.00                                                      |
| 8                                             | Lots over 13,500 sq. ft.                                                                                 | \$0.01                                                                                                                                         | \$0.01                                              | \$0.01                                                 | \$0.01                                                       |
| <b>Item</b>                                   | <b>DESCRIPTION</b>                                                                                       | Including but not limited to trimming, removal, hauling and disposal of hedges and bushes.                                                     |                                                     |                                                        |                                                              |
| 9                                             | Hedge trimming                                                                                           | \$26.30                                                                                                                                        | \$55.00                                             | \$24.00                                                | \$22.00                                                      |
| <b>Item</b>                                   | <b>DESCRIPTION</b>                                                                                       |                                                                                                                                                |                                                     |                                                        |                                                              |
| 11                                            | Pick Up/Bag and removal of trash, garbage and litter to an approved dump site                            | \$28.50                                                                                                                                        | \$38.00                                             | \$27.00                                                | \$25.00                                                      |
| 12                                            | Removal of Construction Debris to an approved dump site.                                                 | \$17.00                                                                                                                                        | \$50.00                                             | \$27.00                                                | \$30.00                                                      |
|                                               |                                                                                                          |                                                                                                                                                |                                                     |                                                        |                                                              |
| 13                                            | Cut, trim (grind) and removal of trees to an approved dump site.                                         | \$25.00                                                                                                                                        | \$75.00                                             | \$70.00                                                | \$23.50                                                      |
| 14                                            | All other services as requested by Code Enforcement                                                      | \$17.00                                                                                                                                        | \$50.00                                             | \$30.00                                                | \$16.25                                                      |
| 15.                                           | Indicate flat rate for removal of the following items (standard sizes):                                  | <b>AAA Green Cut, LLC</b>                                                                                                                      | <b>Anchors Lawn Maintenance, Inc.</b>               | <b>Doves All Service</b>                               | <b>Marlin's Landscaping, LLC</b>                             |
| <b>Item</b>                                   | <b>DESCRIPTION</b>                                                                                       |                                                                                                                                                |                                                     |                                                        |                                                              |
|                                               | A. Mattress                                                                                              | \$8.00                                                                                                                                         | \$20.00                                             | \$10.00                                                | \$8.00                                                       |
|                                               | B. Toilet                                                                                                | \$10.00                                                                                                                                        | \$25.00                                             | \$20.00                                                | \$10.00                                                      |
|                                               | C. Refrigerator                                                                                          | \$10.00                                                                                                                                        | \$50.00                                             | \$40.00                                                | \$10.00                                                      |
|                                               | D. Oven/Stove                                                                                            | \$10.00                                                                                                                                        | \$50.00                                             | \$40.00                                                | \$10.00                                                      |
|                                               | E. Miscellaneous Furniture/Household items (over 30 lbs): (such as bed frames, tables, chairs, dressers) | \$11.99                                                                                                                                        | \$50.00                                             | \$45.00                                                | \$15.00                                                      |
|                                               | F. Tires                                                                                                 | \$5.75                                                                                                                                         | \$28.00                                             | \$20.00                                                | \$5.00                                                       |



# Village of Palm Springs

## Executive Brief

**AGENDA DATE:** September 24, 2020

**DEPARTMENT:** Administration

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**ITEM 6.9:** Resolution No. 2020-31 - Public Nuisance Abatement Program - Record Special Assessment Liens (Village Abatement Costs)

**SUMMARY:**

In accordance with the procedures outlined within the Public Nuisance Abatement section of the Village Code (Chapter 10, Section 10-22 - Procedure for enforcement of a nuisance), liens that have been incurred by the Village to abate unsafe and unhealthy conditions from foreclosed, neglected, and/or abandoned homes must be updated and recorded to ensure reimbursement from the property owner (at some future point in time).

Pursuant to Section 170.21 Florida Statutes, the costs expended in manpower, supplies, and equipment to maintain the properties in a safe condition are considered as a municipal service that benefited a particular property. As a result, the Village maintains the legal authority to levy a special assessment lien (which survives a foreclosure) to recover all costs incurred.

The proposed resolution contains one (1) property with a total of \$1,339.53 that is requested to be approved by the Village Council as a special assessment lien.

Note: This proposed lien includes the added cost (\$778.13) taken on by the Public Service Department - Public Works to board up an abandoned house as well as the unpaid balance of \$561.40.

The proposed resolution and a list with the lien have been prepared by the Village Clerk and reviewed by the Village Attorney, the Public Service Department - Public Works staff and the Police Department - Code Enforcement Division staff.

If approved, the proposed resolution and associated liens will be immediately forwarded to the PBC Clerk of the Courts to be recorded within the public records of Palm Beach County.



Note: This item has historically been provided to the Village Council for consideration and approval on an annual basis. However, due to various concerns related to ensuring that all requisite liens are recorded on a timely basis, staff will provide the Council with more frequent requests to consider approval to record special assessment liens within the Village.

**FISCAL IMPACT:**

The proposed special assessment lien will enable the Village to recover previously paid expenditures to ensure the health and safety of our community (**Village Goal - Clean & Safe Community**).

**ATTACHMENTS:**

Proposed Resolution No. 2020-31 - Outstanding Nuisance Abatement Liens

"Exhibit A" - Lien Calculations

Section 10-22 - Procedure for Enforcement of a Nuisance

Lake Worth Herald Advertisement - January 9 and January 16, 2020

## **RESOLUTION NO. 2020-31**

**A RESOLUTION OF THE VILLAGE COUNCIL OF THE VILLAGE OF PALM SPRINGS, FLORIDA, APPROVING LIENS AGAINST CERTAIN PARCELS OF LAND SERVICED BY THE VILLAGE OF PALM SPRINGS AS A RESULT OF VIOLATIONS OF THE PUBLIC NUISANCE ORDINANCE, FOR OUTSTANDING NUISANCE ABATEMENT SERVICE CHARGES; DIRECTING THE VILLAGE CLERK TO RECORD SAID LIEN; PROVIDING FOR SEVERABILITY; PROVIDING FOR REPEAL OF ALL RESOLUTIONS IN CONFLICT; AND PROVIDING AN EFFECTIVE DATE.**

**WHEREAS,** the Village Council adopted Ordinance No. 2008-27 on November 13, 2008, amending the Village Code of Ordinances to create a “Public Nuisance Abatement Program” to address the increasing number of neglected, abandoned and foreclosed homes in the Village; and

**WHEREAS,** under Article VIII, Section 2 of the Florida Constitution, the Village Council and/or its designee(s) shall have authority pursuant to home rule and police powers to determine and declare the existence of a public nuisance and shall have the authority to provide for the abatement of same. Abatement of such nuisances constitutes a municipal service, which specifically benefits the property upon which the nuisance is abated, and all costs incurred by the Village in abating such nuisances shall be levied as a special assessment lien, pursuant to Section 170.21, Florida Statutes, and/or all other applicable law; and

**WHEREAS,** said lien under Section 170.21, Florida Statutes, shall be co-equal with the lien of other taxes, superior in dignity to all other liens, titles and claims, until paid.; and

**WHEREAS,** said lien, when delinquent for more than thirty (30) days, may be recorded and thereafter foreclosed by the Village of Palm Springs, as provided under Florida law for the foreclosure of mortgages on real property; and

## **Resolution No. 2020-31 – Outstanding Nuisance Abatement**

**WHEREAS**, the establishment of a lien on certain land or premises serviced by the Village of Palm Springs for abatement of a nuisance serves a valid public purpose in maintaining the health, safety and welfare of the residents of the Village; and

**WHEREAS**, the Village has determined it is in the best of the Village of Palm Springs to further amend the lien to incorporate ongoing maintenance on existing parcels and add more new parcels.

**NOW THEREFORE, BE IT RESOLVED BY THE VILLAGE COUNCIL OF THE VILLAGE OF PALM SPRINGS, FLORIDA:**

**Section 1.** The foregoing recitals are hereby ratified and confirmed as being true and correct and are hereby made a specific part of this Resolution upon adoption.

**Section 2.** The outstanding nuisance abatement service charges against certain parcels of land serviced by the Village of Palm Springs shall be as per the nuisance abatement service charge lien schedule attached hereto as **Exhibit “A”** and made a part hereof, and shall become a lien against said parcels of land in the amounts provided therein and as stated herein.

**Section 3.** The Village Clerk is directed to record a certified copy of this Resolution, with an attached nuisance abatement service charges lien schedule, in the official records of the Clerk and Comptroller of Palm Beach County, Florida.

**Section 4.** That said lien shall accrue interest at the rate of 8%, on the current rate of interest as set forth in the Florida Department of Financial Services Statutory Interest Rates, pursuant to Section 55.03, Florida Statutes.

**Section 5.** That certain other charges and fees set forth in the Village’s Code of

## **Resolution No. 2020-31 – Outstanding Nuisance Abatement**

Ordinances regarding outstanding nuisance abatement service charges will also become part of the lien, whether accruing or in addition hereto. Said other charges and fees underlying the lien may change periodically upon the adoption of an ordinance of the Village of Palm Springs modifying said other charges and fees. The total amount of the lien for nuisance abatement service charges and interest may only be determined through the Village of Palm Springs Clerk's Office.

**Section 6.** The aforesaid lien shall remain a lien co-equal with the lien of other taxes, superior in dignity to all other liens, titles and claims, until paid. Such liens, after becoming delinquent and upon being recorded, may be foreclosed by the Village by processing in the Circuit Court in and for Palm Beach County, Florida, and shall include court costs and other charges, including reasonable attorney's fees.

**Section 7.** Should any section or provision of this Resolution, or portion hereof, or any paragraph, sentence, or word be declared by a court of competent jurisdiction to be invalid, such decision shall not affect the remainder of this Resolution.

**Section 8.** That all resolutions, and/or parts of resolutions, in conflict herewith are repealed to the extent of such conflict.

**Section 9.** This Resolution shall take effect immediately upon adoption.

Council Member \_\_\_\_\_ offered the foregoing resolution. Council Member \_\_\_\_\_ seconded the motion, and upon being put to a vote, the vote was as follows:

**Resolution No. 2020-31 – Outstanding Nuisance Abatement**

|                               | <u>Aye</u>               | <u>Nay</u>               | <u>Absent</u>            |
|-------------------------------|--------------------------|--------------------------|--------------------------|
| BEV SMITH, MAYOR              | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| PATTI WALLER, VICE MAYOR      | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| GARY READY, MAYOR PRO TEM     | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| DOUG GUNTHER, COUNCIL MEMBER  | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| JONI BRINKMAN, COUNCIL MEMBER | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

The Mayor thereupon declared this Resolution duly passed and adopted this September 24, 2020.

VILLAGE OF PALM SPRINGS, FLORIDA

BY: \_\_\_\_\_  
BEV SMITH, MAYOR

ATTEST:

BY: \_\_\_\_\_  
KIMBERLY M. WYNN, VILLAGE CLERK

REVIEWED FOR FORM AND LEGAL SUFFICIENCY

BY: \_\_\_\_\_  
GLEN J. TORCIVIA, VILLAGE ATTORNEY



**RESOLUTION 2020-31**  
**EXHIBIT "A"**

[illegible]

Sec. 10-22. - Procedure for enforcement of a nuisance.

(a)The village is empowered to enter upon and inspect lots on which a nuisance is suspected to exist. Any code officer shall be immune from prosecution, civil or criminal, for reasonable, good faith entry upon residential, commercial or industrial property while in the discharge of duties imposed by these regulations. If inspection reveals the presence of a nuisance, the village shall notify the owner of the property, as stated upon the last records of the county property appraiser, that a nuisance exists which is a violation of this ordinance. The notice shall be provided to the owner by regular and certified mail, return receipt requested, or by hand delivery which shall be effective and complete when delivered and shall be considered sufficient notice. In case of multiple or joint ownership, service as herein provided on any one owner shall be sufficient. The personal delivery by the village manager or his/her designated representative in lieu of mailing shall be equivalent to mailing. In the event that the mailed notice is returned by the postal authorities or the return receipt is not received by the village within 15 days after mailing, and the notice cannot be reasonably hand delivered to the owner of the property or his/her agent, the notice shall be given by physical posting of the notice on the subject property. Notice by posting shall be considered delivered on the date posted. "Reasonably hand delivered" shall mean one attempt to deliver, if the owner or his/her agent resides within the village, between the hours of 8:00 a.m. and 5:00 p.m. on any weekday, excluding Saturdays, Sundays and holidays.(b)The notice shall notify the owner of the property of the following:(1)That it has been determined that a public nuisance exists on the land, and what condition constitutes that nuisance.(2)That the owner of the property shall have seven days from delivery of the notice to remove the condition causing the nuisance on the property;(3)That if the condition is not corrected or removed within seven days, the village will have it corrected or removed at the expense of the owner, including all costs of inspection and administration;(4)That after delivery of the notice, if the owner has not requested a hearing within five days and has not abated the nuisance within seven days, the village shall have the right to abate the nuisance at the expense of the owner. If the village has the nuisance abated and payment is not received within 30 days after the mailing of a notice of special assessment for the cost of the work, together with all costs of inspection, administration and all other related costs, then the village shall have a special assessment lien placed against the property as set forth in below. Said lien shall be equal in dignity to taxes; and(5)That if the condition constituting a public nuisance as enumerated in the notice recurs within the 12-month period commencing from the delivery date of the notice, the village may immediately and without further prior notice, abate the condition each time it recurs within said 12-month period, at the expense of the owner, including all costs of inspection, administration and all other related costs.(c)The hearing request forms required in this article shall be included with the notice, along with a statement that such forms must be used to appeal the village's administrative determination that a nuisance exists on the property.(d)If a hearing is timely requested, enforcement action shall proceed as provided in section 10-23.(e)The owner shall have five days from the date notice is delivered to request a hearing and seven days from the date notice is delivered to abate the nuisance.(f)If no hearing is requested, the village shall, upon the expiration of the seven-day abatement period, re-inspect the lot to determine whether or not the nuisance has been abated. If the village determines that the lot still harbors a nuisance, it shall cause its abatement according to the provisions of this article. To accomplish that goal, the village, through its agents, is authorized by the village council to enter upon the lot and to take steps reasonably necessary to effect abatement.(g)If abatement is effected by the village as provided in subsection, the cost to the village of abating the nuisance on each lot, shall include the costs of inspection, administrative and all other related costs. Such costs shall be established by resolution of the village council.(h)As soon after the abatement as feasible, the village manager shall

report to the village council the costs of the abatement, including the costs of inspection, administration and all other related costs. Thereafter, the village council shall by resolution assess the total cost against the subject property. This resolution shall describe the property assessed, show the actual cost of abatement, costs of inspection, administration and all other related costs, and indicate that the assessment shall bear interest at the legal rate. In addition, if collection proceedings are necessary, the property owner will be required to pay the costs of the proceedings including a reasonable attorney's fee. This resolution shall become effective immediately upon the date of adoption, and the assessment contained therein shall become due and payable after the mailing date of the notice of assessment. In the event that payment has not been received within 30 days after the mailing date of the notice of assessment (copy of the resolution), the village clerk shall record a certified copy of the resolution in the public records of the county which shall constitute a special assessment lien on the property, which shall become effective on the subject property to secure the actual costs of abatement, costs of inspection and administration, collection costs and a reasonable attorney's fee without further notice to the property owner. The lien upon the property shall be coequal with the lien of all state, county, district, and municipal taxes and shall have priority over all other liens and encumbrances, including mortgages. If the lien is not paid within 30 days of recording, the village may bring an action to foreclose the lien or take other action to enforce the lien. The lien shall continue in full force until discharge by payment or otherwise, until settled and released by the village manager.

At the time the village clerk mails the notice of assessment, the following notice shall also be mailed to the property owner in substantially the following form:

NOTICE OF LIEN

Date: \_\_\_\_\_

TO: \_\_\_\_\_

ADDRESS: \_\_\_\_\_

You are hereby advised that the Village of Palm Springs did on or about the \_\_\_\_\_ day of \_\_\_\_\_, 200\_\_\_\_, abate the nuisance which was found to exist on your property. The nuisance was abated at a cost, including costs of inspection, administration and all other related costs, of \$\_\_\_\_\_. In accordance with the Code of Ordinances, if the required payment is not received within thirty (30) days of the date of mailing this notice of assessment, a lien shall be recorded against your property in the form of the attached resolution, and NO FURTHER NOTICE OF LIEN SHALL BE SENT PRIOR TO RECORDING A LIEN ON YOUR PROPERTY. Please take notice that the resolution, in addition to the original cost of the abatement, requires payment of interest at the legal rate and the cost of collection including a reasonable attorney's fee.

When the Village of Palm Springs has received payment for such lien, including the costs of recording the release, the Mayor or designee will execute a release to remove the lien from your property. The Village may enforce the assessment by either an action at law or foreclosure of the lien, which shall be foreclosed in the same manner as mortgages are foreclosed under State Law. In either type of action, the Village shall be entitled to interest at the legal rate from the date of assessment, collection costs and reasonable attorney's fees. SUCH LIENS SHALL BE COEQUAL WITH THE LIEN OF ALL STATE, COUNTY, DISTRICT AND

GENERAL MUNICIPAL TAXES AND SHALL HAVE PRIORITY OVER ALL OTHER LIENS AND ENCUMBRANCES, INCLUDING MORTGAGES. The Village may also choose to assess this special assessment pursuant to section 197.3632, Florida Statutes.

Village of Palm Springs

By: \_\_\_\_\_  
Village Clerk

(j) Nothing in this part shall prevent the village from pursuing enforcement of this article through other processes, including, but not limited to, injunctive relief and damages as permitted by law.

(Ord. No. 2006-47, § 2, 11-9-2006; Ord. No. 2008-27, § 6, 11-13-2008)

Note— See the editor's note to § 10-13.

**ATTENTION OWNERS, AGENTS, CUSTODIANS, LESSEES**  
**AND OCCUPANTS OF REAL PROPERTY WITHIN THE**  
**VILLAGE OF PALM SPRINGS**

**You are hereby notified** that you are required by law to cut and prevent the excessive accumulation of weeds, underbrush, grass or other dead and living plant life upon your improved property; to remove any trash, waste, rubble, debris, refuse, abandoned appliance, or other nocuous matter or condition located on any property owned, controlled or occupied by you in the Village of Palm Springs; and that upon your failure to do so, the Village of Palm Springs will institute nuisance abatement proceedings against your property and cause such nuisance to be abated. The cost of such abatement will constitute a special assessment lien against the property on which the nuisance is located. Such special assessment lien shall be co-equal with the lien of all state, county, district, and municipal taxes and superior in dignity to mortgages and all other liens, irrespective of the date of the recording of the municipal lien or the date of the recording of any mortgage or any other lien on real property. A failure to pay said lien, even such lien upon homesteaded property, may result in a loss of title to your property.

Kimberly Wynn, Village Clerk  
Village of Palm Springs, Florida  
Publish: January 9 and January 16, 2020





# Village of Palm Springs

## Executive Brief

**AGENDA DATE:** September 24, 2020

**DEPARTMENT:** Public Service

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**ITEM 6.10:** Resolution No. 2020-32 - Approve Utility Accounts Write-Offs - Public Service Department (FY 2020)

**SUMMARY:**

The Public Service Department - Utilities Division is responsible for providing the treatment and delivery of the highest quality potable water and the collection and treatment/disposal of wastewater (sewer) services to our residents, businesses, and customers while ensuring full compliance with all local, state and federal environmental regulatory agencies. These Village operations are performed through an Enterprise Fund, which requires that all expenditures to support the services and products provided are supported by the revenues collected.

The Village's Water & Sewer Enterprise Fund was established as a separate accounting fund and is maintained in accordance with generally accepted accounting principles as prescribed by the Governmental Accounting Standards Board (GASB). As a proprietary fund, the Water & Sewer Enterprise Fund is self-supporting in that the services rendered by the fund are generally financed through user charges or on a cost- reimbursement basis. As a result, timely and current payment of the Village's utility billings is necessary to ensure the sufficiency of revenues to cover current and future utility expenses, which include operating expenses, renewal and replacement expenses, transfers to the General Fund, and capacity related expenses.

As in any large-scale business enterprise, it is expected that a portion of Utilities' revenues will unfortunately become uncollectible. This can be due to several factors, including:

1. Outstanding balances left on accounts after tenants abandon their properties, and the security deposits are insufficient to cover outstanding balances.
2. Vacant properties that generate a Readiness-to Serve charge and the owners are unable or unwilling to pay.

3. Utilities office staff inadvertently overlooking outstanding balances from a previous owner(s) prior to establishing an account for a new owner. Supervisory oversight and standard operating policies are in place to limit this.

The Public Service Department - Utilities Customer Service staff work to minimize the aging of delinquent accounts through the following actions and initiatives:

1. Every account is reviewed for outstanding balances when a new customer comes in to establish a new account
2. Lien search requests are provided to patrons/owners or title companies with updated past due or current balances
3. Tenants, including occupants, listed on the lease presented during a new service activation are carefully reviewed for any outstanding balances, which must be satisfied prior to establishing the new service
4. New owners are required to undergo a lien search prior to establishing a new service, and outstanding balances will be identified (and hopefully paid) in the search results
5. In light of hardships caused by the COVID-19 pandemic, the Village Council approved a payment plan policy to assist our residents, businesses, and customers who are facing significant hardships due to the pandemic (this program has enjoyed some early success in reducing the level of "bad debts")

When all of the above efforts have failed, Chapter 78 - Utilities - Division 1. Generally - Sec. 78-40 Billing delinquencies. of the Village's Code of Ordinances (in addition to other sections of the Code), provides the Village with authorization to attempt to collect delinquent utility fees. However, if the Village is unable to collect these amounts and they are more than four (4) years past due because of a statute of limitations preventing certain actions after a period of time, Florida Statute Section 95.11(3)(p).

Thus, the Village's Public Service staff is requesting that the Council consider declaring that \$49,368.94 as uncollectable for the period from October 1, 2015, through September 30, 2016, as a result of the customer non-payment. If approved, this amount will be considered uncollectable; however, the Village will continue to look to collect a portion of this amount due to property sales and/or customers opening new accounts.

**Note:** The proposed write-off's in a proportion of write-offs to total revenues collected in FY 2016 (\$20,488,651.66) is approximately 0.24%. In a recent report of a survey of U.S. water systems prepared by our rate consultant, Raftelis, in April 2020, the average annual uncollectable percentage for drinking water utilities prior to the COVID-19 crisis was approximately 0.90%. Thus, in comparison, the Village's proposed amount of uncollectable revenues would be considered better than the average amount of uncollectable revenues by surveyed utilities.

The proposed FY 2020 write-off journal was prepared by the Public Service's Customer Relations Supervisor and reviewed by the Utility Analyst prior to review by the Public Service Director.

The proposed write-offs, if approved, would provide a more transparent mechanism for the annual discharge of bad debts from uncollectible utility customer accounts receivable balances in accordance with generally accepted accounting principles (GAAP). Once the accounts are written off, the Village will expense the uncollectible amounts as bad debt and remove the associated unrealized amounts from our records. This provides for a more accurate representation of the financial health of the Utilities enterprise fund.

**Note:** The write-off process is conducted annually and it should be noted that the proposed bad debt/write-off losses for FY 2020 have been posted in advance of the Village Council's approval. This process has previously been completed internally and has been a long-standing past practice. However, due to the total amount requested to be written-off and staff's efforts to improve the department's transparency, write-offs shall now be brought before the Village Council annually for approval prior to posting.

### **FISCAL IMPACT:**

The Public Service department is requesting that the Village Council authorize \$49,368.94 in uncollectible fees which originated at least four (4) years ago (during the period from October 1, 2015 through September 30, 2016) as a result of the non-payment of customers' bills.

### **ATTACHMENTS:**

Proposed Resolution No. 2020-32 Utility Write-Offs from 2016

Village of Palm Springs Utilities Write-Off Journal - FY 2020

Raftelis Report on the Financial Impact of the COVID-19 Crisis on U.S. Drinking Water Utilities

Village Code of Ordinances Section 78 Billing Delinquencies

Florida State Statutes Section 95-11 Limitations Other Than for the Recovery of Real Property

## RESOLUTION NO. 2020-32

### A RESOLUTION OF THE VILLAGE COUNCIL OF THE VILLAGE OF PALM SPRINGS, FLORIDA, APPROVING WRITE-OFFS FROM VILLAGE UTILITY ACCOUNTS; PROVIDING FOR REPEAL OF CONFLICTING RESOLUTIONS, SEVERABILITY AND AN EFFECTIVE DATE.

**WHEREAS**, the Village of Palm Springs provides water and wastewater services to its residents and bills the residents for those services; and,

**WHEREAS**, despite the efforts of the public services department to provide for collection of those bills, not all bills are able to be collected in a fiscally responsible manner; and

**WHEREAS**, the amounts listed on the exhibit to this resolution are deemed to be non-collectable as they are over four years old or for other reasons that would not allow the collection by the Village in a fiscally responsible manner; and,

**WHEREAS**, the Village Council has determined that it is in the best interest of the Village of Palm Springs to adopt this resolution.

**NOW, THEREFORE, BE IT RESOLVED BY THE COMMISSION OF THE VILLAGE OF PALM SPRINGS, FLORIDA AS FOLLOWS:**

Section 1. Incorporation. The foregoing recitals are incorporated into this resolution as true and correct statements.

Section 2. Approval of Write-offs. The Village Council hereby approves the write-offs to its utility accounts as shown on the attached list.

Section 3. Severability. If any section, subsection, sentence, clause, phrase or portion of this resolution is for any reason held invalid or unconstitutional by any court of competent jurisdiction, such portion shall be deemed a separate, distinct, and independent provision, and such holding shall not affect the validity of the remaining portions thereof.

Section 4. Conflicts. All resolutions or parts of resolutions in conflict with the provision of this resolution are hereby repealed.

Section 5. Effective Date. This resolution shall take effect immediately upon its

Resolution No. 2020-32 - 2016 Uncollectible Utility Write-Off Accounts (FY2020)

adoption.

Section 6. This Resolution shall take effect immediately upon adoption.

Council Member \_\_\_\_\_ offered the foregoing resolution. Council Member \_\_\_\_\_ seconded the motion, and upon being put to a vote, the vote was as follows:

|                               | <u>Aye</u>               | <u>Nay</u>               | <u>Absent</u>            |
|-------------------------------|--------------------------|--------------------------|--------------------------|
| BEV SMITH, MAYOR              | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| PATTI WALLER, VICE MAYOR      | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| GARY READY, MAYOR PRO TEM     | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| DOUG GUNTHER, COUNCIL MEMBER  | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| JONI BRINKMAN, COUNCIL MEMBER | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

The Mayor thereupon declared this Resolution duly passed and adopted this \_\_\_\_\_ day of \_\_\_\_\_.

VILLAGE OF PALM SPRINGS, FLORIDA

BY: \_\_\_\_\_  
BEV SMITH, MAYOR

ATTEST:

\_\_\_\_\_  
KIMBERLY M. WYNN, VILLAGE CLERK

REVIEWED FOR FORM AND LEGAL SUFFICIENCY

BY: \_\_\_\_\_  
GLEN TORCIVIA, VILLAGE ATTORNEY



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Village of Palm Springs  
 PAYMENTS JOURNAL BATCH SUMMARY

P 1  
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| ENTRY      | DATE | DEPT     | CLERK | BATCH | YEAR | PER    | RECEIPTS | PAYMENTS | ADJUSTMENTS | REFUNDS | WRITE-OFFS | DEPOSIT |
|------------|------|----------|-------|-------|------|--------|----------|----------|-------------|---------|------------|---------|
| 08/25/2020 | 4136 | 1320jbpa |       | 66133 | 2020 | 11     | 906      | 0.00     | 0.00        | 0.00    | 49,368.94  | WRTOFF  |
|            |      |          |       |       |      | TOTAL: | 906      | 0.00     | 0.00        | 0.00    | 49,368.94  |         |

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Village of Palm Springs  
PAYMENTS JOURNAL UB SERVICES - GENERAL

P 2  
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| RECEIPT | YEAR | BILL    | AR CD    | BATCH | EFF DATE   | CUSTOMER NAME                         | REASON/METHOD | PRIN PAID | INT PAID  | TOTAL PAID |
|---------|------|---------|----------|-------|------------|---------------------------------------|---------------|-----------|-----------|------------|
|         |      |         | PROPERTY | CODE  |            | ACTIVITY                              |               |           |           |            |
| 4665727 | 2016 | 2351986 | 11500    | 66133 | 08/25/2020 | WEBB, HENRY                           |               | 0.00      | 0.00      | 28.70      |
|         |      |         |          |       |            |                                       |               |           | WRITE-OFF | 28.70      |
| 4665728 | 2016 | 2352325 | 11500    | 66133 | 08/25/2020 | ESPINOZA, JOSAFAT                     |               | 0.00      | 0.00      | 36.96      |
|         |      |         |          |       |            |                                       |               |           | WRITE-OFF | 36.96      |
| 4665729 | 2016 | 2352350 | 11500    | 66133 | 08/25/2020 | BROOKS, TERESA A                      |               | 0.00      | 0.00      | 102.82     |
|         |      |         |          |       |            |                                       |               |           | WRITE-OFF | 102.82     |
| 4665730 | 2016 | 2352384 | 11500    | 66133 | 08/25/2020 | GRIFFIN, WILLIAM                      |               | 0.00      | 0.00      | 21.76      |
|         |      |         |          |       |            |                                       |               |           | WRITE-OFF | 21.76      |
| 4665731 | 2016 | 2352471 | 11500    | 66133 | 08/25/2020 | SMITH, ROGER                          |               | 0.00      | 0.00      | 169.76     |
|         |      |         |          |       |            |                                       |               |           | WRITE-OFF | 169.76     |
| 4665732 | 2016 | 2352679 | 11500    | 66133 | 08/25/2020 | GARCIA, MARIBEL                       |               | 0.00      | 0.00      | 60.42      |
|         |      |         |          |       |            |                                       |               |           | WRITE-OFF | 60.42      |
| 4665733 | 2016 | 2352686 | 11500    | 66133 | 08/25/2020 | ROBERTS, TANYA R                      |               | 0.00      | 0.00      | 9.77       |
|         |      |         |          |       |            |                                       |               |           | WRITE-OFF | 9.77       |
| 4665734 | 2016 | 2353759 | 11500    | 66133 | 08/25/2020 | BECKSTROM, JON                        |               | 0.00      | 0.00      | 13.70      |
|         |      |         |          |       |            |                                       |               |           | WRITE-OFF | 13.70      |
| 4665735 | 2016 | 2353786 | 11500    | 66133 | 08/25/2020 | AUSTIN, BARBARA                       |               | 0.00      | 0.00      | 41.07      |
|         |      |         |          |       |            |                                       |               |           | WRITE-OFF | 41.07      |
| 4665736 | 2016 | 2353924 | 11500    | 66133 | 08/25/2020 | GABLES PROFESSIONAL MANAGEMENT        |               | 0.00      | 0.00      | 112.04     |
|         |      |         |          |       |            |                                       |               |           | WRITE-OFF | 112.04     |
| 4665737 | 2016 | 2354315 | 11500    | 66133 | 08/25/2020 | MURRAY, MICHAEL W.                    |               | 0.00      | 0.00      | 41.07      |
|         |      |         |          |       |            |                                       |               |           | WRITE-OFF | 41.07      |
| 4665738 | 2016 | 2354829 | 11500    | 66133 | 08/25/2020 | ROSA, YANIL A                         |               | 0.00      | 0.00      | 17.29      |
|         |      |         |          |       |            |                                       |               |           | WRITE-OFF | 17.29      |
| 4665739 | 2016 | 2354927 | 11500    | 66133 | 08/25/2020 | NEW PINE GLEN INC.                    |               | 0.00      | 0.00      | 112.04     |
|         |      |         |          |       |            |                                       |               |           | WRITE-OFF | 112.04     |
| 4665740 | 2016 | 2355203 | 11500    | 66133 | 08/25/2020 | MIRABAL,NIBYA A                       |               | 0.00      | 0.00      | 28.32      |
|         |      |         |          |       |            |                                       |               |           | WRITE-OFF | 28.32      |
| 4665741 | 2016 | 2355808 | 11500    | 66133 | 08/25/2020 | VILLAGE ON THE GREEN AT GREENACRES LL |               | 0.00      | 0.00      | 28.70      |
|         |      |         |          |       |            |                                       |               |           | WRITE-OFF | 28.70      |
| 4665742 | 2016 | 2355809 | 11500    | 66133 | 08/25/2020 | VILLAGE ON THE GREEN AT GREENACRES LL |               | 0.00      | 0.00      | 28.70      |
|         |      |         |          |       |            |                                       |               |           | WRITE-OFF | 28.70      |
| 4665743 | 2016 | 2356040 | 11500    | 66133 | 08/25/2020 | ABREU, YASMIN                         |               | 0.00      | 0.00      | 31.27      |
|         |      |         |          |       |            |                                       |               |           | WRITE-OFF | 31.27      |
| 4665744 | 2016 | 2356498 | 11500    | 66133 | 08/25/2020 | CARRANZA, BRENDA                      |               | 0.00      | 0.00      | 8.19       |
|         |      |         |          |       |            |                                       |               |           | WRITE-OFF | 8.19       |
| 4665745 | 2016 | 2357068 | 11500    | 66133 | 08/25/2020 | DOMINGO, LAMAZARES                    |               | 0.00      | 0.00      | 36.96      |
|         |      |         |          |       |            |                                       |               |           | WRITE-OFF | 36.96      |
| 4665746 | 2016 | 2357132 | 11500    | 66133 | 08/25/2020 | MATTICE, MARGO                        |               | 0.00      | 0.00      | 36.96      |
|         |      |         |          |       |            |                                       |               |           | WRITE-OFF | 36.96      |
| 4665747 | 2016 | 2357608 | 11500    | 66133 | 08/25/2020 | PALMASECA HOLDINGS INC                |               | 0.00      | 0.00      | 55.80      |
|         |      |         |          |       |            |                                       |               |           | WRITE-OFF | 55.80      |
| 4665748 | 2016 | 2358386 | 11500    | 66133 | 08/25/2020 | HIGHT, MARYBETH                       |               | 0.00      | 0.00      | 36.96      |
|         |      |         |          |       |            |                                       |               |           | WRITE-OFF | 36.96      |
| 4665749 | 2016 | 2358420 | 11500    | 66133 | 08/25/2020 | ROGER, SAM                            |               | 0.00      | 0.00      | 0.45       |
|         |      |         |          |       |            |                                       |               |           | WRITE-OFF | 0.45       |
| 4665750 | 2016 | 2359217 | 11500    | 66133 | 08/25/2020 | HOLDAM, DAVID                         |               | 0.00      | 0.00      | 36.96      |
|         |      |         |          |       |            |                                       |               |           | WRITE-OFF | 36.96      |
| 4665751 | 2016 | 2359886 | 11500    | 66133 | 08/25/2020 | ADKINS, ELIZABETH                     |               | 0.00      | 0.00      | 21.96      |
|         |      |         |          |       |            |                                       |               |           | WRITE-OFF | 21.96      |
| 4665752 | 2016 | 2360313 | 11500    | 66133 | 08/25/2020 | JACKSON, TAMEKA N                     |               | 0.00      | 0.00      | 21.96      |
|         |      |         |          |       |            |                                       |               |           | WRITE-OFF | 21.96      |
| 4665753 | 2016 | 2360701 | 11500    | 66133 | 08/25/2020 | MIRANDA, HUMBERTO                     |               | 0.00      | 0.00      | 36.96      |

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Village of Palm Springs  
PAYMENTS JOURNAL UB SERVICES - GENERAL

P 3  
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| RECEIPT YEAR | BILL AR CD | BATCH EFF DATE | CUSTOMER NAME                           | REASON/METHOD | PRIN PAID | INT PAID       | TOTAL PAID |
|--------------|------------|----------------|-----------------------------------------|---------------|-----------|----------------|------------|
|              | PROPERTY   | CODE           | ACTIVITY                                |               |           |                |            |
| 4665754      | 2016       | 2360939 11500  | 66133 08/25/2020 MYGRANT, RONALD        |               | 0.00      | WRITE-OFF 0.00 | 36.96      |
| 4665755      | 2016       | 2361142 11500  | 66133 08/25/2020 O'CONNOR, MAEGAN P     |               | 0.00      | WRITE-OFF 0.00 | 36.96      |
| 4665756      | 2016       | 2361152 11500  | 66133 08/25/2020 RODRIGUEZ, VERONICA    |               | 0.00      | WRITE-OFF 0.00 | 66.10      |
| 4665757      | 2016       | 2361190 11500  | 66133 08/25/2020 JOHNSTON CHRISTIANNA M |               | 0.00      | WRITE-OFF 0.00 | 66.10      |
| 4665758      | 2016       | 2361801 11500  | 66133 08/25/2020 KESSLER, MARVIN        |               | 0.00      | WRITE-OFF 0.00 | 76.96      |
| 4665759      | 2016       | 2361803 11500  | 66133 08/25/2020 KESSLER, MARVIN        |               | 0.00      | WRITE-OFF 0.00 | 76.96      |
| 4665760      | 2016       | 2362747 11500  | 66133 08/25/2020 CARRANZA, BRENDA       |               | 0.00      | WRITE-OFF 0.00 | 36.96      |
| 4665761      | 2016       | 2362765 11500  | 66133 08/25/2020 TORRES, ENRIQUE A      |               | 0.00      | WRITE-OFF 0.00 | 106.95     |
| 4665762      | 2016       | 2362782 11500  | 66133 08/25/2020 SIEMPRE TAX 8081       |               | 0.00      | WRITE-OFF 0.00 | 106.95     |
| 4665763      | 2016       | 2362785 11500  | 66133 08/25/2020 ARSALI& ASSOCIATES     |               | 0.00      | WRITE-OFF 0.00 | 21.96      |
| 4665764      | 2016       | 2362794 11500  | 66133 08/25/2020 ADKINS, ELIZABETH      |               | 0.00      | WRITE-OFF 0.00 | 21.96      |
| 4665765      | 2016       | 2362796 11500  | 66133 08/25/2020 JACKSON, TAMEKA N      |               | 0.00      | WRITE-OFF 0.00 | 21.96      |
| 4665766      | 2016       | 2362804 11500  | 66133 08/25/2020 CHRISTMAN, NICHOLAS M  |               | 0.00      | WRITE-OFF 0.00 | 21.96      |
| 4665767      | 2016       | 2362805 11500  | 66133 08/25/2020 O'CONNOR, MAEGAN P     |               | 0.00      | WRITE-OFF 0.00 | 14.95      |
| 4665768      | 2016       | 2362807 11500  | 66133 08/25/2020 RODRIGUEZ, VERONICA    |               | 0.00      | WRITE-OFF 0.00 | 14.95      |
| 4665769      | 2016       | 2362808 11500  | 66133 08/25/2020 JOHNSTON CHRISTIANNA M |               | 0.00      | WRITE-OFF 0.00 | 21.96      |
| 4665770      | 2016       | 2362822 11500  | 66133 08/25/2020 HAQUE MOHAMMAD A       |               | 0.00      | WRITE-OFF 0.00 | 21.96      |
| 4665771      | 2016       | 2362839 11500  | 66133 08/25/2020 GENE BECKSTROM TRUST   |               | 0.00      | WRITE-OFF 0.00 | 15.67      |
| 4665772      | 2016       | 2362840 11500  | 66133 08/25/2020 BECKSTROM, JON         |               | 0.00      | WRITE-OFF 0.00 | 15.67      |
| 4665773      | 2016       | 2362849 11500  | 66133 08/25/2020 OREMI 1 LLC            |               | 0.00      | WRITE-OFF 0.00 | 37.52      |
| 4665774      | 2016       | 2362852 11500  | 66133 08/25/2020 ROSA, YANIL A          |               | 0.00      | WRITE-OFF 0.00 | 37.52      |
| 4665775      | 2016       | 2362857 11500  | 66133 08/25/2020 CLARKE, RASIEF A       |               | 0.00      | WRITE-OFF 0.00 | 13.70      |
| 4665776      | 2016       | 2362871 11500  | 66133 08/25/2020 TACKETT, PATRICIA A    |               | 0.00      | WRITE-OFF 0.00 | 13.70      |
| 4665777      | 2016       | 2362876 11500  | 66133 08/25/2020 FULMORE, JAMES D JR    |               | 0.00      | WRITE-OFF 0.00 | 26.07      |
| 4665778      | 2016       | 2362879 11500  | 66133 08/25/2020 CRAWFORD, MELISSA R    |               | 0.00      | WRITE-OFF 0.00 | 26.07      |
| 4665779      | 2016       | 2362881 11500  | 66133 08/25/2020 BARRETT, LAUREN M.     |               | 0.00      | WRITE-OFF 0.00 | 60.42      |
|              |            |                |                                         |               |           | WRITE-OFF 0.00 | 60.42      |
|              |            |                |                                         |               |           | WRITE-OFF 0.00 | 29.10      |
|              |            |                |                                         |               |           | WRITE-OFF 0.00 | 29.10      |
|              |            |                |                                         |               |           | WRITE-OFF 0.00 | 21.96      |
|              |            |                |                                         |               |           | WRITE-OFF 0.00 | 21.96      |
|              |            |                |                                         |               |           | WRITE-OFF 0.00 | 15.73      |
|              |            |                |                                         |               |           | WRITE-OFF 0.00 | 15.73      |
|              |            |                |                                         |               |           | WRITE-OFF 0.00 | 17.56      |
|              |            |                |                                         |               |           | WRITE-OFF 0.00 | 17.56      |
|              |            |                |                                         |               |           | WRITE-OFF 0.00 | 8.01       |
|              |            |                |                                         |               |           | WRITE-OFF 0.00 | 8.01       |

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Village of Palm Springs  
PAYMENTS JOURNAL UB SERVICES - GENERAL

P 4  
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| RECEIPT | YEAR | BILL    | AR CD    | BATCH | EFF DATE   | CUSTOMER NAME                  | REASON/METHOD | PRIN PAID | INT PAID  | TOTAL PAID |
|---------|------|---------|----------|-------|------------|--------------------------------|---------------|-----------|-----------|------------|
|         |      |         | PROPERTY | CODE  |            | ACTIVITY                       |               |           |           |            |
| 4665780 | 2016 | 2362884 | 11500    | 66133 | 08/25/2020 | SMITH, ROGER                   |               | 0.00      | 0.00      | 78.49      |
|         |      |         |          |       |            |                                |               |           | WRITE-OFF | 78.49      |
| 4665781 | 2016 | 2362891 | 11500    | 66133 | 08/25/2020 | VILLARREAL, YULEISY            |               | 0.00      | 0.00      | 29.30      |
|         |      |         |          |       |            |                                |               |           | WRITE-OFF | 29.30      |
| 4665782 | 2016 | 2362903 | 11500    | 66133 | 08/25/2020 | FEDERAL NATL MRTG ASSN         |               | 0.00      | 0.00      | 21.96      |
|         |      |         |          |       |            |                                |               |           | WRITE-OFF | 21.96      |
| 4665783 | 2016 | 2362915 | 11500    | 66133 | 08/25/2020 | QUESADA GARCIA, ALAIN          |               | 0.00      | 0.00      | 41.87      |
|         |      |         |          |       |            |                                |               |           | WRITE-OFF | 41.87      |
| 4665784 | 2016 | 2362922 | 11500    | 66133 | 08/25/2020 | CLARK, CHARLENE                |               | 0.00      | 0.00      | 21.96      |
|         |      |         |          |       |            |                                |               |           | WRITE-OFF | 21.96      |
| 4665785 | 2016 | 2362946 | 11500    | 66133 | 08/25/2020 | OSPINA, EDGAR                  |               | 0.00      | 0.00      | 25.19      |
|         |      |         |          |       |            |                                |               |           | WRITE-OFF | 25.19      |
| 4665786 | 2016 | 2362951 | 11500    | 66133 | 08/25/2020 | CLERMONT, ORIOL                |               | 0.00      | 0.00      | 5.84       |
|         |      |         |          |       |            |                                |               |           | WRITE-OFF | 5.84       |
| 4665787 | 2016 | 2362962 | 11500    | 66133 | 08/25/2020 | MARTINEZ, IRMA                 |               | 0.00      | 0.00      | 64.46      |
|         |      |         |          |       |            |                                |               |           | WRITE-OFF | 64.46      |
| 4665788 | 2016 | 2362963 | 11500    | 66133 | 08/25/2020 | RIVAS, MAYELIN                 |               | 0.00      | 0.00      | 96.92      |
|         |      |         |          |       |            |                                |               |           | WRITE-OFF | 96.92      |
| 4665789 | 2016 | 2362985 | 11500    | 66133 | 08/25/2020 | CIUS, AMOS                     |               | 0.00      | 0.00      | 21.96      |
|         |      |         |          |       |            |                                |               |           | WRITE-OFF | 21.96      |
| 4665790 | 2016 | 2362992 | 11500    | 66133 | 08/25/2020 | MOROSADORE LLC                 |               | 0.00      | 0.00      | 77.17      |
|         |      |         |          |       |            |                                |               |           | WRITE-OFF | 77.17      |
| 4665791 | 2016 | 2363094 | 11500    | 66133 | 08/25/2020 | JONES, KAROL M.                |               | 0.00      | 0.00      | 18.14      |
|         |      |         |          |       |            |                                |               |           | WRITE-OFF | 18.14      |
| 4665792 | 2016 | 2363533 | 11500    | 66133 | 08/25/2020 | BRAZUSA AUTO STORE INC         |               | 0.00      | 0.00      | 65.60      |
|         |      |         |          |       |            |                                |               |           | WRITE-OFF | 65.60      |
| 4665793 | 2016 | 2363795 | 11500    | 66133 | 08/25/2020 | CARDEN, W.E.                   |               | 0.00      | 0.00      | 41.07      |
|         |      |         |          |       |            |                                |               |           | WRITE-OFF | 41.07      |
| 4665794 | 2016 | 2364625 | 11500    | 66133 | 08/25/2020 | WEBB, HENRY                    |               | 0.00      | 0.00      | 28.70      |
|         |      |         |          |       |            |                                |               |           | WRITE-OFF | 28.70      |
| 4665795 | 2016 | 2364897 | 11500    | 66133 | 08/25/2020 | PIERRE, SANDY                  |               | 0.00      | 0.00      | 14.49      |
|         |      |         |          |       |            |                                |               |           | WRITE-OFF | 14.49      |
| 4665796 | 2016 | 2364970 | 11500    | 66133 | 08/25/2020 | ESPINOZA, JOSAFAT              |               | 0.00      | 0.00      | 21.96      |
|         |      |         |          |       |            |                                |               |           | WRITE-OFF | 21.96      |
| 4665797 | 2016 | 2364996 | 11500    | 66133 | 08/25/2020 | BROOKS, TERESA A               |               | 0.00      | 0.00      | 102.82     |
|         |      |         |          |       |            |                                |               |           | WRITE-OFF | 102.82     |
| 4665798 | 2016 | 2365007 | 11500    | 66133 | 08/25/2020 | PAGAN III, ISRAEL              |               | 0.00      | 0.00      | 19.30      |
|         |      |         |          |       |            |                                |               |           | WRITE-OFF | 19.30      |
| 4665799 | 2016 | 2365030 | 11500    | 66133 | 08/25/2020 | GRIFFIN, WILLIAM               |               | 0.00      | 0.00      | 36.96      |
|         |      |         |          |       |            |                                |               |           | WRITE-OFF | 36.96      |
| 4665800 | 2016 | 2365323 | 11500    | 66133 | 08/25/2020 | GARCIA, MARIBEL                |               | 0.00      | 0.00      | 60.42      |
|         |      |         |          |       |            |                                |               |           | WRITE-OFF | 60.42      |
| 4665801 | 2016 | 2365330 | 11500    | 66133 | 08/25/2020 | ROBERTS, TANYA R               |               | 0.00      | 0.00      | 71.87      |
|         |      |         |          |       |            |                                |               |           | WRITE-OFF | 71.87      |
| 4665802 | 2016 | 2365370 | 11500    | 66133 | 08/25/2020 | TRAVIEZO-PINERO, MARGEL B      |               | 0.00      | 0.00      | 115.47     |
|         |      |         |          |       |            |                                |               |           | WRITE-OFF | 115.47     |
| 4665803 | 2016 | 2366440 | 11500    | 66133 | 08/25/2020 | AUSTIN, BARBARA                |               | 0.00      | 0.00      | 41.07      |
|         |      |         |          |       |            |                                |               |           | WRITE-OFF | 41.07      |
| 4665804 | 2016 | 2366579 | 11500    | 66133 | 08/25/2020 | GABLES PROFESSIONAL MANAGEMENT |               | 0.00      | 0.00      | 112.04     |
|         |      |         |          |       |            |                                |               |           | WRITE-OFF | 112.04     |
| 4665805 | 2016 | 2366975 | 11500    | 66133 | 08/25/2020 | MURRAY, MICHAEL W.             |               | 0.00      | 0.00      | 41.07      |
|         |      |         |          |       |            |                                |               |           | WRITE-OFF | 41.07      |
| 4665806 | 2016 | 2367604 | 11500    | 66133 | 08/25/2020 | NEW PINE GLEN INC.             |               | 0.00      | 0.00      | 112.04     |

|P 5  
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| RECEIPT | YEAR | BILL    | AR CD    | BATCH | EFF DATE   | CUSTOMER NAME                         | REASON/METHOD | PRIN PAID | INT PAID  | TOTAL PAID |
|---------|------|---------|----------|-------|------------|---------------------------------------|---------------|-----------|-----------|------------|
|         |      |         | PROPERTY | CODE  |            | ACTIVITY                              |               |           |           |            |
| 4665807 | 2016 | 2367882 | 11500    | 66133 | 08/25/2020 | MIRABAL,NIBYA A                       |               | 0.00      | WRITE-OFF | 112.04     |
|         |      |         |          |       |            |                                       |               |           | 0.00      | 124.12     |
| 4665808 | 2016 | 2368491 | 11500    | 66133 | 08/25/2020 | VILLAGE ON THE GREEN AT GREENACRES LL |               | 0.00      | WRITE-OFF | 124.12     |
|         |      |         |          |       |            |                                       |               |           | 0.00      | 28.70      |
| 4665809 | 2016 | 2368492 | 11500    | 66133 | 08/25/2020 | VILLAGE ON THE GREEN AT GREENACRES LL |               | 0.00      | WRITE-OFF | 28.70      |
|         |      |         |          |       |            |                                       |               |           | 0.00      | 28.70      |
| 4665810 | 2016 | 2368558 | 11500    | 66133 | 08/25/2020 | DEMATTEI, ADRIAN R                    |               | 0.00      | WRITE-OFF | 28.70      |
|         |      |         |          |       |            |                                       |               |           | 0.00      | 51.94      |
| 4665811 | 2016 | 2368730 | 11500    | 66133 | 08/25/2020 | ABREU, YASMIN                         |               | 0.00      | WRITE-OFF | 51.94      |
|         |      |         |          |       |            |                                       |               |           | 0.00      | 122.23     |
| 4665812 | 2016 | 2369157 | 11500    | 66133 | 08/25/2020 | EXANTUS, DUPSON                       |               | 0.00      | WRITE-OFF | 122.23     |
|         |      |         |          |       |            |                                       |               |           | 0.00      | 18.14      |
| 4665813 | 2016 | 2369200 | 11500    | 66133 | 08/25/2020 | RODRIGUEZ, LUZ                        |               | 0.00      | WRITE-OFF | 18.14      |
|         |      |         |          |       |            |                                       |               |           | 0.00      | 34.75      |
| 4665814 | 2016 | 2369419 | 11500    | 66133 | 08/25/2020 | VARGAS, SANDRA A.                     |               | 0.00      | WRITE-OFF | 34.75      |
|         |      |         |          |       |            |                                       |               |           | 0.00      | 74.41      |
| 4665815 | 2016 | 2369766 | 11500    | 66133 | 08/25/2020 | DOMINGO, LAMAZARES                    |               | 0.00      | WRITE-OFF | 74.41      |
|         |      |         |          |       |            |                                       |               |           | 0.00      | 36.96      |
| 4665816 | 2016 | 2369831 | 11500    | 66133 | 08/25/2020 | MATTICE, MARGO                        |               | 0.00      | WRITE-OFF | 36.96      |
|         |      |         |          |       |            |                                       |               |           | 0.00      | 36.96      |
| 4665817 | 2016 | 2370308 | 11500    | 66133 | 08/25/2020 | PALMASECA HOLDINGS INC                |               | 0.00      | WRITE-OFF | 36.96      |
|         |      |         |          |       |            |                                       |               |           | 0.00      | 36.96      |
| 4665818 | 2016 | 2370469 | 11500    | 66133 | 08/25/2020 | PINOAMADOR, ROBERTO                   |               | 0.00      | WRITE-OFF | 36.96      |
|         |      |         |          |       |            |                                       |               |           | 0.00      | 65.23      |
| 4665819 | 2016 | 2371079 | 11500    | 66133 | 08/25/2020 | HIGHT, MARYBETH                       |               | 0.00      | WRITE-OFF | 65.23      |
|         |      |         |          |       |            |                                       |               |           | 0.00      | 36.96      |
| 4665820 | 2016 | 2371112 | 11500    | 66133 | 08/25/2020 | ROGER, SAM                            |               | 0.00      | WRITE-OFF | 36.96      |
|         |      |         |          |       |            |                                       |               |           | 0.00      | 21.96      |
| 4665821 | 2016 | 2371189 | 11500    | 66133 | 08/25/2020 | TPRE PS LLC                           |               | 0.00      | WRITE-OFF | 21.96      |
|         |      |         |          |       |            |                                       |               |           | 0.00      | 389.97     |
| 4665822 | 2016 | 2371755 | 11500    | 66133 | 08/25/2020 | SANCHEZ HERNANDEZ, RAFAEL             |               | 0.00      | WRITE-OFF | 389.97     |
|         |      |         |          |       |            |                                       |               |           | 0.00      | 98.16      |
| 4665823 | 2016 | 2371917 | 11500    | 66133 | 08/25/2020 | HOLDAM, DAVID                         |               | 0.00      | WRITE-OFF | 98.16      |
|         |      |         |          |       |            |                                       |               |           | 0.00      | 36.96      |
| 4665824 | 2016 | 2373405 | 11500    | 66133 | 08/25/2020 | MIRANDA, HUMBERTO                     |               | 0.00      | WRITE-OFF | 36.96      |
|         |      |         |          |       |            |                                       |               |           | 0.00      | 36.96      |
| 4665825 | 2016 | 2373646 | 11500    | 66133 | 08/25/2020 | MYGRANT, RONALD                       |               | 0.00      | WRITE-OFF | 36.96      |
|         |      |         |          |       |            |                                       |               |           | 0.00      | 36.96      |
| 4665826 | 2016 | 2374511 | 11500    | 66133 | 08/25/2020 | KESSLER, MARVIN                       |               | 0.00      | WRITE-OFF | 36.96      |
|         |      |         |          |       |            |                                       |               |           | 0.00      | 36.96      |
| 4665827 | 2016 | 2374513 | 11500    | 66133 | 08/25/2020 | KESSLER, MARVIN                       |               | 0.00      | WRITE-OFF | 36.96      |
|         |      |         |          |       |            |                                       |               |           | 0.00      | 36.96      |
| 4665828 | 2016 | 2374710 | 11500    | 66133 | 08/25/2020 | ARELLEE TRUST                         |               | 0.00      | WRITE-OFF | 36.96      |
|         |      |         |          |       |            |                                       |               |           | 0.00      | 21.96      |
| 4665829 | 2016 | 2375888 | 11500    | 66133 | 08/25/2020 | MARTIN, ASHLEY N                      |               | 0.00      | WRITE-OFF | 21.96      |
|         |      |         |          |       |            |                                       |               |           | 0.00      | 17.31      |
| 4665830 | 2016 | 2375889 | 11500    | 66133 | 08/25/2020 | RIVERA-SANTIAGO, SHEILA               |               | 0.00      | WRITE-OFF | 17.31      |
|         |      |         |          |       |            |                                       |               |           | 0.00      | 17.56      |
| 4665831 | 2016 | 2375896 | 11500    | 66133 | 08/25/2020 | RODRIGUEZ, LUZ                        |               | 0.00      | WRITE-OFF | 17.56      |
|         |      |         |          |       |            |                                       |               |           | 0.00      | 40.80      |
| 4665832 | 2016 | 2375911 | 11500    | 66133 | 08/25/2020 | SOEIRO, MARIO R                       |               | 0.00      | WRITE-OFF | 40.80      |
|         |      |         |          |       |            |                                       |               |           | 0.00      | 21.96      |
|         |      |         |          |       |            |                                       |               |           | WRITE-OFF | 21.96      |



08/25/2020 15:35  
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Village of Palm Springs  
PAYMENTS JOURNAL UB SERVICES - GENERAL

P 6  
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| RECEIPT | YEAR | BILL    | AR CD    | BATCH | EFF DATE   | CUSTOMER NAME              | REASON/METHOD | PRIN PAID | INT PAID  | TOTAL PAID |
|---------|------|---------|----------|-------|------------|----------------------------|---------------|-----------|-----------|------------|
|         |      |         | PROPERTY | CODE  |            | ACTIVITY                   |               |           |           |            |
| 4665833 | 2016 | 2375931 | 11500    | 66133 | 08/25/2020 | ROGER, SAM                 |               | 0.00      | 0.00      | 21.96      |
| 4665834 | 2016 | 2375939 | 11500    | 66133 | 08/25/2020 | CARTER, PHILIP R           |               | 0.00      | WRITE-OFF | 21.96      |
| 4665835 | 2016 | 2375949 | 11500    | 66133 | 08/25/2020 | GOODMAN, SOPHIA            |               | 0.00      | 0.00      | 88.82      |
| 4665836 | 2016 | 2375981 | 11500    | 66133 | 08/25/2020 | ARELLEE TRUST              |               | 0.00      | WRITE-OFF | 88.82      |
| 4665837 | 2016 | 2376003 | 11500    | 66133 | 08/25/2020 | GARCIA, MARIBEL            |               | 0.00      | 0.00      | 18.92      |
| 4665838 | 2016 | 2376004 | 11500    | 66133 | 08/25/2020 | RAMIREZ, EVELYN            |               | 0.00      | WRITE-OFF | 18.92      |
| 4665839 | 2016 | 2376005 | 11500    | 66133 | 08/25/2020 | ROBERTS, TANYA R           |               | 0.00      | 0.00      | 21.96      |
| 4665840 | 2016 | 2376007 | 11500    | 66133 | 08/25/2020 | TRAVIEZO-PINERO, MARGEL B  |               | 0.00      | WRITE-OFF | 21.96      |
| 4665841 | 2016 | 2376024 | 11500    | 66133 | 08/25/2020 | PENA, MARIA                |               | 0.00      | 0.00      | 71.87      |
| 4665842 | 2016 | 2376044 | 11500    | 66133 | 08/25/2020 | HOPHE, CERGENIE A          |               | 0.00      | WRITE-OFF | 71.87      |
| 4665843 | 2016 | 2376045 | 11500    | 66133 | 08/25/2020 | MIRABAL,NIBYA A            |               | 0.00      | 0.00      | 16.64      |
| 4665844 | 2016 | 2376054 | 11500    | 66133 | 08/25/2020 | DEMATTEI, ADRIAN R         |               | 0.00      | WRITE-OFF | 16.64      |
| 4665845 | 2016 | 2376056 | 11500    | 66133 | 08/25/2020 | ZEARLEY, SHIRLEY Z.        |               | 0.00      | 0.00      | 60.42      |
| 4665846 | 2016 | 2376058 | 11500    | 66133 | 08/25/2020 | JARAMILLO, DANILO          |               | 0.00      | WRITE-OFF | 60.42      |
| 4665847 | 2016 | 2376068 | 11500    | 66133 | 08/25/2020 | SHORES SHOPPING CENTER     |               | 0.00      | 0.00      | 60.42      |
| 4665848 | 2016 | 2376099 | 11500    | 66133 | 08/25/2020 | ISIDORE, MAGDA             |               | 0.00      | WRITE-OFF | 60.42      |
| 4665849 | 2016 | 2376111 | 11500    | 66133 | 08/25/2020 | PIERRE, SANDY              |               | 0.00      | 0.00      | 26.07      |
| 4665850 | 2016 | 2376119 | 11500    | 66133 | 08/25/2020 | BIRKENMEYER, BRIAN PATRICK |               | 0.00      | WRITE-OFF | 26.07      |
| 4665851 | 2016 | 2376138 | 11500    | 66133 | 08/25/2020 | MOROSADORE LLC             |               | 0.00      | 0.00      | 0.46       |
| 4665852 | 2016 | 2376241 | 11500    | 66133 | 08/25/2020 | JONES, KAROL M.            |               | 0.00      | WRITE-OFF | 0.46       |
| 4665853 | 2016 | 2376299 | 11500    | 66133 | 08/25/2020 | VILLANOIX, BENDIALENE      |               | 0.00      | 0.00      | 37.52      |
| 4665854 | 2016 | 2376686 | 11500    | 66133 | 08/25/2020 | MARQUEZ-OLIVERA, MARIELA   |               | 0.00      | WRITE-OFF | 37.52      |
| 4665855 | 2016 | 2376933 | 11500    | 66133 | 08/25/2020 | CARDEN, W.E.               |               | 0.00      | 0.00      | 69.66      |
| 4665856 | 2016 | 2377399 | 11500    | 66133 | 08/25/2020 | KALABASH RESTAURANT LLC    |               | 0.00      | WRITE-OFF | 69.66      |
| 4665857 | 2016 | 2377750 | 11500    | 66133 | 08/25/2020 | WEBB, HENRY                |               | 0.00      | 0.00      | 15.68      |
| 4665858 | 2016 | 2377970 | 11500    | 66133 | 08/25/2020 | LOPEZ, DARLING             |               | 0.00      | WRITE-OFF | 15.68      |
| 4665859 | 2016 | 2378111 | 11500    | 66133 | 08/25/2020 | BROOKS, TERESA A           |               | 0.00      | 0.00      | 6.98       |
|         |      |         |          |       |            |                            |               | 0.00      | WRITE-OFF | 6.98       |
|         |      |         |          |       |            |                            |               | 0.00      | 0.00      | 632.56     |
|         |      |         |          |       |            |                            |               | 0.00      | WRITE-OFF | 632.56     |
|         |      |         |          |       |            |                            |               | 0.00      | 0.00      | 40.55      |
|         |      |         |          |       |            |                            |               | 0.00      | WRITE-OFF | 40.55      |
|         |      |         |          |       |            |                            |               | 0.00      | 0.00      | 31.38      |
|         |      |         |          |       |            |                            |               | 0.00      | WRITE-OFF | 31.38      |
|         |      |         |          |       |            |                            |               | 0.00      | 0.00      | 307.74     |
|         |      |         |          |       |            |                            |               | 0.00      | WRITE-OFF | 307.74     |
|         |      |         |          |       |            |                            |               | 0.00      | 0.00      | 77.17      |
|         |      |         |          |       |            |                            |               | 0.00      | WRITE-OFF | 77.17      |
|         |      |         |          |       |            |                            |               | 0.00      | 0.00      | 40.80      |
|         |      |         |          |       |            |                            |               | 0.00      | WRITE-OFF | 40.80      |
|         |      |         |          |       |            |                            |               | 0.00      | 0.00      | 6.03       |
|         |      |         |          |       |            |                            |               | 0.00      | WRITE-OFF | 6.03       |
|         |      |         |          |       |            |                            |               | 0.00      | 0.00      | 24.26      |
|         |      |         |          |       |            |                            |               | 0.00      | WRITE-OFF | 24.26      |
|         |      |         |          |       |            |                            |               | 0.00      | 0.00      | 41.07      |
|         |      |         |          |       |            |                            |               | 0.00      | WRITE-OFF | 41.07      |
|         |      |         |          |       |            |                            |               | 0.00      | 0.00      | 48.14      |
|         |      |         |          |       |            |                            |               | 0.00      | WRITE-OFF | 48.14      |
|         |      |         |          |       |            |                            |               | 0.00      | 0.00      | 28.70      |
|         |      |         |          |       |            |                            |               | 0.00      | WRITE-OFF | 28.70      |
|         |      |         |          |       |            |                            |               | 0.00      | 0.00      | 130.55     |
|         |      |         |          |       |            |                            |               | 0.00      | WRITE-OFF | 130.55     |
|         |      |         |          |       |            |                            |               | 0.00      | 0.00      | 102.82     |

| RECEIPT | YEAR | BILL AR CD | PROPERTY CODE | BATCH | EFF DATE   | CUSTOMER NAME<br>ACTIVITY             | REASON/METHOD | PRIN PAID | INT PAID          | TOTAL PAID       |
|---------|------|------------|---------------|-------|------------|---------------------------------------|---------------|-----------|-------------------|------------------|
| 4665860 | 2016 | 2378121    | 11500         | 66133 | 08/25/2020 | PAGAN III, ISRAEL                     |               | 0.00      | WRITE-OFF<br>0.00 | 102.82<br>69.07  |
| 4665861 | 2016 | 2378144    | 11500         | 66133 | 08/25/2020 | GRIFFIN, WILLIAM                      |               | 0.00      | WRITE-OFF<br>0.00 | 69.07<br>36.96   |
| 4665862 | 2016 | 2379176    | 11500         | 66133 | 08/25/2020 | ESPARZA, NATASHA                      |               | 0.00      | WRITE-OFF<br>0.00 | 36.96<br>32.41   |
| 4665863 | 2016 | 2379302    | 11500         | 66133 | 08/25/2020 | MARRERO, GUELMARIS                    |               | 0.00      | WRITE-OFF<br>0.00 | 32.41<br>100.78  |
| 4665864 | 2016 | 2379556    | 11500         | 66133 | 08/25/2020 | AUSTIN, BARBARA                       |               | 0.00      | WRITE-OFF<br>0.00 | 100.78<br>41.07  |
| 4665865 | 2016 | 2379694    | 11500         | 66133 | 08/25/2020 | GABLES PROFESSIONAL MANAGEMENT        |               | 0.00      | WRITE-OFF<br>0.00 | 41.07<br>112.04  |
| 4665866 | 2016 | 2379761    | 11500         | 66133 | 08/25/2020 | AUTEN, JODI D.                        |               | 0.00      | WRITE-OFF<br>0.00 | 112.04<br>2.23   |
| 4665867 | 2016 | 2380091    | 11500         | 66133 | 08/25/2020 | MURRAY, MICHAEL W.                    |               | 0.00      | WRITE-OFF<br>0.00 | 2.23<br>41.07    |
| 4665868 | 2016 | 2380131    | 11500         | 66133 | 08/25/2020 | GARCIA, DAISY                         |               | 0.00      | WRITE-OFF<br>0.00 | 41.07<br>111.35  |
| 4665869 | 2016 | 2380298    | 11500         | 66133 | 08/25/2020 | LOUINARD, DARLENE                     |               | 0.00      | WRITE-OFF<br>0.00 | 111.35<br>44.52  |
| 4665870 | 2016 | 2380581    | 11500         | 66133 | 08/25/2020 | BLACKWELL, REGINALD L.                |               | 0.00      | WRITE-OFF<br>0.00 | 44.52<br>35.19   |
| 4665871 | 2016 | 2380716    | 11500         | 66133 | 08/25/2020 | NEW PINE GLEN INC.                    |               | 0.00      | WRITE-OFF<br>0.00 | 35.19<br>112.04  |
| 4665872 | 2016 | 2381362    | 11500         | 66133 | 08/25/2020 | RUIZ, DONALD                          |               | 0.00      | WRITE-OFF<br>0.00 | 112.04<br>101.61 |
| 4665873 | 2016 | 2381604    | 11500         | 66133 | 08/25/2020 | VILLAGE ON THE GREEN AT GREENACRES LL |               | 0.00      | WRITE-OFF<br>0.00 | 101.61<br>28.70  |
| 4665874 | 2016 | 2381605    | 11500         | 66133 | 08/25/2020 | VILLAGE ON THE GREEN AT GREENACRES LL |               | 0.00      | WRITE-OFF<br>0.00 | 28.70<br>28.70   |
| 4665875 | 2016 | 2381840    | 11500         | 66133 | 08/25/2020 | ABREU, YASMIN                         |               | 0.00      | WRITE-OFF<br>0.00 | 28.70<br>124.12  |
| 4665876 | 2016 | 2381999    | 11500         | 66133 | 08/25/2020 | DELMAN'S BRIDAL & FASHION             |               | 0.00      | WRITE-OFF<br>0.00 | 124.12<br>17.98  |
| 4665877 | 2016 | 2382217    | 11500         | 66133 | 08/25/2020 | HERRERA, ERIKA C                      |               | 0.00      | WRITE-OFF<br>0.00 | 17.98<br>18.14   |
| 4665878 | 2016 | 2382260    | 11500         | 66133 | 08/25/2020 | EXANTUS, DUPSON                       |               | 0.00      | WRITE-OFF<br>0.00 | 18.14<br>133.49  |
| 4665879 | 2016 | 2382306    | 11500         | 66133 | 08/25/2020 | JOSE, MARIE W                         |               | 0.00      | WRITE-OFF<br>0.00 | 133.49<br>14.14  |
| 4665880 | 2016 | 2382527    | 11500         | 66133 | 08/25/2020 | VARGAS, SANDRA A.                     |               | 0.00      | WRITE-OFF<br>0.00 | 14.14<br>114.65  |
| 4665881 | 2016 | 2382776    | 11500         | 66133 | 08/25/2020 | SANFORD, ELIZABETH D                  |               | 0.00      | WRITE-OFF<br>0.00 | 114.65<br>95.00  |
| 4665882 | 2016 | 2382877    | 11500         | 66133 | 08/25/2020 | DOMINGO, LAMAZARES                    |               | 0.00      | WRITE-OFF<br>0.00 | 95.00<br>36.96   |
| 4665883 | 2016 | 2382942    | 11500         | 66133 | 08/25/2020 | MATTICE, MARGO                        |               | 0.00      | WRITE-OFF<br>0.00 | 36.96<br>36.96   |
| 4665884 | 2016 | 2382956    | 11500         | 66133 | 08/25/2020 | CASTANO, LINA M.                      |               | 0.00      | WRITE-OFF<br>0.00 | 36.96<br>43.92   |
| 4665885 | 2016 | 2383419    | 11500         | 66133 | 08/25/2020 | PALMASECA HOLDINGS INC                |               | 0.00      | WRITE-OFF<br>0.00 | 43.92<br>36.96   |
|         |      |            |               |       |            |                                       |               |           | WRITE-OFF         | 36.96            |

08/25/2020 15:35  
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Village of Palm Springs  
PAYMENTS JOURNAL UB SERVICES - GENERAL

P 8  
arrcptst

| RECEIPT YEAR | BILL | AR CD    | BATCH | EFF DATE | CUSTOMER NAME | REASON/METHOD                  | PRIN PAID | INT PAID  | TOTAL PAID |
|--------------|------|----------|-------|----------|---------------|--------------------------------|-----------|-----------|------------|
|              |      | PROPERTY | CODE  |          | ACTIVITY      |                                |           |           |            |
| 4665886      | 2016 | 2383581  | 11500 | 66133    | 08/25/2020    | NEAL, PETE J.                  | 0.00      | 0.00      | 95.45      |
| 4665887      | 2016 | 2383584  | 11500 | 66133    | 08/25/2020    | PINOAMADOR, ROBERTO            | 0.00      | WRITE-OFF | 95.45      |
| 4665888      | 2016 | 2384045  | 11500 | 66133    | 08/25/2020    | HORTON, ASHLEY M.M.            | 0.00      | 0.00      | 74.65      |
| 4665889      | 2016 | 2384145  | 11500 | 66133    | 08/25/2020    | LOPEZ, LEODAN                  | 0.00      | WRITE-OFF | 74.65      |
| 4665890      | 2016 | 2384194  | 11500 | 66133    | 08/25/2020    | HIGHT, MARYBETH                | 0.00      | 0.00      | 12.56      |
| 4665891      | 2016 | 2384306  | 11500 | 66133    | 08/25/2020    | TPRE PS LLC                    | 0.00      | WRITE-OFF | 12.56      |
| 4665892      | 2016 | 2384485  | 11500 | 66133    | 08/25/2020    | BARRIOS, RONELL                | 0.00      | 0.00      | 54.37      |
| 4665893      | 2016 | 2384875  | 11500 | 66133    | 08/25/2020    | SANCHEZ HERNANDEZ, RAFAEL      | 0.00      | WRITE-OFF | 54.37      |
| 4665894      | 2016 | 2384883  | 11500 | 66133    | 08/25/2020    | LEE, GEOFFREY                  | 0.00      | 0.00      | 54.37      |
| 4665895      | 2016 | 2385037  | 11500 | 66133    | 08/25/2020    | HOLDAM, DAVID                  | 0.00      | WRITE-OFF | 54.37      |
| 4665896      | 2016 | 2385185  | 11500 | 66133    | 08/25/2020    | MONTTOYA, LUIS                 | 0.00      | 0.00      | 36.96      |
| 4665897      | 2016 | 2385353  | 11500 | 66133    | 08/25/2020    | ROSSELLO, JUAN F.              | 0.00      | WRITE-OFF | 36.96      |
| 4665898      | 2016 | 2385766  | 11500 | 66133    | 08/25/2020    | ESCALADA, SERGIO               | 0.00      | 0.00      | 404.97     |
| 4665899      | 2016 | 2386452  | 11500 | 66133    | 08/25/2020    | SENIOR, JENNIFER L             | 0.00      | WRITE-OFF | 404.97     |
| 4665900      | 2016 | 2386530  | 11500 | 66133    | 08/25/2020    | MIRANDA, HUMBERTO              | 0.00      | 0.00      | 30.67      |
| 4665901      | 2016 | 2386769  | 11500 | 66133    | 08/25/2020    | MYGRANT, RONALD                | 0.00      | WRITE-OFF | 30.67      |
| 4665902      | 2016 | 2387454  | 11500 | 66133    | 08/25/2020    | MARTINEZ, MARGARITA            | 0.00      | 0.00      | 118.05     |
| 4665903      | 2016 | 2387643  | 11500 | 66133    | 08/25/2020    | KESSLER, MARVIN                | 0.00      | WRITE-OFF | 118.05     |
| 4665904      | 2016 | 2387645  | 11500 | 66133    | 08/25/2020    | KESSLER, MARVIN                | 0.00      | 0.00      | 30.67      |
| 4665905      | 2016 | 2389014  | 11500 | 66133    | 08/25/2020    | ABREU, YASMIN                  | 0.00      | WRITE-OFF | 30.67      |
| 4665906      | 2016 | 2389037  | 11500 | 66133    | 08/25/2020    | MAISONET, JUSTIN R             | 0.00      | 0.00      | 9.50       |
| 4665907      | 2016 | 2389041  | 11500 | 66133    | 08/25/2020    | SANFORD, ELIZABETH D           | 0.00      | WRITE-OFF | 9.50       |
| 4665908      | 2016 | 2389046  | 11500 | 66133    | 08/25/2020    | CASTANO, LINA M.               | 0.00      | 0.00      | 36.96      |
| 4665909      | 2016 | 2389052  | 11500 | 66133    | 08/25/2020    | FEDERAL NATIONAL MORTGAGE ASSC | 0.00      | WRITE-OFF | 36.96      |
| 4665910      | 2016 | 2389063  | 11500 | 66133    | 08/25/2020    | HORTON, ASHLEY M.M.            | 0.00      | 0.00      | 36.96      |
| 4665911      | 2016 | 2389065  | 11500 | 66133    | 08/25/2020    | LOPEZ, LEODAN                  | 0.00      | WRITE-OFF | 36.96      |
| 4665912      | 2016 | 2389074  | 11500 | 66133    | 08/25/2020    | BARRIOS, RONELL                | 0.00      | 0.00      | 36.96      |



| RECEIPT | YEAR | BILL    | AR CD    | BATCH | EFF DATE   | CUSTOMER NAME                   | REASON/METHOD | PRIN PAID | INT PAID  | TOTAL PAID |
|---------|------|---------|----------|-------|------------|---------------------------------|---------------|-----------|-----------|------------|
|         |      |         | PROPERTY | CODE  |            | ACTIVITY                        |               |           |           |            |
| 4665939 | 2016 | 2389838 | 11500    | 66133 | 08/25/2020 | JOSE, MARIE W                   |               | 0.00      | 0.00      | 103.05     |
| 4665940 | 2016 | 2390381 | 11500    | 66133 | 08/25/2020 | TREVINO, JOSE M                 |               | 0.00      | WRITE-OFF | 103.05     |
| 4665941 | 2016 | 2390414 | 11500    | 66133 | 08/25/2020 | DOMINGO, LAMAZARES              |               | 0.00      | 0.00      | 56.87      |
| 4665942 | 2016 | 2390481 | 11500    | 66133 | 08/25/2020 | MATTICE, MARGO                  |               | 0.00      | WRITE-OFF | 56.87      |
| 4665943 | 2016 | 2390962 | 11500    | 66133 | 08/25/2020 | PALMASECA HOLDINGS INC          |               | 0.00      | 0.00      | 36.96      |
| 4665944 | 2016 | 2391123 | 11500    | 66133 | 08/25/2020 | NEAL, PETE J.                   |               | 0.00      | WRITE-OFF | 36.96      |
| 4665945 | 2016 | 2391127 | 11500    | 66133 | 08/25/2020 | PINOAMADOR, ROBERTO             |               | 0.00      | 0.00      | 36.96      |
| 4665946 | 2016 | 2391134 | 11500    | 66133 | 08/25/2020 | BENITEZ, ELVIN N.               |               | 0.00      | WRITE-OFF | 36.96      |
| 4665947 | 2016 | 2391241 | 11500    | 66133 | 08/25/2020 | PEREZ, JUANA M                  |               | 0.00      | 0.00      | 45.53      |
| 4665948 | 2016 | 2391612 | 11500    | 66133 | 08/25/2020 | ALFARO, LUIS OMAR               |               | 0.00      | WRITE-OFF | 45.53      |
| 4665949 | 2016 | 2391751 | 11500    | 66133 | 08/25/2020 | HIGHT, MARYBETH                 |               | 0.00      | 0.00      | 65.23      |
| 4665950 | 2016 | 2391867 | 11500    | 66133 | 08/25/2020 | TPRE PS LLC                     |               | 0.00      | WRITE-OFF | 65.23      |
| 4665951 | 2015 | 2205599 | 11500    | 66133 | 08/25/2020 | WASSERMAN, CHARLENE E           |               | 0.00      | 0.00      | 14.14      |
| 4665952 | 2016 | 2271066 | 11500    | 66133 | 08/25/2020 | BETHEA, GARY LEONARD            |               | 0.00      | WRITE-OFF | 14.14      |
| 4665953 | 2016 | 2271070 | 11500    | 66133 | 08/25/2020 | PIERRE, KERLINE                 |               | 0.00      | 0.00      | 44.10      |
| 4665954 | 2016 | 2271072 | 11500    | 66133 | 08/25/2020 | CARABALLO, DAMARIS LEE          |               | 0.00      | WRITE-OFF | 44.10      |
| 4665955 | 2016 | 2271094 | 11500    | 66133 | 08/25/2020 | FEDERAL NATIL MTG ASSN          |               | 0.00      | 0.00      | 117.96     |
| 4665956 | 2016 | 2271095 | 11500    | 66133 | 08/25/2020 | MCCALL-CANTONNET, JOHN A.       |               | 0.00      | WRITE-OFF | 117.96     |
| 4665957 | 2016 | 2271096 | 11500    | 66133 | 08/25/2020 | FERNANDEZ, ANNA M               |               | 0.00      | 0.00      | 36.96      |
| 4665958 | 2016 | 2271104 | 11500    | 66133 | 08/25/2020 | SILVA, MARIA C                  |               | 0.00      | WRITE-OFF | 36.96      |
| 4665959 | 2016 | 2271125 | 11500    | 66133 | 08/25/2020 | ROBINSON, PATRICK R.            |               | 0.00      | 0.00      | 404.97     |
| 4665960 | 2016 | 2271126 | 11500    | 66133 | 08/25/2020 | GARCIA, YAMILE                  |               | 0.00      | WRITE-OFF | 404.97     |
| 4665961 | 2016 | 2271130 | 11500    | 66133 | 08/25/2020 | DEUTSCHE BANK NATIL TRUST CO TR |               | 0.00      | 0.00      | 18.13      |
| 4665963 | 2016 | 2271141 | 11500    | 66133 | 08/25/2020 | GRAHAM, JODY                    |               | 0.00      | WRITE-OFF | 18.13      |
| 4665964 | 2016 | 2271145 | 11500    | 66133 | 08/25/2020 | WU GALL, CHARLOTTE              |               | 0.00      | 0.00      | 30.02      |
| 4665965 | 2016 | 2271147 | 11500    | 66133 | 08/25/2020 | LARA-JARRETT, YUBERQUIS         |               | 0.00      | WRITE-OFF | 30.02      |
| 4665966 | 2016 | 2271156 | 11500    | 66133 | 08/25/2020 | PAULINO, RICHARD                |               | 0.00      | 0.00      | 2.12       |





08/25/2020 15:35  
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Village of Palm Springs  
PAYMENTS JOURNAL UB SERVICES - GENERAL

P 12  
arrcptst

| RECEIPT YEAR | BILL AR CD | PROPERTY | BATCH CODE | EFF DATE | CUSTOMER NAME<br>ACTIVITY | REASON/METHOD                  | PRIN PAID | INT PAID | TOTAL PAID |
|--------------|------------|----------|------------|----------|---------------------------|--------------------------------|-----------|----------|------------|
| 4665993      | 2016       | 2271350  | 11500      | 66133    | 08/25/2020                | VELEZ-CINTRON, MILDRED         | 0.00      | 0.00     | 121.48     |
|              |            |          |            |          |                           | WRITE-OFF                      |           | 0.00     | 121.48     |
| 4665994      | 2016       | 2271353  | 11500      | 66133    | 08/25/2020                | HOLLABAUGH, CHAD V             | 0.00      | 0.00     | 18.45      |
|              |            |          |            |          |                           | WRITE-OFF                      |           | 0.00     | 18.45      |
| 4665995      | 2016       | 2271356  | 11500      | 66133    | 08/25/2020                | WELLS FARGO BANK NA TR         | 0.00      | 0.00     | 13.11      |
|              |            |          |            |          |                           | WRITE-OFF                      |           | 0.00     | 13.11      |
| 4665996      | 2016       | 2271360  | 11500      | 66133    | 08/25/2020                | PUENTES, KIRENIA               | 0.00      | 0.00     | 39.03      |
|              |            |          |            |          |                           | WRITE-OFF                      |           | 0.00     | 39.03      |
| 4665997      | 2016       | 2271363  | 11500      | 66133    | 08/25/2020                | REYNOSO, JACINTA               | 0.00      | 0.00     | 116.58     |
|              |            |          |            |          |                           | WRITE-OFF                      |           | 0.00     | 116.58     |
| 4665998      | 2016       | 2271923  | 11500      | 66133    | 08/25/2020                | ETIENNE RONEDE                 | 0.00      | 0.00     | 30.02      |
|              |            |          |            |          |                           | WRITE-OFF                      |           | 0.00     | 30.02      |
| 4665999      | 2016       | 2272431  | 11500      | 66133    | 08/25/2020                | PEDRAZA, GERMAN A              | 0.00      | 0.00     | 21.01      |
|              |            |          |            |          |                           | WRITE-OFF                      |           | 0.00     | 21.01      |
| 4666000      | 2016       | 2272510  | 11500      | 66133    | 08/25/2020                | DOMINGO, LAMAZARES             | 0.00      | 0.00     | 36.01      |
|              |            |          |            |          |                           | WRITE-OFF                      |           | 0.00     | 36.01      |
| 4666001      | 2016       | 2272577  | 11500      | 66133    | 08/25/2020                | MATTICE, MARGO                 | 0.00      | 0.00     | 36.01      |
|              |            |          |            |          |                           | WRITE-OFF                      |           | 0.00     | 36.01      |
| 4666002      | 2016       | 2273828  | 11500      | 66133    | 08/25/2020                | HIGHT, MARYBETH                | 0.00      | 0.00     | 36.01      |
|              |            |          |            |          |                           | WRITE-OFF                      |           | 0.00     | 36.01      |
| 4666003      | 2016       | 2274344  | 11500      | 66133    | 08/25/2020                | FALSIA, SUSAN                  | 0.00      | 0.00     | 94.84      |
|              |            |          |            |          |                           | WRITE-OFF                      |           | 0.00     | 94.84      |
| 4666004      | 2016       | 2274665  | 11500      | 66133    | 08/25/2020                | HOLDAM, DAVID                  | 0.00      | 0.00     | 36.01      |
|              |            |          |            |          |                           | WRITE-OFF                      |           | 0.00     | 36.01      |
| 4666005      | 2016       | 2276134  | 11500      | 66133    | 08/25/2020                | MIRANDA, HUMBERTO              | 0.00      | 0.00     | 36.01      |
|              |            |          |            |          |                           | WRITE-OFF                      |           | 0.00     | 36.01      |
| 4666006      | 2016       | 2277229  | 11500      | 66133    | 08/25/2020                | KESSLER, MARVIN                | 0.00      | 0.00     | 36.01      |
|              |            |          |            |          |                           | WRITE-OFF                      |           | 0.00     | 36.01      |
| 4666007      | 2016       | 2277396  | 11500      | 66133    | 08/25/2020                | BANNIN, WILLIAM T.             | 0.00      | 0.00     | 48.13      |
|              |            |          |            |          |                           | WRITE-OFF                      |           | 0.00     | 48.13      |
| 4666008      | 2016       | 2277598  | 11500      | 66133    | 08/25/2020                | WEFILE , INC                   | 0.00      | 0.00     | 168.94     |
|              |            |          |            |          |                           | WRITE-OFF                      |           | 0.00     | 168.94     |
| 4666009      | 2016       | 2277657  | 11500      | 66133    | 08/25/2020                | LEO T'S TOWING & RECOVERY INC. | 0.00      | 0.00     | 32.70      |
|              |            |          |            |          |                           | WRITE-OFF                      |           | 0.00     | 32.70      |
| 4666010      | 2016       | 2277887  | 11500      | 66133    | 08/25/2020                | FIGUEROA, LUIS A               | 0.00      | 0.00     | 75.08      |
|              |            |          |            |          |                           | WRITE-OFF                      |           | 0.00     | 75.08      |
| 4666011      | 2016       | 2277896  | 11500      | 66133    | 08/25/2020                | BARTLE EDWARD W                | 0.00      | 0.00     | 93.05      |
|              |            |          |            |          |                           | WRITE-OFF                      |           | 0.00     | 93.05      |
| 4666012      | 2016       | 2278159  | 11500      | 66133    | 08/25/2020                | MOROSADORE LLC                 | 0.00      | 0.00     | 69.24      |
|              |            |          |            |          |                           | WRITE-OFF                      |           | 0.00     | 69.24      |
| 4666013      | 2016       | 2278183  | 11500      | 66133    | 08/25/2020                | TORRES-ACOSTA, YASMARA M       | 0.00      | 0.00     | 42.10      |
|              |            |          |            |          |                           | WRITE-OFF                      |           | 0.00     | 42.10      |
| 4666014      | 2016       | 2278228  | 11500      | 66133    | 08/25/2020                | CAPITAL THRIFT INC.            | 0.00      | 0.00     | 48.14      |
|              |            |          |            |          |                           | WRITE-OFF                      |           | 0.00     | 48.14      |
| 4666015      | 2016       | 2278705  | 11500      | 66133    | 08/25/2020                | EL RINCON DEL CEVICHE INC      | 0.00      | 0.00     | 78.98      |
|              |            |          |            |          |                           | WRITE-OFF                      |           | 0.00     | 78.98      |
| 4666016      | 2016       | 2278724  | 11500      | 66133    | 08/25/2020                | SHETTY, HEIDY G                | 0.00      | 0.00     | 74.86      |
|              |            |          |            |          |                           | WRITE-OFF                      |           | 0.00     | 74.86      |
| 4666017      | 2016       | 2278958  | 11500      | 66133    | 08/25/2020                | CARDEN, W.E.                   | 0.00      | 0.00     | 39.95      |
|              |            |          |            |          |                           | WRITE-OFF                      |           | 0.00     | 39.95      |
| 4666018      | 2016       | 2280123  | 11500      | 66133    | 08/25/2020                | ESPINOZA, JOSAFAT              | 0.00      | 0.00     | 36.01      |
|              |            |          |            |          |                           | WRITE-OFF                      |           | 0.00     | 36.01      |
| 4666019      | 2016       | 2280136  | 11500      | 66133    | 08/25/2020                | MOYA, JESUS                    | 0.00      | 0.00     | 0.69       |



08/25/2020 15:35  
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Village of Palm Springs  
PAYMENTS JOURNAL UB SERVICES - GENERAL

P 14  
arrctpst

| RECEIPT | YEAR | BILL    | AR CD    | BATCH | EFF DATE   | CUSTOMER NAME                   | REASON/METHOD | PRIN PAID | INT PAID  | TOTAL PAID |
|---------|------|---------|----------|-------|------------|---------------------------------|---------------|-----------|-----------|------------|
|         |      |         | PROPERTY | CODE  |            | ACTIVITY                        |               |           |           |            |
| 4666046 | 2016 | 2284190 | 11500    | 66133 | 08/25/2020 | GRIMM, MICHAEL                  |               | 0.00      | 0.00      | 21.96      |
|         |      |         |          |       |            |                                 |               |           | WRITE-OFF | 21.96      |
| 4666047 | 2016 | 2284195 | 11500    | 66133 | 08/25/2020 | FLORES, GLORIA                  |               | 0.00      | 0.00      | 33.22      |
|         |      |         |          |       |            |                                 |               |           | WRITE-OFF | 33.22      |
| 4666048 | 2016 | 2284197 | 11500    | 66133 | 08/25/2020 | BANNIN, WILLIAM T.              |               | 0.00      | 0.00      | 50.23      |
|         |      |         |          |       |            |                                 |               |           | WRITE-OFF | 50.23      |
| 4666049 | 2016 | 2284202 | 11500    | 66133 | 08/25/2020 | FLEMING, CELESTINE D            |               | 0.00      | 0.00      | 22.71      |
|         |      |         |          |       |            |                                 |               |           | WRITE-OFF | 22.71      |
| 4666050 | 2016 | 2284213 | 11500    | 66133 | 08/25/2020 | ST. PATRICKS PROPERTIES LLC     |               | 0.00      | 0.00      | 37.52      |
|         |      |         |          |       |            |                                 |               |           | WRITE-OFF | 37.52      |
| 4666051 | 2016 | 2284230 | 11500    | 66133 | 08/25/2020 | RAMIREZ-DIAZ, TATIANA           |               | 0.00      | 0.00      | 71.87      |
|         |      |         |          |       |            |                                 |               |           | WRITE-OFF | 71.87      |
| 4666052 | 2016 | 2284244 | 11500    | 66133 | 08/25/2020 | GUIDO, JOAN                     |               | 0.00      | 0.00      | 21.96      |
|         |      |         |          |       |            |                                 |               |           | WRITE-OFF | 21.96      |
| 4666053 | 2016 | 2284250 | 11500    | 66133 | 08/25/2020 | FLOW, RAY                       |               | 0.00      | 0.00      | 21.96      |
|         |      |         |          |       |            |                                 |               |           | WRITE-OFF | 21.96      |
| 4666054 | 2016 | 2284266 | 11500    | 66133 | 08/25/2020 | RIFFNER, NORMAN & ALICE         |               | 0.00      | 0.00      | 21.96      |
|         |      |         |          |       |            |                                 |               |           | WRITE-OFF | 21.96      |
| 4666055 | 2016 | 2284279 | 11500    | 66133 | 08/25/2020 | FEDERAL NATIONAL MORTGAGE ASSOC |               | 0.00      | 0.00      | 21.96      |
|         |      |         |          |       |            |                                 |               |           | WRITE-OFF | 21.96      |
| 4666056 | 2016 | 2284281 | 11500    | 66133 | 08/25/2020 | SANDERS, RHONDA N               |               | 0.00      | 0.00      | 4.88       |
|         |      |         |          |       |            |                                 |               |           | WRITE-OFF | 4.88       |
| 4666057 | 2016 | 2284299 | 11500    | 66133 | 08/25/2020 | LEO T'S TOWING & RECOVERY INC.  |               | 0.00      | 0.00      | 87.02      |
|         |      |         |          |       |            |                                 |               |           | WRITE-OFF | 87.02      |
| 4666058 | 2016 | 2284304 | 11500    | 66133 | 08/25/2020 | ALLEN, RAYON E                  |               | 0.00      | 0.00      | 2.07       |
|         |      |         |          |       |            |                                 |               |           | WRITE-OFF | 2.07       |
| 4666059 | 2016 | 2284306 | 11500    | 66133 | 08/25/2020 | PENA, ILIDA M                   |               | 0.00      | 0.00      | 37.52      |
|         |      |         |          |       |            |                                 |               |           | WRITE-OFF | 37.52      |
| 4666060 | 2016 | 2284319 | 11500    | 66133 | 08/25/2020 | CHARLES, JEAN W                 |               | 0.00      | 0.00      | 94.77      |
|         |      |         |          |       |            |                                 |               |           | WRITE-OFF | 94.77      |
| 4666061 | 2016 | 2284321 | 11500    | 66133 | 08/25/2020 | RIVERO, LISANDRA                |               | 0.00      | 0.00      | 13.02      |
|         |      |         |          |       |            |                                 |               |           | WRITE-OFF | 13.02      |
| 4666062 | 2016 | 2284323 | 11500    | 66133 | 08/25/2020 | CHAPARRO, CHRISTIAN R.          |               | 0.00      | 0.00      | 109.58     |
|         |      |         |          |       |            |                                 |               |           | WRITE-OFF | 109.58     |
| 4666063 | 2016 | 2284325 | 11500    | 66133 | 08/25/2020 | EL RINCON DEL CEVICHE INC       |               | 0.00      | 0.00      | 199.02     |
|         |      |         |          |       |            |                                 |               |           | WRITE-OFF | 199.02     |
| 4666064 | 2016 | 2284329 | 11500    | 66133 | 08/25/2020 | MANDELBAUM,CLAUDIA M            |               | 0.00      | 0.00      | 155.97     |
|         |      |         |          |       |            |                                 |               |           | WRITE-OFF | 155.97     |
| 4666065 | 2016 | 2284334 | 11500    | 66133 | 08/25/2020 | ANDRADE, OLGAREYNA              |               | 0.00      | 0.00      | 0.54       |
|         |      |         |          |       |            |                                 |               |           | WRITE-OFF | 0.54       |
| 4666066 | 2016 | 2284338 | 11500    | 66133 | 08/25/2020 | MOROSADORE LLC                  |               | 0.00      | 0.00      | 77.17      |
|         |      |         |          |       |            |                                 |               |           | WRITE-OFF | 77.17      |
| 4666067 | 2016 | 2284362 | 11500    | 66133 | 08/25/2020 | TORRES-ACOSTA, YASMARA M        |               | 0.00      | 0.00      | 43.18      |
|         |      |         |          |       |            |                                 |               |           | WRITE-OFF | 43.18      |
| 4666068 | 2016 | 2284407 | 11500    | 66133 | 08/25/2020 | CAPITAL THRIFT INC.             |               | 0.00      | 0.00      | 49.63      |
|         |      |         |          |       |            |                                 |               |           | WRITE-OFF | 49.63      |
| 4666069 | 2016 | 2284739 | 11500    | 66133 | 08/25/2020 | SANCHEZ MICHAEL C               |               | 0.00      | 0.00      | 81.40      |
|         |      |         |          |       |            |                                 |               |           | WRITE-OFF | 81.40      |
| 4666071 | 2016 | 2284905 | 11500    | 66133 | 08/25/2020 | SHETTY, HEIDY G                 |               | 0.00      | 0.00      | 107.80     |
|         |      |         |          |       |            |                                 |               |           | WRITE-OFF | 107.80     |
| 4666072 | 2016 | 2285143 | 11500    | 66133 | 08/25/2020 | CARDEN, W.E.                    |               | 0.00      | 0.00      | 41.07      |
|         |      |         |          |       |            |                                 |               |           | WRITE-OFF | 41.07      |
| 4666073 | 2016 | 2286311 | 11500    | 66133 | 08/25/2020 | ESPINOZA, JOSAFAT               |               | 0.00      | 0.00      | 36.96      |

|P 15  
|arrctpst

| RECEIPT | YEAR | BILL    | AR CD    | BATCH | EFF DATE   | CUSTOMER NAME                         | REASON/METHOD | PRIN PAID | INT PAID  | TOTAL PAID |
|---------|------|---------|----------|-------|------------|---------------------------------------|---------------|-----------|-----------|------------|
|         |      |         | PROPERTY | CODE  |            | ACTIVITY                              |               |           |           |            |
| 4666074 | 2016 | 2286324 | 11500    | 66133 | 08/25/2020 | MOYA, JESUS                           |               | 0.00      | WRITE-OFF | 36.96      |
|         |      |         |          |       |            |                                       |               |           | 0.00      | 141.84     |
| 4666075 | 2016 | 2286335 | 11500    | 66133 | 08/25/2020 | BROOKS, TERESA A                      |               | 0.00      | WRITE-OFF | 141.84     |
|         |      |         |          |       |            |                                       |               |           | 0.00      | 1.86       |
| 4666076 | 2016 | 2286624 | 11500    | 66133 | 08/25/2020 | KANE, CHRISTINA M                     |               | 0.00      | WRITE-OFF | 1.86       |
|         |      |         |          |       |            |                                       |               |           | 0.00      | 114.76     |
| 4666077 | 2016 | 2286632 | 11500    | 66133 | 08/25/2020 | TORRES, JESSEY J                      |               | 0.00      | WRITE-OFF | 114.76     |
|         |      |         |          |       |            |                                       |               |           | 0.00      | 6.34       |
| 4666078 | 2016 | 2286683 | 11500    | 66133 | 08/25/2020 | MCKAY, PHILIPA T                      |               | 0.00      | WRITE-OFF | 6.34       |
|         |      |         |          |       |            |                                       |               |           | 0.00      | 62.88      |
| 4666079 | 2016 | 2286818 | 11500    | 66133 | 08/25/2020 | JACKSON, DWAYNE L                     |               | 0.00      | WRITE-OFF | 62.88      |
|         |      |         |          |       |            |                                       |               |           | 0.00      | 52.52      |
| 4666080 | 2016 | 2286860 | 11500    | 66133 | 08/25/2020 | HERNANDEZ, JORGE                      |               | 0.00      | WRITE-OFF | 52.52      |
|         |      |         |          |       |            |                                       |               |           | 0.00      | 26.07      |
| 4666081 | 2016 | 2287444 | 11500    | 66133 | 08/25/2020 | JEAN, HERMAND                         |               | 0.00      | WRITE-OFF | 26.07      |
|         |      |         |          |       |            |                                       |               |           | 0.00      | 37.52      |
| 4666082 | 2016 | 2287512 | 11500    | 66133 | 08/25/2020 | STACEY, TIFFANY R                     |               | 0.00      | WRITE-OFF | 37.52      |
|         |      |         |          |       |            |                                       |               |           | 0.00      | 63.97      |
| 4666083 | 2016 | 2287789 | 11500    | 66133 | 08/25/2020 | AUSTIN, BARBARA                       |               | 0.00      | WRITE-OFF | 63.97      |
|         |      |         |          |       |            |                                       |               |           | 0.00      | 41.07      |
| 4666084 | 2016 | 2287930 | 11500    | 66133 | 08/25/2020 | GABLES PROFESSIONAL MANAGEMENT        |               | 0.00      | WRITE-OFF | 41.07      |
|         |      |         |          |       |            |                                       |               |           | 0.00      | 112.04     |
| 4666085 | 2016 | 2288039 | 11500    | 66133 | 08/25/2020 | MILLER, ABRIANNA                      |               | 0.00      | WRITE-OFF | 112.04     |
|         |      |         |          |       |            |                                       |               |           | 0.00      | 13.70      |
| 4666086 | 2016 | 2288325 | 11500    | 66133 | 08/25/2020 | MURRAY, MICHAEL W.                    |               | 0.00      | WRITE-OFF | 13.70      |
|         |      |         |          |       |            |                                       |               |           | 0.00      | 41.07      |
| 4666087 | 2016 | 2288462 | 11500    | 66133 | 08/25/2020 | EC DEVELOPMENT LLC                    |               | 0.00      | WRITE-OFF | 41.07      |
|         |      |         |          |       |            |                                       |               |           | 0.00      | 28.70      |
| 4666088 | 2016 | 2288951 | 11500    | 66133 | 08/25/2020 | NEW PINE GLEN INC.                    |               | 0.00      | WRITE-OFF | 28.70      |
|         |      |         |          |       |            |                                       |               |           | 0.00      | 112.04     |
| 4666089 | 2016 | 2288995 | 11500    | 66133 | 08/25/2020 | FEDERAL NATIONAL MORTGAGE ASSC        |               | 0.00      | WRITE-OFF | 112.04     |
|         |      |         |          |       |            |                                       |               |           | 0.00      | 26.07      |
| 4666090 | 2016 | 2289833 | 11500    | 66133 | 08/25/2020 | VILLAGE ON THE GREEN AT GREENACRES LL |               | 0.00      | WRITE-OFF | 26.07      |
|         |      |         |          |       |            |                                       |               |           | 0.00      | 28.70      |
| 4666091 | 2016 | 2289834 | 11500    | 66133 | 08/25/2020 | VILLAGE ON THE GREEN AT GREENACRES LL |               | 0.00      | WRITE-OFF | 28.70      |
|         |      |         |          |       |            |                                       |               |           | 0.00      | 28.70      |
| 4666092 | 2016 | 2290221 | 11500    | 66133 | 08/25/2020 | CRESTHAVEN MEDICAL CENTER             |               | 0.00      | WRITE-OFF | 28.70      |
|         |      |         |          |       |            |                                       |               |           | 0.00      | 17.98      |
| 4666093 | 2016 | 2291113 | 11500    | 66133 | 08/25/2020 | DOMINGO, LAMAZARES                    |               | 0.00      | WRITE-OFF | 17.98      |
|         |      |         |          |       |            |                                       |               |           | 0.00      | 36.96      |
| 4666094 | 2016 | 2291180 | 11500    | 66133 | 08/25/2020 | MATTICE, MARGO                        |               | 0.00      | WRITE-OFF | 36.96      |
|         |      |         |          |       |            |                                       |               |           | 0.00      | 36.96      |
| 4666095 | 2016 | 2291382 | 11500    | 66133 | 08/25/2020 | ANDERSON, LOIS C.                     |               | 0.00      | WRITE-OFF | 36.96      |
|         |      |         |          |       |            |                                       |               |           | 0.00      | 21.38      |
| 4666096 | 2016 | 2291946 | 11500    | 66133 | 08/25/2020 | SANTIAGO, RUBEN                       |               | 0.00      | WRITE-OFF | 21.38      |
|         |      |         |          |       |            |                                       |               |           | 0.00      | 115.20     |
| 4666097 | 2016 | 2292440 | 11500    | 66133 | 08/25/2020 | HIGHT, MARYBETH                       |               | 0.00      | WRITE-OFF | 115.20     |
|         |      |         |          |       |            |                                       |               |           | 0.00      | 36.96      |
| 4666098 | 2016 | 2293274 | 11500    | 66133 | 08/25/2020 | HOLDAM, DAVID                         |               | 0.00      | WRITE-OFF | 36.96      |
|         |      |         |          |       |            |                                       |               |           | 0.00      | 36.96      |
| 4666099 | 2016 | 2294523 | 11500    | 66133 | 08/25/2020 | VARGAS, PATRICIA E                    |               | 0.00      | WRITE-OFF | 36.96      |
|         |      |         |          |       |            |                                       |               |           | 0.00      | 54.22      |
|         |      |         |          |       |            |                                       |               |           | WRITE-OFF | 54.22      |



|P 16  
|arrctpst

| RECEIPT | YEAR | BILL    | AR CD    | BATCH | EFF DATE   | CUSTOMER NAME                   | PRIN PAID | INT PAID  | TOTAL PAID |
|---------|------|---------|----------|-------|------------|---------------------------------|-----------|-----------|------------|
|         |      |         | PROPERTY | CODE  |            | ACTIVITY                        |           |           |            |
|         |      |         |          |       |            | REASON/METHOD                   |           |           |            |
| 4666100 | 2016 | 2294764 | 11500    | 66133 | 08/25/2020 | MIRANDA, HUMBERTO               | 0.00      | 0.00      | 423.58     |
| 4666101 | 2016 | 2295758 | 11500    | 66133 | 08/25/2020 | VAPORLIFE LAKE WORTH LLC        | 0.00      | WRITE-OFF | 423.58     |
| 4666102 | 2016 | 2295869 | 11500    | 66133 | 08/25/2020 | KESSLER, MARVIN                 | 0.00      | 0.00      | 206.57     |
| 4666103 | 2016 | 2296240 | 11500    | 66133 | 08/25/2020 | WEFILE , INC                    | 0.00      | WRITE-OFF | 206.57     |
| 4666104 | 2016 | 2296541 | 11500    | 66133 | 08/25/2020 | BARTLE EDWARD W                 | 0.00      | 0.00      | 36.96      |
| 4666105 | 2016 | 2296593 | 11500    | 66133 | 08/25/2020 | NAVARRO, MELODY                 | 0.00      | WRITE-OFF | 36.96      |
| 4666106 | 2016 | 2297182 | 11500    | 66133 | 08/25/2020 | WHITE, WAYNE A.                 | 0.00      | 0.00      | 175.95     |
| 4666107 | 2016 | 2297195 | 11500    | 66133 | 08/25/2020 | CUMMINGS, JAMEL A.              | 0.00      | WRITE-OFF | 175.95     |
| 4666108 | 2016 | 2297199 | 11500    | 66133 | 08/25/2020 | PRIETTO, ANTHONY                | 0.00      | 0.00      | 60.53      |
| 4666109 | 2016 | 2297205 | 11500    | 66133 | 08/25/2020 | JP MORGAN CHASE BANK NATL ASSOC | 0.00      | WRITE-OFF | 60.53      |
| 4666110 | 2016 | 2297216 | 11500    | 66133 | 08/25/2020 | RAMIREZ, VHSIA S                | 0.00      | 0.00      | 19.03      |
| 4666111 | 2016 | 2297267 | 11500    | 66133 | 08/25/2020 | NAVARRO, MELODY                 | 0.00      | WRITE-OFF | 19.03      |
| 4666112 | 2016 | 2297278 | 11500    | 66133 | 08/25/2020 | MCKAY, PHILIPA T                | 0.00      | 0.00      | 8.72       |
| 4666113 | 2016 | 2297283 | 11500    | 66133 | 08/25/2020 | ERASO-LEDESMA, CARLOS A         | 0.00      | WRITE-OFF | 8.72       |
| 4666114 | 2016 | 2297284 | 11500    | 66133 | 08/25/2020 | YOUNG CLARNISHA S               | 0.00      | 0.00      | 79.23      |
| 4666115 | 2016 | 2297286 | 11500    | 66133 | 08/25/2020 | HERNANDEZ, JORGE                | 0.00      | WRITE-OFF | 79.23      |
| 4666116 | 2016 | 2297294 | 11500    | 66133 | 08/25/2020 | JEAN, HERMAND                   | 0.00      | 0.00      | 21.96      |
| 4666117 | 2016 | 2297308 | 11500    | 66133 | 08/25/2020 | MILLER, ABRIANNA                | 0.00      | WRITE-OFF | 21.96      |
| 4666118 | 2016 | 2297327 | 11500    | 66133 | 08/25/2020 | FEDERAL NATIONAL MORTGAGE ASSC  | 0.00      | 0.00      | 21.96      |
| 4666119 | 2016 | 2297333 | 11500    | 66133 | 08/25/2020 | CABRERA, PEDRO                  | 0.00      | WRITE-OFF | 21.96      |
| 4666120 | 2016 | 2297335 | 11500    | 66133 | 08/25/2020 | BURGOS, JANITZA                 | 0.00      | 0.00      | 21.96      |
| 4666121 | 2016 | 2297344 | 11500    | 66133 | 08/25/2020 | DELAROSA, DALAY                 | 0.00      | WRITE-OFF | 21.96      |
| 4666122 | 2016 | 2297354 | 11500    | 66133 | 08/25/2020 | GONZALEZ, MEYBOL                | 0.00      | 0.00      | 31.38      |
| 4666123 | 2016 | 2297361 | 11500    | 66133 | 08/25/2020 | MOYA, JESUS                     | 0.00      | WRITE-OFF | 31.38      |
| 4666124 | 2016 | 2297364 | 11500    | 66133 | 08/25/2020 | KANE, CHRISTINA M               | 0.00      | 0.00      | 48.97      |
| 4666125 | 2016 | 2297736 | 11500    | 66133 | 08/25/2020 | MOROSADORE LLC                  | 0.00      | WRITE-OFF | 48.97      |
| 4666126 | 2016 | 2297760 | 11500    | 66133 | 08/25/2020 | TORRES-ACOSTA, YASMARA M        | 0.00      | 0.00      | 61.87      |

P 17  
arrctpst

| RECEIPT | YEAR | BILL    | AR CD    | BATCH | EFF DATE   | CUSTOMER NAME                         | REASON/METHOD | PRIN PAID | INT PAID  | TOTAL PAID |
|---------|------|---------|----------|-------|------------|---------------------------------------|---------------|-----------|-----------|------------|
|         |      |         | PROPERTY | CODE  |            | ACTIVITY                              |               |           |           |            |
| 4666127 | 2016 | 2297805 | 11500    | 66133 | 08/25/2020 | CAPITAL THRIFT INC.                   |               | 0.00      | WRITE-OFF | 43.18      |
|         |      |         |          |       |            |                                       |               |           | 0.00      | 53.89      |
| 4666128 | 2016 | 2298139 | 11500    | 66133 | 08/25/2020 | SANCHEZ MICHAEL C                     |               | 0.00      | WRITE-OFF | 53.89      |
|         |      |         |          |       |            |                                       |               |           | 0.00      | 31.38      |
| 4666129 | 2016 | 2298542 | 11500    | 66133 | 08/25/2020 | CARDEN, W.E.                          |               | 0.00      | WRITE-OFF | 31.38      |
|         |      |         |          |       |            |                                       |               |           | 0.00      | 41.07      |
| 4666130 | 2016 | 2299705 | 11500    | 66133 | 08/25/2020 | ESPINOZA, JOSAFAT                     |               | 0.00      | WRITE-OFF | 41.07      |
|         |      |         |          |       |            |                                       |               |           | 0.00      | 36.96      |
| 4666131 | 2016 | 2299730 | 11500    | 66133 | 08/25/2020 | BROOKS, TERESA A                      |               | 0.00      | WRITE-OFF | 36.96      |
|         |      |         |          |       |            |                                       |               |           | 0.00      | 102.82     |
| 4666132 | 2016 | 2300028 | 11500    | 66133 | 08/25/2020 | TORRES, JESSEY J                      |               | 0.00      | WRITE-OFF | 102.82     |
|         |      |         |          |       |            |                                       |               |           | 0.00      | 79.38      |
| 4666133 | 2016 | 2300066 | 11500    | 66133 | 08/25/2020 | FRANCISQUE, AMMIELLE E                |               | 0.00      | WRITE-OFF | 79.38      |
|         |      |         |          |       |            |                                       |               |           | 0.00      | 130.21     |
| 4666134 | 2016 | 2300171 | 11500    | 66133 | 08/25/2020 | BATISTA, JULIO                        |               | 0.00      | WRITE-OFF | 130.21     |
|         |      |         |          |       |            |                                       |               |           | 0.00      | 70.19      |
| 4666135 | 2016 | 2300213 | 11500    | 66133 | 08/25/2020 | JACKSON, DWAYNE L                     |               | 0.00      | WRITE-OFF | 70.19      |
|         |      |         |          |       |            |                                       |               |           | 0.00      | 41.07      |
| 4666136 | 2016 | 2300906 | 11500    | 66133 | 08/25/2020 | STACEY, TIFFANY R                     |               | 0.00      | WRITE-OFF | 41.07      |
|         |      |         |          |       |            |                                       |               |           | 0.00      | 122.23     |
| 4666137 | 2016 | 2301180 | 11500    | 66133 | 08/25/2020 | AUSTIN, BARBARA                       |               | 0.00      | WRITE-OFF | 122.23     |
|         |      |         |          |       |            |                                       |               |           | 0.00      | 41.07      |
| 4666138 | 2016 | 2301319 | 11500    | 66133 | 08/25/2020 | GABLES PROFESSIONAL MANAGEMENT        |               | 0.00      | WRITE-OFF | 41.07      |
|         |      |         |          |       |            |                                       |               |           | 0.00      | 112.04     |
| 4666139 | 2016 | 2301521 | 11500    | 66133 | 08/25/2020 | BUSBEE, BRADLEY S                     |               | 0.00      | WRITE-OFF | 112.04     |
|         |      |         |          |       |            |                                       |               |           | 0.00      | 5.92       |
| 4666140 | 2016 | 2301711 | 11500    | 66133 | 08/25/2020 | MURRAY, MICHAEL W.                    |               | 0.00      | WRITE-OFF | 5.92       |
|         |      |         |          |       |            |                                       |               |           | 0.00      | 41.07      |
| 4666141 | 2016 | 2301847 | 11500    | 66133 | 08/25/2020 | EC DEVELOPMENT LLC                    |               | 0.00      | WRITE-OFF | 41.07      |
|         |      |         |          |       |            |                                       |               |           | 0.00      | 13.70      |
| 4666142 | 2016 | 2302336 | 11500    | 66133 | 08/25/2020 | NEW PINE GLEN INC.                    |               | 0.00      | WRITE-OFF | 13.70      |
|         |      |         |          |       |            |                                       |               |           | 0.00      | 112.04     |
| 4666143 | 2016 | 2302528 | 11500    | 66133 | 08/25/2020 | TORRES, CARMEN YERMILET               |               | 0.00      | WRITE-OFF | 112.04     |
|         |      |         |          |       |            |                                       |               |           | 0.00      | 111.92     |
| 4666144 | 2016 | 2303219 | 11500    | 66133 | 08/25/2020 | VILLAGE ON THE GREEN AT GREENACRES LL |               | 0.00      | WRITE-OFF | 111.92     |
|         |      |         |          |       |            |                                       |               |           | 0.00      | 28.70      |
| 4666145 | 2016 | 2303220 | 11500    | 66133 | 08/25/2020 | VILLAGE ON THE GREEN AT GREENACRES LL |               | 0.00      | WRITE-OFF | 28.70      |
|         |      |         |          |       |            |                                       |               |           | 0.00      | 28.70      |
| 4666146 | 2016 | 2303605 | 11500    | 66133 | 08/25/2020 | CRESTHAVEN MEDICAL CENTER             |               | 0.00      | WRITE-OFF | 28.70      |
|         |      |         |          |       |            |                                       |               |           | 0.00      | 92.80      |
| 4666147 | 2016 | 2303925 | 11500    | 66133 | 08/25/2020 | JUAREZ-TINOCO, MARISELA D.            |               | 0.00      | WRITE-OFF | 92.80      |
|         |      |         |          |       |            |                                       |               |           | 0.00      | 71.10      |
| 4666148 | 2016 | 2303939 | 11500    | 66133 | 08/25/2020 | TORRES-NAJERA, KARLA Y                |               | 0.00      | WRITE-OFF | 71.10      |
|         |      |         |          |       |            |                                       |               |           | 0.00      | 28.05      |
| 4666149 | 2016 | 2304002 | 11500    | 66133 | 08/25/2020 | DOYTCHINOV, LAETITIAD                 |               | 0.00      | WRITE-OFF | 28.05      |
|         |      |         |          |       |            |                                       |               |           | 0.00      | 38.65      |
| 4666150 | 2016 | 2304499 | 11500    | 66133 | 08/25/2020 | DOMINGO, LAMAZARES                    |               | 0.00      | WRITE-OFF | 38.65      |
|         |      |         |          |       |            |                                       |               |           | 0.00      | 36.96      |
| 4666151 | 2016 | 2304566 | 11500    | 66133 | 08/25/2020 | MATTICE, MARGO                        |               | 0.00      | WRITE-OFF | 36.96      |
|         |      |         |          |       |            |                                       |               |           | 0.00      | 36.96      |
| 4666152 | 2016 | 2304770 | 11500    | 66133 | 08/25/2020 | ANDERSON, LOIS C.                     |               | 0.00      | WRITE-OFF | 36.96      |
|         |      |         |          |       |            |                                       |               |           | 0.00      | 46.38      |
|         |      |         |          |       |            |                                       |               |           | WRITE-OFF | 46.38      |

08/25/2020 15:35  
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Village of Palm Springs  
PAYMENTS JOURNAL UB SERVICES - GENERAL

P 18  
arrctpst

| RECEIPT | YEAR | BILL    | AR CD    | BATCH | EFF DATE   | CUSTOMER NAME                   | REASON/METHOD | PRIN PAID | INT PAID  | TOTAL PAID |
|---------|------|---------|----------|-------|------------|---------------------------------|---------------|-----------|-----------|------------|
|         |      |         | PROPERTY | CODE  |            | ACTIVITY                        |               |           |           |            |
| 4666153 | 2016 | 2304992 | 11500    | 66133 | 08/25/2020 | SILVA, MARIA C                  |               | 0.00      | 0.00      | 21.96      |
|         |      |         |          |       |            |                                 |               |           | WRITE-OFF | 21.96      |
| 4666154 | 2016 | 2305335 | 11500    | 66133 | 08/25/2020 | SANTIAGO, RUBEN                 |               | 0.00      | 0.00      | 168.42     |
|         |      |         |          |       |            |                                 |               |           | WRITE-OFF | 168.42     |
| 4666155 | 2016 | 2305827 | 11500    | 66133 | 08/25/2020 | HIGHT, MARYBETH                 |               | 0.00      | 0.00      | 36.96      |
|         |      |         |          |       |            |                                 |               |           | WRITE-OFF | 36.96      |
| 4666156 | 2016 | 2305864 | 11500    | 66133 | 08/25/2020 | WALKER, MONIQUE Q               |               | 0.00      | 0.00      | 59.37      |
|         |      |         |          |       |            |                                 |               |           | WRITE-OFF | 59.37      |
| 4666157 | 2016 | 2306673 | 11500    | 66133 | 08/25/2020 | HOLDAM, DAVID                   |               | 0.00      | 0.00      | 36.96      |
|         |      |         |          |       |            |                                 |               |           | WRITE-OFF | 36.96      |
| 4666158 | 2016 | 2307911 | 11500    | 66133 | 08/25/2020 | VARGAS, PATRICIA E              |               | 0.00      | 0.00      | 84.07      |
|         |      |         |          |       |            |                                 |               |           | WRITE-OFF | 84.07      |
| 4666159 | 2016 | 2308153 | 11500    | 66133 | 08/25/2020 | MIRANDA, HUMBERTO               |               | 0.00      | 0.00      | 36.96      |
|         |      |         |          |       |            |                                 |               |           | WRITE-OFF | 36.96      |
| 4666160 | 2016 | 2308645 | 11500    | 66133 | 08/25/2020 | RATHELL, RASHAD J               |               | 0.00      | 0.00      | 39.54      |
|         |      |         |          |       |            |                                 |               |           | WRITE-OFF | 39.54      |
| 4666161 | 2016 | 2308899 | 11500    | 66133 | 08/25/2020 | DIAZ, DONNA                     |               | 0.00      | 0.00      | 75.32      |
|         |      |         |          |       |            |                                 |               |           | WRITE-OFF | 75.32      |
| 4666162 | 2016 | 2309132 | 11500    | 66133 | 08/25/2020 | ADAM, MICHELET                  |               | 0.00      | 0.00      | 111.65     |
|         |      |         |          |       |            |                                 |               |           | WRITE-OFF | 111.65     |
| 4666163 | 2016 | 2309155 | 11500    | 66133 | 08/25/2020 | VAPORLIFE LAKE WORTH LLC        |               | 0.00      | 0.00      | 193.66     |
|         |      |         |          |       |            |                                 |               |           | WRITE-OFF | 193.66     |
| 4666164 | 2016 | 2309267 | 11500    | 66133 | 08/25/2020 | KESSLER, MARVIN                 |               | 0.00      | 0.00      | 36.96      |
|         |      |         |          |       |            |                                 |               |           | WRITE-OFF | 36.96      |
| 4666165 | 2016 | 2309269 | 11500    | 66133 | 08/25/2020 | KESSLER, MARVIN                 |               | 0.00      | 0.00      | 30.99      |
|         |      |         |          |       |            |                                 |               |           | WRITE-OFF | 30.99      |
| 4666166 | 2016 | 2309640 | 11500    | 66133 | 08/25/2020 | WEFILE , INC                    |               | 0.00      | 0.00      | 160.95     |
|         |      |         |          |       |            |                                 |               |           | WRITE-OFF | 160.95     |
| 4666167 | 2016 | 2309791 | 11500    | 66133 | 08/25/2020 | FEDERAL NATIONAL MORTGAGE ASSOC |               | 0.00      | 0.00      | 26.69      |
|         |      |         |          |       |            |                                 |               |           | WRITE-OFF | 26.69      |
| 4666168 | 2016 | 2309941 | 11500    | 66133 | 08/25/2020 | BARTLE EDWARD W                 |               | 0.00      | 0.00      | 60.53      |
|         |      |         |          |       |            |                                 |               |           | WRITE-OFF | 60.53      |
| 4666169 | 2016 | 2310203 | 11500    | 66133 | 08/25/2020 | RESENDIZ, J CANDIDO             |               | 0.00      | 0.00      | 10.86      |
|         |      |         |          |       |            |                                 |               |           | WRITE-OFF | 10.86      |
| 4666170 | 2016 | 2310204 | 11500    | 66133 | 08/25/2020 | CRESTHAVEN MEDICAL CENTER       |               | 0.00      | 0.00      | 82.62      |
|         |      |         |          |       |            |                                 |               |           | WRITE-OFF | 82.62      |
| 4666171 | 2016 | 2310220 | 11500    | 66133 | 08/25/2020 | JUAREZ-TINOCO, MARISELA D.      |               | 0.00      | 0.00      | 99.14      |
|         |      |         |          |       |            |                                 |               |           | WRITE-OFF | 99.14      |
| 4666172 | 2016 | 2310230 | 11500    | 66133 | 08/25/2020 | DOYTCHINOV, LAETITIAD           |               | 0.00      | 0.00      | 31.38      |
|         |      |         |          |       |            |                                 |               |           | WRITE-OFF | 31.38      |
| 4666173 | 2016 | 2310248 | 11500    | 66133 | 08/25/2020 | SILVA, MARIA C                  |               | 0.00      | 0.00      | 21.96      |
|         |      |         |          |       |            |                                 |               |           | WRITE-OFF | 21.96      |
| 4666174 | 2016 | 2310251 | 11500    | 66133 | 08/25/2020 | JEAN-PIERRE, ROBENSON           |               | 0.00      | 0.00      | 28.09      |
|         |      |         |          |       |            |                                 |               |           | WRITE-OFF | 28.09      |
| 4666175 | 2016 | 2310252 | 11500    | 66133 | 08/25/2020 | SANTIAGO, RUBEN                 |               | 0.00      | 0.00      | 124.12     |
|         |      |         |          |       |            |                                 |               |           | WRITE-OFF | 124.12     |
| 4666176 | 2016 | 2392274 | 11500    | 66133 | 08/25/2020 | NORUSIS, KEVIN G                |               | 0.00      | 0.00      | 49.53      |
|         |      |         |          |       |            |                                 |               |           | WRITE-OFF | 49.53      |
| 4666177 | 2016 | 2392437 | 11500    | 66133 | 08/25/2020 | SANCHEZ HERNANDEZ, RAFAEL       |               | 0.00      | 0.00      | 31.38      |
|         |      |         |          |       |            |                                 |               |           | WRITE-OFF | 31.38      |
| 4666178 | 2016 | 2392597 | 11500    | 66133 | 08/25/2020 | HOLDAM, DAVID                   |               | 0.00      | 0.00      | 36.96      |
|         |      |         |          |       |            |                                 |               |           | WRITE-OFF | 36.96      |
| 4666179 | 2016 | 2393022 | 11500    | 66133 | 08/25/2020 | SANCHEZ, SELYNIA                |               | 0.00      | 0.00      | 23.79      |



P 20  
arrctpst

| RECEIPT | YEAR | BILL    | AR CD    | BATCH | EFF DATE   | CUSTOMER NAME                         | PRIN PAID | INT PAID  | TOTAL PAID |
|---------|------|---------|----------|-------|------------|---------------------------------------|-----------|-----------|------------|
|         |      |         | PROPERTY | CODE  |            | ACTIVITY                              |           |           |            |
|         |      |         |          |       |            | REASON/METHOD                         |           |           |            |
| 4666206 | 2016 | 2398367 | 11500    | 66133 | 08/25/2020 | BLACKWELL, REGINALD L.                | 0.00      | 0.00      | 48.97      |
| 4666207 | 2016 | 2398505 | 11500    | 66133 | 08/25/2020 | NEW PINE GLEN INC.                    | 0.00      | WRITE-OFF | 48.97      |
| 4666208 | 2016 | 2398625 | 11500    | 66133 | 08/25/2020 | PEREA, WALDINA                        | 0.00      | WRITE-OFF | 112.04     |
| 4666209 | 2016 | 2399349 | 11500    | 66133 | 08/25/2020 | ROLED MULTISERVICES LLC               | 0.00      | WRITE-OFF | 112.04     |
| 4666210 | 2016 | 2399393 | 11500    | 66133 | 08/25/2020 | VILLAGE ON THE GREEN AT GREENACRES LL | 0.00      | WRITE-OFF | 54.54      |
| 4666211 | 2016 | 2399394 | 11500    | 66133 | 08/25/2020 | VILLAGE ON THE GREEN AT GREENACRES LL | 0.00      | WRITE-OFF | 54.54      |
| 4666212 | 2016 | 2399633 | 11500    | 66133 | 08/25/2020 | VILLANOIX, BENDIALENE                 | 0.00      | WRITE-OFF | 141.24     |
| 4666213 | 2016 | 2399713 | 11500    | 66133 | 08/25/2020 | CERA, LUIS E                          | 0.00      | WRITE-OFF | 141.24     |
| 4666214 | 2016 | 2400017 | 11500    | 66133 | 08/25/2020 | BRAZUSA AUTO STORE INC                | 0.00      | WRITE-OFF | 28.70      |
| 4666215 | 2016 | 2400272 | 11500    | 66133 | 08/25/2020 | ALVAREZ, LISA                         | 0.00      | WRITE-OFF | 28.70      |
| 4666216 | 2016 | 2400275 | 11500    | 66133 | 08/25/2020 | CARDEN, W.E.                          | 0.00      | WRITE-OFF | 28.70      |
| 4666217 | 2016 | 2400553 | 11500    | 66133 | 08/25/2020 | CHIDDO,KIM M                          | 0.00      | WRITE-OFF | 28.70      |
| 4666218 | 2016 | 2400745 | 11500    | 66133 | 08/25/2020 | KALABASH RESTAURANT LLC               | 0.00      | WRITE-OFF | 40.80      |
| 4666219 | 2016 | 2401106 | 11500    | 66133 | 08/25/2020 | WEBB, HENRY                           | 0.00      | WRITE-OFF | 40.80      |
| 4666220 | 2016 | 2401331 | 11500    | 66133 | 08/25/2020 | LOPEZ, DARLING                        | 0.00      | WRITE-OFF | 82.81      |
| 4666221 | 2016 | 2401392 | 11500    | 66133 | 08/25/2020 | 4096 GARDENIA AVE LAND TRUST          | 0.00      | WRITE-OFF | 82.81      |
| 4666222 | 2016 | 2401476 | 11500    | 66133 | 08/25/2020 | BROOKS, TERESA A                      | 0.00      | WRITE-OFF | 92.80      |
| 4666223 | 2016 | 2401509 | 11500    | 66133 | 08/25/2020 | GRIFFIN, WILLIAM                      | 0.00      | WRITE-OFF | 92.80      |
| 4666224 | 2016 | 2401791 | 11500    | 66133 | 08/25/2020 | MOROSADORE LLC                        | 0.00      | WRITE-OFF | 5.13       |
| 4666225 | 2016 | 2402279 | 11500    | 66133 | 08/25/2020 | ACS CONSTRUCTION, INC                 | 0.00      | WRITE-OFF | 5.13       |
| 4666226 | 2016 | 2402281 | 11500    | 66133 | 08/25/2020 | TORRES, OSVALDO                       | 0.00      | WRITE-OFF | 41.07      |
| 4666227 | 2016 | 2402283 | 11500    | 66133 | 08/25/2020 | GONZALEZ, DAIRELIS                    | 0.00      | WRITE-OFF | 41.07      |
| 4666228 | 2016 | 2402300 | 11500    | 66133 | 08/25/2020 | JOSE, MARIE W                         | 0.00      | WRITE-OFF | 28.09      |
| 4666229 | 2016 | 2402303 | 11500    | 66133 | 08/25/2020 | VILLAS AT PALM SPRINGS HOMEOWNERS ASS | 0.00      | WRITE-OFF | 28.09      |
| 4666230 | 2016 | 2402305 | 11500    | 66133 | 08/25/2020 | TESLA, MAYA R                         | 0.00      | WRITE-OFF | 158.54     |
| 4666231 | 2016 | 2402313 | 11500    | 66133 | 08/25/2020 | TREVINO, JOSE M                       | 0.00      | WRITE-OFF | 158.54     |
| 4666232 | 2016 | 2402316 | 11500    | 66133 | 08/25/2020 | LARAWAY, OLGA                         | 0.00      | WRITE-OFF | 28.70      |



08/25/2020 15:35  
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Village of Palm Springs  
PAYMENTS JOURNAL UB SERVICES - GENERAL

P 21  
arrctpst

| RECEIPT YEAR | BILL AR CD | BATCH EFF DATE | CUSTOMER NAME                                          | REASON/METHOD | PRIN PAID | INT PAID       | TOTAL PAID |
|--------------|------------|----------------|--------------------------------------------------------|---------------|-----------|----------------|------------|
|              | PROPERTY   | CODE           | ACTIVITY                                               |               |           |                |            |
| 4666233      | 2016       | 2402326 11500  | 66133 08/25/2020 PEREZ, JUANA M                        |               | 0.00      | WRITE-OFF 0.00 | 21.96      |
| 4666234      | 2016       | 2402340 11500  | 66133 08/25/2020 ALFARO, LUIS OMAR                     |               | 0.00      | WRITE-OFF 0.00 | 37.52      |
| 4666235      | 2016       | 2402346 11500  | 66133 08/25/2020 CORRIOLAN, CLODES                     |               | 0.00      | WRITE-OFF 0.00 | 37.52      |
| 4666236      | 2016       | 2402349 11500  | 66133 08/25/2020 NORUSIS, KEVIN G                      |               | 0.00      | WRITE-OFF 0.00 | 21.96      |
| 4666237      | 2016       | 2402362 11500  | 66133 08/25/2020 SANCHEZ, SELYNIA                      |               | 0.00      | WRITE-OFF 0.00 | 21.96      |
| 4666238      | 2016       | 2402372 11500  | 66133 08/25/2020 SENIOR, JENNIFER L                    |               | 0.00      | WRITE-OFF 0.00 | 88.82      |
| 4666239      | 2016       | 2402377 11500  | 66133 08/25/2020 WTH OAKMONT MORTGAGE POOL 285 LP      |               | 0.00      | WRITE-OFF 0.00 | 88.82      |
| 4666240      | 2016       | 2402384 11500  | 66133 08/25/2020 FRIAS, GISELA                         |               | 0.00      | WRITE-OFF 0.00 | 21.96      |
| 4666241      | 2016       | 2402392 11500  | 66133 08/25/2020 FEDERAL NATIONAL MORTGAGE ASSOCIATION |               | 0.00      | WRITE-OFF 0.00 | 21.96      |
| 4666242      | 2016       | 2402398 11500  | 66133 08/25/2020 MARTINEZ, MARGARITA                   |               | 0.00      | WRITE-OFF 0.00 | 7.89       |
| 4666243      | 2016       | 2402404 11500  | 66133 08/25/2020 HICKMAN, CHRISTOPHER L                |               | 0.00      | WRITE-OFF 0.00 | 7.89       |
| 4666244      | 2016       | 2402429 11500  | 66133 08/25/2020 PA COUNTRY LAKE, LLC                  |               | 0.00      | WRITE-OFF 0.00 | 31.38      |
| 4666245      | 2016       | 2402430 11500  | 66133 08/25/2020 PA COUNTRY LAKE, LLC                  |               | 0.00      | WRITE-OFF 0.00 | 31.38      |
| 4666246      | 2016       | 2402440 11500  | 66133 08/25/2020 VILLA, NELIDA                         |               | 0.00      | WRITE-OFF 0.00 | 21.96      |
| 4666247      | 2016       | 2402460 11500  | 66133 08/25/2020 BILYOU, MELISSA A                     |               | 0.00      | WRITE-OFF 0.00 | 21.96      |
| 4666248      | 2016       | 2402462 11500  | 66133 08/25/2020 GONZALEZ, CARLOS D                    |               | 0.00      | WRITE-OFF 0.00 | 25.14      |
| 4666249      | 2016       | 2402467 11500  | 66133 08/25/2020 THE IN- POINT PTY LTD AS TRUSTEE FOR  |               | 0.00      | WRITE-OFF 0.00 | 25.14      |
| 4666250      | 2016       | 2402468 11500  | 66133 08/25/2020 ROWEN, AMBER L                        |               | 0.00      | WRITE-OFF 0.00 | 26.07      |
| 4666251      | 2016       | 2402469 11500  | 66133 08/25/2020 GILMORE, NEANDRIA T                   |               | 0.00      | WRITE-OFF 0.00 | 26.07      |
| 4666252      | 2016       | 2402478 11500  | 66133 08/25/2020 PEREA, WALDINA                        |               | 0.00      | WRITE-OFF 0.00 | 26.07      |
| 4666253      | 2016       | 2402485 11500  | 66133 08/25/2020 MUTH, KARISSA L                       |               | 0.00      | WRITE-OFF 0.00 | 26.07      |
| 4666254      | 2016       | 2402486 11500  | 66133 08/25/2020 VILLANOIX, BENDIALENE                 |               | 0.00      | WRITE-OFF 0.00 | 15.91      |
| 4666255      | 2016       | 2402487 11500  | 66133 08/25/2020 CERA, LUIS E                          |               | 0.00      | WRITE-OFF 0.00 | 15.91      |
| 4666256      | 2016       | 2402488 11500  | 66133 08/25/2020 GUY, TANYISHA N                       |               | 0.00      | WRITE-OFF 0.00 | 23.36      |
| 4666257      | 2016       | 2402494 11500  | 66133 08/25/2020 BRAZUSA AUTO STORE INC                |               | 0.00      | WRITE-OFF 0.00 | 23.36      |
| 4666258      | 2016       | 2402499 11500  | 66133 08/25/2020 ALVAREZ, LISA                         |               | 0.00      | WRITE-OFF 0.00 | 26.07      |
|              |            |                |                                                        |               |           | WRITE-OFF 0.00 | 26.07      |

P 22  
arrrctpst

| RECEIPT | YEAR | BILL AR CD | PROPERTY CODE | BATCH EFF DATE   | CUSTOMER NAME<br>ACTIVITY    | REASON/METHOD | PRIN PAID | INT PAID  | TOTAL PAID |
|---------|------|------------|---------------|------------------|------------------------------|---------------|-----------|-----------|------------|
| 4666259 | 2016 | 2402504    | 11500         | 66133 08/25/2020 | CHIDDO,KIM M                 |               | 0.00      | 0.00      | 52.14      |
| 4666260 | 2016 | 2402509    | 11500         | 66133 08/25/2020 | RIVERA, MERILYN              |               | 0.00      | WRITE-OFF | 52.14      |
| 4666261 | 2016 | 2402515    | 11500         | 66133 08/25/2020 | LOPEZ, DARLING               |               | 0.00      | 0.00      | 14.62      |
| 4666262 | 2016 | 2402517    | 11500         | 66133 08/25/2020 | 4096 GARDENIA AVE LAND TRUST |               | 0.00      | WRITE-OFF | 14.62      |
| 4666263 | 2016 | 2402524    | 11500         | 66133 08/25/2020 | EWART, PETER                 |               | 0.00      | 0.00      | 26.07      |
| 4666264 | 2016 | 2402532    | 11500         | 66133 08/25/2020 | GALVIS, LUZ P                |               | 0.00      | WRITE-OFF | 26.07      |
| 4666265 | 2016 | 2402544    | 11500         | 66133 08/25/2020 | RISLEY, KEITH                |               | 0.00      | 0.00      | 21.96      |
| 4666266 | 2016 | 2402545    | 11500         | 66133 08/25/2020 | RIVERA, JORGE                |               | 0.00      | WRITE-OFF | 21.96      |
| 4666267 | 2016 | 2402578    | 11500         | 66133 08/25/2020 | ROVIRA, MINERVA              |               | 0.00      | 0.00      | 28.18      |
| 4666268 | 2016 | 2402585    | 11500         | 66133 08/25/2020 | GOUGH, PAULA D               |               | 0.00      | WRITE-OFF | 28.18      |
| 4666269 | 2016 | 2402598    | 11500         | 66133 08/25/2020 | DEUTSCH, TONI A              |               | 0.00      | 0.00      | 31.38      |
| 4666270 | 2016 | 2402608    | 11500         | 66133 08/25/2020 | ROMERO, DAVID                |               | 0.00      | WRITE-OFF | 31.38      |
| 4666271 | 2016 | 2402623    | 11500         | 66133 08/25/2020 | KALABASH RESTAURANT LLC      |               | 0.00      | 0.00      | 49.12      |
| 4666272 | 2016 | 2402627    | 11500         | 66133 08/25/2020 | PREVALUS, BIANCA             |               | 0.00      | WRITE-OFF | 49.12      |
| 4666273 | 2016 | 2402632    | 11500         | 66133 08/25/2020 | ALMENDAREZ, SANTOS           |               | 0.00      | 0.00      | 19.77      |
| 4666274 | 2016 | 2402658    | 11500         | 66133 08/25/2020 | ROEBUCK, MICHAEL T           |               | 0.00      | WRITE-OFF | 19.77      |
| 4666275 | 2016 | 2402734    | 11500         | 66133 08/25/2020 | AFFRON, RICHARD              |               | 0.00      | 0.00      | 40.80      |
| 4666276 | 2016 | 2402916    | 11500         | 66133 08/25/2020 | DELMAN'S BRIDAL & FASHION    |               | 0.00      | WRITE-OFF | 40.80      |
| 4666277 | 2016 | 2403148    | 11500         | 66133 08/25/2020 | ETIENNE, JOSUE               |               | 0.00      | 0.00      | 34.56      |
| 4666278 | 2016 | 2403802    | 11500         | 66133 08/25/2020 | DOMINGO, LAMAZARES           |               | 0.00      | WRITE-OFF | 34.56      |
| 4666279 | 2016 | 2403866    | 11500         | 66133 08/25/2020 | CASTRO, FRANCISCA            |               | 0.00      | 0.00      | 83.32      |
| 4666280 | 2016 | 2403868    | 11500         | 66133 08/25/2020 | MATTICE, MARGO               |               | 0.00      | WRITE-OFF | 83.32      |
| 4666281 | 2016 | 2403998    | 11500         | 66133 08/25/2020 | TORRES, ENRIQUE A            |               | 0.00      | 0.00      | 621.39     |
| 4666282 | 2016 | 2404346    | 11500         | 66133 08/25/2020 | PALMASECA HOLDINGS INC       |               | 0.00      | WRITE-OFF | 621.39     |
| 4666283 | 2016 | 2404510    | 11500         | 66133 08/25/2020 | PINOAMADOR, ROBERTO          |               | 0.00      | 0.00      | 115.86     |
| 4666284 | 2016 | 2404517    | 11500         | 66133 08/25/2020 | BENITEZ, ELVIN N.            |               | 0.00      | WRITE-OFF | 115.86     |
| 4666285 | 2016 | 2405127    | 11500         | 66133 08/25/2020 | HIGHT, MARYBETH              |               | 0.00      | 0.00      | 38.97      |

P 23  
arrrctpst

| RECEIPT | YEAR | BILL    | AR CD    | BATCH | EFF DATE   | CUSTOMER NAME                  | REASON/METHOD | PRIN PAID | INT PAID  | TOTAL PAID |
|---------|------|---------|----------|-------|------------|--------------------------------|---------------|-----------|-----------|------------|
|         |      |         | PROPERTY | CODE  |            | ACTIVITY                       |               |           |           |            |
| 4666286 | 2016 | 2405133 | 11500    | 66133 | 08/25/2020 | RODRIGUEZ, EZEKIEL             |               | 0.00      | WRITE-OFF | 36.96      |
|         |      |         |          |       |            |                                |               |           | 0.00      | 8.22       |
| 4666287 | 2016 | 2405244 | 11500    | 66133 | 08/25/2020 | TPRE PS LLC                    |               | 0.00      | WRITE-OFF | 8.22       |
|         |      |         |          |       |            |                                |               |           | 0.00      | 404.97     |
| 4666288 | 2016 | 2405976 | 11500    | 66133 | 08/25/2020 | HOLDAM, DAVID                  |               | 0.00      | WRITE-OFF | 404.97     |
|         |      |         |          |       |            |                                |               |           | 0.00      | 36.96      |
| 4666289 | 2016 | 2406462 | 11500    | 66133 | 08/25/2020 | CELESTIN, PIERRE M             |               | 0.00      | WRITE-OFF | 36.96      |
|         |      |         |          |       |            |                                |               |           | 0.00      | 59.65      |
| 4666290 | 2016 | 2406982 | 11500    | 66133 | 08/25/2020 | COLLURA, LOUIS                 |               | 0.00      | WRITE-OFF | 59.65      |
|         |      |         |          |       |            |                                |               |           | 0.00      | 59.65      |
| 4666291 | 2016 | 2407466 | 11500    | 66133 | 08/25/2020 | MIRANDA, HUMBERTO              |               | 0.00      | WRITE-OFF | 59.65      |
|         |      |         |          |       |            |                                |               |           | 0.00      | 36.96      |
| 4666292 | 2016 | 2407706 | 11500    | 66133 | 08/25/2020 | MYGRANT, RONALD                |               | 0.00      | WRITE-OFF | 36.96      |
|         |      |         |          |       |            |                                |               |           | 0.00      | 36.96      |
| 4666293 | 2016 | 2408579 | 11500    | 66133 | 08/25/2020 | KESSLER, MARVIN                |               | 0.00      | WRITE-OFF | 36.96      |
|         |      |         |          |       |            |                                |               |           | 0.00      | 36.96      |
| 4666294 | 2016 | 2408581 | 11500    | 66133 | 08/25/2020 | KESSLER, MARVIN                |               | 0.00      | WRITE-OFF | 36.96      |
|         |      |         |          |       |            |                                |               |           | 0.00      | 36.96      |
| 4666295 | 2016 | 2409106 | 11500    | 66133 | 08/25/2020 | LOPEZ, DAVID O.                |               | 0.00      | WRITE-OFF | 36.96      |
|         |      |         |          |       |            |                                |               |           | 0.00      | 76.21      |
| 4666296 | 2016 | 2409545 | 11500    | 66133 | 08/25/2020 | SCOTT, GLORIA M                |               | 0.00      | WRITE-OFF | 76.21      |
|         |      |         |          |       |            |                                |               |           | 0.00      | 110.55     |
| 4666297 | 2016 | 2409571 | 11500    | 66133 | 08/25/2020 | PEREZ, JULIO L                 |               | 0.00      | WRITE-OFF | 110.55     |
|         |      |         |          |       |            |                                |               |           | 0.00      | 243.81     |
| 4666298 | 2016 | 2409572 | 11500    | 66133 | 08/25/2020 | RODRIGUEZ, ANDREW A            |               | 0.00      | WRITE-OFF | 243.81     |
|         |      |         |          |       |            |                                |               |           | 0.00      | 2.41       |
| 4666299 | 2016 | 2409582 | 11500    | 66133 | 08/25/2020 | NAVAS, COSSETTE                |               | 0.00      | WRITE-OFF | 2.41       |
|         |      |         |          |       |            |                                |               |           | 0.00      | 5.13       |
| 4666300 | 2016 | 2409613 | 11500    | 66133 | 08/25/2020 | MARTINEZ, NORMA L              |               | 0.00      | WRITE-OFF | 5.13       |
|         |      |         |          |       |            |                                |               |           | 0.00      | 53.55      |
| 4666301 | 2016 | 2410285 | 11500    | 66133 | 08/25/2020 | ESPARZA, NATASHA               |               | 0.00      | WRITE-OFF | 53.55      |
|         |      |         |          |       |            |                                |               |           | 0.00      | 107.23     |
| 4666302 | 2016 | 2410695 | 11500    | 66133 | 08/25/2020 | AUSTIN, BARBARA                |               | 0.00      | WRITE-OFF | 107.23     |
|         |      |         |          |       |            |                                |               |           | 0.00      | 41.07      |
| 4666303 | 2016 | 2410832 | 11500    | 66133 | 08/25/2020 | HERNANDEZ-LEZAMA, ISMAILINA    |               | 0.00      | WRITE-OFF | 41.07      |
|         |      |         |          |       |            |                                |               |           | 0.00      | 83.89      |
| 4666304 | 2016 | 2410835 | 11500    | 66133 | 08/25/2020 | GABLES PROFESSIONAL MANAGEMENT |               | 0.00      | WRITE-OFF | 83.89      |
|         |      |         |          |       |            |                                |               |           | 0.00      | 112.04     |
| 4666305 | 2016 | 2410902 | 11500    | 66133 | 08/25/2020 | AUTEN, JODI D.                 |               | 0.00      | WRITE-OFF | 112.04     |
|         |      |         |          |       |            |                                |               |           | 0.00      | 71.87      |
| 4666306 | 2016 | 2411235 | 11500    | 66133 | 08/25/2020 | MURRAY, MICHAEL W.             |               | 0.00      | WRITE-OFF | 71.87      |
|         |      |         |          |       |            |                                |               |           | 0.00      | 41.07      |
| 4666307 | 2016 | 2411238 | 11500    | 66133 | 08/25/2020 | RIVERIA, MARIA DEL CARMEN      |               | 0.00      | WRITE-OFF | 41.07      |
|         |      |         |          |       |            |                                |               |           | 0.00      | 79.46      |
| 4666308 | 2016 | 2411407 | 11500    | 66133 | 08/25/2020 | ROSALES, YILIAN L              |               | 0.00      | WRITE-OFF | 79.46      |
|         |      |         |          |       |            |                                |               |           | 0.00      | 11.27      |
| 4666309 | 2016 | 2411463 | 11500    | 66133 | 08/25/2020 | HERNANDEZ, RUTH                |               | 0.00      | WRITE-OFF | 11.27      |
|         |      |         |          |       |            |                                |               |           | 0.00      | 22.85      |
| 4666310 | 2016 | 2411480 | 11500    | 66133 | 08/25/2020 | WISE, DAVID L                  |               | 0.00      | WRITE-OFF | 22.85      |
|         |      |         |          |       |            |                                |               |           | 0.00      | 58.97      |
| 4666311 | 2016 | 2411544 | 11500    | 66133 | 08/25/2020 | GONZALEZ-ROJAS, YANISLEIDIS    |               | 0.00      | WRITE-OFF | 58.97      |
|         |      |         |          |       |            |                                |               |           | 0.00      | 49.12      |
|         |      |         |          |       |            |                                |               |           | WRITE-OFF | 49.12      |

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Village of Palm Springs  
PAYMENTS JOURNAL UB SERVICES - GENERAL

P 25  
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| RECEIPT YEAR | BILL AR CD | BATCH         | EFF DATE         | CUSTOMER NAME               | REASON/METHOD | PRIN PAID | INT PAID          | TOTAL PAID      |
|--------------|------------|---------------|------------------|-----------------------------|---------------|-----------|-------------------|-----------------|
|              | PROPERTY   | CODE          |                  | ACTIVITY                    |               |           |                   |                 |
| 4666339      | 2016       | 2415845 11500 | 66133 08/25/2020 | ROLED MULTISERVICES LLC     |               | 0.00      | WRITE-OFF<br>0.00 | 1.07<br>97.04   |
| 4666340      | 2016       | 2415849 11500 | 66133 08/25/2020 | DESHAW, DANIELLE E          |               | 0.00      | WRITE-OFF<br>0.00 | 97.04<br>21.96  |
| 4666341      | 2016       | 2415855 11500 | 66133 08/25/2020 | RITZ, KAITLYN RENEE         |               | 0.00      | WRITE-OFF<br>0.00 | 21.96<br>36.11  |
| 4666342      | 2016       | 2415856 11500 | 66133 08/25/2020 | BIRT, SYBIL                 |               | 0.00      | WRITE-OFF<br>0.00 | 36.11<br>87.23  |
| 4666343      | 2016       | 2415876 11500 | 66133 08/25/2020 | ELLIOTT, JESSICA S          |               | 0.00      | WRITE-OFF<br>0.00 | 87.23<br>8.14   |
| 4666344      | 2016       | 2415897 11500 | 66133 08/25/2020 | CASTRO, FRANCISCA           |               | 0.00      | WRITE-OFF<br>0.00 | 8.14<br>31.38   |
| 4666345      | 2016       | 2415920 11500 | 66133 08/25/2020 | SAMEDY, MAXINE E            |               | 0.00      | WRITE-OFF<br>0.00 | 31.38<br>21.96  |
| 4666346      | 2016       | 2415926 11500 | 66133 08/25/2020 | NORTH LAKE VENTURES LLC     |               | 0.00      | WRITE-OFF<br>0.00 | 21.96<br>69.07  |
| 4666347      | 2016       | 2415929 11500 | 66133 08/25/2020 | ACOSTA, SERGIO              |               | 0.00      | WRITE-OFF<br>0.00 | 69.07<br>27.64  |
| 4666348      | 2016       | 2415935 11500 | 66133 08/25/2020 | HENRIQUEZ, MARIO E          |               | 0.00      | WRITE-OFF<br>0.00 | 27.64<br>91.87  |
| 4666349      | 2016       | 2415950 11500 | 66133 08/25/2020 | MURPHY, CHANTAL             |               | 0.00      | WRITE-OFF<br>0.00 | 91.87<br>13.74  |
| 4666350      | 2016       | 2415951 11500 | 66133 08/25/2020 | FELKER, ADAM H              |               | 0.00      | WRITE-OFF<br>0.00 | 13.74<br>9.39   |
| 4666351      | 2016       | 2415952 11500 | 66133 08/25/2020 | NAVAS, COSSETTE             |               | 0.00      | WRITE-OFF<br>0.00 | 9.39<br>119.69  |
| 4666352      | 2016       | 2415953 11500 | 66133 08/25/2020 | RODRIGUEZ, YUDMILA          |               | 0.00      | WRITE-OFF<br>0.00 | 119.69<br>73.32 |
| 4666353      | 2016       | 2415961 11500 | 66133 08/25/2020 | FAMERO LLC                  |               | 0.00      | WRITE-OFF<br>0.00 | 73.32<br>37.52  |
| 4666354      | 2016       | 2415978 11500 | 66133 08/25/2020 | RODRIGUEZ, CLARA S          |               | 0.00      | WRITE-OFF<br>0.00 | 37.52<br>43.74  |
| 4666355      | 2016       | 2415980 11500 | 66133 08/25/2020 | AUTEN, JODI D.              |               | 0.00      | WRITE-OFF<br>0.00 | 43.74<br>26.07  |
| 4666356      | 2016       | 2415986 11500 | 66133 08/25/2020 | HERNANDEZ, RUTH             |               | 0.00      | WRITE-OFF<br>0.00 | 26.07<br>155.13 |
| 4666357      | 2016       | 2415997 11500 | 66133 08/25/2020 | PNL PROPERTIES LLC          |               | 0.00      | WRITE-OFF<br>0.00 | 155.13<br>9.56  |
| 4666358      | 2016       | 2416012 11500 | 66133 08/25/2020 | SECY OF HOUSING & URBAN DEV |               | 0.00      | WRITE-OFF<br>0.00 | 9.56<br>6.41    |
| 4666359      | 2016       | 2416049 11500 | 66133 08/25/2020 | ROEBUCK, MICHAEL T          |               | 0.00      | WRITE-OFF<br>0.00 | 6.41<br>86.87   |
| 4666360      | 2016       | 2416123 11500 | 66133 08/25/2020 | AFFRON, RICHARD             |               | 0.00      | WRITE-OFF<br>0.00 | 86.87<br>174.45 |
| 4666361      | 2016       | 2416126 11500 | 66133 08/25/2020 | CANCER SMOKE SHOP LLC       |               | 0.00      | WRITE-OFF<br>0.00 | 174.45<br>36.13 |
| 4666362      | 2016       | 2416429 11500 | 66133 08/25/2020 | YOUNG, ANDRIAN D            |               | 0.00      | WRITE-OFF<br>0.00 | 36.13<br>40.46  |
| 4666363      | 2016       | 2417194 11500 | 66133 08/25/2020 | DOMINGO, LAMAZARES          |               | 0.00      | WRITE-OFF<br>0.00 | 40.46<br>36.96  |
| 4666364      | 2016       | 2417260 11500 | 66133 08/25/2020 | MATTICE, MARGO              |               | 0.00      | WRITE-OFF<br>0.00 | 36.96<br>36.96  |



08/25/2020 15:35  
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Village of Palm Springs  
PAYMENTS JOURNAL UB SERVICES - GENERAL

P 26  
arrcptst

| RECEIPT | YEAR | BILL    | AR CD    | BATCH | EFF DATE   | CUSTOMER NAME                         | REASON/METHOD | PRIN PAID | INT PAID  | TOTAL PAID |
|---------|------|---------|----------|-------|------------|---------------------------------------|---------------|-----------|-----------|------------|
|         |      |         | PROPERTY | CODE  |            | ACTIVITY                              |               |           |           |            |
| 4666365 | 2016 | 2417391 | 11500    | 66133 | 08/25/2020 | TORRES, ENRIQUE A                     |               | 0.00      | 0.00      | 96.96      |
|         |      |         |          |       |            |                                       |               |           | WRITE-OFF | 96.96      |
| 4666366 | 2016 | 2417740 | 11500    | 66133 | 08/25/2020 | ABSOLUTELY PERFECT HOME IMPROVEMENT I |               | 0.00      | 0.00      | 36.96      |
|         |      |         |          |       |            |                                       |               |           | WRITE-OFF | 36.96      |
| 4666367 | 2016 | 2417905 | 11500    | 66133 | 08/25/2020 | PINOAMADOR, ROBERTO                   |               | 0.00      | 0.00      | 96.96      |
|         |      |         |          |       |            |                                       |               |           | WRITE-OFF | 96.96      |
| 4666368 | 2016 | 2418399 | 11500    | 66133 | 08/25/2020 | ANSLIP, DOREEN                        |               | 0.00      | 0.00      | 1.03       |
|         |      |         |          |       |            |                                       |               |           | WRITE-OFF | 1.03       |
| 4666369 | 2016 | 2418530 | 11500    | 66133 | 08/25/2020 | HIGHT, MARYBETH                       |               | 0.00      | 0.00      | 36.96      |
|         |      |         |          |       |            |                                       |               |           | WRITE-OFF | 36.96      |
| 4666370 | 2016 | 2418536 | 11500    | 66133 | 08/25/2020 | RODRIGUEZ, EZEKIEL                    |               | 0.00      | 0.00      | 69.96      |
|         |      |         |          |       |            |                                       |               |           | WRITE-OFF | 69.96      |
| 4666371 | 2016 | 2418646 | 11500    | 66133 | 08/25/2020 | TPRE PS LLC                           |               | 0.00      | 0.00      | 404.97     |
|         |      |         |          |       |            |                                       |               |           | WRITE-OFF | 404.97     |
| 4666372 | 2016 | 2419384 | 11500    | 66133 | 08/25/2020 | HOLDAM, DAVID                         |               | 0.00      | 0.00      | 36.96      |
|         |      |         |          |       |            |                                       |               |           | WRITE-OFF | 36.96      |
| 4666373 | 2016 | 2420872 | 11500    | 66133 | 08/25/2020 | MIRANDA, HUMBERTO                     |               | 0.00      | 0.00      | 36.96      |
|         |      |         |          |       |            |                                       |               |           | WRITE-OFF | 36.96      |
| 4666374 | 2016 | 2421113 | 11500    | 66133 | 08/25/2020 | MYGRANT, RONALD                       |               | 0.00      | 0.00      | 36.96      |
|         |      |         |          |       |            |                                       |               |           | WRITE-OFF | 36.96      |
| 4666375 | 2016 | 2421256 | 11500    | 66133 | 08/25/2020 | DOBSON, CHANNING L                    |               | 0.00      | 0.00      | 13.82      |
|         |      |         |          |       |            |                                       |               |           | WRITE-OFF | 13.82      |
| 4666376 | 2016 | 2421265 | 11500    | 66133 | 08/25/2020 | CORTES JR, LUIS C                     |               | 0.00      | 0.00      | 91.03      |
|         |      |         |          |       |            |                                       |               |           | WRITE-OFF | 91.03      |
| 4666377 | 2016 | 2421319 | 11500    | 66133 | 08/25/2020 | SOUFFRANT, CORINE                     |               | 0.00      | 0.00      | 119.29     |
|         |      |         |          |       |            |                                       |               |           | WRITE-OFF | 119.29     |
| 4666378 | 2016 | 2421385 | 11500    | 66133 | 08/25/2020 | SAINT ANGE, ERNST                     |               | 0.00      | 0.00      | 44.14      |
|         |      |         |          |       |            |                                       |               |           | WRITE-OFF | 44.14      |
| 4666379 | 2016 | 2421988 | 11500    | 66133 | 08/25/2020 | KESSLER, MARVIN                       |               | 0.00      | 0.00      | 36.96      |
|         |      |         |          |       |            |                                       |               |           | WRITE-OFF | 36.96      |
| 4666380 | 2016 | 2421990 | 11500    | 66133 | 08/25/2020 | KESSLER, MARVIN                       |               | 0.00      | 0.00      | 36.96      |
|         |      |         |          |       |            |                                       |               |           | WRITE-OFF | 36.96      |
| 4666381 | 2016 | 2422262 | 11500    | 66133 | 08/25/2020 | DESSIN, WENDEL                        |               | 0.00      | 0.00      | 35.86      |
|         |      |         |          |       |            |                                       |               |           | WRITE-OFF | 35.86      |
| 4666382 | 2016 | 2422525 | 11500    | 66133 | 08/25/2020 | LOPEZ, DAVID O.                       |               | 0.00      | 0.00      | 41.69      |
|         |      |         |          |       |            |                                       |               |           | WRITE-OFF | 41.69      |
| 4666383 | 2016 | 2422982 | 11500    | 66133 | 08/25/2020 | STAMPP-JAMES, PAULINE E               |               | 0.00      | 0.00      | 33.97      |
|         |      |         |          |       |            |                                       |               |           | WRITE-OFF | 33.97      |
| 4666384 | 2016 | 2422989 | 11500    | 66133 | 08/25/2020 | PEREZ, JULIO L                        |               | 0.00      | 0.00      | 75.42      |
|         |      |         |          |       |            |                                       |               |           | WRITE-OFF | 75.42      |
| 4666385 | 2016 | 2422990 | 11500    | 66133 | 08/25/2020 | RODRIGUEZ, ANDREW A                   |               | 0.00      | 0.00      | 169.77     |
|         |      |         |          |       |            |                                       |               |           | WRITE-OFF | 169.77     |
| 4666386 | 2016 | 2423031 | 11500    | 66133 | 08/25/2020 | MARTINEZ, NORMA L                     |               | 0.00      | 0.00      | 122.23     |
|         |      |         |          |       |            |                                       |               |           | WRITE-OFF | 122.23     |
| 4666387 | 2016 | 2423038 | 11500    | 66133 | 08/25/2020 | GARCIA, HILARYS R                     |               | 0.00      | 0.00      | 0.84       |
|         |      |         |          |       |            |                                       |               |           | WRITE-OFF | 0.84       |
| 4666388 | 2016 | 2423129 | 11500    | 66133 | 08/25/2020 | ACUNA, ALDO R                         |               | 0.00      | 0.00      | 86.92      |
|         |      |         |          |       |            |                                       |               |           | WRITE-OFF | 86.92      |
| 4666389 | 2016 | 2424107 | 11500    | 66133 | 08/25/2020 | AUSTIN, BARBARA                       |               | 0.00      | 0.00      | 41.07      |
|         |      |         |          |       |            |                                       |               |           | WRITE-OFF | 41.07      |
| 4666390 | 2016 | 2424247 | 11500    | 66133 | 08/25/2020 | GABLES PROFESSIONAL MANAGEMENT        |               | 0.00      | 0.00      | 112.04     |
|         |      |         |          |       |            |                                       |               |           | WRITE-OFF | 112.04     |
| 4666391 | 2016 | 2424644 | 11500    | 66133 | 08/25/2020 | MURRAY, MICHAEL W.                    |               | 0.00      | 0.00      | 41.07      |

08/25/2020 15:35  
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Village of Palm Springs  
PAYMENTS JOURNAL UB SERVICES - GENERAL

P 27  
arrcptst

| RECEIPT YEAR | BILL AR CD | BATCH EFF DATE | CUSTOMER NAME                                    | REASON/METHOD | PRIN PAID | INT PAID       | TOTAL PAID |
|--------------|------------|----------------|--------------------------------------------------|---------------|-----------|----------------|------------|
|              | PROPERTY   | CODE           | ACTIVITY                                         |               |           |                |            |
| 4666392      | 2016       | 2424819 11500  | 66133 08/25/2020 ROSALES, YILIAN L               |               | 0.00      | WRITE-OFF 0.00 | 41.07      |
| 4666393      | 2016       | 2424891 11500  | 66133 08/25/2020 WISE, DAVID L                   |               | 0.00      | WRITE-OFF 0.00 | 152.41     |
| 4666394      | 2016       | 2424956 11500  | 66133 08/25/2020 GONZALEZ-ROJAS, YANISLEIDIS     |               | 0.00      | WRITE-OFF 0.00 | 75.42      |
| 4666395      | 2016       | 2424995 11500  | 66133 08/25/2020 VILLATORO, ANDRES               |               | 0.00      | WRITE-OFF 0.00 | 75.42      |
| 4666396      | 2016       | 2425043 11500  | 66133 08/25/2020 GONZALEZ-CARRENO, BEATRIZ       |               | 0.00      | WRITE-OFF 0.00 | 39.77      |
| 4666397      | 2016       | 2425273 11500  | 66133 08/25/2020 NEW PINE GLEN INC.              |               | 0.00      | WRITE-OFF 0.00 | 35.19      |
| 4666398      | 2016       | 2425471 11500  | 66133 08/25/2020 RUDY, DESURYS                   |               | 0.00      | WRITE-OFF 0.00 | 112.04     |
| 4666399      | 2016       | 2425940 11500  | 66133 08/25/2020 GOMEZ JOSE D                    |               | 0.00      | WRITE-OFF 0.00 | 82.41      |
| 4666400      | 2016       | 2310261 11500  | 66133 08/25/2020 WALKER, MONIQUE Q               |               | 0.00      | WRITE-OFF 0.00 | 23.74      |
| 4666401      | 2016       | 2310266 11500  | 66133 08/25/2020 ROBERT-REYES, TAIMI             |               | 0.00      | WRITE-OFF 0.00 | 23.74      |
| 4666402      | 2016       | 2310286 11500  | 66133 08/25/2020 ANTOINE, VIOLETTE               |               | 0.00      | WRITE-OFF 0.00 | 88.82      |
| 4666403      | 2016       | 2310289 11500  | 66133 08/25/2020 RATHHELL, RASHAD J              |               | 0.00      | WRITE-OFF 0.00 | 88.82      |
| 4666404      | 2016       | 2310296 11500  | 66133 08/25/2020 DIAZ, DONNA                     |               | 0.00      | WRITE-OFF 0.00 | 27.56      |
| 4666405      | 2016       | 2310300 11500  | 66133 08/25/2020 ADAM, MICHELET                  |               | 0.00      | WRITE-OFF 0.00 | 27.56      |
| 4666406      | 2016       | 2310306 11500  | 66133 08/25/2020 WEFILE , INC                    |               | 0.00      | WRITE-OFF 0.00 | 6.50       |
| 4666407      | 2016       | 2310314 11500  | 66133 08/25/2020 FEDERAL NATIONAL MORTGAGE ASSOC |               | 0.00      | WRITE-OFF 0.00 | 6.50       |
| 4666408      | 2016       | 2310327 11500  | 66133 08/25/2020 LOBO, ISIDRO A                  |               | 0.00      | WRITE-OFF 0.00 | 31.38      |
| 4666409      | 2016       | 2310333 11500  | 66133 08/25/2020 PA COUNTRY LAKE, LLC            |               | 0.00      | WRITE-OFF 0.00 | 31.38      |
| 4666410      | 2016       | 2310337 11500  | 66133 08/25/2020 BATISTA, JULIO                  |               | 0.00      | WRITE-OFF 0.00 | 81.60      |
| 4666411      | 2016       | 2310340 11500  | 66133 08/25/2020 OLIVA HELMER D                  |               | 0.00      | WRITE-OFF 0.00 | 81.60      |
| 4666412      | 2016       | 2310342 11500  | 66133 08/25/2020 KANDEKORE, JUDITH               |               | 0.00      | WRITE-OFF 0.00 | 147.57     |
| 4666413      | 2016       | 2310352 11500  | 66133 08/25/2020 BECKSTROM, JON                  |               | 0.00      | WRITE-OFF 0.00 | 147.57     |
| 4666414      | 2016       | 2310363 11500  | 66133 08/25/2020 CASTRO, MARGARITA G             |               | 0.00      | WRITE-OFF 0.00 | 155.17     |
| 4666415      | 2016       | 2310365 11500  | 66133 08/25/2020 EC DEVELOPMENT LLC              |               | 0.00      | WRITE-OFF 0.00 | 155.17     |
| 4666416      | 2016       | 2310375 11500  | 66133 08/25/2020 TORRES, CARMEN YERMILET         |               | 0.00      | WRITE-OFF 0.00 | 21.96      |
| 4666417      | 2016       | 2310389 11500  | 66133 08/25/2020 CAPITAL THRIFT INC.             |               | 0.00      | WRITE-OFF 0.00 | 21.96      |
|              |            |                |                                                  |               |           | WRITE-OFF 0.00 | 35.44      |
|              |            |                |                                                  |               |           | WRITE-OFF 0.00 | 35.44      |
|              |            |                |                                                  |               |           | WRITE-OFF 0.00 | 7.61       |
|              |            |                |                                                  |               |           | WRITE-OFF 0.00 | 7.61       |
|              |            |                |                                                  |               |           | WRITE-OFF 0.00 | 60.42      |
|              |            |                |                                                  |               |           | WRITE-OFF 0.00 | 60.42      |
|              |            |                |                                                  |               |           | WRITE-OFF 0.00 | 25.19      |
|              |            |                |                                                  |               |           | WRITE-OFF 0.00 | 25.19      |
|              |            |                |                                                  |               |           | WRITE-OFF 0.00 | 22.21      |
|              |            |                |                                                  |               |           | WRITE-OFF 0.00 | 22.21      |
|              |            |                |                                                  |               |           | WRITE-OFF 0.00 | 13.70      |
|              |            |                |                                                  |               |           | WRITE-OFF 0.00 | 13.70      |
|              |            |                |                                                  |               |           | WRITE-OFF 0.00 | 20.46      |
|              |            |                |                                                  |               |           | WRITE-OFF 0.00 | 20.46      |
|              |            |                |                                                  |               |           | WRITE-OFF 0.00 | 13.70      |
|              |            |                |                                                  |               |           | WRITE-OFF 0.00 | 13.70      |
|              |            |                |                                                  |               |           | WRITE-OFF 0.00 | 124.12     |
|              |            |                |                                                  |               |           | WRITE-OFF 0.00 | 124.12     |
|              |            |                |                                                  |               |           | WRITE-OFF 0.00 | 34.63      |
|              |            |                |                                                  |               |           | WRITE-OFF 0.00 | 34.63      |

P 28  
arrctpst

| RECEIPT | YEAR | BILL    | AR CD    | BATCH | EFF DATE   | CUSTOMER NAME                         | PRIN PAID | INT PAID  | TOTAL PAID |
|---------|------|---------|----------|-------|------------|---------------------------------------|-----------|-----------|------------|
|         |      |         | PROPERTY | CODE  |            | ACTIVITY                              |           |           |            |
|         |      |         |          |       |            | REASON/METHOD                         |           |           |            |
| 4666418 | 2016 | 2310390 | 11500    | 66133 | 08/25/2020 | RODRIGUEZ-ZAYAS, ROBERTO              | 0.00      | 0.00      | 6.25       |
| 4666419 | 2016 | 2310394 | 11500    | 66133 | 08/25/2020 | SANCHEZ MICHAEL C                     | 0.00      | WRITE-OFF | 6.25       |
| 4666420 | 2016 | 2310406 | 11500    | 66133 | 08/25/2020 | AGUIRRE, CLAUDIA V                    | 0.00      | WRITE-OFF | 21.96      |
| 4666421 | 2016 | 2310417 | 11500    | 66133 | 08/25/2020 | CHARLES, CLARICIA                     | 0.00      | WRITE-OFF | 21.96      |
| 4666422 | 2016 | 2310803 | 11500    | 66133 | 08/25/2020 | MOROSADORE LLC                        | 0.00      | WRITE-OFF | 0.46       |
| 4666423 | 2016 | 2310827 | 11500    | 66133 | 08/25/2020 | TORRES-ACOSTA, YASMARA M              | 0.00      | WRITE-OFF | 0.46       |
| 4666424 | 2016 | 2311606 | 11500    | 66133 | 08/25/2020 | CARDEN, W.E.                          | 0.00      | WRITE-OFF | 45.77      |
| 4666425 | 2016 | 2312431 | 11500    | 66133 | 08/25/2020 | WEBB, HENRY                           | 0.00      | WRITE-OFF | 45.77      |
| 4666426 | 2016 | 2312771 | 11500    | 66133 | 08/25/2020 | ESPINOZA, JOSAFAT                     | 0.00      | WRITE-OFF | 77.17      |
| 4666427 | 2016 | 2312797 | 11500    | 66133 | 08/25/2020 | BROOKS, TERESA A                      | 0.00      | WRITE-OFF | 77.17      |
| 4666428 | 2016 | 2312918 | 11500    | 66133 | 08/25/2020 | SMITH, ROGER                          | 0.00      | WRITE-OFF | 43.18      |
| 4666429 | 2016 | 2313091 | 11500    | 66133 | 08/25/2020 | TORRES, JESSEY J                      | 0.00      | WRITE-OFF | 43.18      |
| 4666430 | 2016 | 2313128 | 11500    | 66133 | 08/25/2020 | FRANCISQUE, AMMIELLE E                | 0.00      | WRITE-OFF | 41.07      |
| 4666431 | 2016 | 2313204 | 11500    | 66133 | 08/25/2020 | MERCIER, BEATRICE B                   | 0.00      | WRITE-OFF | 41.07      |
| 4666432 | 2016 | 2313274 | 11500    | 66133 | 08/25/2020 | JACKSON, DWAYNE L                     | 0.00      | WRITE-OFF | 28.70      |
| 4666433 | 2016 | 2313967 | 11500    | 66133 | 08/25/2020 | WILLIAMS, GLORIA J                    | 0.00      | WRITE-OFF | 28.70      |
| 4666434 | 2016 | 2313968 | 11500    | 66133 | 08/25/2020 | STACEY, TIFFANY R                     | 0.00      | WRITE-OFF | 36.96      |
| 4666435 | 2016 | 2314244 | 11500    | 66133 | 08/25/2020 | AUSTIN, BARBARA                       | 0.00      | WRITE-OFF | 36.96      |
| 4666436 | 2016 | 2314384 | 11500    | 66133 | 08/25/2020 | GABLES PROFESSIONAL MANAGEMENT        | 0.00      | WRITE-OFF | 102.82     |
| 4666437 | 2016 | 2314587 | 11500    | 66133 | 08/25/2020 | BUSBEE, BRADLEY S                     | 0.00      | WRITE-OFF | 102.82     |
| 4666438 | 2016 | 2314777 | 11500    | 66133 | 08/25/2020 | MURRAY, MICHAEL W.                    | 0.00      | WRITE-OFF | 3.19       |
| 4666439 | 2016 | 2315406 | 11500    | 66133 | 08/25/2020 | NEW PINE GLEN INC.                    | 0.00      | WRITE-OFF | 3.19       |
| 4666440 | 2016 | 2316281 | 11500    | 66133 | 08/25/2020 | VILLAGE ON THE GREEN AT GREENACRES LL | 0.00      | WRITE-OFF | 45.53      |
| 4666441 | 2016 | 2316282 | 11500    | 66133 | 08/25/2020 | VILLAGE ON THE GREEN AT GREENACRES LL | 0.00      | WRITE-OFF | 45.53      |
| 4666442 | 2016 | 2316998 | 11500    | 66133 | 08/25/2020 | TORRES-NAJERA, KARLA Y                | 0.00      | WRITE-OFF | 124.12     |
| 4666443 | 2016 | 2317554 | 11500    | 66133 | 08/25/2020 | DOMINGO, LAMAZARES                    | 0.00      | WRITE-OFF | 124.12     |
| 4666444 | 2016 | 2317619 | 11500    | 66133 | 08/25/2020 | MATTICE, MARGO                        | 0.00      | WRITE-OFF | 19.69      |

P 29  
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| RECEIPT | YEAR | BILL    | AR CD    | BATCH | EFF DATE   | CUSTOMER NAME            | REASON/METHOD | PRIN PAID | INT PAID  | TOTAL PAID |
|---------|------|---------|----------|-------|------------|--------------------------|---------------|-----------|-----------|------------|
|         |      |         | PROPERTY | CODE  |            | ACTIVITY                 |               |           |           |            |
| 4666445 | 2016 | 2317820 | 11500    | 66133 | 08/25/2020 | ANDERSON, LOIS C.        |               | 0.00      | WRITE-OFF | 36.96      |
|         |      |         |          |       |            |                          |               |           | 0.00      | 36.96      |
| 4666446 | 2016 | 2318868 | 11500    | 66133 | 08/25/2020 | HIGHT, MARYBETH          |               | 0.00      | WRITE-OFF | 36.96      |
|         |      |         |          |       |            |                          |               |           | 0.00      | 36.96      |
| 4666447 | 2016 | 2319707 | 11500    | 66133 | 08/25/2020 | HOLDAM, DAVID            |               | 0.00      | WRITE-OFF | 36.96      |
|         |      |         |          |       |            |                          |               |           | 0.00      | 36.96      |
| 4666448 | 2016 | 2320955 | 11500    | 66133 | 08/25/2020 | VARGAS, PATRICIA E       |               | 0.00      | WRITE-OFF | 36.96      |
|         |      |         |          |       |            |                          |               |           | 0.00      | 21.96      |
| 4666449 | 2016 | 2321196 | 11500    | 66133 | 08/25/2020 | MIRANDA, HUMBERTO        |               | 0.00      | WRITE-OFF | 36.96      |
|         |      |         |          |       |            |                          |               |           | 0.00      | 36.96      |
| 4666450 | 2016 | 2321675 | 11500    | 66133 | 08/25/2020 | RIVIERE, MIREILLE        |               | 0.00      | WRITE-OFF | 71.09      |
|         |      |         |          |       |            |                          |               |           | 0.00      | 71.09      |
| 4666451 | 2016 | 2322194 | 11500    | 66133 | 08/25/2020 | VAPORLIFE LAKE WORTH LLC |               | 0.00      | WRITE-OFF | 183.48     |
|         |      |         |          |       |            |                          |               |           | 0.00      | 183.48     |
| 4666452 | 2016 | 2322305 | 11500    | 66133 | 08/25/2020 | KESSLER, MARVIN          |               | 0.00      | WRITE-OFF | 36.96      |
|         |      |         |          |       |            |                          |               |           | 0.00      | 36.96      |
| 4666453 | 2016 | 2322307 | 11500    | 66133 | 08/25/2020 | KESSLER, MARVIN          |               | 0.00      | WRITE-OFF | 36.96      |
|         |      |         |          |       |            |                          |               |           | 0.00      | 36.96      |
| 4666454 | 2016 | 2322308 | 11500    | 66133 | 08/25/2020 | PLATAS-BECEDICH, JOSE    |               | 0.00      | WRITE-OFF | 55.86      |
|         |      |         |          |       |            |                          |               |           | 0.00      | 55.86      |
| 4666455 | 2016 | 2322712 | 11500    | 66133 | 08/25/2020 | GYPSY GAIL INC           |               | 0.00      | WRITE-OFF | 7.62       |
|         |      |         |          |       |            |                          |               |           | 0.00      | 7.62       |
| 4666456 | 2016 | 2322977 | 11500    | 66133 | 08/25/2020 | BARTLE EDWARD W          |               | 0.00      | WRITE-OFF | 79.38      |
|         |      |         |          |       |            |                          |               |           | 0.00      | 79.38      |
| 4666457 | 2016 | 2323397 | 11500    | 66133 | 08/25/2020 | BALLPARK LLC             |               | 0.00      | WRITE-OFF | 21.96      |
|         |      |         |          |       |            |                          |               |           | 0.00      | 21.96      |
| 4666458 | 2016 | 2323451 | 11500    | 66133 | 08/25/2020 | JACKSON, DWAYNE L        |               | 0.00      | WRITE-OFF | 37.52      |
|         |      |         |          |       |            |                          |               |           | 0.00      | 37.52      |
| 4666459 | 2016 | 2323492 | 11500    | 66133 | 08/25/2020 | GONZALEZ, MARISELA       |               | 0.00      | WRITE-OFF | 7.48       |
|         |      |         |          |       |            |                          |               |           | 0.00      | 7.48       |
| 4666460 | 2016 | 2323502 | 11500    | 66133 | 08/25/2020 | ASSETS OVERSEAS LLC      |               | 0.00      | WRITE-OFF | 21.96      |
|         |      |         |          |       |            |                          |               |           | 0.00      | 21.96      |
| 4666461 | 2016 | 2323517 | 11500    | 66133 | 08/25/2020 | RIVIERE, MIREILLE        |               | 0.00      | WRITE-OFF | 126.48     |
|         |      |         |          |       |            |                          |               |           | 0.00      | 126.48     |
| 4666462 | 2016 | 2323531 | 11500    | 66133 | 08/25/2020 | FRANCISQUE, AMMIELLE E   |               | 0.00      | WRITE-OFF | 26.07      |
|         |      |         |          |       |            |                          |               |           | 0.00      | 26.07      |
| 4666463 | 2016 | 2323561 | 11500    | 66133 | 08/25/2020 | NUNEZ, ISIDRO            |               | 0.00      | WRITE-OFF | 22.85      |
|         |      |         |          |       |            |                          |               |           | 0.00      | 22.85      |
| 4666464 | 2016 | 2323586 | 11500    | 66133 | 08/25/2020 | VARGAS, PATRICIA E       |               | 0.00      | WRITE-OFF | 21.96      |
|         |      |         |          |       |            |                          |               |           | 0.00      | 21.96      |
| 4666465 | 2016 | 2323597 | 11500    | 66133 | 08/25/2020 | US BANK NATL ASSN TR     |               | 0.00      | WRITE-OFF | 19.93      |
|         |      |         |          |       |            |                          |               |           | 0.00      | 19.93      |
| 4666466 | 2016 | 2323599 | 11500    | 66133 | 08/25/2020 | US BANK NATL ASSN TR     |               | 0.00      | WRITE-OFF | 21.96      |
|         |      |         |          |       |            |                          |               |           | 0.00      | 21.96      |
| 4666467 | 2016 | 2323600 | 11500    | 66133 | 08/25/2020 | US BANK NATL ASSN TR     |               | 0.00      | WRITE-OFF | 21.96      |
|         |      |         |          |       |            |                          |               |           | 0.00      | 21.96      |
| 4666468 | 2016 | 2323601 | 11500    | 66133 | 08/25/2020 | US BANK NATL ASSN TR     |               | 0.00      | WRITE-OFF | 12.37      |
|         |      |         |          |       |            |                          |               |           | 0.00      | 12.37      |
| 4666469 | 2016 | 2323611 | 11500    | 66133 | 08/25/2020 | MERCIER, BEATRICE B      |               | 0.00      | WRITE-OFF | 94.77      |
|         |      |         |          |       |            |                          |               |           | 0.00      | 94.77      |
| 4666470 | 2016 | 2323625 | 11500    | 66133 | 08/25/2020 | KASA IMMOBILIER LLC      |               | 0.00      | WRITE-OFF | 26.07      |
|         |      |         |          |       |            |                          |               |           | 0.00      | 26.07      |

| RECEIPT | YEAR | BILL    | AR CD    | BATCH | EFF DATE   | CUSTOMER NAME                  | PRIN PAID | INT PAID  | TOTAL PAID |
|---------|------|---------|----------|-------|------------|--------------------------------|-----------|-----------|------------|
|         |      |         | PROPERTY | CODE  |            | ACTIVITY                       |           |           |            |
|         |      |         |          |       |            | REASON/METHOD                  |           |           |            |
| 4666471 | 2016 | 2323634 | 11500    | 66133 | 08/25/2020 | LEITE, SUNDAY SUNSHINE         | 0.00      | 0.00      | 46.64      |
| 4666472 | 2016 | 2323647 | 11500    | 66133 | 08/25/2020 | TORRES, JESSEY J               | 0.00      | WRITE-OFF | 46.64      |
| 4666473 | 2016 | 2323650 | 11500    | 66133 | 08/25/2020 | MOROSADORE LLC                 | 0.00      | 0.00      | 54.96      |
| 4666474 | 2016 | 2323674 | 11500    | 66133 | 08/25/2020 | TORRES-ACOSTA, YASMARA M       | 0.00      | WRITE-OFF | 54.96      |
| 4666475 | 2016 | 2323968 | 11500    | 66133 | 08/25/2020 | ABRAMS, AMANDA L               | 0.00      | 0.00      | 77.17      |
| 4666476 | 2016 | 2324459 | 11500    | 66133 | 08/25/2020 | CARDEN, W.E.                   | 0.00      | WRITE-OFF | 77.17      |
| 4666477 | 2016 | 2325289 | 11500    | 66133 | 08/25/2020 | WEBB, HENRY                    | 0.00      | 0.00      | 28.18      |
| 4666478 | 2016 | 2325634 | 11500    | 66133 | 08/25/2020 | ESPINOZA, JOSAFAT              | 0.00      | WRITE-OFF | 28.18      |
| 4666479 | 2016 | 2325659 | 11500    | 66133 | 08/25/2020 | KAUFFMAN, LYNN                 | 0.00      | 0.00      | 32.31      |
| 4666480 | 2016 | 2325660 | 11500    | 66133 | 08/25/2020 | BROOKS, TERESA A               | 0.00      | WRITE-OFF | 32.31      |
| 4666481 | 2016 | 2325783 | 11500    | 66133 | 08/25/2020 | SMITH, ROGER                   | 0.00      | 0.00      | 41.07      |
| 4666482 | 2016 | 2325871 | 11500    | 66133 | 08/25/2020 | CORRENO- MONTESINOS, JUAN      | 0.00      | WRITE-OFF | 41.07      |
| 4666483 | 2016 | 2325957 | 11500    | 66133 | 08/25/2020 | KING, MARIA                    | 0.00      | 0.00      | 28.70      |
| 4666484 | 2016 | 2326008 | 11500    | 66133 | 08/25/2020 | FYE, COLYN C.                  | 0.00      | WRITE-OFF | 28.70      |
| 4666485 | 2016 | 2326031 | 11500    | 66133 | 08/25/2020 | DAWSON, JACQUELINE N.          | 0.00      | 0.00      | 36.96      |
| 4666486 | 2016 | 2326117 | 11500    | 66133 | 08/25/2020 | RAMOS, DANIELA                 | 0.00      | WRITE-OFF | 36.96      |
| 4666487 | 2016 | 2326239 | 11500    | 66133 | 08/25/2020 | SIROTA, CHRISTINA L            | 0.00      | 0.00      | 30.23      |
| 4666488 | 2016 | 2326838 | 11500    | 66133 | 08/25/2020 | WILLIAMS, GLORIA J             | 0.00      | WRITE-OFF | 30.23      |
| 4666489 | 2016 | 2326839 | 11500    | 66133 | 08/25/2020 | STACEY, TIFFANY R              | 0.00      | 0.00      | 102.82     |
| 4666490 | 2016 | 2327077 | 11500    | 66133 | 08/25/2020 | HALL, MELISSA I                | 0.00      | WRITE-OFF | 102.82     |
| 4666491 | 2016 | 2327117 | 11500    | 66133 | 08/25/2020 | AUSTIN, BARBARA                | 0.00      | 0.00      | 121.95     |
| 4666492 | 2016 | 2327258 | 11500    | 66133 | 08/25/2020 | GABLES PROFESSIONAL MANAGEMENT | 0.00      | WRITE-OFF | 121.95     |
| 4666493 | 2016 | 2327467 | 11500    | 66133 | 08/25/2020 | BUSBEE, BRADLEY S              | 0.00      | 0.00      | 8.74       |
| 4666494 | 2016 | 2327659 | 11500    | 66133 | 08/25/2020 | MURRAY, MICHAEL W.             | 0.00      | WRITE-OFF | 8.74       |
| 4666495 | 2016 | 2327689 | 11500    | 66133 | 08/25/2020 | MORRELL, DAILYN I              | 0.00      | 0.00      | 28.52      |
| 4666496 | 2016 | 2328014 | 11500    | 66133 | 08/25/2020 | ROSSI, CARLOS                  | 0.00      | WRITE-OFF | 28.52      |
| 4666497 | 2016 | 2328279 | 11500    | 66133 | 08/25/2020 | NEW PINE GLEN INC.             | 0.00      | 0.00      | 70.20      |
|         |      |         |          |       |            |                                |           | WRITE-OFF | 70.20      |
|         |      |         |          |       |            |                                |           | 0.00      | 5.84       |
|         |      |         |          |       |            |                                |           | WRITE-OFF | 5.84       |
|         |      |         |          |       |            |                                |           | 0.00      | 17.29      |
|         |      |         |          |       |            |                                |           | WRITE-OFF | 17.29      |
|         |      |         |          |       |            |                                |           | 0.00      | 27.98      |
|         |      |         |          |       |            |                                |           | WRITE-OFF | 27.98      |
|         |      |         |          |       |            |                                |           | 0.00      | 60.42      |
|         |      |         |          |       |            |                                |           | WRITE-OFF | 60.42      |
|         |      |         |          |       |            |                                |           | 0.00      | 71.87      |
|         |      |         |          |       |            |                                |           | WRITE-OFF | 71.87      |
|         |      |         |          |       |            |                                |           | 0.00      | 43.04      |
|         |      |         |          |       |            |                                |           | WRITE-OFF | 43.04      |
|         |      |         |          |       |            |                                |           | 0.00      | 41.07      |
|         |      |         |          |       |            |                                |           | WRITE-OFF | 41.        |



| RECEIPT | YEAR | BILL AR CD | PROPERTY CODE | BATCH EFF DATE | CUSTOMER NAME<br>ACTIVITY | REASON/METHOD                         | PRIN PAID | INT PAID          | TOTAL PAID |
|---------|------|------------|---------------|----------------|---------------------------|---------------------------------------|-----------|-------------------|------------|
| 4666498 | 2016 | 2329170    | 11500         | 66133          | 08/25/2020                | VILLAGE ON THE GREEN AT GREENACRES LL | 0.00      | WRITE-OFF<br>0.00 | 112.04     |
| 4666499 | 2016 | 2329171    | 11500         | 66133          | 08/25/2020                | VILLAGE ON THE GREEN AT GREENACRES LL | 0.00      | WRITE-OFF<br>0.00 | 28.70      |
| 4666500 | 2016 | 2329781    | 11500         | 66133          | 08/25/2020                | JACQUES ANTONIO                       | 0.00      | WRITE-OFF<br>0.00 | 28.70      |
| 4666501 | 2016 | 2329894    | 11500         | 66133          | 08/25/2020                | TORRES-NAJERA, KARLA Y                | 0.00      | WRITE-OFF<br>0.00 | 28.70      |
| 4666502 | 2016 | 2329983    | 11500         | 66133          | 08/25/2020                | REMPART, VALERY                       | 0.00      | WRITE-OFF<br>0.00 | 36.03      |
| 4666503 | 2016 | 2330453    | 11500         | 66133          | 08/25/2020                | DOMINGO, LAMAZARES                    | 0.00      | WRITE-OFF<br>0.00 | 36.03      |
| 4666504 | 2016 | 2330520    | 11500         | 66133          | 08/25/2020                | MATTICE, MARGO                        | 0.00      | WRITE-OFF<br>0.00 | 78.49      |
| 4666505 | 2016 | 2330722    | 11500         | 66133          | 08/25/2020                | ANDERSON, LOIS C.                     | 0.00      | WRITE-OFF<br>0.00 | 78.49      |
| 4666506 | 2016 | 2330997    | 11500         | 66133          | 08/25/2020                | PALMASECA HOLDINGS INC                | 0.00      | WRITE-OFF<br>0.00 | 11.83      |
| 4666507 | 2016 | 2331775    | 11500         | 66133          | 08/25/2020                | HIGHT, MARYBETH                       | 0.00      | WRITE-OFF<br>0.00 | 11.83      |
| 4666508 | 2016 | 2331813    | 11500         | 66133          | 08/25/2020                | CHACON-OROZCO, JOSE A                 | 0.00      | WRITE-OFF<br>0.00 | 36.96      |
| 4666509 | 2016 | 2332619    | 11500         | 66133          | 08/25/2020                | HOLDAM, DAVID                         | 0.00      | WRITE-OFF<br>0.00 | 36.96      |
| 4666510 | 2016 | 2333712    | 11500         | 66133          | 08/25/2020                | JACKSON, TAMEKA N                     | 0.00      | WRITE-OFF<br>0.00 | 36.96      |
| 4666511 | 2016 | 2334102    | 11500         | 66133          | 08/25/2020                | MIRANDA, HUMBERTO                     | 0.00      | WRITE-OFF<br>0.00 | 47.31      |
| 4666512 | 2016 | 2334541    | 11500         | 66133          | 08/25/2020                | DONNALLY, JERRY B.                    | 0.00      | WRITE-OFF<br>0.00 | 47.31      |
| 4666513 | 2016 | 2334566    | 11500         | 66133          | 08/25/2020                | RODRIGUEZ, VERONICA                   | 0.00      | WRITE-OFF<br>0.00 | 36.96      |
| 4666514 | 2016 | 2334607    | 11500         | 66133          | 08/25/2020                | JOHNSTON CHRISTIANNA M                | 0.00      | WRITE-OFF<br>0.00 | 36.96      |
| 4666515 | 2016 | 2334740    | 11500         | 66133          | 08/25/2020                | DIAMOND BEAUTY SALON INC              | 0.00      | WRITE-OFF<br>0.00 | 61.54      |
| 4666516 | 2016 | 2335109    | 11500         | 66133          | 08/25/2020                | VAPORLIFE LAKE WORTH LLC              | 0.00      | WRITE-OFF<br>0.00 | 61.54      |
| 4666517 | 2016 | 2335220    | 11500         | 66133          | 08/25/2020                | KESSLER, MARVIN                       | 0.00      | WRITE-OFF<br>0.00 | 8.72       |
| 4666518 | 2016 | 2335222    | 11500         | 66133          | 08/25/2020                | KESSLER, MARVIN                       | 0.00      | WRITE-OFF<br>0.00 | 8.72       |
| 4666519 | 2016 | 2335223    | 11500         | 66133          | 08/25/2020                | PLATAS-BECEDICH, JOSE                 | 0.00      | WRITE-OFF<br>0.00 | 46.38      |
| 4666520 | 2016 | 2335622    | 11500         | 66133          | 08/25/2020                | GYPSY GAIL INC                        | 0.00      | WRITE-OFF<br>0.00 | 46.38      |
| 4666521 | 2016 | 2335900    | 11500         | 66133          | 08/25/2020                | BARTLE EDWARD W                       | 0.00      | WRITE-OFF<br>0.00 | 80.78      |
| 4666522 | 2016 | 2336542    | 11500         | 66133          | 08/25/2020                | JACQUES ANTONIO                       | 0.00      | WRITE-OFF<br>0.00 | 80.78      |
| 4666523 | 2016 | 2336545    | 11500         | 66133          | 08/25/2020                | DIAZ, JULISSA                         | 0.00      | WRITE-OFF<br>0.00 | 82.62      |
|         |      |            |               |                |                           |                                       |           | WRITE-OFF<br>0.00 | 82.62      |
|         |      |            |               |                |                           |                                       |           | WRITE-OFF<br>0.00 | 36.11      |
|         |      |            |               |                |                           |                                       |           | WRITE-OFF<br>0.00 | 36.11      |
|         |      |            |               |                |                           |                                       |           | WRITE-OFF<br>0.00 | 21.96      |
|         |      |            |               |                |                           |                                       |           | WRITE-OFF<br>0.00 | 21.96      |
|         |      |            |               |                |                           |                                       |           | WRITE-OFF<br>0.00 | 5.52       |
|         |      |            |               |                |                           |                                       |           | WRITE-OFF<br>0.00 | 5.52       |

| RECEIPT | YEAR | BILL AR CD | PROPERTY CODE | BATCH | EFF DATE   | CUSTOMER NAME<br>ACTIVITY | REASON/METHOD | PRIN PAID | INT PAID  | TOTAL PAID |
|---------|------|------------|---------------|-------|------------|---------------------------|---------------|-----------|-----------|------------|
| 4666524 | 2016 | 2336547    | 11500         | 66133 | 08/25/2020 | GLINOS III, GEORGE        |               | 0.00      | 0.00      | 15.68      |
| 4666525 | 2016 | 2336549    | 11500         | 66133 | 08/25/2020 | TORRES-NAJERA, KARLA Y    |               | 0.00      | WRITE-OFF | 15.68      |
| 4666526 | 2016 | 2336556    | 11500         | 66133 | 08/25/2020 | REMPART, VALERY           |               | 0.00      | WRITE-OFF | 31.38      |
| 4666527 | 2016 | 2336559    | 11500         | 66133 | 08/25/2020 | SAMMONS, MARGARET M       |               | 0.00      | WRITE-OFF | 31.38      |
| 4666528 | 2016 | 2336562    | 11500         | 66133 | 08/25/2020 | PADRIDIN, ANA C           |               | 0.00      | WRITE-OFF | 21.96      |
| 4666529 | 2016 | 2336573    | 11500         | 66133 | 08/25/2020 | WRIGHT-GONZALEZ, BEATRYZ  |               | 0.00      | WRITE-OFF | 21.96      |
| 4666530 | 2016 | 2336575    | 11500         | 66133 | 08/25/2020 | CHACON-OROZCO, JOSE A     |               | 0.00      | WRITE-OFF | 0.04       |
| 4666531 | 2016 | 2336601    | 11500         | 66133 | 08/25/2020 | HOTTER INTERNATIONAL INC  |               | 0.00      | WRITE-OFF | 0.04       |
| 4666532 | 2016 | 2336604    | 11500         | 66133 | 08/25/2020 | DIAMOND BEAUTY SALON INC  |               | 0.00      | WRITE-OFF | 21.96      |
| 4666533 | 2016 | 2336619    | 11500         | 66133 | 08/25/2020 | LOPEZ-AYALA, ALIER J      |               | 0.00      | WRITE-OFF | 21.96      |
| 4666534 | 2016 | 2336631    | 11500         | 66133 | 08/25/2020 | FYE, COLYN C.             |               | 0.00      | WRITE-OFF | 123.35     |
| 4666535 | 2016 | 2336632    | 11500         | 66133 | 08/25/2020 | DAWSON, JACQUELINE N.     |               | 0.00      | WRITE-OFF | 123.35     |
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| 4666537 | 2016 | 2336643    | 11500         | 66133 | 08/25/2020 | HALL, MELISSA I           |               | 0.00      | WRITE-OFF | 38.18      |
| 4666538 | 2016 | 2336646    | 11500         | 66133 | 08/25/2020 | MORRELL, DAILYN I         |               | 0.00      | WRITE-OFF | 60.42      |
| 4666539 | 2016 | 2336648    | 11500         | 66133 | 08/25/2020 | ROSSI, CARLOS             |               | 0.00      | WRITE-OFF | 60.42      |
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| 4666541 | 2016 | 2336657    | 11500         | 66133 | 08/25/2020 | MCCUEN, PHILLIP WAYNE     |               | 0.00      | WRITE-OFF | 37.52      |
| 4666542 | 2016 | 2336659    | 11500         | 66133 | 08/25/2020 | ABRAMS, AMANDA L          |               | 0.00      | WRITE-OFF | 48.97      |
| 4666543 | 2016 | 2336680    | 11500         | 66133 | 08/25/2020 | CORRENO- MONTESINOS, JUAN |               | 0.00      | WRITE-OFF | 48.97      |
| 4666544 | 2016 | 2336682    | 11500         | 66133 | 08/25/2020 | KING, MARIA               |               | 0.00      | WRITE-OFF | 20.54      |
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| 4666547 | 2016 | 2336731    | 11500         | 66133 | 08/25/2020 | PLATAS-BECEDICH, JOSE     |               | 0.00      | WRITE-OFF | 26.07      |
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PAYMENTS JOURNAL UB SERVICES - GENERAL

P 34  
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| RECEIPT YEAR | BILL | AR CD    | BATCH | EFF DATE | CUSTOMER NAME | REASON/METHOD                         | PRIN PAID | INT PAID  | TOTAL PAID |
|--------------|------|----------|-------|----------|---------------|---------------------------------------|-----------|-----------|------------|
|              |      | PROPERTY | CODE  |          | ACTIVITY      |                                       |           |           |            |
| 4666577      | 2016 | 2343650  | 11500 | 66133    | 08/25/2020    | MATTICE, MARGO                        | 0.00      | 0.00      | 36.96      |
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| 4666590      | 2016 | 2347734  | 11500 | 66133    | 08/25/2020    | JOHNSTON CHRISTIANNA M                | 0.00      | 0.00      | 65.23      |
|              |      |          |       |          |               |                                       |           | WRITE-OFF | 65.23      |
| 4666591      | 2016 | 2348066  | 11500 | 66133    | 08/25/2020    | FERRER, KELLY A                       | 0.00      | 0.00      | 100.07     |
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| 4666592      | 2016 | 2348343  | 11500 | 66133    | 08/25/2020    | KESSLER, MARVIN                       | 0.00      | 0.00      | 36.96      |
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|              |      |          |       |          |               |                                       |           | WRITE-OFF | 3.14       |
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|              |      |          |       |          |               |                                       |           | WRITE-OFF | 21.96      |
| 4666599      | 2016 | 2349766  | 11500 | 66133    | 08/25/2020    | DEL VALLE, RAYMOND W                  | 0.00      | 0.00      | 21.96      |
|              |      |          |       |          |               |                                       |           | WRITE-OFF | 21.96      |
| 4666600      | 2016 | 2349792  | 11500 | 66133    | 08/25/2020    | RAMOS, ROBERTO                        | 0.00      | 0.00      | 0.46       |
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| 4666601      | 2016 | 2349794  | 11500 | 66133    | 08/25/2020    | SIROTA, CHRISTINA L                   | 0.00      | 0.00      | 48.97      |
|              |      |          |       |          |               |                                       |           | WRITE-OFF | 48.97      |
| 4666602      | 2016 | 2349796  | 11500 | 66133    | 08/25/2020    | HOOT, HARMONY N                       | 0.00      | 0.00      | 74.12      |
|              |      |          |       |          |               |                                       |           | WRITE-OFF | 74.12      |
| 4666603      | 2016 | 2349812  | 11500 | 66133    | 08/25/2020    | WILLIAMS, MIESHA A                    | 0.00      | 0.00      | 0.46       |





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 PAYMENTS JOURNAL UB SERVICES - GENERAL

 P 36  
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| RECEIPT YEAR | BILL AR CD    | BATCH EFF DATE   | CUSTOMER NAME             | REASON/METHOD | PRIN PAID | INT PAID         | TOTAL PAID |
|--------------|---------------|------------------|---------------------------|---------------|-----------|------------------|------------|
|              | PROPERTY CODE |                  | ACTIVITY                  |               |           |                  |            |
| 4666630 2016 | 2428254 11500 | 66133 08/25/2020 | BROOKS, TERESA A          |               | 0.00      | 0.00             | 87.82      |
| 4666631 2016 | 2428287 11500 | 66133 08/25/2020 | GRIFFIN, WILLIAM          |               | 0.00      | WRITE-OFF 0.00   | 87.82      |
| 4666632 2016 | 2428467 11500 | 66133 08/25/2020 | FLORES, HECTOR            |               | 0.00      | WRITE-OFF 0.00   | 36.96      |
| 4666633 2016 | 2428565 11500 | 66133 08/25/2020 | ESTRADA-SANCHEZ, BERENISE |               | 0.00      | WRITE-OFF 0.00   | 12.29      |
| 4666634 2016 | 2428574 11500 | 66133 08/25/2020 | MOROSADORE LLC            |               | 0.00      | WRITE-OFF 0.00   | 12.29      |
|              |               |                  |                           |               |           | WRITE-OFF 0.00   | 71.00      |
|              |               |                  |                           |               |           | WRITE-OFF 0.00   | 71.00      |
|              |               |                  |                           |               |           | WRITE-OFF 0.00   | 77.17      |
|              |               |                  |                           |               |           | WRITE-OFF 0.00   | 77.17      |
|              |               |                  |                           | SUBTOTALS:    | 0.00      | 0.00             | 49,368.94  |
|              |               |                  |                           |               |           | TOTAL RECEIPTS:  | 906        |
|              |               |                  |                           |               |           | CATEGORY TOTALS: | 49,368.94  |



08/25/2020 15:35  
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Village of Palm Springs  
 PAYMENTS JOURNAL METHODS SUMMARY

P 38  
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PAYMENT  
 METHOD

QTY

PAYMENT  
 AMOUNT

TOTALS:

.00

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| P 39  
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| YEAR PER JNL                                                               | SRC ACCOUNT     | EFF DATE   | JNL DESC      | REF 1 | REF 2 | REF 3 | ACCOUNT DESC<br>LINE DESC                  | T OB | DEBIT     | CREDIT    |
|----------------------------------------------------------------------------|-----------------|------------|---------------|-------|-------|-------|--------------------------------------------|------|-----------|-----------|
| 2020 11 658                                                                | CRW 41000-11500 | 08/25/2020 | cash recpt UB |       |       |       | Accounts Receivable                        |      |           | 49,368.94 |
|                                                                            | CRW 41003-34361 | 08/25/2020 | cash recpt UB |       |       |       | 2016 UB UB<br>Water Revenue                |      | 16,726.72 |           |
|                                                                            | CRW 41003-35901 | 08/25/2020 | cash recpt UB |       |       |       | 2016 UB UB<br>Late Fees                    |      | 5,270.36  |           |
|                                                                            | CRW 41000-20805 | 08/25/2020 | cash recpt UB |       |       |       | 2016 UB UB<br>Due to General Fund Util Tax |      | 799.17    |           |
|                                                                            | CRW 41003-34362 | 08/25/2020 | cash recpt UB |       |       |       | 2016 UB UB<br>Sewer Revenue                |      | 22,919.85 |           |
|                                                                            | CRW 41003-35902 | 08/25/2020 | cash recpt UB |       |       |       | 2016 UB UB<br>Service Charges              |      | 507.64    |           |
|                                                                            | CRW 41003-35903 | 08/25/2020 | cash recpt UB |       |       |       | 2016 UB UB<br>Reconnect Fees               |      | 1,671.26  |           |
|                                                                            | CRW 41003-34374 | 08/25/2020 | cash recpt UB |       |       |       | 2016 UB UB<br>Backflow Program Revenues    |      | 460.60    |           |
|                                                                            | CRW 41000-20804 | 08/25/2020 | cash recpt UB |       |       |       | 2016 UB UB<br>Due to Gen Fund - Garbage    |      | 159.86    |           |
|                                                                            | CRW 41000-10401 | 08/25/2020 | cash recpt UB |       |       |       | 2016 UB UB<br>Bounced Check Clearing Acct. |      | 443.53    |           |
|                                                                            | CRW 41003-36990 | 08/25/2020 | cash recpt UB |       |       |       | 2016 UB UB<br>Other Miscellaneous Rev.     |      | 100.00    |           |
|                                                                            | CRW 41003-34364 | 08/25/2020 | cash recpt UB |       |       |       | 2016 UB UB<br>Fire Line Revenues           |      | 309.95    |           |
| 2020/11 20200825 UB SERVICES - GENERAL WRITEOFFS JOURNAL 2020/11/658 TOTAL |                 |            |               |       |       |       |                                            |      | 49,368.94 | 49,368.94 |
| 2020 11 658                                                                | CRW 41000-17200 | 08/25/2020 |               |       |       |       | Actual YTD Revenues                        |      | 47,966.38 |           |

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P 40  
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| FUND       | ACCOUNT                  | YEAR PER | JNL | EFF DATE   | ACCOUNT DESCRIPTION          | DEBIT     | CREDIT    |
|------------|--------------------------|----------|-----|------------|------------------------------|-----------|-----------|
| 041        | Water & Sewer Enterprise | 2020 11  | 658 | 08/25/2020 |                              |           |           |
|            | 41000-10401              |          |     |            | Bounced Check Clearing Acct. | 443.53    |           |
|            | 41000-11500              |          |     |            | Accounts Receivable          |           | 49,368.94 |
|            | 41000-17200              |          |     |            | Actual YTD Revenues          | 47,966.38 |           |
|            | 41000-20804              |          |     |            | Due to Gen Fund - Garbage    | 159.86    |           |
|            | 41000-20805              |          |     |            | Due to General Fund Util Tax | 799.17    |           |
| FUND TOTAL |                          |          |     |            |                              | 49,368.94 | 49,368.94 |

\*\* END OF REPORT - Generated by Jancy M. Bravo \*\*





# **The Financial Impact of the COVID-19 Crisis on U.S. Drinking Water Utilities**

APRIL 14, 2020



**American Water Works  
Association**

*Dedicated to the World's Most Important Resource®*



**ASSOCIATION OF  
METROPOLITAN  
WATER AGENCIES**

# Table of Contents

|           |                                                                                         |
|-----------|-----------------------------------------------------------------------------------------|
| <b>1</b>  | <b>Executive Summary</b>                                                                |
| <b>2</b>  | <b>1. Introduction</b>                                                                  |
| 2         | 1.1. Background and Objectives                                                          |
| 2         | 1.2. Scope of Work                                                                      |
| 2         | 1.3. Methodology                                                                        |
| 3         | 1.4. Data and Information Sources                                                       |
| <b>4</b>  | <b>2. Analysis and Results</b>                                                          |
| <b>4</b>  | <b>2.1. Financial Losses Due to Changes in Customer Delinquency Policies</b>            |
| 5         | 2.1.1. Methodology                                                                      |
| 6         | 2.1.2. Analysis                                                                         |
| <b>9</b>  | <b>2.2. Revenue Loss Due to Declines in Consumption</b>                                 |
| 10        | 2.2.1. Methodology                                                                      |
| 10        | 2.2.2. Analysis                                                                         |
| <b>13</b> | <b>2.3. Financial Impact of Water Utility Operational Policy Changes</b>                |
| 14        | 2.3.1. Methodology                                                                      |
| 14        | 2.3.2. Analysis                                                                         |
| <b>15</b> | <b>2.4. Financial Loss Due to Slower Customer Growth</b>                                |
| 16        | 2.4.1. Methodology                                                                      |
| 16        | 2.4.2. Analysis                                                                         |
| <b>17</b> | <b>2.5. Economic Impact of Reduced Capital Expenditures</b>                             |
| 18        | 2.5.1. Methodology                                                                      |
| 19        | 2.5.2. Analysis                                                                         |
| <b>20</b> | <b>2.6. Other Impacts and Considerations</b>                                            |
| <b>21</b> | <b>2.7. Estimated Total Aggregate Financial Impact on U.S. Drinking Water Utilities</b> |
| <b>21</b> | <b>2.8. Wastewater Sector Potential Impacts</b>                                         |
| <b>22</b> | <b>3. Conclusions</b>                                                                   |

# List of Tables

|    |                                                                                        |
|----|----------------------------------------------------------------------------------------|
| 6  | Table 2-1. Estimated Aggregate Annual Drinking Water Utility Revenues                  |
| 7  | Table 2-2. Estimated Deferred or Lost Revenue Due to Increased Bill Delinquencies      |
| 8  | Table 2-3. Estimated Marginal Cost Impact of Non-Shut Offs of Delinquent Accounts      |
| 12 | Table 2-4. Estimated Revenue Loss Due to Declines in Non-Residential Consumption       |
| 12 | Table 2-5. Estimated Increase in Residential Consumption                               |
| 13 | Table 2-6. Estimated Revenue Increase Due to Increases in Residential Consumption      |
| 14 | Table 2-7. Estimated Operation Policy Change Impacts on Personnel Expenses             |
| 16 | Table 2-8. Estimated Aggregate Loss of System Development Charges                      |
| 17 | Table 2-9. Estimated Loss of Rate Revenue from Lower New Customer Growth               |
| 19 | Table 2-10. Estimated Economic Impacts of Deferred Capital Construction Expenditures   |
| 20 | Table 2-11. Estimated Revenue Loss from Reduction and Deferral of Water Rate Increases |
| 21 | Table 2-12. Estimated Total Aggregate Financial Impact                                 |

# List of Figures

- 3      **Figure 1-1. Location of Utilities Responding to Raftelis Questionnaire**
- 4      **Figure 2-1. Water Utility Changes to Delinquency Policies**
- 5      **Figure 2-2. Pre-Crisis Water Utility Uncollectible Rates (N=42)**
- 8      **Figure 2-3. Drinking Water Utilities with Debt Forgiveness Policies (N=47)**
- 9      **Figure 2-4. Drinking Water Utilities Experiencing Changes in Water Demands (N=28)**
- 10     **Figure 2-5: Cumulative Share of Labor Market Subject to State Lockdowns**
- 11     **Figure 2-6: Industries Anticipated to Experience Significant Water Demand Reductions**
- 13     **Figure 2-7: Personnel Expense Changes (N=27)**
- 15     **Figure 2-8. Historical Trends in Housing Completions vs. Unemployment**
- 17     **Figure 2-9. Drinking Water Utilities Indicating Delays in Capital Construction**
- 18     **Figure 2-10. Anticipated Annual Capital Expenditure Adjustments (N=11)**

# Appendices

- 23     **COVID-19 Questionnaire Results**



# Executive Summary

Drinking water utilities across the U.S. have experienced, and are anticipated to continue to experience, revenue and cost impacts associated with the COVID-19 crisis. This report was prepared for the American Water Works Association (“AWWA”) and the Association of Metropolitan Water Agencies (“AMWA”) to estimate the financial impacts of the crisis on drinking water utilities in the U.S.

The anticipated financial impacts were estimated by (1) obtaining recent and relevant data regarding observed or anticipated financial and operational water utility impacts, (2) monetizing the impacts, and (3) scaling up or aggregating the impacts to estimate the impacts on a national level.

The results of the assessment indicate that the aggregate financial impact of COVID-19 on drinking water utilities will likely be approximately \$13.9 billion, representing an overall 16.9 percent financial impact on the drinking water sector. These impacts are a result of drinking water utilities eliminating shut offs for non-payment, anticipated increased delinquencies as a result of high unemployment rates, reductions in non-residential water demands and associated revenues offset by increases in residential consumption, and lower customer growth. A summary of the financial impacts associated with these factors are provided in the table below.

Due to these financial impacts, drinking water utilities across the nation are anticipated to delay and reduce capital expenditures by as much as \$5 billion (annualized) to help manage cash flows due to the crisis. These capital expenditure reductions will have a cascade effect on economic activity in communities across the U.S. As a result, **communities will experience a reduction in economic activity by as much as \$32.7 billion** (annualized) in aggregate when considering economic multiplier effects. The reduction in capital expenditures is also anticipated to result in a loss of 75,000 to 90,000 private sector jobs.

Drinking water utilities may also experience additional future revenue losses estimated at approximately \$1.6 billion in aggregate as a result of deferrals of planned water rate increases, bringing **the total combined impact of the crisis on drinking water utilities to more than \$15 billion**. These deferrals will further exacerbate community economic impacts by further reducing capital spending and will put the water sector further behind in addressing its capital infrastructure needs.

The financial impact of the COVID-19 crisis on water and wastewater utilities combined is estimated to exceed \$27 billion.

## Estimated Total Aggregate Financial Impact on Drinking Water Utilities

| Description                                      | 2 Months      | 4 Months      | 6 Months      | Annualized     |
|--------------------------------------------------|---------------|---------------|---------------|----------------|
| Marginal Cost of Non-Shut Offs                   | \$0.10B       | \$0.19B       | \$0.29B       | \$0.57B        |
| Revenue Loss Due to Increased Delinquencies      | \$0.82B       | \$1.64B       | \$2.46B       | \$4.92B        |
| Reduction in Commercial Revenues                 | \$1.23B       | \$2.46B       | \$3.69B       | \$7.38B        |
| Increase in Residential Revenues                 | (\$0.44B)     | (\$0.88B)     | (\$1.32B)     | (\$2.64B)      |
| Increase in Personnel Expenses                   | \$0.10B       | \$0.21B       | \$0.31B       | \$0.63B        |
| Reduction in System Development Charges          | \$0.43B       | \$0.87B       | \$1.30B       | \$2.60B        |
| Reduction in Revenues from Lower Customer Growth | \$0.01B       | \$0.05B       | \$0.09B       | \$0.41B        |
| <b>Total Aggregate Financial Impact</b>          | <b>\$2.3B</b> | <b>\$4.5B</b> | <b>\$6.8B</b> | <b>\$13.9B</b> |

*This assessment and report was funded by the Water Industry Technical Action Fund (“WITAF”) of AWWA. WITAF is managed by the Water Utility Council to support projects, studies, analyses, reports and presentations in support of AWWA’s legislative and regulatory agenda. WITAF is funded by a portion of organizational member’s dues.*



# 1 Introduction

## 1.1. Background and Objectives

This report was prepared for the American Water Works Association (“AWWA”) and the Association of Metropolitan Water Agencies (“AMWA”) to assist in estimating the financial impact that the novel COVID-19 virus is anticipated to have on water utilities in the United States (“U.S.”). The intent of the report is to aid AWWA and AMWA in advocating for securing Federal funding for the drinking water sector to help deal with this crisis and to provide AWWA and AMWA membership with information regarding the aggregate financial impact of the COVID-19 crisis on the sector. This assessment and report was funded by the Water Industry Technical Action Fund (“WITAF”) of AWWA. The WITAF is managed by the Water Utility Council to support projects, studies, analyses, reports and presentations in support of AWWA’s legislative and regulatory agenda. WITAF is funded by a portion of organizational member’s dues.

## 1.2. Scope of Work

Drinking water utilities across the U.S. have experienced and are anticipated to experience revenue and cost impacts associated with the national, state, and local response to the COVID-19 crisis. The scope of this work consisted of estimating the aggregate financial impacts on drinking water utilities due to the following:

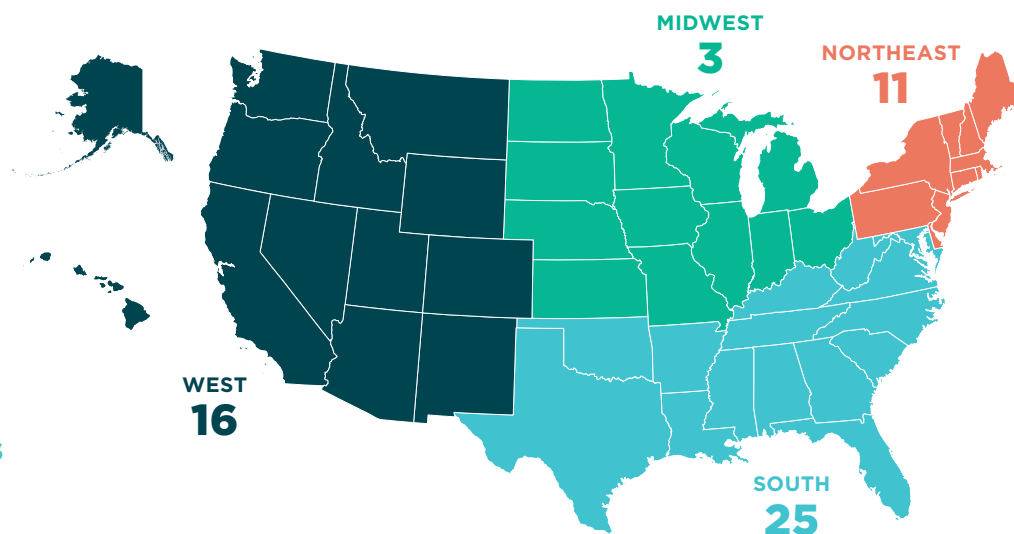
- 1. Changes in utility policies** to not shut off water service to customers with delinquent accounts and providing forgiveness of late penalty fees. This included preparing estimates of the anticipated rise in delinquencies due to the policy change, as well as due to anticipated rising unemployment rates.
- 2. Losses in revenue** from non-residential (i.e., commercial, industrial, and institutional) customers, net of residential revenue increases, as a result of national and state directives for the temporary shutdown of non-essential businesses and “stay at home” orders.
- 3. Operational actions taken**, or anticipated to be taken, by water utilities to ensure safe and reliable water service, such as sequestering water operators and other key staff.
- 4. Reducing, deferring or eliminating capital expenditures** to preserve cash and help maintain financial sustainability.
- 5. Reduction in system development charges and user charges from new growth** due to slowing of economic growth and development.

Due to the rapidly developing and changing crisis, the scope of work was initiated on April 1, 2020 and was completed on April 13, 2020.

The financial assessment summarized in this report was prepared based on relevant data and information available as of the date of this report. It does not incorporate any facts or information which may have come into existence after the date of the report, and such information could have a material effect on the findings and conclusions contained herein. As such, the estimates contained in this report are early estimates based on available data that may understate the financial impacts on drinking water utilities depending upon the length and severity of the crisis. The analyses focused on the national impacts to drinking water utilities in the U.S. and did not consider or involve developing specific state or city impacts, or a detailed estimate of the impacts to wastewater utilities.

## 1.3. Methodology

In general, the methodology used to estimate the financial impacts of the COVID-19 crisis on drinking water utilities consisted of (1) obtaining recent and relevant data regarding observed or anticipated financial and operational water utility impacts, (2) monetizing the impacts, and (3) scaling up or aggregating the impacts to estimate monthly and annualized national impacts. Specific methodologies used to identify and quantify the various financial impacts of COVID-19 on drinking water utilities are provided in Section 2.



**Figure 1-1.**  
**Location of Utilities**  
**Responding to Raftelis**  
**Questionnaire**

## 1.4. Data and Information Sources

Information that was used to complete the financial impact assessment was compiled from various AWWA and AMWA sector surveys, sector publications, responses from a questionnaire prepared and distributed to water utilities, and financial data and information from recent rate studies completed by Raftelis for various drinking water utility clients. Specific sector surveys and publications that were relied upon to complete the assessment, included the following:

- COVID-19 Survey Conducted by AWWA on March 25-30, 2020;
- 2019 Water and Wastewater Rate Survey. AWWA;
- Utility Benchmarking: Performance Management for Water and Wastewater. AWWA 2019;
- INSIGHT – Utility Financial Information Database. AMWA 2018;
- Dun & Bradstreet, First Research Industry profile for the Water Industry. 2018;
- Public Spending on Transportation and Water Infrastructure, 1956 to 2017. Congressional Budget Office, October 2018;
- U.S. Census Bureau, Population Survey (2019);
- U.S. Census Bureau, American Housing Survey Data (2017);
- U.S. Census Bureau, Historical Labor Force Unemployment Rate Statistics;
- U.S. Census Bureau, Building Permit Survey (2019);
- Residential End Uses of Water, Version 2 Executive Report, Water Research Foundation, April 2016;
- Back-of-the-Envelope Estimates of Next Quarter's Unemployment Rate. The Federal Reserve Bank of St. Louis, March 24, 2020;
- COVID-19: Economic Scenarios. Moody's Analytics. March 27, 2020;
- The Daily Shot: Consumers Cut Spending by About 50 Percent, Wall Street Journal, April 8, 2020;
- National Impact Fee Survey, Duncan Associates, 2019;
- Local Government Investment in Municipal Water and Sewer Infrastructure: Adding Value to the National Economy, Prepared for the U.S. Conference of Mayors by The Cadmus Group, Inc. August 14, 2008; and
- The Economic Benefits of Investing in Water Infrastructure, Bureau of Economic Analysis, 2018.

AWWA surveyed member utilities and other sector organizations between March 25 - 30, 2020 to gauge the impacts of COVID-19 and actions being taken to manage risk and plan for contingencies. AWWA received 615 responses to the survey, of which 532 responses were from unique utilities, and 81 were from non-utility survey participants. Results from this survey were used in this assessment, where noted.

Raftelis prepared a questionnaire focused on the financial and operational impacts of the COVID-19 crisis on drinking water utilities and distributed the questionnaire to more than 150 water utilities. The questionnaire was completed between April 6 – 8, 2020. A total of 102 responses to the survey were received, of which 55 responses were usable, complete, and represent responses from unique drinking water utilities. Responses from this questionnaire were used in this assessment, where noted. In addition, the full questionnaire and a summary of the responses are provided in Appendix A.

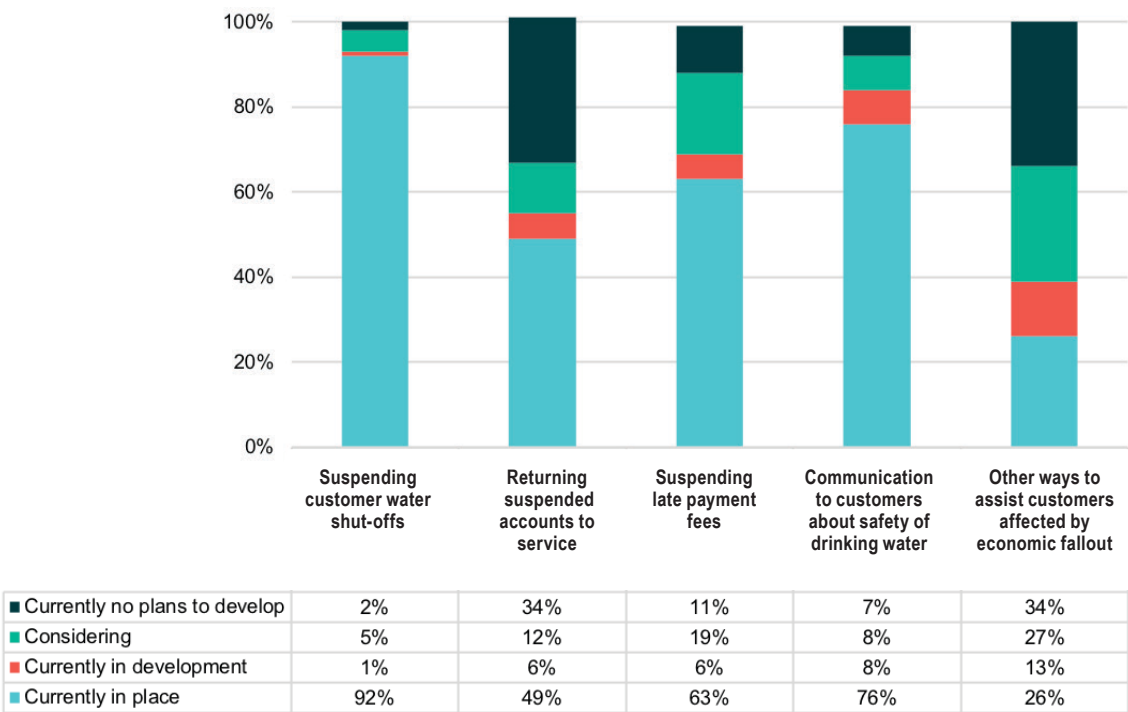
## 2 Analysis and Results

This section of the report provides a detailed description of the methodologies and analyses employed to quantify the financial impacts of the COVID-19 crisis on drinking water utilities and summarizes the results of the analyses.

### 2.1. Financial Losses Due to Changes in Customer Delinquency Policies

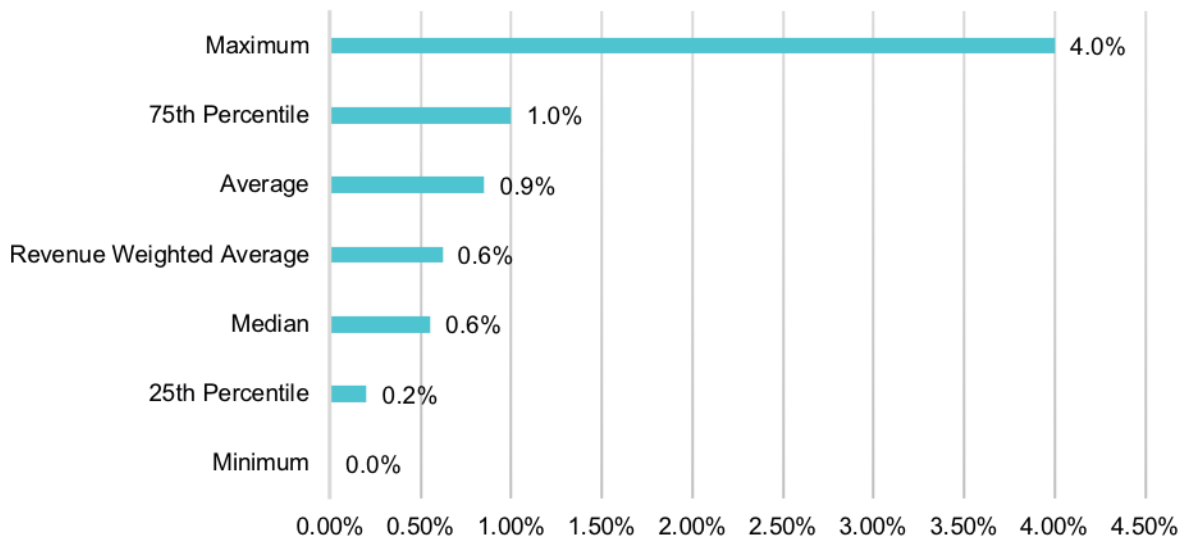
Many drinking water utilities have changed their shut-off and late bill payment fee policies for delinquent accounts in reaction to the crisis. According to the recent COVID-19 survey completed by AWWA in March 2020, approximately 98% of respondents indicated that policies are either in place to suspend customer water shut-offs, in development, or indicated that they are considering implementing such policies, as show in Figure 2-1.

Figure 2-1. Water Utility Changes to Delinquency Policies



Responses from the Raftelis COVID-19 impact questionnaire indicated that the median annual uncollectable percentage for drinking water utilities prior to the COVID-19 crisis was approximately 0.6 percent, as shown in Figure 2-2. In addition, survey respondents indicated the likelihood that delinquencies would increase significantly in the coming months.

**Figure 2-2. Pre-Crisis Water Utility Uncollectible Rates (N=42)**



Due to changes in water utility shut-off policies and rising unemployment rates, delinquencies and annual uncollectible percentages will likely increase significantly, resulting in incremental water utility revenue deferrals or losses. Some specific examples of delinquency policy changes that have been implemented are as follows:

**Manchester Water Works (NH)** is not charging late fees or performing shut-offs for not payment.

**City of Tulsa (OK)** is working on extending its payment arrangement plans without penalty. In some cases, it anticipates the need to write off the debt.

**City of Chandler (AZ)** is helping water customers financially burdened due to COVID-19 by suspending disconnections, not charging late fees, and extending payment plans.

**WaterOne in Johnson County (KS)** has eliminated late payment fees and anticipates a 53 percent reduction in late payment fees assuming that it foregoes changing these fees for six months.

### 2.1.1. Methodology

The steps used to estimate drinking water utility financial losses due to changes in delinquency policies are summarized as follows:

#### 1. Estimate the marginal cost impact of non-shut offs of delinquent accounts:

- Identify typical delinquency rates and bad debt ratios using the AMWA INSIGHT survey, AWWA benchmarking study, and responses from the Raftelis water utility questionnaire.
- Estimate the typical marginal cost of water defined as variable costs (e.g. power, chemicals, etc.) as a percentage of the typical water utility total budget from sector survey results and Raftelis experience.
- Multiply marginal cost of water percentage by an estimate of the aggregate National water utility revenue and expenditure estimate.
- Estimate the monthly marginal cost impact by dividing the figure above by a factor of 12.

**2. Estimate the deferred or lost revenue to drinking water utilities due to increased bill delinquencies:**

- a. Use national unemployment statistics to estimate increases in delinquencies due to the crisis.
- b. Estimate additional delinquencies due to moral hazard / lack of consequences of customers not paying their utility bills. Estimated from sample of sector data from past events.
- c. Estimate incremental delinquency rate due to (a.) and (b.) above.
- d. Multiply the increased delinquency rate by the Aggregate National water utility revenue estimate.
- e. Estimate the monthly deferred revenue impact by dividing the figure above by a factor of 12.
- f. Estimate the portion of utilities that may implement a policy to relieve customers from having to pay their delinquent, unpaid bills from Raftelis questionnaire results.
- g. Estimate the potential monthly permanent revenue loss by multiplying the estimated value of delinquent water bills by the percentage of utilities implementing debt forgiveness policies.

**3. Estimate lost revenue from the portion of utilities that may implement a policy to relieve customers from having to pay late bill fees.**

- a. Estimate the typical amount of late bill fees collected by drinking water utilities as a percentage of total revenues from the AMWA INSIGHT survey.
- b. Multiply the late bill fee revenue percentage by the Aggregate National water utility revenue estimate.
- c. Estimate the proportion of drinking water utilities that have or plan to implement late bill fee forgiveness policies from the March 2020 AWWA survey.
- d. Multiply the proportion of drinking water utilities that have or plan to implement late bill fee forgiveness policies by the aggregate National late bill fee revenue estimate.

**2.1.2. Analysis**

The aggregate national level of annual revenues generated by drinking water utilities in the U.S. was estimated based on household and drinking water sector data as detailed in Table 2-1.

**Table 2-1. Estimated Aggregate Annual Drinking Water Utility Revenues**

| Description                                                | Reference    | Parameter |
|------------------------------------------------------------|--------------|-----------|
| a. Number of U.S. Households                               | <sup>1</sup> | 128.579M  |
| b. U.S. Households on Private Wells                        | <sup>2</sup> | 10.72%    |
| c. U.S. Households on Public/Private Water Systems         | 1 - b        | 89.28%    |
| d. U.S. Households on Public/Private Water Systems         | a x c        | 114.8M    |
| e. Median Monthly Residential Water Utility Bill           | <sup>3</sup> | \$42.41   |
| f. Estimated Annual Residential Water Utility Rate Revenue | d x e x 12   | \$58.4B   |
| g. Residential Share of Total Water Utility Rate Revenue   | <sup>4</sup> | 71%       |
| h. Estimated Annual Water Sector Revenues in 2019          | f / g        | \$82.3B   |

<sup>1</sup> U.S. Census Bureau Population Survey (2019).

<sup>2</sup> U.S. Census Bureau, American Housing Survey Data (2017). Note that the estimated number of U.S. households on public or private water systems was calculated based on U.S. Census data and is slightly lower than an estimate calculated using the USEPA data on the population served by Community Water Systems of approximately 311 million. Dividing the USEPA population figure by an assumption of 2.5 people per household, results in an estimate of approximately 124 million households connected to community water systems. If estimate prepared using USEPA data was used, the financial impacts estimated in this report would be higher.

<sup>3</sup> AWWA Water and Wastewater Rate Survey (2019).

<sup>4</sup> AMWA Insight Survey (2018) indicating 51% of revenue is residential, 29% non-residential, and 20% wholesale/other. Adjusted residential and non-residential percentages to reflect that approximately 7.25% of non-residential is multifamily.



The estimated annual water sector revenues shown in Table 2-1 are used to calculate financial losses due to changes in customer delinquency policies and other financial impacts estimated herein.

The financial impact of delinquent account policy changes was then estimated by quantifying the financial impact of (1) drinking water utilities continuing to provide service to delinquent accounts, instead of enacting shut-offs, and (2) deferred or lost revenue associated with observed and anticipated higher delinquency rates during the COVID-19 crisis, as detailed in Tables 2-2 and 2-3. The temporary elimination of late payment fees was not estimated to have a significant impact on water utility revenues.

The estimate of deferred or lost revenue due to increased bill delinquencies was prepared based on the increase in unemployment rates and the potential for additional bill delinquencies due to the inability to pay and the lack of consequences for non-payment, as detailed in Table 2-2. This estimate includes consideration of the moral hazard (i.e., lack of consequences of customers not paying their utility bills) resulting in higher bill delinquencies.

**Table 2-2. Estimated Deferred or Lost Revenue Due to Increased Bill Delinquencies**

| Description                                                    | Reference    | Parameter |
|----------------------------------------------------------------|--------------|-----------|
| a. Delinquent Account Write-offs as % of Total Revenues        | <sup>1</sup> | 0.6%      |
| b. Pre COVID-19 Unemployment Rate                              | <sup>2</sup> | 3.5%      |
| c. Unemployment Rate During COVID-19 Crisis                    | <sup>3</sup> | 12.0%     |
| d. % Increase in Delinquencies Due to Higher Unemployment Rate | c / b        | 342.9%    |
| e. % Increase in Delinquencies Due to Moral Hazard             | <sup>4</sup> | 320.0%    |
| f. Adjusted Delinquencies as % of Total Revenues               | a x d x e    | 6.6%      |
| g. % Difference in Delinquencies                               | f - a        | 6.0%      |
| h. Annual Aggregate Water Utility Revenues                     | <sup>5</sup> | \$82.3B   |
| i. Annualized Incremental Delinquencies                        | g x h        | \$4.9B    |
| j. Monthly Incremental Delinquencies                           | i / 12       | \$410M    |

<sup>1</sup> Results from Raftelis COVID-19 questionnaire.

<sup>2</sup> Labor Force Unemployment Rate Statistics from the U.S. Bureau of Labor Statistics for February 2020.

<sup>3</sup> Blended unemployment rate estimate for the second quarter of 2020 from Federal Reserve Bank of St. Louis, Moody's Global Economic Forecast publication dated March 27, 2020, and various news articles on the estimated unemployment rate.

<sup>4</sup> Data from observed increases in delinquencies from Seattle Public Utilities due to cessation of service shut-offs during new billing system conversion. Seattle observed an increase in delinquencies from 1.54% to 5.03% during this event. Factor adjusted based on AWWA March 2020 survey that indicated that approximately 98% of water utilities surveyed have suspended or are planning to suspend shut-offs in response to the COVID-19 crisis.

<sup>5</sup> Calculation as provided in Table 2-1.

The elimination of shut-offs will result in an added cost to drinking water utilities as they continue to supply customers with delinquent bills with water service, rather than enacting shut-offs. An estimate of the incremental cost of continuing to supply these customers with water service is detailed in Table 2-3.

**Table 2-3. Estimated Marginal Cost Impact of Non-Shut Offs of Delinquent Accounts**

| Description                                                  | Reference    | Parameter |
|--------------------------------------------------------------|--------------|-----------|
| a. Operating Ratio (O&M expenses / operating revenue)        | <sup>1</sup> | 58%       |
| b. Variable Expenses as % of Total O&M expenses              | <sup>2</sup> | 20%       |
| c. Marginal Cost                                             | a x b        | 11.6%     |
| d. Aggregate Annual Water Utility Revenue                    | <sup>3</sup> | \$82.3B   |
| e. Aggregate Annual Marginal Cost                            | c x d        | \$9.5B    |
| f. Delinquent Account Uncollectable Rate % of Total Revenues | <sup>4</sup> | 6%        |
| g. Marginal Cost Impact of Non-Shut Offs - Annualized        | e x f        | \$0.6B    |
| h. Marginal Cost Impact of Non-Shut Offs - Monthly           | g / 12       | \$47.6M   |

<sup>1</sup> AWWA Utility Benchmarking Survey (2019), Table 2-6A.

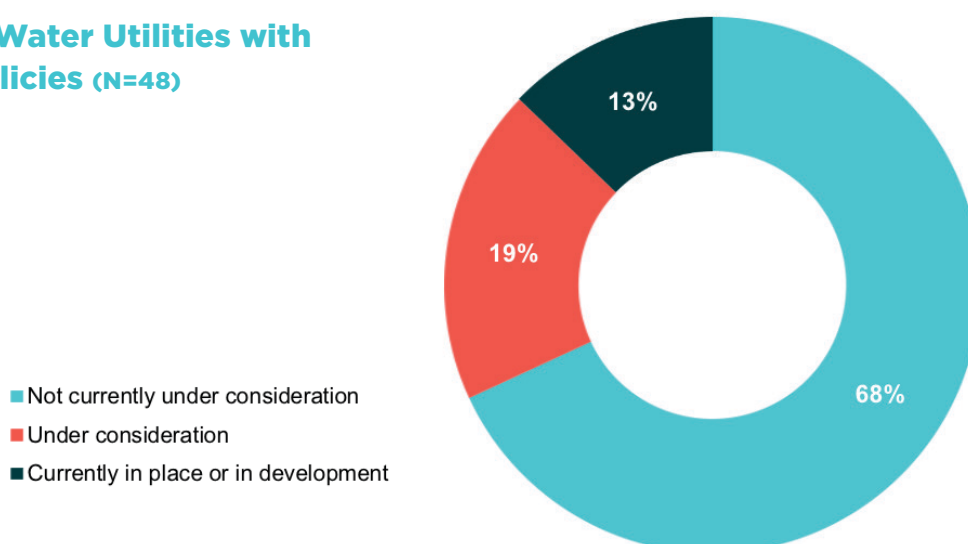
<sup>2</sup> AMWA INSIGHT Survey and Raftelis experience.

<sup>3</sup> Calculation as provided in Table 2-1.

<sup>4</sup> Calculated in Table 2-2.

Based on Raftelis questionnaire responses, 12 percent of respondents have already put in place policies for debt forgiveness, and 19 percent are considering implementing such a policy as shown in Figure 2-3. Therefore, a significant portion of the increase in bill delinquencies are anticipated to result in water utility write-offs and permanent losses in revenue.

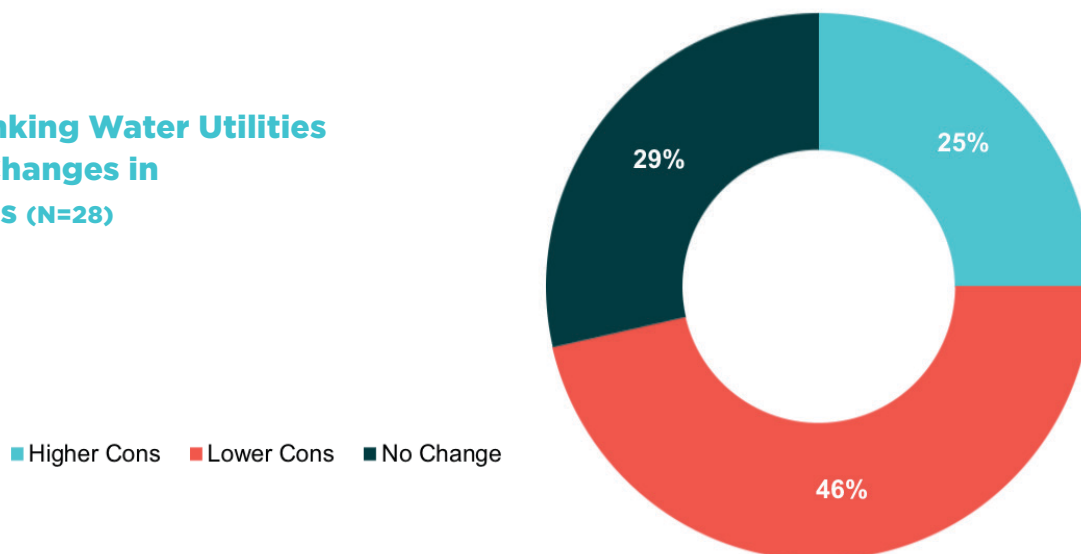
**Figure 2-3. Drinking Water Utilities with Debt Forgiveness Policies (N=48)**



## 2.2. Revenue Loss Due to Declines in Consumption

Approximately half of drinking water utilities responding to the Raftelis COVID-19 questionnaire indicated that they have already experienced reductions in water demands during the crisis that are a direct result of Federal, State, and local stay-at-home orders and reductions in commercial, industrial, and institutional activities, as shown in Figure 2-4.

**Figure 2-4. Drinking Water Utilities Experiencing Changes in Water Demands (N=28)**



Due to customer water metering frequencies (typically monthly, bi-monthly, or quarterly), there is a lag in observable changes in water consumption associated with the crisis, and for many utilities, it is too early to precisely estimate the impacts. However, it is anticipated that the vast majority of drinking water utilities across the U.S. will experience revenue loss due to water consumption declines. These reductions in demands are anticipated to result in losses in revenue from non-residential customers. Some specific utility examples of where consumption declines are occurring include:

**A mid-sized utility in Pennsylvania** experienced a 10 percent loss in water demands for the four-day average from March 1 – 4, 2020, as compared to the four-day average demands from a period in February prior to the crisis.

**A large water utility in Virginia** experienced a decline in demands between March 25 – 31, 2020 compared to the same time period in 2019 of approximately 6.7 percent.

**A large water utility in Colorado** has experienced reduction of more than 35 percent in water usage from non-residential customers, and approximately a 10 percent increase in residential water usage based on a small sample of customer meter data from the utility's AMI metering system.

**Toho Water (FL)** is anticipating experiencing a 52 percent reduction in commercial water usage and 12.5 percent reduction in reclaimed water sales over a six-month period, with a total annual revenue loss of approximately 9.2 percent.

**Pittsburgh Water and Sewer Authority (PA)** has experienced large college residential vacancies and commercial facilities shutdown that have resulted in reduction in total demands of approximately 12 percent.

**South Central Connecticut Regional Water Authority (CT)** has experienced a water production decline of approximately 6 percent. This utility serves primarily residential customers, but among their top 10 customers are universities and hospitals.

### 2.2.1. Methodology

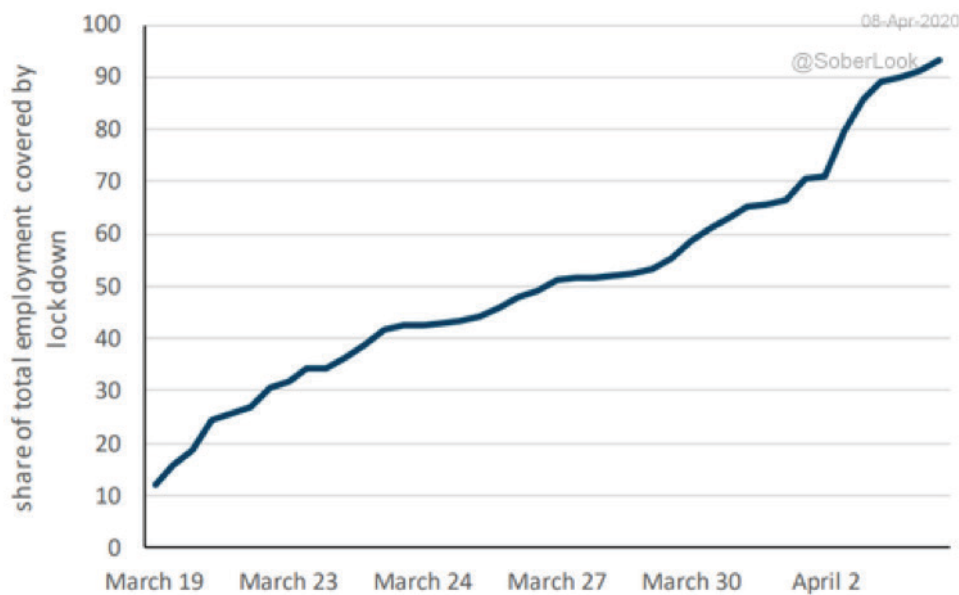
The potential loss in revenue due to anticipated declines in consumption was estimated as follows:

1. Identify the typical percentage of revenues generated by drinking water utilities from residential and non-residential customers based on the AMWA INSIGHT survey.
2. Estimate the reduction in non-residential water demands and revenues based on an aggregate sector analysis of affected stay-at-home orders and responses from the Raftelis COVID-19 questionnaire.
3. Estimate the typical water utility revenue reduction by multiplying the percentage of revenues associated with non-residential customers by the estimated reduction in non-residential water demands.
4. Multiply the estimate of the typical reduction in water utility revenues by the Aggregate National water utility revenue estimate.
5. Offset estimated losses on non-residential revenue with the estimated increase in revenue from residential water usage due to impacts of Federal and State stay-at-home orders.
6. Divide resulting revenue reduction number by 12 to convert to a monthly value.

### 2.2.2. Analysis

Recent U.S. labor market information indicates that stay-at-home orders and lockdowns during the COVID-19 crisis have impacted over 90 percent of the labor force<sup>1</sup>, as shown in Figure 2-5.

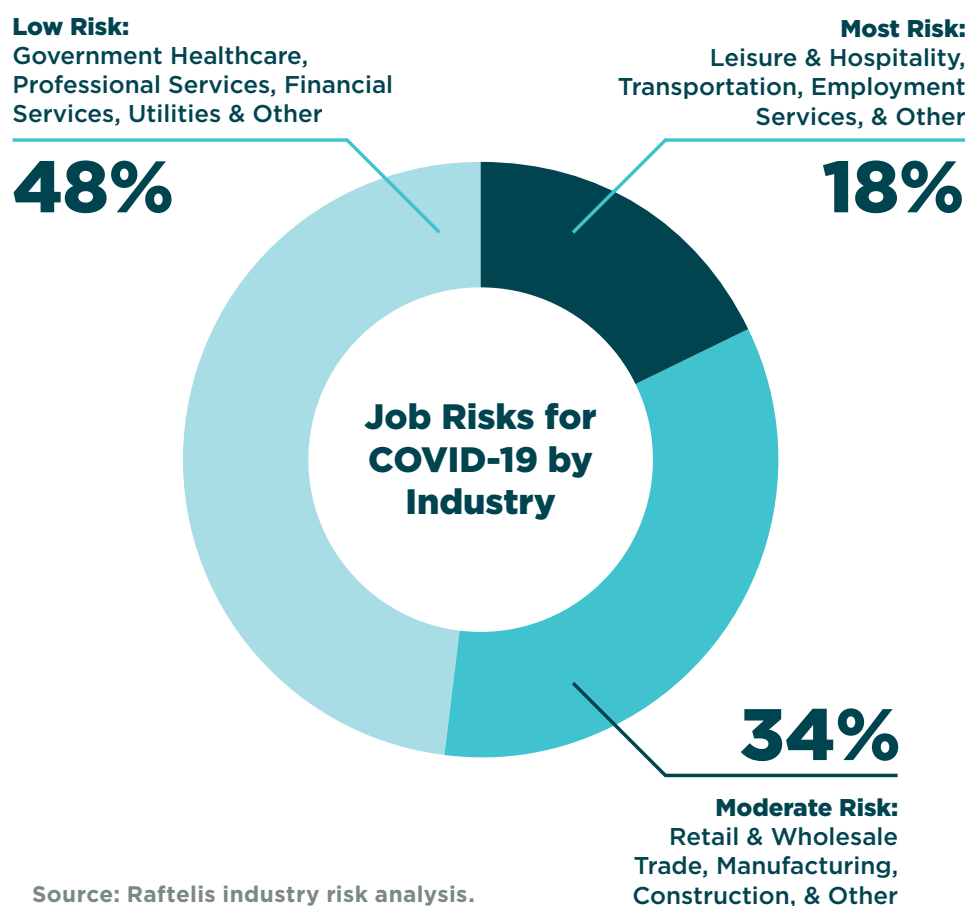
**Figure 2-5. Cumulative Share of Labor Market Subject to State Lockdowns**



<sup>1</sup>) The Wall Street Journal, April 8, 2020.  
<https://blogs.wsj.com/dailyshot/2020/04/08/the-daily-shot-consumers-cut-spending-by-about-50/>

Such stay-at-home orders have significantly impacted water demands from non-residential customers. A commercial sector risk assessment was completed to estimate the potential reduction of water demands and revenues from commercial and industrial businesses. Based on this analysis, it is anticipated that drinking water utilities will experience significant water demand reductions from industries in the leisure, hospitality, and transportation sectors, and moderate to significant reductions in water demands from other industries, such as retail and wholesale trade, manufacturing, and construction. The composition of these industries is summarized in Figure 2-6.

**Figure 2-6. Industries Anticipated to Experience Significant Water Demand Reductions**





Based on the industry risk analysis, it was estimated that there is the potential for nearly full reduction in water demands from high risk industries and partial reduction (we assumed 50% reduction) in water demands from moderate risk industries. These estimates were used to assess the potential revenue loss due to water demand declines during the COVID-19 crisis, as detailed in Table 2-4.

**Table 2-4. Estimated Revenue Loss Due to Declines in Non-Residential Consumption**

| Description                                              | Reference    | Parameter |
|----------------------------------------------------------|--------------|-----------|
| a. Typical Non-Residential Revenue as % of Total Revenue | <sup>1</sup> | 29.0%     |
| b. Reduction in Non-Residential Water Demand             | <sup>2</sup> | 35.0%     |
| c. Estimated Reduction in Revenue from Non-Residential   | a x b        | 10.2%     |
| d. Annual Aggregate Water Utility Revenue                | <sup>3</sup> | \$82.3B   |
| e. Annualized Reduction in Water Utility Revenues        | c x d        | \$8.4B    |
| f. Marginal Cost Savings %                               | <sup>4</sup> | 11.6%     |
| g. Marginal Cost Savings \$                              | e x f        | (\$1.0B)  |
| h. Net Annualized Reduction in Water Utility Revenues    | e - g        | \$7.4B    |
| i. Monthly Reduction in Water Utility Revenues           | e / 12       | \$615M    |

<sup>1</sup> AMWA INSIGHT Survey (2018).

<sup>2</sup> Estimated based on analysis of U.S. industry risk exposure to COVID-19 (<https://www.raftelis.com/insight/stress-testing-your-financial-plan/>) considering reduction in demands from high risk industries, including leisure & hospitality, transportation, and other, and moderate reduction in demand from moderate risk industries, such as retail & wholesale trade, manufacturing, and construction industries.

<sup>3</sup> Calculation as provided in Table 2-1.

<sup>4</sup> Calculation as provided in Table 2-3.

The estimated loss in non-residential revenues are anticipated to be somewhat offset by an increase in water demands and revenues from residential customers due to Federal and State stay-at-home orders and as indoor water use increases due to greater homeowner occupancy during normal working hours. The estimated increase in residential consumption and associated revenues as a result of the COVID-19 crisis are detailed in Table 2-5.

**Table 2-5. Estimated Increase in Residential Consumption**

| Description                                                | Reference    | Parameter |
|------------------------------------------------------------|--------------|-----------|
| a. Increase in Residential Indoor Water Use                | <sup>1</sup> | 8.00%     |
| b. Indoor Water Use as % of Total Water Use                | <sup>2</sup> | 60.00%    |
| c. Increase in Residential Water Use Due to COVID19 Crisis | a x b        | 4.80%     |

<sup>1</sup> Estimated increase in indoor water use from a 33% increase in toilet use from an increase of eight hours at home (8 hrs / 24 hrs = 33.3%) times the percentage of toilet use as a % of total indoor water use of 24% from the publication: Residential End Uses of Water, Version 2 Executive Report, Water Research Foundation, April 2016.

<sup>2</sup> Residential End Uses of Water, Version 2 Executive Report, Water Research Foundation, April 2016.

Note that this estimate does not consider the potential that some residential customers may curtail water usage (e.g. outdoor water usage for irrigation) during the crisis to help lower their water bills.

**Table 2-6. Estimated Revenue Increase Due to Increases in Residential Consumption**

| Description                                                | Reference    | Parameter |
|------------------------------------------------------------|--------------|-----------|
| a. Residential Revenue as % of Total Revenue               | <sup>1</sup> | 71.0%     |
| b. Increase in Residential Water Demand                    | <sup>2</sup> | 4.8%      |
| c. Increase in Residential Water Revenue (%)               | a x b        | 3.4%      |
| d. Annual Aggregate Water Utility Revenue                  | <sup>3</sup> | \$82.3B   |
| e. Annualized Increase in Water Utility Revenues           | c x d        | \$2.8B    |
| f. Less: Adjustment for Increase in Residential Write-offs | <sup>4</sup> | 6.0%      |
| g. Net Annualized Increase in Water Utility Revenues       | e x (1-f)    | \$2.6B    |
| h. Estimated Monthly Increase in Water Utility Revenues    | e / 12       | \$220M    |

<sup>1</sup> AMWA INSIGHT Survey (2018).

<sup>2</sup> Calculated in Table 2-5.

<sup>3</sup> Calculation in Table 2-1.

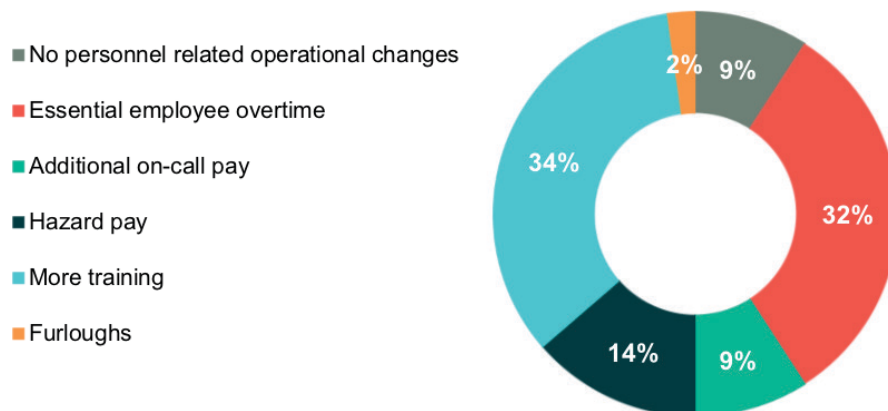
<sup>4</sup> Calculation in Table 2-2.

The total estimated net decrease in water utility revenues is anticipated to be \$4.7 billion on an annualized basis considering the anticipated \$7.4 billion decrease in non-residential revenues and a \$2.7 billion increase in residential revenues.

## 2.3. Financial Impact of Water Utility Operational Policy Changes

Some drinking water utilities have implemented new operational policies in response to the COVID-19 crisis, such as new operating hours for essential water utility staff, sequestering operations staff, and providing increased compensation for essential employees. Based on the Raftelis COVID-19 questionnaire response, personnel-related changes included paying essential employees overtime, providing additional compensation to employees as “hazard pay,” incurring more employee on-call personnel expenses, and in some cases furloughing employees, as summarized in Figure 2-7.

**Figure 2-7. Personnel Expense Changes (N=27)**



For approximately the 40 percent of drinking water utilities responding that personnel expenses are anticipated to increase due to the crisis, the weighted average percent change in personnel expenses was approximately 6.5 percent. Specific examples from drinking water utilities responding to the questionnaire include the following:

**A large utility in North Carolina** is paying a 5% premium to essential workers.

**El Paso Water Utilities Public Service Board (TX)** is experiencing personnel impacts related to emergency administrative leave.

**Great Lakes Water Authority (MI)** indicated that it had increased the pay of all operation and maintenance personnel by \$1.00 per hour in response to the crisis.

**Des Moines Water (IA)** has sequestered treatment plant operating personnel enough for 12-hour shifts, and is paying each of these staff for 24 hours per day. The balance of personnel is being paid regular salaries, even though some will not be working.

**La Puente Valley County Water District (CA)** is implementing alternative work schedules in which a portion of staff is paid to be home at the ready.

### 2.3.1. Methodology

Estimation of the financial impacts of operational actions taken, or anticipated to be taken, by drinking water utilities that impact personnel expenses consisted of:

1. Obtain information from Raftelis questionnaire regarding % changes to personnel expenses due to crisis.
2. Obtain typical percentage of personnel expenses compared to total water utility expenditures from AWWA and AMWA survey data.
3. Multiply % change to personnel expenses by personnel expense estimate as % of total expense. Then multiply this resulting percentage by the national revenue estimate from the CBO source to aggregate to the national level.
4. Divide resulting national personnel expense impact by 12 to convert to a monthly value.

### 2.3.2. Analysis

An estimate of the personnel expense impact of changes to drinking water utility personnel policies was calculated as detailed in Table 2-7.

**Table 2-7. Estimated Operation Policy Change Impacts on Personnel Expenses**

| Description                                              | Reference    | Parameter |
|----------------------------------------------------------|--------------|-----------|
| a. Increase in Personnel Expenses Due to COVID-19 Crisis | <sup>1</sup> | 6.5%      |
| b. Weighted Average Personnel Expense Increases          | <sup>2</sup> | 3.2%      |
| c. Personnel Expenses as % of Total Budget               | <sup>3</sup> | 23.8%     |
| d. Increase in Personnel Expense as % of Total Revenue   | b x c        | 0.8%      |
| e. Annual Aggregate Water Utility Revenue                | <sup>4</sup> | \$82.3B   |
| f. Aggregate Annual Increase in Personnel Expense        | d x e        | \$0.6B    |
| g. Aggregate Monthly Increase in Personnel Expense       | f / 12       | \$52M     |

<sup>1</sup> Raftelis questionnaire response. Average increase in personnel expense for those respondents indicating increased expenses.

<sup>2</sup> Raftelis questionnaire response. Weighted responses by revenue, including those respondents indicating no expense increase.

<sup>3</sup> Operating Ratio (58%) x Personnel Expense as % of operating & maintenance expense (41%). From 2019 AWWA Utility Benchmarking Survey, Table 2-6A and the 2019 AMWA INSIGHT Survey.

<sup>4</sup> Calculated in Table 2-2.

Some utilities also responded to the Raftelis COVID-19 questionnaire that they anticipate experiencing increases in non-personnel related expenses due to the crisis, while others indicated potential decreases in non-personnel expenses due to the crisis. Reported increases in expenses consisted of equipment to enable employees to work from home (e.g. computers, monitors) and personal protective equipment. Reported decreases in expenses included items such as reduced travel and conference expenses, reductions in utilities and chemicals due to lower water production, reductions in material costs from reduction in non-essential work activities. Some specific examples of changes to non-personnel expenses are as follows:

**Salt Lake City, Department of Public Utilities (UT)** is anticipating additional chemical costs in order to have excess supplies in place if there are interruptions in vendor services, and additional personal protective equipment material and supply costs.

**Portland Water District (ME)** has incurred additional cost related to a remote workforce, including new personal computers, monitors, server, and software. In addition, it anticipates additional expenses in personal protective equipment.

**Lehigh County Authority (PA)** has experienced a significant investment in IT/technology expenses to support work-from-home arrangements, including rapid purchase and deployment of laptops and reimbursement for internet service and cell phone usage for employees working from home.

**Manchester Water Works (NH)** has reduced non-essential work activities which may reduce the purchase of certain materials and supplies.

**Fort Pierce Utilities Authority (FL)** has experienced increases in materials and supplies costs for disinfectants, towel wipes, respirators, thermometers, and masks. It also anticipates incurring additional expenses associated with sanitation of lobby areas and health monitoring when customer service offices open and employees return to utility offices after working from home.

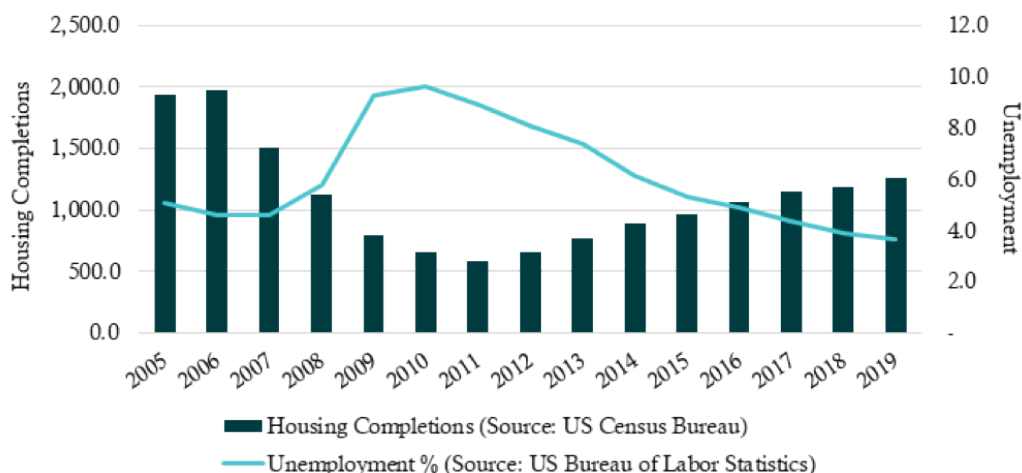
**Dare County (NC)** anticipates a decrease in chemical usage and utility costs.

Due to the variable responses from the Raftelis COVID-19 questionnaire, a definitive estimate of increased non-personnel expenses could not be made.

## 2.4. Financial Loss Due to Slower Customer Growth

The COVID-19 crisis is anticipated to slow the growth in new development and housing starts, which will further impact the revenues of drinking water utilities. Historical data on the correlation between the unemployment rate and housing development activity was gathered, reviewed, and analyzed. The analysis of this data indicated that a significant decrease in real estate development is likely to occur due to the COVID-19 crisis as a result of increased unemployment, as indicated in Figure 2-8.

**Figure 2-8. Historical Trends in Housing Completions vs. Unemployment**



Source: Labor force and unemployment statistics from the U.S. Census Bureau.

This anticipated slower growth in development will likely result in deferrals or losses associated with system development charges (“SDCs”) and user charge revenues from new customers. Some specific examples of drinking water utilities anticipating growth-related impacts are as follows:

**Charlotte Water (NC)** has revised its SDC projections to be flat or slightly lower in 2020 as compared to 2019. Prior to the crisis, Charlotte Water was anticipating an increase in SDCs from these fees due to development growth in the Charlotte region.

**East Bay Municipal Utility District (CA)** anticipates reductions in development activity and SDCs could be severe.

**Tucson Water (AZ)** expects approximately a 20 percent reduction in development activity and SDCs because prospective homebuyers might not be able to buy at this time.

**Tualatin Valley Water District (OR)** expects a 20 percent reduction in new connections and SDCs due to a reduction in growth and development.

#### 2.4.1. Methodology

The deferrals or financial losses associated with anticipated lower development activity was estimated as follows:

##### 1. Estimate the deferrals or losses from lower system development charges:

- Estimate pre-COVID-19 aggregate residential and non-residential SDCs from sector publications on system development and impact fees.
- Estimate the anticipated percent reduction in building permits during the COVID-19 crisis from U.S. Census Building Permit Survey data, information from the response to the Raftelis COVID-19 questionnaire responses and Raftelis estimates.
- Multiply the estimate of the percent reduction in building permits by the aggregate annual SDC estimate.
- Divide resulting reduction in SDCs by 12 to convert to a monthly value.

##### 2. Estimate the net loss in anticipated water utility rate revenues due to slower customer growth

- Estimate the anticipated reduction in housing unit construction based on U.S. Census Building Permit Survey data, information from the response to the Raftelis questionnaire, and Raftelis estimates.
- Estimate the typical monthly water bill for residential customers based on the AWWA rate survey.
- Multiply the monthly reduction in housing unit construction by the typical monthly water bill for residential customers.
- Adjust the calculated revenue loss by an estimate of the reduction in water utility marginal cost of serving new customers.
- Calculate the cumulative net revenue loss if the COVID-19 crisis lasts 2-months, 4-months, or 6-months.

#### 2.4.2. Analysis

The aggregate loss in system development charges was estimated as detailed in Table 2-8.

**Table 2-8. Estimated Aggregate Loss of System Development Charges**

| Description                                                  | Reference    | Parameter |
|--------------------------------------------------------------|--------------|-----------|
| a. Aggregate Residential System Development Charges (2019)   | <sup>1</sup> | \$2.4B    |
| b. Residential as % of Total                                 | <sup>2</sup> | 69%       |
| c. Aggregate Total System Development Charges (2019)         | a / b        | \$3.5B    |
| d. Anticipated % Reduction in Building Permits During Crisis | <sup>3</sup> | 75%       |
| e. Annualized Reduction in System Development Charges        | d x c        | \$2.6B    |
| f. Monthly Reduction in System Development Charges           | e / 12       | \$217M    |

<sup>1</sup> U.S. Census Bureau Building Permit Survey (2019) and National Impact Fee Survey, Duncan Associates, 2019.

<sup>2</sup> AWWA INSIGHT Survey (2018).

<sup>3</sup> Raftelis estimate.



The loss of future rate revenue from anticipated declines in new customer connections was estimated as detailed in Table 2-9.

**Table 2-9. Estimated Loss of Rate Revenue from Lower New Customer Growth**

| Description                                                     | Reference    | Parameter |
|-----------------------------------------------------------------|--------------|-----------|
| a. Anticipated % Reduction in Building Permits During Crisis    | <sup>1</sup> | 75%       |
| b. Monthly Lost Housing Unit Equivalents                        | <sup>2</sup> | 85,647    |
| c. Median Monthly Residential Water Bill                        | <sup>3</sup> | \$42.41   |
| d. Monthly Reduction in Aggregate Residential Water Revenue     | b x c        | \$3.63M   |
| e. Non-Residential Revenue as a % of Total Revenue              | <sup>4</sup> | 29%       |
| f. Monthly Reduction in Aggregate Non-Residential Water Revenue | d x e/(1-e)  | \$1.48M   |
| g. Total Monthly Aggregate Reduction in Water Revenue           | d + f        | \$5.12M   |
| h. Marginal Cost Factor                                         | <sup>5</sup> | 11.6%     |
| i. Less Marginal Cost                                           | g x h        | \$0.59M   |
| j. Net Monthly Aggregate Reduction in Water Revenue (Month 1)   | g - i        | \$4.52M   |
| k. Annualized Aggregate Reduction in Water Revenue              | calculation  | \$0.4B    |

<sup>1</sup> Raftelis estimate.

<sup>2</sup> U.S. Census 2019 Building Permit Survey data multiplied by % reduction in building permits in (a.).

<sup>3</sup> AWWA Water and Wastewater Rate Survey (2019).

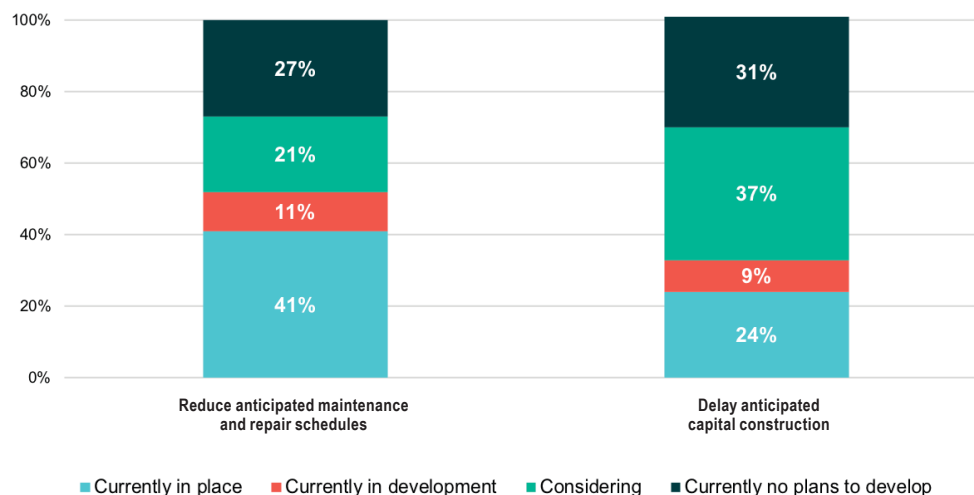
<sup>4</sup> AMWA INSIGHT Survey (2018).

<sup>5</sup> Calculated in Table 2-4.

## 2.5. Economic Impact of Reduced Capital Expenditures

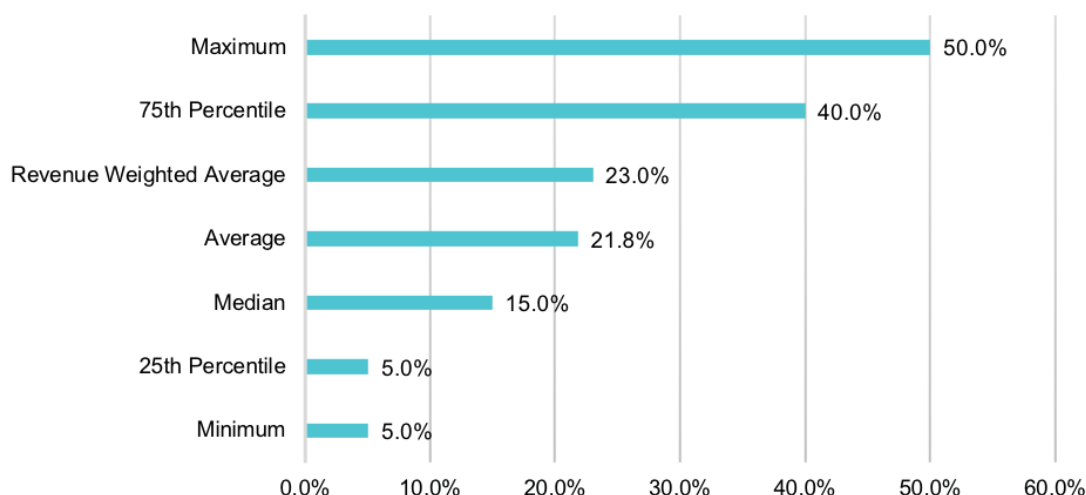
Some drinking water utilities are deferring a portion of their previously planned capital expenditures to manage cash flows during the COVID-19 crisis and to comply with required Federal or State temporary shutdown of non-essential businesses activities and “stay at home” orders. According to a recent COVID-19 survey completed by AWWA in March 2020, approximately 69 percent of water utility respondents were considering or anticipating delays in capital construction, as shown in Figure 2-9.

**Figure 2-9. Drinking water utilities Indicating Delays in Capital Construction**



Responses from the Raftelis COVID-19 impact questionnaire indicated that the anticipated range of capital expenditure changes for those drinking water utilities that expect declines in capital construction is between 5 percent and 50 percent, with a weighted average of approximately 23 percent, as shown in Figure 2-10.

**Figure 2-10. Anticipated Annual Capital Expenditure Adjustments (N=11)**



Some specific examples of anticipated levels of decline in capital construction from the responses to the questionnaire include the following:

**Salt Lake City, Department of Public Utilities (UT)** has reduced both cash funded and debt financed capital expenditures by 32 percent due to COVID-19.

**Tucson Water (AZ)** anticipates reducing both cash funded and debt financed capital expenditures by 50 percent.

**Lehigh County Authority (PA)** plans to reduce both cash funded and debt financed capital expenditures by 40 percent.

This capital expenditure deferral is anticipated to result in a loss in jobs and economic stimulus (e.g. GDP) in local economies across the country.

### 2.5.1. Methodology

An estimate of the economic impacts to local economies of a decrease in drinking water utility capital spending was prepared based on the following methodology:

1. Estimate the percentage of drinking water utilities that plan to defer or reduce capital expenditures from the March 2020 AWWA survey results and the responses from the Raftelis COVID-19 questionnaire.
2. For the portion of drinking water utilities that plan to defer or reduce capital expenditures, estimate the typical percent capital expenditure reduction from the results of the Raftelis COVID-19 questionnaire.
3. Multiply the percentage of utilities planning deferred or reduced capital expenditures by the percent reduction in planned capital expenditures to derive the overall percent reduction in capital expenditures.
4. Multiply the estimated percent reduction in capital expenditures by the estimated aggregate national level annual water utility capital expenditure amount.
5. Divide resulting revenue reduction number by 12 to convert to a monthly value.
6. Estimate lost economic stimulus on the local economy by multiplying the monthly national value of capital expense deferrals by the economic multipliers from published sources.

### 2.5.2. Analysis

The economic impact of delaying capital construction projects may help utilities preserve cash and postpone the need to secure additional financing during the crisis, but the delay in capital construction can have a significant impact on economic activity in the local community. A report prepared for the U.S. Conference of Mayor reported that for each dollar spent on water supply and sewer systems, there is an increase in private sector output (i.e. Gross Domestic Product) in the long-term of \$6.35.<sup>2</sup> In addition, this report cites the U.S. Department of Commerce's Bureau of Economic Analysis estimates that for each dollar of revenue of the water and sewer sector, there is an increase in revenue that occurs in private industry of \$2.62 in that year. Furthermore, a publication by the U.S. Bureau of Economic Analysis indicates that 15 to 18 jobs are created or sustained for each \$1 million of drinking water capital spending.<sup>3</sup>

Based on these economic multiplier effects, the economic impact that deferred capital construction expenditures are anticipated to have on local economies across the U.S. were estimated, as detailed in Table 2-10.

**Table 2-10. Estimated Economic Impacts of Deferred Capital Construction Expenditures**

| Description                                                         | Reference    | Parameter       |
|---------------------------------------------------------------------|--------------|-----------------|
| a. Utilities Anticipating Reduction in Capital Spending             | <sup>1</sup> | 70%             |
| b. Anticipated Reductions in Capital Spending                       | <sup>2</sup> | 23%             |
| c. Aggregate Annual Water Utility Capital Expenditures              | <sup>3</sup> | \$31B           |
| d. Annualized Aggregate Reduction in Water Utility Capital Spending | a x b x c    | \$5B            |
| e. Monthly Aggregate Reduction in Water Utility Capital Spending    | d / 12       | \$416M          |
| f. Capital Spending – GDP Economic Multiplier                       | <sup>4</sup> | \$6.55          |
| g. Monthly Aggregate Loss in GDP from Reduced Capital Spending      | f x e        | \$2.7B          |
| h. Annualized Aggregate Loss in GDP from Reduced Capital Spending   | f x d        | \$32.7B         |
| i. Jobs Created Per \$1M in Water Capital Spending                  | <sup>5</sup> | 15-18           |
| j. Jobs Impact of Reduced Water Utility Capital Spending            | d x h        | 75,000 – 90,000 |

<sup>1</sup> Raftelis questionnaire results.

<sup>2</sup> Ratelis questionnaire results.

<sup>3</sup> Public Spending on Transportation and Water Infrastructure, 1956 to 2017. Congressional Budget Office. October 2018.

<sup>4</sup> Local Government Investment in Municipal Water and Sewer Infrastructure: Adding Value to the National Economy, Prepared for the U.S. Conference of Mayors by The Cadmus Group, Inc. August 14, 2008.

<sup>5</sup> The Economic Benefits of Investing in Water Infrastructure, Bureau of Economic Analysis, 2008.

As estimated in Table 2-10, it is anticipated that communities across the nation will experience a reduction in economic activity and jobs as a result of lower drinking water utility capital spending. The aggregate reduction in community economic activity is estimated to be as much as \$32.7 billion (annualized) when considering these public infrastructure multiplier effects. The reduction in water utility capital spending is also anticipated to result in a loss of between 75,000 to 90,000 private sector jobs. These economic impact estimates highlight the added “bang-for-the-buck” impact that drinking water utility capital spending has on the overall economy.

2) Local Government Investment in Municipal Water and Sewer Infrastructure: Adding Value to the National Economy, Prepared for the U.S. Conference of Mayors by The Cadmus Group, Inc. August 14, 2008.

3) The Economic Benefits of Investing in Water Infrastructure, Bureau of Economic Analysis, 2008.

## 2.6. Other Impacts and Considerations

The COVID-19 crisis is anticipated to have other financial impacts that have not been quantified in the analysis above. Based on the responses from the Raftelis COVID-19 questionnaire, these other impacts may also include:

- Reductions or deferrals of drinking water utility rate increase that were previously planned;
- Financial impacts associated with directives by City or County government management for across the board spending reductions by all units of government, including water departments, which could impact the level of service of drinking water utilities impacted by such directives;
- Financial impacts associated with directives by City or County management for enterprise funds, including water enterprise funds, to transfer a portion of available cash balances to the General Fund, leaving some drinking water utilities more vulnerable to cash flow issues as the crisis drags on;
- Delays in securing financing for capital improvements as a result of bond market volatility and uncertainty, thereby increasing the magnitude of delays in capital spending.

Some specific examples of these other impacts are provided below:

**The City of Springfield (MA)** originally planned to have a 7% water rate increase but is now considering a 17% increase due to anticipated revenue losses from consumption declines. The utility is concerned about having such a large increase at this time.

**The Austin City Council (TX)** has cut residential water and sewer rates by 10 percent in reaction to the COVID-19 crisis.

**The City of Tacoma (WA)**, which has a six-year rate plan, was asked to review the plan to determine the impact of reducing it.

**South Central Connecticut Regional Water Authority (CT)** is conducting budget and projection revisions and has decided to defer a planned rate application.

**For one utility in the Midwest**, its City Council enacted an inter-fund loan from the water and power utilities to the General Fund to help address General Fund budget shortfalls. This included authorizing a \$15 million transfer from the water utility to the General Fund, representing essentially all of the utility's capital improvement project funds and excess reserves, leaving only a 45- to 60-day operating cash reserve.

**One utility in the West (anonymous)**, with a fiscal year of July 1 – June 30, was in process of adopting its FY 2021 budget prior to the economic disruption related to COVID-19. It is now proposing a revised and reduced budget.

**Dayton Water (OH)** received a general government request for reduction in expenditures, except essential purchases or COVID-19-related purchases.

It is anticipated that many drinking water utilities may defer or reduce planned water rate increases as a result of the COVID-19 crisis because of political pressure, even though they have or will experience negative financial impacts associated with the crisis. Therefore, an estimate of the potential lost future revenue associated with reduction or deferral of water rate increases was prepared as detailed in Table 2-11.

**Table 2-11. Estimated Revenue Loss from Reduction and Deferral of Water Rate Increases**

| Description                                                   | Reference    | Parameter |
|---------------------------------------------------------------|--------------|-----------|
| a. Aggregate Annual Water Utility Revenue                     | <sup>1</sup> | \$82.3B   |
| b. Historical Average Annual Water Rate Increase              | <sup>2</sup> | 4%        |
| c. Annual Increase in Aggregate Water Utility Revenue         | a x b        | \$3.3B    |
| d. % Reduction in Annual Rate Increases due to COVID-19       | <sup>3</sup> | 50%       |
| e. Annualized Lost Revenue from Water Rate Increase Deferrals | c x d        | \$1.6B    |

<sup>1</sup> Calculated in Table 2-1.

<sup>2</sup> Water and Wastewater Maintenance Index, Bureau of Labor Statistics.

<sup>3</sup> Raftelis estimate.

The analysis indicates the potential for drinking water utilities to experience additional aggregate revenue loss of approximately \$1.6 billion. Much of the need to raise water rates in the U.S. is to obtain funds to ensure adequate water supplies, continue to meet drinking water regulations, and address aging infrastructure.<sup>4</sup> As a result of additional deferment of water rate increases and associated reductions in capital expenditures, the COVID-19 crisis will put the water sector further behind in addressing its capital infrastructure needs.

## 2.7. Estimated Total Aggregate Financial Impact on U.S. Drinking Water Utilities

The aggregate total direct financial impacts on drinking water utilities if the crisis lasts two months, four months, or six months are shown in Table 2-12. However, these monthly estimates do not consider the lingering impacts that are likely to be experienced after the crisis subsides, such as continued negative financial impacts from a potential extended economic recession. Therefore, the estimated aggregate annualized financial impact on drinking water utilities of \$13.9B may be a better estimate of the total potential direct financial impact.

**Table 2-12. Estimated Total Aggregate Financial Impact**

| Description                                        | 2 Months      | 4 Months      | 6 Months      | Annualized     |
|----------------------------------------------------|---------------|---------------|---------------|----------------|
| Marginal Cost of Non-Shut Offs                     | \$0.10B       | \$0.19B       | \$0.29B       | \$0.57B        |
| Revenue Loss Due to Increased Delinquencies        | \$0.82B       | \$1.64B       | \$2.46B       | \$4.92B        |
| Reduction in Commercial Revenues                   | \$1.23B       | \$2.46B       | \$3.69B       | \$7.38B        |
| Increase in Residential Revenues                   | (\$0.44B)     | (\$0.88B)     | (\$1.32B)     | (\$2.64B)      |
| Increase in Personnel Expenses                     | \$0.10B       | \$0.21B       | \$0.31B       | \$0.63B        |
| Reduction in System Development Charges            | \$0.43B       | \$0.87B       | \$1.30B       | \$2.60B        |
| Reduction in Revenues from Reduced Customer Growth | \$0.01B       | \$0.05B       | \$0.09B       | \$0.41B        |
| <b>Aggregate Financial Impact<sup>1</sup></b>      | <b>\$2.3B</b> | <b>\$4.5B</b> | <b>\$6.8B</b> | <b>\$13.9B</b> |

<sup>1</sup> Note \$13.9B compared to drinking water sector size of \$82.3B equals an overall estimated financial impact of 16.9%.

Raising water rates on customers to offset these impacts is likely not an option for many drinking water utilities due to political considerations and because increasing water rates at a time crisis may result in even higher revenue losses due to increased delinquencies. Moreover, responses from the Raftelis COVID-19 questionnaire indicate that many drinking water utilities may be deferring or decreasing planned water rate increases, rather than raising water rates to offset these losses. The analysis results indicate the potential for drinking water utilities to experience additional aggregate future revenue loss of approximately \$1.6 billion as a result of these future deferment of water rate increases. Therefore, the combined potential impact, including the impact on current and future revenues, is anticipated to be as much as \$15.5 billion.

## 2.8. Wastewater Sector Potential Impacts

While this report focused on estimating the financial impacts to drinking water utilities, similar impacts are likely to be experienced by wastewater utilities across the U.S. Assuming aggregate annual wastewater sector revenues of approximately \$63 billion, the wastewater sector financial impact may be in the range of \$12 billion (16.9% impact x \$63B). If deferrals of wastewater rate increases occur similar in frequency as those anticipated for drinking water utilities, the combined impact may be as high as \$11 billion. A preliminary estimate prepared by the National Association of Clean Water Agencies indicates the impact may be in the \$12.5 billion range. Therefore, the combined water and wastewater sector impact of COVID-19 is estimated to be more than \$27 billion.

4) 2019 State of the Water Industry Report, AWWA.



## 3 Conclusions

The following are the primary results and conclusions from the financial impact analysis:

### 1. Customer delinquencies

Water utilities are expected to experience at least a 6.0 percent increase in customers delinquent in paying their water bills as a result of the COVID-19 crisis and policy changes eliminating water service shut-offs, which may result in an annualized shortfall of \$4.9 billion for drinking water utilities. As water utilities continue to provide water to customers with bill delinquencies, rather than enacting shut-offs, they will incur an estimated \$0.6 billion of additional costs.

### 2. Revenue shortfall

Drinking water utilities across the nation are expected to experience an estimated revenue shortfall of \$7.4 billion (annualized) due to declines in commercial, industrial, and institutional water consumption due to the COVID-19 crisis. This revenue shortfall may be offset by an increase in residential user charge revenue of approximately \$2.6 billion due to “stay-at-home” orders.

### 3. Reduced system development charges

The COVID-19 crisis is anticipated to slow the growth in new development and housing starts, which will further impact the financial losses of drinking water utilities. Slowing of new customer growth will reduced system development charges of drinking water utilities by an estimated \$2.6 billion (annualized). Declines in new customer growth may also result in additional reductions in planned water rate revenues of \$0.4 billion (annualized) as new customer accounts are slower to be added to service territories of drinking water utilities, causing utilities to carry the already built excess capacity of drinking water systems longer.

### 4. Increased personnel expenses

Operational policies implemented by drinking water utilities to ensure essential staff remain healthy and available to help provide essential water service to the U.S. population are anticipated to increase personnel expenses of drinking water utilities by an estimated \$0.6 billion, with the potential for additional costs associated with other non-personnel related materials, supplies, and equipment.

### 5. Aggregate current financial impact

The combined aggregate financial impact of COVID-19 on drinking water utilities from the current financial impacts quantified above is estimated to be approximately \$13.9 billion representing an overall 16.9 percent impact on drinking water sector revenues.

### 6. Delayed and reduced capital expenditures

Due to these financial impacts, drinking water utilities across the nation are anticipated to delay and reduce capital expenditures by as much as \$5 billion (annualized) to help manage cash flow due to the COVID-19 crisis. These capital expenditure reductions will have a multiplier effect on economic activity in communities across the U.S. As a result, communities will experience a reduction in economic activity by as much as \$32.7 billion (annualized) in aggregate when considering these public infrastructure multiplier effects. This reduction in water utility capital expenditures is also anticipated to result in a loss of 75,000 to 90,000 private sector jobs.

### 7. Deferred water rate increases

Drinking water utilities may also experience future revenue losses estimated at approximately \$1.6 billion in aggregate as a result of deferrals of planned water rate increases, bringing the total combined impact of the COVID-19 crisis to more than \$15 billion. These deferrals may further exacerbate community economic impacts by further reducing drinking water utility capital spending, and will put the water sector further behind in addressing its capital infrastructure needs.

### 8. Combined financial impact

The combined current and future financial impact of the COVID-19 crisis on water and wastewater utilities is estimated to exceed \$27 billion.

# Appendix COVID-19 Questionnaire Results

| 1. Please state the name of your organization.                                                                                                                                                                                                                                                                                                                                                                                                                   |                                      |                     |                                   |                  |                          |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------|---------------------|-----------------------------------|------------------|--------------------------|
| <i>n</i>                                                                                                                                                                                                                                                                                                                                                                                                                                                         | Northeast                            | Midwest             | West                              | South            |                          |
| 55                                                                                                                                                                                                                                                                                                                                                                                                                                                               | 11                                   | 3                   | 16                                | 25               |                          |
| See open ended tables for list of organizations willing to self identify.                                                                                                                                                                                                                                                                                                                                                                                        |                                      |                     |                                   |                  |                          |
| 2. Please enter your name and title.                                                                                                                                                                                                                                                                                                                                                                                                                             |                                      |                     |                                   |                  |                          |
| Names are not reported to maintain respondent privacy.                                                                                                                                                                                                                                                                                                                                                                                                           |                                      |                     |                                   |                  |                          |
| Titles are not reported to maintain respondent privacy but generally included Utility Directors and Chief Financial Officers.                                                                                                                                                                                                                                                                                                                                    |                                      |                     |                                   |                  |                          |
| 3. What are your drinking water utility's total annual revenues from the following sources for the most recent full fiscal year (Residential rate revenue, Non-residential rate revenue, Other rate revenue (e.g. bulk or wholesale), System development fees (i.e. capacity fees), Other miscellaneous revenue)? Note: Reported summary statistics use revenue totals across sources and were used to calculate revenue weighted averages for select questions. |                                      |                     |                                   |                  |                          |
| <i>n</i>                                                                                                                                                                                                                                                                                                                                                                                                                                                         | Min                                  | Max                 | Average                           | Median           |                          |
| 51                                                                                                                                                                                                                                                                                                                                                                                                                                                               | \$2,274,000                          | \$1,524,000,000     | \$137,439,975                     | \$60,067,052     |                          |
| 4. If your drinking water utility has experienced changes in daily water demand from typical levels since the Covid-19 crisis started having impacts in your area (around early or mid-March 2020 for most geographies), please provide information on how such demands have changed:                                                                                                                                                                            |                                      |                     |                                   |                  |                          |
| Typical normal daily water demand (MGD)                                                                                                                                                                                                                                                                                                                                                                                                                          |                                      |                     |                                   |                  |                          |
| <i>n</i>                                                                                                                                                                                                                                                                                                                                                                                                                                                         | Min                                  | Max                 | Average                           | Median           |                          |
| 36                                                                                                                                                                                                                                                                                                                                                                                                                                                               | 1.45                                 | 548.00              | 66.52                             | 41.45            |                          |
| % reporting Covid-19 crisis demand impact                                                                                                                                                                                                                                                                                                                                                                                                                        |                                      |                     |                                   |                  |                          |
| <i>n</i>                                                                                                                                                                                                                                                                                                                                                                                                                                                         | No change                            | Higher Demand       | Lower Demand                      | Average % change |                          |
| 28                                                                                                                                                                                                                                                                                                                                                                                                                                                               | 29%                                  | 25%                 | 46%                               | -0.7%            |                          |
| 5. If you have experienced changes in water demand since the Covid-19 crisis started, please describe the nature of the change you have observed:                                                                                                                                                                                                                                                                                                                |                                      |                     |                                   |                  |                          |
| See open ended tables.                                                                                                                                                                                                                                                                                                                                                                                                                                           |                                      |                     |                                   |                  |                          |
| 6. Have you or do you anticipate instituting a policy of debt forgiveness of delinquent KII amounts for customers in response to the Covid-19 crisis? Please select one.                                                                                                                                                                                                                                                                                         |                                      |                     |                                   |                  |                          |
| <i>n</i>                                                                                                                                                                                                                                                                                                                                                                                                                                                         | Currently in place or in development | Under consideration | Not currently under consideration |                  |                          |
| 47                                                                                                                                                                                                                                                                                                                                                                                                                                                               | 13%                                  | 19%                 | 68%                               |                  |                          |
| 7. If currently in place, in development, or under consideration, please describe any criteria you are considering for offering customer debt forgiveness for debt accumulated during the Covid-19 crisis:                                                                                                                                                                                                                                                       |                                      |                     |                                   |                  |                          |
| See open ended tables.                                                                                                                                                                                                                                                                                                                                                                                                                                           |                                      |                     |                                   |                  |                          |
| 8. What is your annual uncollectible, or write-off, percentage of total revenue in a typical year?                                                                                                                                                                                                                                                                                                                                                               |                                      |                     |                                   |                  |                          |
| <i>n</i>                                                                                                                                                                                                                                                                                                                                                                                                                                                         | Min                                  | Max                 | Average                           | Median           | Revenue Weighted Average |
| 42                                                                                                                                                                                                                                                                                                                                                                                                                                                               | 0%                                   | 4%                  | 0.85%                             | 0.55%            | 0.62%                    |

**9. Do you anticipate implementing any of the following personnel-related operational changes as a result of the Covid-19 crisis? Please select all that apply. Note: Reported as % selecting each option.**

|                                                           |                        |
|-----------------------------------------------------------|------------------------|
| <i>n</i>                                                  | 27                     |
| Does not apply / no personnel related operational changes | 9%                     |
| Essential employee overtime                               | 32%                    |
| Additional on-call pay                                    | 9%                     |
| Hazard pay                                                | 14%                    |
| More training                                             | 34%                    |
| Furloughs                                                 | 2%                     |
| Other                                                     | See open ended tables. |

**10. Please provide an estimate of the total percent change in monthly personnel expenses resulting from your operational changes during the crisis:**

| <i>n</i> | Min | Max  | Average | Revenue Weighted Average | Revenue Weighted Average (among non-zero, <i>n</i> =10) |
|----------|-----|------|---------|--------------------------|---------------------------------------------------------|
| 25       | 0%  | +25% | +2.6%   | +3.2%                    | +6.5%                                                   |

**11. Do you anticipate changes to any of the following non-personnel related operating line items as a result of the Covid-19 crisis? Please select all that apply.**

|                                                               |                        |
|---------------------------------------------------------------|------------------------|
| <i>n</i>                                                      | 36                     |
| Does not apply / no non-personnel related operational changes | 10%                    |
| Professional / contract services                              | 28%                    |
| Chemicals                                                     | 9%                     |
| Materials & supplies                                          | 32%                    |
| Fuel                                                          | 14%                    |
| Utilities                                                     | 7%                     |
| Other, please describe                                        | See open ended tables. |

**12. Please provide an estimate of the total percent change in monthly non-personnel expenses resulting from your operational changes during the crisis:**

| <i>n</i> | Min  | Max | Average | Revenue Weighted Average | Revenue Weighted Average (among non-zero, <i>n</i> =7) |
|----------|------|-----|---------|--------------------------|--------------------------------------------------------|
| 7        | -10% | +5% | -3%     | -2.2%                    | -2.2%                                                  |

**13. If you wish to elaborate on these non-personnel related operational expense changes you may describe them further here:**

See open ended tables.

**14. Is your drinking water utility part of a larger municipal government (i.e. City or County Government)? Please select yes or no.**

|          |     |     |
|----------|-----|-----|
| <i>n</i> | Yes | No  |
| 54       | 57% | 43% |

**15. Have you experienced across-the-board directives by the general government to limit water utility spending on non-essential activities? Please select yes or no.**

|          |     |     |
|----------|-----|-----|
| <i>n</i> | Yes | No  |
| 30       | 40% | 60% |

**16. Please provide the potential percentage reduction in expenses as part of these directives by the general government to limit spending on non-essential activities.**

| <i>n</i> | Min | Max | Average | Median |
|----------|-----|-----|---------|--------|
| 8        | 0%  | 75% | 10.62%  | 0%     |

**17. If you wish to elaborate on these reductions in spending as part of these directives you may describe them further here:**

See open ended tables.

**18. Has your general government requested the transfer of cash reserves from the drinking water utility enterprise fund to the general fund in response to the crisis?**

| <i>n</i> | Yes | No  |
|----------|-----|-----|
| 28       | 4%  | 96% |

**19. Please provide the amount of cash reserves requested to be transferred to the general fund from your drinking water utility enterprise fund in response to the crisis.**

| <i>n</i> | 0 |
|----------|---|
|----------|---|

**20. Have or do you plan to adjust, delay, or defer any of the following capital spending due to the COVID-19 crisis? (% responding to each)**

| <i>n</i>                                                               | 47  |
|------------------------------------------------------------------------|-----|
| Cash funded capital expenditures                                       | 23% |
| Debt financed capital expenditures                                     | 0%  |
| Both cash funded and debt financed capital expenditures                | 34% |
| None / no plan to adjust, delay, or defer spending on capital projects | 43% |

**21. Please provide the percentage of your annual capital expenditures you have already or anticipate adjusting, delaying or deferring due to the Covid-19 crisis.**

| <i>n</i> | Min | Max | Median | Average | Revenue Weighted Average |
|----------|-----|-----|--------|---------|--------------------------|
| 11       | 5%  | 50% | 15%    | 22%     | 23%                      |

**22. Have you experienced, or do you anticipate experiencing reductions in system development fees (i.e. capacity fees) due to reduced development activity associated with the Covid-19 crisis? (% responding to each)**

| <i>n</i>                              | 43  |
|---------------------------------------|-----|
| Yes                                   | 44% |
| No                                    | 33% |
| Not applicable / we don't charge SDFs | 23% |

**23. Please provide the percentage reduction in annual system development fee revenues you anticipate due to reduced development activity associated with the Covid-19 crisis.**

| <i>n</i> | Min | Max  | Median | Average | Revenue Weighted Average |
|----------|-----|------|--------|---------|--------------------------|
| 9        | -8% | -50% | -20%   | -23%    | -19%                     |

**24. Do you anticipate experiencing reductions in the growth in new customers connecting to your drinking water system? (% responding to each)**

| <i>n</i>                 | 42                     |
|--------------------------|------------------------|
| Yes                      | 50%                    |
| No                       | 50%                    |
| If yes, please elaborate | See open ended tables. |

**25. Are there any other details or financial impacts to your utility resulting from COVID-19 that have not been covered within this survey? If yes, please share.**

See open ended tables.

**26. Would you be willing to allow us to attribute the data you provided with your utility's name in our report?**

|          |     |
|----------|-----|
| <i>n</i> | 51  |
| Yes      | 63% |
| No       | 37% |



**1. Please state the name of your organization.**

| Region    | State | Organization                                       |  |
|-----------|-------|----------------------------------------------------|--|
| Midwest   | OH    | Dayton Water Department                            |  |
| Midwest   |       | Anonymous Midwestern Utility                       |  |
| Midwest   |       | Anonymous Midwestern Utility                       |  |
| Northeast | CT    | South Central Connecticut Regional Water Authority |  |
| Northeast | ME    | Portland Water District                            |  |
| Northeast | NH    | Manchester Water Works                             |  |
| Northeast | NY    | Suffolk County Water Authority                     |  |
| Northeast | RI    | Newport, RI Dept of Utilities                      |  |
| Northeast | RI    | Providence Water Supply Board                      |  |
| Northeast | PA    | Pittsburgh Water And Sewer Authority               |  |
| Northeast | PA    | Lehigh County Authority                            |  |
| Northeast |       | Anonymous Northeastern Utility                     |  |
| Northeast |       | Anonymous Northeastern Utility                     |  |
| Northeast |       | Anonymous Northeastern Utility                     |  |
| South     | AL    | The Water Works Board of the City of Birmingham    |  |
| South     | AR    | Central Arkansas Water                             |  |
| South     | FL    | City of Lakeland                                   |  |
| South     | FL    | Martin County Utilities                            |  |
| South     | FL    | Charlotte County Board of County Commissioners     |  |
| South     | FL    | Fort Pierce Utilities Authority                    |  |
| South     | GA    | Gwinnett County Water Resources                    |  |
| South     | NC    | Charlotte Water                                    |  |
| South     | NC    | Dare County, NC                                    |  |
| South     | NC    | Raleigh Water                                      |  |
| South     | OK    | City of Tulsa                                      |  |
| South     | TX    | City of Round Rock, Texas                          |  |
| South     | TX    | El Paso Water Utilities Public Service Board       |  |
| South     |       | Anonymous Southern Utility                         |  |
| South     |       | Anonymous Southern Utility                         |  |
| South     |       | Anonymous Southern Utility                         |  |
| South     |       | Anonymous Southern Utility                         |  |
| South     |       | Anonymous Southern Utility                         |  |
| South     |       | Anonymous Southern Utility                         |  |
| South     |       | Anonymous Southern Utility                         |  |
| South     |       | Anonymous Southern Utility                         |  |
| South     |       | Anonymous Southern Utility                         |  |
| South     |       | Anonymous Southern Utility                         |  |
| South     |       | Anonymous Southern Utility                         |  |
| South     |       | Anonymous Southern Utility                         |  |
| West      | AZ    | City of Chandler                                   |  |
| West      | AZ    | City of Tucson - Tucson Water                      |  |
| West      | CA    | City of San Diego Public Utilities                 |  |
| West      | CA    | East Bay Municipal Utility District                |  |
| West      | CA    | La Puente Valley County Water District             |  |
| West      | CA    | Metropolitan Water District of Southern California |  |
| West      | CO    | Centennial Water and Sanitation District           |  |
| West      | CO    | City of Greeley, Colorado                          |  |

**1. Please state the name of your organization. (continued)**

| Region | State | Organization                                  |  |
|--------|-------|-----------------------------------------------|--|
| West   | OR    | Tualatin Valley Water District                |  |
| West   | UT    | Salt Lake City Department of Public Utilities |  |
| West   |       | Anonymous Western Utility                     |  |
| West   |       | Anonymous Western Utility                     |  |
| West   |       | Anonymous Western Utility                     |  |
| West   |       | Anonymous Western Utility                     |  |
| West   |       | Anonymous Western Utility                     |  |
| West   |       | Anonymous Western Utility                     |  |

**5. If you have experienced changes in water demand since the Covid-19 crisis started, please describe the nature of the change you have observed:**

|                                                    |                                                                                                                                                                                                                                                                                                                                                                                                                                        |
|----------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| South Central Connecticut Regional Water Authority | We are seeing a decline in production. We are largely residential and have not seen an increase. Our top ten customers are primarily universities and hospitals.                                                                                                                                                                                                                                                                       |
| City of Round Rock, Texas                          | Not enough data to distinguish change in usage yet.                                                                                                                                                                                                                                                                                                                                                                                    |
| Martin County Utilities                            | MCU has decreased pressures to relieve stress on surficial wells. This water is blended with deeper brackish water (wells) and treated through RO membranes. We are at the peak of Florida's dry season and are experiencing very dry conditions. This coupled with increased residential water demands drove demands well over 12 MGD (highest demand on record was 14 MGD April 2018). Decrease in non-residential demand is masked. |
| City of Chandler                                   | Chandler has been tracking higher for water use in 2020 when compared to 2019 with the biggest factor being Intel. Governor Ducey, announced shelter in place in March and we took a dip. However our large industrial demands and outdoor water use are ramping up. Bottom line is we have not seen a reduction in water use.                                                                                                         |
| Gwinnett County Water Resources                    | Overall demand has increased March 1 through March 19. We do not have the data for consumption after that point yet. We are continuing to monitor consumption data closely as April bills go out (March consumption).                                                                                                                                                                                                                  |
| Salt Lake City Department of Public Utilities      | We are unable to determine the specific impacts at this time. Consumption for March 2020 compared to March 2019 is higher in both categories. April will provide better insights to usage patterns.                                                                                                                                                                                                                                    |
| Charlotte County Board of County Commissioners     | Our county is very seasonal so we see many changes in demand around this time normally. We have seen an increase in demand, slightly less than normal, but we are not easily able to determine if it relates to COVID.                                                                                                                                                                                                                 |

| 5. If you have experienced changes in water demand since the Covid-19 crisis started, please describe the nature of the change you have observed: (continued)                                              |                                                                                                                                                                                                                                                                                                                                                                                                                                          |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Charlotte Water                                                                                                                                                                                            | We have noticed that our residential consumption has increased by .05 Ccf and our commercial consumption has decreased by almost the same amount.                                                                                                                                                                                                                                                                                        |
| Tualatin Valley Water District                                                                                                                                                                             | Anomalies in weather are making it difficult to attribute demand reductions to COVID-19. We our deliveries appear to be on par with past years. And our bimonthly billing cycles have not allowed a more detailed analyses. But we're worried.                                                                                                                                                                                           |
| Dare County NC                                                                                                                                                                                             | We do not know because of increasing seasonality.                                                                                                                                                                                                                                                                                                                                                                                        |
| City of San Diego Public Utilities                                                                                                                                                                         | Too soon to tell, but i imagine we are seeing a spike in residential use and probably a larger dip in non-residential use, because of lack of tourists in hotels and theme parks, etc.                                                                                                                                                                                                                                                   |
| Pittsburgh Water And Sewer Authority                                                                                                                                                                       | Large college residential vacancies and commercial facilities shutdown has reduced demand somewhat.                                                                                                                                                                                                                                                                                                                                      |
| Manchester Water Works                                                                                                                                                                                     | Decreased non-residential demand.                                                                                                                                                                                                                                                                                                                                                                                                        |
| Suffolk County Water Authority                                                                                                                                                                             | Very slight (3%) increase in demand; this is mostly on the East end of Long Island. Right now, our assessment is that this is a result of Manhattan residents fleeing the city for their summer residences. We appear to be a month ahead of schedule for where our demand normally sits.                                                                                                                                                |
| City of Tulsa                                                                                                                                                                                              | We won't see the numbers for consumption for March until tomorrow, which I can forward to you by customer classification. Water demand numbers provided above are for pumpage. For the last two years, we are actually seeing our consumption numbers decrease, while our pumpage numbers are increasing due to the amount of flushing we need to perform on dead-end lines to keep disinfectant residuals up in a chloraminated system. |
| The Water Works Board of the City of Birmingham                                                                                                                                                            | Overall, potable water production is up 2% for year-to-date 2020 over the similar period in 2019. That's a little surprising given how much rainfall we had in January/February and the assumed curtailment of commercial restaurant usage.                                                                                                                                                                                              |
| Lehigh County Authority                                                                                                                                                                                    | Too early to tell. Impact appears to be minimal. Industrial usage is maintained due to high percentage of food / beverage manufacturing on our system.                                                                                                                                                                                                                                                                                   |
| 7. If currently in place, in development, or under consideration, please describe any criteria you are considering for offering customer debt forgiveness for debt accumulated during the Covid-19 crisis: |                                                                                                                                                                                                                                                                                                                                                                                                                                          |
| City of Lakeland                                                                                                                                                                                           | There has been discussions about deferring payments or allowing customers to make pre-set payments until caught up but at this time debt forgiveness has not been discussed.                                                                                                                                                                                                                                                             |

| 7. If currently in place, in development, or under consideration, please describe any criteria you are considering for offering customer debt forgiveness for debt accumulated during the Covid-19 crisis: (continued) |                                                                                                                                                                                                                                                                                                                                                                               |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Gwinnett County Water Resources                                                                                                                                                                                        | We are considering removing late fees for bills accumulated during the crisis.                                                                                                                                                                                                                                                                                                |
| Tualatin Valley Water District                                                                                                                                                                                         | Still in development. We're very concerned about the ability to assess needs since we don't have access to data for means testing.                                                                                                                                                                                                                                            |
| Dare County NC                                                                                                                                                                                                         | Governor's executive order                                                                                                                                                                                                                                                                                                                                                    |
| City of San Diego Public Utilities                                                                                                                                                                                     | Too early to know.                                                                                                                                                                                                                                                                                                                                                            |
| Portland Water District                                                                                                                                                                                                | Waiving late fees on delinquent accounts                                                                                                                                                                                                                                                                                                                                      |
| Pittsburgh Water And Sewer Authority                                                                                                                                                                                   | Similar to the requirements for debt forgiveness for low income residents. \$300 per year if efforts to pay are made.                                                                                                                                                                                                                                                         |
| Manchester Water Works                                                                                                                                                                                                 | We are not charging late fees or doing shut offs for non-payment during this time.                                                                                                                                                                                                                                                                                            |
| Suffolk County Water Authority                                                                                                                                                                                         | SCWA is considering eliminating the late charges during the COVID crisis.                                                                                                                                                                                                                                                                                                     |
| City of Tulsa                                                                                                                                                                                                          | Only under consideration now. We are working on extending our payment arrangement plans. Knowing it will take time for recovery of jobs, income, other bills, credit cards, etc., we would rather have the money that is owed to us, but extend the payment arrangement plans (without penalty). In some cases though, we anticipate we will just need to write off the debt. |
| City of Tucson - Tucson Water                                                                                                                                                                                          | Mayor and Council Policy Direction                                                                                                                                                                                                                                                                                                                                            |
| Centennial Water and Sanitation District                                                                                                                                                                               | We have suspended disconnects and working with customers on payment plans. We are developing options for reducing or finding other funding sources to assist customers in need.                                                                                                                                                                                               |
| Dayton Water Department                                                                                                                                                                                                | Currently only delay of payment, wave late fees, no shut offs, could evolve.                                                                                                                                                                                                                                                                                                  |
| Lehigh County Authority                                                                                                                                                                                                | Low-income or unemployed customers are our primary concern. We may consider either extending due dates for a longer period to pay prior to assessing penalties / terminations once the pandemic has ended.                                                                                                                                                                    |

**9. Do you anticipate implementing any of the following personnel-related operational changes as a result of the Covid-19 crisis? Please select all that apply. Note: Reported as % selecting each option.**

|                                                    |                                                                                                                                           |
|----------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------|
| South Central Connecticut Regional Water Authority | We are currently paying all employees and paying overtime, if incurred. We are also considering options to reduce expenses.               |
| City of Lakeland                                   | Non-essential employees paid Administration leave.                                                                                        |
| East Bay Municipal Utility District                | Two week rotation with pay for field and operating staff as a precaution against sudden widespread infection of field and operating staff |
| Metropolitan Water District of Southern California | Non-essential employees teleworking.                                                                                                      |
| Charlotte County Board of County Commissioners     | Operational schedule changes only - employees working from home                                                                           |
| Charlotte Water                                    | Altered work schedules                                                                                                                    |
| Tualatin Valley Water District                     | Not at this time. But we're monitoring things carefully and may implement furloughs if revenues are too far below plan.                   |
| Fort Pierce Utilities Authority                    | Admin time for those unable to telework from home                                                                                         |
| EL PASO WATER UTILITIES PUBLIC SERVICE BOARD       | Emergency Administrative Leave, new Federal COVID-19 Laws                                                                                 |
| Pittsburgh Water And Sewer Authority               | employee make 2 teams with furloughs every other week                                                                                     |
| Manchester Water Works                             | only essential employees working, all others are home with pay                                                                            |
| La Puente Valley County Water District             | Alternative schedules in which a portion of the staff is paid to be home at the ready.                                                    |
| City of Tulsa                                      | Reduction in temporary employment services                                                                                                |
| City of Tucson - Tucson Water                      | Hiring Freeze, Suspended all temp personnel, layoffs                                                                                      |
| Dayton Water Department                            | Essential employees report, non-essential on paid leave.                                                                                  |
| Raleigh Water                                      | paying critical employees 5% premium                                                                                                      |
| Lehigh County Authority                            | Extensive work-from home for administrative staff                                                                                         |

**11. Do you anticipate changes to any of the following non-personnel related operating line items as a result of the Covid-19 crisis? Please select all that apply.**

|                                     |                                                                                   |
|-------------------------------------|-----------------------------------------------------------------------------------|
| East Bay Municipal Utility District | some field work not getting done, so might have some small non labor cost savings |
| Tualatin Valley Water District      | Reduction in training that requires travel.                                       |
| Fort Pierce Utilities Authority     | Sanitization, PPE, Safety/Health Monitoring                                       |
| Dare County NC                      | Chemicals & Utilities will decrease                                               |
| Central Arkansas Water              | travel                                                                            |
| City of Tucson - Tucson Water       | essential only purchases for water operations                                     |
| Lehigh County Authority             | Technology purchases to support work from home.                                   |

**13. If you wish to elaborate on these non-personnel related operational expense changes you may describe them further here:**

|                                                    |                                                                                                                  |
|----------------------------------------------------|------------------------------------------------------------------------------------------------------------------|
| South Central Connecticut Regional Water Authority | We are revising our budget for our upcoming fiscal year due to COVID-19 as well as year current year projection. |
| Gwinnett County Water Resources                    | Additional laptops, VPN licenses, computer monitors.                                                             |



**13. If you wish to elaborate on these non-personnel related operational expense changes you may describe them further here: (continued)**

|                                                 |                                                                                                                                                                                                                                                                                                                                                                                                                                |
|-------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Salt Lake City Department of Public Utilities   | We anticipate additional chemical costs to have supplies in place if there are interruptions on vendor services. Additional materials and supply costs are anticipated to properly protect our employees during this time.                                                                                                                                                                                                     |
| Tualatin Valley Water District                  | Most are related to reduction in training and the elimination of travel for training events. Training is limited to those individual and activities that are required to maintain certifications.                                                                                                                                                                                                                              |
| Fort Pierce Utilities Authority                 | Disinfectants, Towel wipes, Respirators, Thermometers, Masks, etc. H2O2 Air purifiers, and the ultimate sanitization of the lobby area before we reopen to serve customers.                                                                                                                                                                                                                                                    |
| Portland Water District                         | Items related to remote working - pc, monitors, new server and software, PPE some programs not being done so savings may result - hydrant inspection/painting, etc.                                                                                                                                                                                                                                                            |
| Pittsburgh Water And Sewer Authority            | Masks, daily medical screening testing of staff and vendors entering WTP and Operations yards.                                                                                                                                                                                                                                                                                                                                 |
| Manchester Water Works                          | We are not performing any non-essential work, therefore the materials we would have purchased to do these jobs will not be bought. In addition, we don't have crews driving around the City because they are not working so we will likely save on fuel costs as well.                                                                                                                                                         |
| La Puente Valley County Water District          | Difficult to accurately factor at this time.                                                                                                                                                                                                                                                                                                                                                                                   |
| City of Tucson - Tucson Water                   | Applies to discretionary spending                                                                                                                                                                                                                                                                                                                                                                                              |
| The Water Works Board of the City of Birmingham | Janitorial Services-including sanitizing the facilities.<br>Material-Purchasing PPE material                                                                                                                                                                                                                                                                                                                                   |
| Dayton Water Department                         | Mostly related to fuel and petroleum based products. Ethanol production is in crisis with severe demand reduction requiring refineries to support a much reduced volume.                                                                                                                                                                                                                                                       |
| Lehigh County Authority                         | Some increase in fuel due to allowing all staff to travel home in utility vehicles. Many construction projects are on hold, so we're not sure of the impact to those contracts. Significant investment in IT / technology to support work-from-home arrangements including rapid purchase and deployment of laptops and reimbursement (if needed) for internet service and cell phone service for employees working from home. |

**17. If you wish to elaborate on these reductions in spending as part of these directives you may describe them further here:**

|                                               |                                                                                                                                                                                                                                                                                        |
|-----------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| City of Round Rock, Texas                     | City of Round Rock is doing only targeted department and program reductions at this time. No water utility reductions related to COVID at this time.                                                                                                                                   |
| City of Chandler                              | General non-essential operating contracts                                                                                                                                                                                                                                              |
| Gwinnett County Water Resources               | None have been given at this time.                                                                                                                                                                                                                                                     |
| Salt Lake City Department of Public Utilities | We were not asked to curtail non-essential spending but have revised our FY21 budget request.                                                                                                                                                                                          |
| Manchester Water Works                        | No specific directives on spending as we are an enterprise fund, but we have been directed by the Mayor to only have essential employees working on essential tasks.                                                                                                                   |
| City of Tulsa                                 | The water utility has plenty of unencumbered cash-funded capital to that could be used via budget amendment for any shortfall in revenues not covered by expense savings. Employees are being asked to watch expenses, but not to the point that it would impact any service delivery. |
| Dayton Water Department                       | Essential purchases only or COVID-19 related                                                                                                                                                                                                                                           |

**24. Do you anticipate experiencing reductions in the growth in new customers connecting to your drinking water system? (% responding to each)**

|                                                 |                                                                                                                |
|-------------------------------------------------|----------------------------------------------------------------------------------------------------------------|
| East Bay Municipal Utility District             | Unknown but could be severe                                                                                    |
| Tualatin Valley Water District                  | New connections (and SDCs) are still above plan. But we're anticipating a reduction in growth and development. |
| Pittsburgh Water And Sewer Authority            | Development activities are reduced                                                                             |
| City of Tulsa                                   | Commercial customers - small businesses; residential is still expected to increase slightly.                   |
| City of Tucson - Tucson Water                   | Prospective homebuyers might not be able to buy at this time. Anticipated recovery might take quite some time. |
| The Water Works Board of the City of Birmingham | Customers are less inclined to move during these uncertain times.                                              |
| Lehigh County Authority                         | Short-term reductions due to work stoppage for private construction. Not sure about long-term impact!          |

**25. Are there any other details or financial impacts to your utility resulting from COVID-19 that have not been covered within this survey? If yes, please share.**

|                                                    |                                                                                                                                                                                                                                                                                                                                                                                                                               |
|----------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| South Central Connecticut Regional Water Authority | As part of our budget and projection revisions, we are deferring a planned rate application.                                                                                                                                                                                                                                                                                                                                  |
| City of Chandler                                   | Helping water customers financially burdened due to COVID-19 by suspending disconnections, not charging late fees, and extending payment plans.                                                                                                                                                                                                                                                                               |
| Tualatin Valley Water District                     | We are working hard to anticipate the impacts of the potential economic slowdown on our customers. We're in the middle of a major infrastructure investment and see the potential to help our local economy recover by maintaining investment in infrastructure post-COVID-19 pandemic. Essentially we're in the shovel-ready business right now and have capital plans that can be executed as soon as funding is available. |
| Portland Water District                            | Investment Interest income expected to be lower. Delay in installation of summer seasonal accounts will reduce review                                                                                                                                                                                                                                                                                                         |
| Suffolk County Water Authority                     | SCWA is in a unique situation as we are currently going through a bond offering, which has been delayed. We anticipate that this deal will conclude, but it has been an abnormal process due to the crisis and resulting market conditions.                                                                                                                                                                                   |
| City of Tulsa                                      | Are you planning on changing future rate increases due to COVID-19? Yes. Water remains at 0% for FY21 (July 2020 - June 2021). Sewer is changing from a 7% increase in additional revenue required to a 3%.                                                                                                                                                                                                                   |

Sec. 78-40. - Billing delinquencies.

Bills for water and wastewater service shall be due and payable when rendered. If the bills are not paid by the due date shown on the bill, a late charge for each month, or portion thereof, will be charged to the user and service may be disconnected as provided in this article. A fee in the amount established by resolution of the village council for disconnection shall be paid by the delinquent user. If the user, or any person under the user's control or direction, damages the lock placed on the meter or in other ways continues to receive water once it has been cut off, the user shall be assessed an additional fee established by resolution of the village council. If the village is required to remove the water meter to prevent water from being taken, the user shall be assessed a fee established by resolution of the village council to reconnect the meter. The village may, in the event of discontinuing service, apply all or part of the security deposit held on the account to the delinquent account. If the user shall thereafter request reinstitution of service, such user shall deposit with the village a new security deposit as required under this article.

(Code 1994, § 66-45; Ord. No. 2009-12, § 2, 8-27-2009)

**State Law reference—** Limitations on liens, etc., F.S. § 180.135.

Sec. 78-41. - Violations; notice; termination of service; and delinquent charges and fees as special assessment liens.

- (a) Any person found to be violating any provision of this article shall be notified by the village, in writing, by regular mail, at the user's address appearing on the records of the utilities department, stating the nature of the violation and providing a reasonable time limit, as circumstances justify, for the correction thereof and the amount due for any applicable charges. The violator shall, within the period of time stated in the notice, permanently cease all violations, pay all applicable charges and shall certify to the village that satisfactory corrections of the violation have been accomplished.
- (b) For any person who shall continue any violation beyond the time limit provided for in the notice under subsection (a) of this section or who fails to pay all applicable charges, the village public services director or designee may revoke the permit of or terminate water or wastewater service to the premises from or with respect to which the violation is committed or charges apply. Further, the village public services director or designee may refuse to provide, connect or reconnect any and all village water and wastewater service to any person who is in violation of this article or who has refused to pay any charges which that person owes under this article.
- (c) The village's right to revoke a permit, terminate or refuse to provide, connect or reconnect any and all village water and wastewater service shall extend to all violations of this article including, but not limited to, the following:
  - (1) Failure to meet the applicable requirements for service or other provisions of this chapter, other applicable village ordinances or state law;
  - (2) Violation of village policies, rules, regulations, standards and specifications pertaining to any water or wastewater service;
  - (3) Nonpayment of any water or wastewater system charges, fees, bills or assessments;
  - (4) Willful or negligent waste of any applicable water or wastewater service due to user's improper or damaged pipes, fixtures, appliances, equipment or otherwise;
  - (5) Molesting or damaging any meter, seal or other equipment controlling or regulating the supply of water or wastewater service or any other action as proscribed by this article; and
  - (6) Theft, diversion, or unauthorized use of any water or wastewater service without first receiving proper approval and authorization and making payment therefor.

- (d) Except in those instances in which a permit is revoked, service is terminated or service is refused because of a failure to pay for water and wastewater service, late charges and/or disconnection and reconnection fees, a person who has a permit revoked, service terminated or who is refused service under this article may appeal such action to the public services director, or a designee, within ten days of said action by filing with the director a written appeal setting forth the basis of the appeal and the facts involved. The director, or a designee, shall render a written decision on the appeal within ten working days of the appeal being filed with the director. Any person or persons aggrieved by a decision of the public services director or designee shall within ten days from the date the director or designee issues a written decision appeal to the village manager for relief. Any person or persons aggrieved by a decision of the village manager shall have 30 days from the date the village manager issues a written decision to apply for relief to a court of competent jurisdiction in the manner provided by law.
- (e) Except as provided in F.S. § 180.135, all charges and fees assessed under this article which are not paid when due shall constitute, and are hereby imposed as, special assessment liens against the real property receiving water and/or wastewater service and, until fully paid and discharged, shall remain liens equal in rank and dignity with the lien of state or county taxes and superior in rank and dignity to all other liens, encumbrances, titles and claims in, to or against the real property involved. Such liens may be foreclosed or enforced as provided in F.S. ch. 170 or ch. 173. Interest shall accrue on said liens at an amount not to exceed eight percent per year.

(Code 1994, § 66-46; Ord. No. 2009-12, § 2, 8-27-2009; Ord. No. 2010-26, § 3, 10-14-2010)

Sec. 78-42. - Liability for damages.

In addition to the village's right to revoke permits, terminate service or refuse to provide, connect or reconnect service, any person violating any provision of the rules and regulations set forth in this article shall become liable to the village for any expense, loss or damage suffered by the village by reason of the violation including costs and reasonable attorney's fees.

(Code 1994, § 66-47; Ord. No. 2009-12, § 2, 8-27-2009)

Sec. 78-43. - All remedies retained.

The village hereby retains the right to pursue all remedies available at law and equity to enforce this article, including, but not limited to, a suit to recover damages or obtain equitable relief and prosecution of any violation through code enforcement. In any action initiated by the village to enforce this article, the village is permitted and authorized to recoup its attorney's fees and costs.

(Ord. No. 2009-12, § 2, 8-27-2009)

**Editor's note**— Ord. No. 2009-12, § 2, adopted Aug. 27, 2009, amended § 78-43 in its entirety, in effect repealing and reenacting said section to read as herein set out. The former § 78-43 pertained to hearings and derived from § 66-48 of the 1994 Code.



Select Year: 2019 ▼ Go

## The 2019 Florida Statutes

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[Title VIII](#)[Chapter 95](#)[View Entire Chapter](#)[LIMITATIONS](#)[LIMITATIONS OF ACTIONS; ADVERSE POSSESSION](#)

**95.11 Limitations other than for the recovery of real property.**—Actions other than for recovery of real property shall be commenced as follows:

- (1) **WITHIN TWENTY YEARS.**—An action on a judgment or decree of a court of record in this state.
- (2) **WITHIN FIVE YEARS.**—
  - (a) An action on a judgment or decree of any court, not of record, of this state or any court of the United States, any other state or territory in the United States, or a foreign country.
  - (b) A legal or equitable action on a contract, obligation, or liability founded on a written instrument, except for an action to enforce a claim against a payment bond, which shall be governed by the applicable provisions of paragraph (5)(e), s. [255.05\(10\)](#), s. [337.18\(1\)](#), or s. [713.23\(1\)\(e\)](#), and except for an action for a deficiency judgment governed by paragraph (5)(h).
  - (c) An action to foreclose a mortgage.
  - (d) An action alleging a willful violation of s. [448.110](#).
  - (e) Notwithstanding paragraph (b), an action for breach of a property insurance contract, with the period running from the date of loss.
- (3) **WITHIN FOUR YEARS.**—
  - (a) An action founded on negligence.
  - (b) An action relating to the determination of paternity, with the time running from the date the child reaches the age of majority.
  - (c) An action founded on the design, planning, or construction of an improvement to real property, with the time running from the date of actual possession by the owner, the date of the issuance of a certificate of occupancy, the date of abandonment of construction if not completed, or the date of completion of the contract or termination of the contract between the professional engineer, registered architect, or licensed contractor and his or her employer, whichever date is latest; except that, when the action involves a latent defect, the time runs from the time the defect is discovered or should have been discovered with the exercise of due diligence. In any event, the action must be commenced within 10 years after the date of actual possession by the owner, the date of the issuance of a certificate of occupancy, the date of abandonment of construction if not completed, or the date of completion of the contract or termination of the contract between the professional engineer, registered architect, or licensed contractor and his or her employer, whichever date is latest. However, counterclaims, cross-claims, and third-party claims that arise out of the conduct, transaction, or occurrence set out or attempted to be set out in a pleading may be commenced up to 1 year after the pleading to which such claims relate is served, even if such claims would otherwise be time barred. With respect to actions founded on the design, planning, or construction of an improvement to real property, if such construction is performed pursuant to a duly issued building permit and if a local enforcement agency, state enforcement agency, or special inspector, as those terms are defined in s. [553.71](#), has issued a final certificate of occupancy or certificate of completion, then as to the construction which is within the scope of such building permit and certificate, the correction of defects to completed work or repair of completed work, whether performed under warranty or otherwise, does not extend the period of time within which an action must be commenced. Completion of the contract means the later of the

date of final performance of all the contracted services or the date that final payment for such services becomes due without regard to the date final payment is made.

(d) An action to recover public money or property held by a public officer or employee, or former public officer or employee, and obtained during, or as a result of, his or her public office or employment.

(e) An action for injury to a person founded on the design, manufacture, distribution, or sale of personal property that is not permanently incorporated in an improvement to real property, including fixtures.

(f) An action founded on a statutory liability.

(g) An action for trespass on real property.

(h) An action for taking, detaining, or injuring personal property.

(i) An action to recover specific personal property.

(j) A legal or equitable action founded on fraud.

(k) A legal or equitable action on a contract, obligation, or liability not founded on a written instrument, including an action for the sale and delivery of goods, wares, and merchandise, and on store accounts.

(l) An action to rescind a contract.

(m) An action for money paid to any governmental authority by mistake or inadvertence.

(n) An action for a statutory penalty or forfeiture.

(o) An action for assault, battery, false arrest, malicious prosecution, malicious interference, false imprisonment, or any other intentional tort, except as provided in subsections (4), (5), and (7).

(p) Any action not specifically provided for in these statutes.

(q) An action alleging a violation, other than a willful violation, of s. [448.110](#).

(4) WITHIN TWO YEARS.—

(a) An action for professional malpractice, other than medical malpractice, whether founded on contract or tort; provided that the period of limitations shall run from the time the cause of action is discovered or should have been discovered with the exercise of due diligence. However, the limitation of actions herein for professional malpractice shall be limited to persons in privity with the professional.

(b) An action for medical malpractice shall be commenced within 2 years from the time the incident giving rise to the action occurred or within 2 years from the time the incident is discovered, or should have been discovered with the exercise of due diligence; however, in no event shall the action be commenced later than 4 years from the date of the incident or occurrence out of which the cause of action accrued, except that this 4-year period shall not bar an action brought on behalf of a minor on or before the child's eighth birthday. An "action for medical malpractice" is defined as a claim in tort or in contract for damages because of the death, injury, or monetary loss to any person arising out of any medical, dental, or surgical diagnosis, treatment, or care by any provider of health care. The limitation of actions within this subsection shall be limited to the health care provider and persons in privity with the provider of health care. In those actions covered by this paragraph in which it can be shown that fraud, concealment, or intentional misrepresentation of fact prevented the discovery of the injury the period of limitations is extended forward 2 years from the time that the injury is discovered or should have been discovered with the exercise of due diligence, but in no event to exceed 7 years from the date the incident giving rise to the injury occurred, except that this 7-year period shall not bar an action brought on behalf of a minor on or before the child's eighth birthday. This paragraph shall not apply to actions for which ss. [766.301-766.316](#) provide the exclusive remedy.

(c) An action to recover wages or overtime or damages or penalties concerning payment of wages and overtime.

(d) An action for wrongful death.

(e) An action founded upon a violation of any provision of chapter 517, with the period running from the time the facts giving rise to the cause of action were discovered or should have been discovered with the exercise of due diligence, but not more than 5 years from the date such violation occurred.

(f) An action for personal injury caused by contact with or exposure to phenoxy herbicides while serving either as a civilian or as a member of the Armed Forces of the United States during the period January 1, 1962, through

May 7, 1975; the period of limitations shall run from the time the cause of action is discovered or should have been discovered with the exercise of due diligence.

- (g) An action for libel or slander.
- (5) WITHIN ONE YEAR.—
  - (a) An action for specific performance of a contract.
  - (b) An action to enforce an equitable lien arising from the furnishing of labor, services, or material for the improvement of real property.
  - (c) An action to enforce rights under the Uniform Commercial Code—Letters of Credit, chapter 675.
  - (d) An action against any guaranty association and its insured, with the period running from the date of the deadline for filing claims in the order of liquidation.
  - (e) Except for actions governed by s. 255.05(10), s. 337.18(1), or s. 713.23(1)(e), an action to enforce any claim against a payment bond on which the principal is a contractor, subcontractor, or sub-subcontractor as defined in s. 713.01, for private work as well as public work, from the last furnishing of labor, services, or materials or from the last furnishing of labor, services, or materials by the contractor if the contractor is the principal on a bond on the same construction project, whichever is later.
  - (f) Except for actions described in subsection (8), a petition for extraordinary writ, other than a petition challenging a criminal conviction, filed by or on behalf of a prisoner as defined in s. 57.085.
  - (g) Except for actions described in subsection (8), an action brought by or on behalf of a prisoner, as defined in s. 57.085, relating to the conditions of the prisoner's confinement.
  - (h) An action to enforce a claim of a deficiency related to a note secured by a mortgage against a residential property that is a one-family to four-family dwelling unit. The limitations period shall commence on the day after the certificate is issued by the clerk of court or the day after the mortgagee accepts a deed in lieu of foreclosure.
- (6) LACHES.—Laches shall bar any action unless it is commenced within the time provided for legal actions concerning the same subject matter regardless of lack of knowledge by the person sought to be held liable that the person alleging liability would assert his or her rights and whether the person sought to be held liable is injured or prejudiced by the delay. This subsection shall not affect application of laches at an earlier time in accordance with law.
- (7) FOR INTENTIONAL TORTS BASED ON ABUSE.—An action founded on alleged abuse, as defined in s. 39.01, s. 415.102, or s. 984.03, or incest, as defined in s. 826.04, may be commenced at any time within 7 years after the age of majority, or within 4 years after the injured person leaves the dependency of the abuser, or within 4 years from the time of discovery by the injured party of both the injury and the causal relationship between the injury and the abuse, whichever occurs later.
- (8) WITHIN 30 DAYS FOR ACTIONS CHALLENGING CORRECTIONAL DISCIPLINARY PROCEEDINGS.—Any court action challenging prisoner disciplinary proceedings conducted by the Department of Corrections pursuant to s. 944.28(2) must be commenced within 30 days after final disposition of the prisoner disciplinary proceedings through the administrative grievance process under chapter 33, Florida Administrative Code. Any action challenging prisoner disciplinary proceedings shall be barred by the court unless it is commenced within the time period provided by this section.
- (9) SEXUAL BATTERY OFFENSES ON VICTIMS UNDER AGE 16.—An action related to an act constituting a violation of s. 794.011 involving a victim who was under the age of 16 at the time of the act may be commenced at any time. This subsection applies to any such action other than one which would have been time barred on or before July 1, 2010.
- (10) FOR INTENTIONAL TORTS RESULTING IN DEATH FROM ACTS DESCRIBED IN S. 782.04 OR S. 782.07.—Notwithstanding paragraph (4)(d), an action for wrongful death seeking damages authorized under s. 768.21 brought against a natural person for an intentional tort resulting in death from acts described in s. 782.04 or s. 782.07 may be commenced at any time. This subsection shall not be construed to require an arrest, the filing of formal criminal charges, or a conviction for a violation of s. 782.04 or s. 782.07 as a condition for filing a civil action.

(11) COURT COSTS AND FINES.—Notwithstanding subsection (1), an action to collect court costs, fees, or fines owed to the state may be commenced at any time.

**History.**—s. 10, ch. 1869, 1872; s. 1, ch. 3900, 1889; RS 1294; GS 1725; s. 10, ch. 7838, 1919; RGS 2939; CGL 4663; s. 1, ch. 21892, 1943; s. 7, ch. 24337, 1947; s. 24, ch. 57-1; s. 1, ch. 59-188; s. 1, ch. 67-284; s. 1, ch. 71-254; s. 30, ch. 73-333; s. 7, ch. 74-382; s. 7, ch. 75-9; s. 1, ch. 77-174; s. 11, ch. 78-435; s. 1, ch. 80-322; s. 34, ch. 83-38; s. 1, ch. 84-13; s. 1, ch. 85-63; s. 139, ch. 86-220; s. 1, ch. 86-231; s. 1, ch. 86-272; s. 1, ch. 88-397; s. 20, ch. 90-109; s. 1, ch. 92-102; s. 520, ch. 95-147; s. 2, ch. 95-283; s. 4, ch. 96-106; s. 1, ch. 96-167; s. 15, ch. 98-280; s. 2, ch. 99-5; s. 12, ch. 99-137; s. 2, ch. 2001-211; s. 15, ch. 2005-230; s. 1, ch. 2005-353; s. 1, ch. 2006-145; s. 2, ch. 2010-45; s. 1, ch. 2010-54; s. 1, ch. 2011-39; s. 13, ch. 2012-100; s. 1, ch. 2012-211; s. 1, ch. 2013-137; s. 18, ch. 2016-24; s. 18, ch. 2017-37; s. 1, ch. 2017-101; s. 10, ch. 2017-107; ss. 1, 2, ch. 2018-97.

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*Office of the Mayor*

**Village of Palm Springs, Florida**

**Proclamation**

**WHEREAS,** Mr. James Jamison was born in Philadelphia, Pennsylvania, on September 25, 1920; and

**WHEREAS,** before joining the military, Mr. Jamison obtained his college degree from West Chester State Teachers College in Pennsylvania; and

**WHEREAS,** During World War II, Mr. Jamison served our country in the United States Air Force where he rose to the rank of 1<sup>st</sup> Lieutenant; and

**WHEREAS,** Mr. Jamison served as a pilot and flew B-17, "Flying Fortress", heavy bombers for at least 35 missions over Germany as part of the 388<sup>th</sup> Bomb Group; and

**WHEREAS,** during his service in the U.S. Air Force, Mr. Jamison received the European-African-Middle Eastern Campaign Medal and the Air Medal with 5 Oak Leaf Cluster; and

**WHEREAS,** after the war ended, Mr. Jamison moved to New Jersey, and during his summers off from teaching, he operated a popcorn business on Ocean City Boardwalk; and

**WHEREAS,** Mr. Jamison worked as a teacher in New Jersey, Pennsylvania, and Florida; and

**WHEREAS,** Mr. Jamison moved to Florida in 1966 and has been a resident of the Village of Palm Springs since 1990, and in 1999, he bought a condominium in Regal Palms; and

**WHEREAS,** In June of 1987, Mr. Jamison retired as a teacher from the Palm Springs Middle School; and

**WHEREAS,** Mr. Jamison currently has 2 sons, 1 daughter, 4 granddaughters, and 8 grandchildren; and

**WHEREAS,** the Village Council, Staff, and Residents wish to honor Mr. Jamison for this truly historic event.

**NOW, THEREFORE, I, BEV SMITH, MAYOR** of the Village of Palm Springs, Florida on behalf of the Council, do hereby extend best wishes to Mr. James Jamison on his 100<sup>th</sup> birthday, with sincere congratulations for many more happy, healthy, and active years.

*In witness whereof I have hereunto set my hand*

*and caused the seal of this city to be affixed*

*Mayor Beverly Smith*

*Date September 24, 2020*







# Village of Palm Springs

## Executive Brief

**AGENDA DATE:** September 24, 2020

**DEPARTMENT:** Finance

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**ITEM 9.1:** Ordinance No. 2020-14 - Establish FY 2020-2021 Millage Rates - Operating & Debt Service (*SECOND READING*)

### **SUMMARY:**

The Village Council is requested to establish the final operating and debt service millage (property tax) rates for the Village of Palm Springs for the upcoming Fiscal Year (FY) beginning October 1, 2020 and ending September 30, 2021. Additionally, the Council is requested to consider certifying the Village's taxable values to the PBC Property Appraiser as well as other related financial information:

- The gross taxable value for all properties within the Village for FY 2021 is proposed to be \$1,438,195,754 - an increase of \$115,872,593 over FY 2020
- The rolled-back rate is calculated at \$3.3221 per 1,000 of taxable value
- The Village's proposed FY 2021 operating millage for the General Fund is \$3.50 per \$1,000 of taxable value or a increase of 5.36% over rolled-back rate (At 100% collection, the operating millage is expected to generate \$5,033,685 in ad-valorem tax revenue; however, the Village budgets at a 96% collection ratio; thus, the proposed budgeted revenue is expected to be \$4,832,338).
- The total taxable value within the Village to calculate the debt service millage rate is \$1,440,858,857; thus, the proposed millage rate required to pay the Village's general obligation debt for FY 2021 is \$0.3104 per \$1,000 of taxable value
- The gross taxable increment value for the newly created Palm Springs Community Redevelopment Agency (CRA) for FY 2021 is \$20,625,933. This is the first year that the Palm Springs CRA will receive TIF funding from both the Village of Palm Springs and Palm Beach County at the Village's approved millage rate - proposed \$3.50 per \$1,000 of taxable value (At 100% collection, the total increment/revenue expected to be generated is \$144,382; however, the Village budgets at a 95% collection ratio; thus, the proposed budgeted increment/revenue is expected to be \$137,162).

- The proposed operating millage rate of \$3.5000 per \$1,000 of assessed valuation and the voted debt service millage rate of \$0.3104 per \$1,000 of taxable value provide for a total millage rate of \$3.8104
- The combined proposed millage rates for FY 2021 (3.5000 operating + 0.3104 debt = 3.8104 total mills) is 0.0277 mills lower than the combined approved millage rates for FY 2020 (3.5000 operating + 0.3381 debt = 3.8381 total mills)

As a result, the proposed Ordinance establishes the final millage rates for Fiscal Year 2021.

The proposed total millage rate is proposed to be decreased for the 8th consecutive year, with the operating rate proposed to remain constant and the debt service rate is expected to be decreased in FY 2021.

The proposed FY 2021 millage rate ordinance was approved on 1st reading September 10, 2020, and is being presented for 2nd and final reading.

Note: Following final approval, staff will submit the required Form DR-420 - Certification of Taxable Value, Form DR-420MMP - Maximum Millage Levy Calculation, Form DR-420Debt - Certification of Voted Debt Millage and the Form DR-420TIF - Certification of Palm Springs Community Redevelopment Agency (CRA) Taxable Increment Value to the PBC Property Appraiser, PBC Tax Collector and the State of Florida.

#### **FISCAL IMPACT:**

The proposed total millage rate is proposed to be decreased for the 8th consecutive year, with the operating rate proposed to remain constant and the debt service rate is expected to be decreased in FY 2021.

The combined proposed millage rates for FY 2021 (3.5000 operating + 0.3104 debt = 3.8104 total mills) is 0.0277 mills lower than the combined approved millage rates for FY 2020 (3.5000 operating + 0.3381 debt = 3.8381 total mills).

The gross taxable increment value for the newly created Palm Springs Community Redevelopment Agency (CRA) for FY 2021 is \$20,625,933. This is the first year that the Palm Springs CRA will receive TIF funding from both the Village of Palm Springs and Palm Beach County at the Village's approved millage rate - proposed \$3.50 per \$1,000 of taxable value (At 100% collection, the total increment/revenue expected to be generated is \$144,382; however, the Village budgets at a 95% collection ratio; thus, the proposed budgeted increment/revenue is expected to be \$137,162).

#### **ATTACHMENTS:**

Proposed Ordinance 2020-14 - Establish FY 2021 Millage Rates - Operating & Debt Service  
 Form DR-420 - Certification of Taxable Value  
 Form DR-420MMP - Maximum Millage Levy Calculation  
 Form DR-420Debt - Certification of Voted Debt Millage

Form DR- 420TIF - Certification of Palm Springs Community Redevelopment Agency (CRA) Taxable  
Increment Value

**ORDINANCE NO. 2020-14**

AN ORDINANCE OF THE VILLAGE COUNCIL OF THE VILLAGE OF PALM SPRINGS, FLORIDA, ADOPTING THE FINAL LEVY OF AD VALOREM TAXES IN AND FOR THE VILLAGE OF PALM SPRINGS, FLORIDA FOR FISCAL YEAR 2020 / 2021; PROVIDING FOR REPEAL OF CONFLICTING ORDINANCES; PROVIDING FOR SEVERABILITY; AND PROVIDING AN EFFECTIVE DATE.

**WHEREAS**, the Village Council of the Village of Palm Springs, Florida adopted Fiscal Year 2020 / 2021 final millage rates following a public hearing as required by Florida Statute 200.065; and

**WHEREAS**, the Village of Palm Springs, Florida, held public hearings as required by Florida Statute 200.065; and

**WHEREAS**, the real property tax roll for the current calendar year has been certified by the Palm Beach County Property Appraiser for nonexempt valuation of \$1,368,005,606 and the tangible personal property for nonexempt valuation of \$72,853,251, for a total gross taxable value for operating purposes of \$ 1,440,858,857.

**NOW THEREFORE BE IT ORDAINED BY THE VILLAGE COUNCIL OF THE VILLAGE OF PALM SPRINGS, FLORIDA, AS FOLLOWS:**

**Section 1.** The Fiscal Year 2020/2021 operating millage rate for the Village of Palm Springs is hereby levied in the amount of \$3.5000 mills which is 5.36% increase over the rolled-back rate of \$3.3221. The general obligation debt service millage rate is hereby levied in the amount of \$3.8104 mills, for a total of \$3.8381 mills of nonexempt valuation of real and personal property within the Village.

**Section 2. Repeal of Conflicting Ordinances.** All Ordinances, Resolutions or parts of Ordinances and Resolutions in conflict herewith are hereby repealed.

**Section 3. Severability.** If any word, clause, sentence, paragraph, section or part thereof contained in this Ordinance is declared to be unconstitutional, unenforceable, void or inoperative by a court of competent jurisdiction, such declaration shall not affect the validity of the remainder of this ordinance.

**Section 4. Effective Date.** This ordinance shall become effective immediately upon adoption.

Council Member \_\_\_\_\_ offered the foregoing Ordinance and moved for adoption. The motion was seconded by Council Member \_\_\_\_\_, and upon being put to a vote, the vote was as follows:

|                               | <u>Aye</u>               | <u>Nay</u>               | <u>Absent</u>            |
|-------------------------------|--------------------------|--------------------------|--------------------------|
| BEV SMITH, MAYOR              | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| PATTI WALLER, VICE MAYOR      | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| GARY M. READY, MAYOR PRO TEM  | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| DOUG GUNTHER, COUNCIL MEMBER  | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| JONI BRINKMAN, COUNCIL MEMBER | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

The Mayor thereupon declared this Ordinance approved and adopted by the Village Council for the Village of Palm Springs, Florida, on second reading, on this \_\_\_\_\_ day of \_\_\_\_\_ 2020.

VILLAGE OF PALM SPRINGS, FLORIDA

BY: \_\_\_\_\_  
BEV SMITH, MAYOR

First Reading: \_\_\_\_\_

Second Reading: \_\_\_\_\_

ATTEST:

BY: \_\_\_\_\_

KIMBERLY M. WYNN, VILLAGE CLERK

REVIEWED FOR LEGAL FORM AND SUFFICIENCY

BY: \_\_\_\_\_

GLEN TORCIVIA, VILLAGE ATTORNEY





# CERTIFICATION OF TAXABLE VALUE

[Reset Form](#)
[Print Form](#)

DR-420  
R. 5/12  
Rule 12D-16.002  
Florida Administrative Code  
Effective 11/12

|                                       |                                    |
|---------------------------------------|------------------------------------|
| Year : 2020                           | County : PALM BEACH                |
| Principal Authority :<br>Palm Springs | Taxing Authority :<br>Palm Springs |

## SECTION I : COMPLETED BY PROPERTY APPRAISER

|              |                                                                                                                                                                                                                                                                        |                                                                             |               |     |
|--------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------|---------------|-----|
| 1.           | Current year taxable value of real property for operating purposes                                                                                                                                                                                                     | \$                                                                          | 1,365,342,503 | (1) |
| 2.           | Current year taxable value of personal property for operating purposes                                                                                                                                                                                                 | \$                                                                          | 72,853,251    | (2) |
| 3.           | Current year taxable value of centrally assessed property for operating purposes                                                                                                                                                                                       | \$                                                                          | 0             | (3) |
| 4.           | Current year gross taxable value for operating purposes <i>(Line 1 plus Line 2 plus Line 3)</i>                                                                                                                                                                        | \$                                                                          | 1,438,195,754 | (4) |
| 5.           | Current year net new taxable value (Add new construction, additions, rehabilitative improvements increasing assessed value by at least 100%, annexations, and tangible personal property value over 115% of the previous year's value. Subtract deletions.)            | \$                                                                          | 24,424,404    | (5) |
| 6.           | Current year adjusted taxable value <i>(Line 4 minus Line 5)</i>                                                                                                                                                                                                       | \$                                                                          | 1,413,771,350 | (6) |
| 7.           | Prior year FINAL gross taxable value from prior year applicable Form DR-403 series                                                                                                                                                                                     | \$                                                                          | 1,322,323,161 | (7) |
| 8.           | Does the taxing authority include tax increment financing areas? If yes, enter number of worksheets (DR-420TIF) attached. If none, enter 0                                                                                                                             | <input checked="" type="checkbox"/> YES <input type="checkbox"/> NO         | Number<br>1   | (8) |
| 9.           | Does the taxing authority levy a voted debt service millage or a millage voted for 2 years or less under s. 9(b), Article VII, State Constitution? If yes, enter the number of DR-420DEBT, <i>Certification of Voted Debt Millage</i> forms attached. If none, enter 0 | <input checked="" type="checkbox"/> YES <input type="checkbox"/> NO         | Number<br>1   | (9) |
| SIGN<br>HERE | <b>Property Appraiser Certification</b>                                                                                                                                                                                                                                | I certify the taxable values above are correct to the best of my knowledge. |               |     |
|              | Signature of Property Appraiser:                                                                                                                                                                                                                                       | Date :                                                                      |               |     |
|              | Electronically Certified by Property Appraiser                                                                                                                                                                                                                         | 6/25/2020 8:33 AM                                                           |               |     |

## SECTION II : COMPLETED BY TAXING AUTHORITY

|                                                                                                                                                                                                                       |                                                                                                                                                                                            |    |               |                  |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----|---------------|------------------|
| If this portion of the form is not completed in FULL your taxing authority will be denied TRIM certification and possibly lose its millage levy privilege for the tax year. If any line is not applicable, enter -0-. |                                                                                                                                                                                            |    |               |                  |
| 10.                                                                                                                                                                                                                   | Prior year operating millage levy <i>(If prior year millage was adjusted then use adjusted millage from Form DR-422)</i>                                                                   |    | 3.5000        | per \$1,000 (10) |
| 11.                                                                                                                                                                                                                   | Prior year ad valorem proceeds <i>(Line 7 multiplied by Line 10, divided by 1,000)</i>                                                                                                     | \$ | 4,628,131     | (11)             |
| 12.                                                                                                                                                                                                                   | Amount, if any, paid or applied in prior year as a consequence of an obligation measured by a dedicated increment value <i>(Sum of either Lines 6c or Line 7a for all DR-420TIF forms)</i> | \$ | 0             | (12)             |
| 13.                                                                                                                                                                                                                   | Adjusted prior year ad valorem proceeds <i>(Line 11 minus Line 12)</i>                                                                                                                     | \$ | 4,628,131     | (13)             |
| 14.                                                                                                                                                                                                                   | Dedicated increment value, if any <i>(Sum of either Line 6b or Line 7e for all DR-420TIF forms)</i>                                                                                        | \$ | 20,625,933    | (14)             |
| 15.                                                                                                                                                                                                                   | Adjusted current year taxable value <i>(Line 6 minus Line 14)</i>                                                                                                                          | \$ | 1,393,145,417 | (15)             |
| 16.                                                                                                                                                                                                                   | Current year rolled-back rate <i>(Line 13 divided by Line 15, multiplied by 1,000)</i>                                                                                                     |    | 3.3221        | per \$1000 (16)  |
| 17.                                                                                                                                                                                                                   | Current year proposed operating millage rate                                                                                                                                               |    | 3.5000        | per \$1000 (17)  |
| 18.                                                                                                                                                                                                                   | Total taxes to be levied at proposed millage rate <i>(Line 17 multiplied by Line 4, divided by 1,000)</i>                                                                                  | \$ | 5,033,685     | (18)             |

Continued on page 2

|                                                         |                                                                                                                                                                                                      |                                                                                   |                                                                                                                                                                                             |                                                    |
|---------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------|
| 19.                                                     | TYPE of principal authority (check one)                                                                                                                                                              | <input type="checkbox"/> County                                                   | <input type="checkbox"/> Independent Special District                                                                                                                                       | (19)                                               |
|                                                         |                                                                                                                                                                                                      | <input checked="" type="checkbox"/> Municipality                                  | <input type="checkbox"/> Water Management District                                                                                                                                          |                                                    |
| 20.                                                     | Applicable taxing authority (check one)                                                                                                                                                              | <input checked="" type="checkbox"/> Principal Authority                           | <input type="checkbox"/> Dependent Special District                                                                                                                                         | (20)                                               |
|                                                         |                                                                                                                                                                                                      | <input type="checkbox"/> MSTU                                                     | <input type="checkbox"/> Water Management District Basin                                                                                                                                    |                                                    |
| 21.                                                     | Is millage levied in more than one county? (check one)                                                                                                                                               | <input type="checkbox"/> Yes                                                      | <input checked="" type="checkbox"/> No                                                                                                                                                      | (21)                                               |
| <b>DEPENDENT SPECIAL DISTRICTS AND MSTUs</b>            |                                                                                                                                                                                                      |  | <b>STOP HERE - SIGN AND SUBMIT</b>                                                                                                                                                          |                                                    |
| 22.                                                     | Enter the total adjusted prior year ad valorem proceeds of the principal authority, all dependent special districts, and MSTUs levying a millage. <i>(The sum of Line 13 from all DR-420 forms)</i>  |                                                                                   | \$ 4,628,131                                                                                                                                                                                | (22)                                               |
| 23.                                                     | Current year aggregate rolled-back rate <i>(Line 22 divided by Line 15, multiplied by 1,000)</i>                                                                                                     |                                                                                   | 3.3221 per \$1,000                                                                                                                                                                          | (23)                                               |
| 24.                                                     | Current year aggregate rolled-back taxes <i>(Line 4 multiplied by Line 23, divided by 1,000)</i>                                                                                                     |                                                                                   | \$ 4,777,830                                                                                                                                                                                | (24)                                               |
| 25.                                                     | Enter total of all operating ad valorem taxes proposed to be levied by the principal taxing authority, all dependent districts, and MSTUs, if any. <i>(The sum of Line 18 from all DR-420 forms)</i> |                                                                                   | \$ 5,033,685                                                                                                                                                                                | (25)                                               |
| 26.                                                     | Current year proposed aggregate millage rate <i>(Line 25 divided by Line 4, multiplied by 1,000)</i>                                                                                                 |                                                                                   | 3.5000 per \$1,000                                                                                                                                                                          | (26)                                               |
| 27.                                                     | Current year proposed rate as a percent change of rolled-back rate <i>(Line 26 divided by Line 23, minus 1, multiplied by 100)</i>                                                                   |                                                                                   | 5.36 %                                                                                                                                                                                      | (27)                                               |
| <b>First public budget hearing</b>                      |                                                                                                                                                                                                      | Date :<br>9/10/2020                                                               | Time :<br>6:30 PM EST                                                                                                                                                                       | Place :<br>226 Cypress Lane Palm Springs, FL 33461 |
| <b>S<br/>I<br/>G<br/>N<br/><br/>H<br/>E<br/>R<br/>E</b> | <b>Taxing Authority Certification</b>                                                                                                                                                                |                                                                                   | I certify the millages and rates are correct to the best of my knowledge. The millages comply with the provisions of s. 200.065 and the provisions of either s. 200.071 or s. 200.081, F.S. |                                                    |
|                                                         | Signature of Chief Administrative Officer :<br>Electronically Certified by Taxing Authority                                                                                                          |                                                                                   |                                                                                                                                                                                             | Date :<br>7/24/2020 7:48 AM                        |
|                                                         | Title :<br>Richard R. Reade, Village Manager                                                                                                                                                         |                                                                                   | Contact Name and Contact Title :<br>Rebecca Morse, CFO                                                                                                                                      |                                                    |
|                                                         | Mailing Address :                                                                                                                                                                                    |                                                                                   | Physical Address :<br>226 CYPRESS LANE                                                                                                                                                      |                                                    |
|                                                         | City, State, Zip :<br>PALM SPRINGS, FL 33461                                                                                                                                                         |                                                                                   | Phone Number :<br>5619654010                                                                                                                                                                | Fax Number :<br>5619650899                         |

# CERTIFICATION OF TAXABLE VALUE INSTRUCTIONS

"Principal Authority" is a county, municipality, or independent special district (including water management districts).

"Taxing Authority" is the entity levying the millage. This includes the principal authority, any special district dependent to the principal authority, any county municipal service taxing unit (MSTU), and water management district basins.

Each taxing authority must submit to their property appraiser a DR-420 and the following forms, as applicable:

- DR-420TIF, Tax Increment Adjustment Worksheet
- DR-420DEBT, Certification of Voted Debt Millage
- DR-420MM-P, Maximum Millage Levy Calculation - Preliminary Disclosure

## Section I: Property Appraiser

Use this DR-420 form for all taxing authorities except school districts. Complete Section I, Lines 1 through 9, for each county, municipality, independent special district, dependent special district, MSTU, and multicounty taxing authority. Enter only taxable values that apply to the taxing authority indicated. Use a separate form for the principal authority and each dependent district, MSTU and water management district basin.

### Line 8

Complete a DR-420TIF for each taxing authority making payments to a redevelopment trust fund under Section 163.387 (2)(a), Florida Statutes or by an ordinance, resolution or agreement to fund a project or to finance essential infrastructure.

Check "Yes" if the taxing authority makes payments to a redevelopment trust fund. Enter the number of DR-420TIF forms attached for the taxing authority on Line 8. Enter 0 if none.

### Line 9

Complete a DR-420DEBT for each taxing authority levying either a voted debt service millage (s.12, Article VII, State Constitution) or a levy voted for two years or less (s. 9(b), Article VII, State Constitution).

Check "Yes" if the taxing authority levies either a voted debt service millage or a levy voted for 2 years or less (s. 9(b), Article VII, State Constitution). These levies do not include levies approved by a voter referendum not required by the State Constitution. Complete and attach DR-420DEBT. Do not complete a separate DR-420 for these levies.

Send a copy to each taxing authority and keep a copy. When the taxing authority returns the DR-420 and the accompanying forms, immediately send the original to:

Florida Department of Revenue  
Property Tax Oversight - TRIM Section  
P. O. Box 3000  
Tallahassee, Florida 32315-3000

## Section II: Taxing Authority

Complete Section II. Keep one copy, return the original and one copy to your property appraiser with the applicable DR-420TIF, DR-420DEBT, and DR-420MM-P within 35 days of certification. Send one copy to the tax collector. "Dependent special district" (ss. 200.001(8)(d) and 189.403(2), F.S.) means a special district that meets at least one of the following criteria:

- The membership of its governing body is identical to that of the governing body of a single county or a single municipality.
- All members of its governing body are appointed by the governing body of a single county or a single municipality.
- During their unexpired terms, members of the special district's governing body are subject to removal at will by the governing body of a single county or a single municipality.
- The district has a budget that requires approval through an affirmative vote or can be vetoed by the governing body of a single county or a single municipality.

"Independent special district" (ss. 200.001(8)(e) and 189.403(3), F.S.) means a special district that is not a dependent special district as defined above. A district that includes more than one county is an independent special district unless the district lies wholly within the boundaries of a single municipality.

"Non-voted millage" is any millage not defined as a "voted millage" in s. 200.001(8)(f), F.S.

### Lines 12 and 14

Adjust the calculation of the rolled-back rate for tax increment values and payment amounts. See the instructions for DR-420TIF. On Lines 12 and 14, carry forward values from the DR-420TIF forms.

### Line 24

Include only those levies derived from millage rates.



Reset Form

Print Form

# MAXIMUM MILLAGE LEVY CALCULATION FINAL DISCLOSURE

For municipal governments, counties, and special districts

DR-420MM  
R. 5/12  
Rule 12D-16.002  
Florida Administrative Code  
Effective 11/12

|                                                                                                    |                                                                                                                                                                                                                      |                                    |                                 |
|----------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------|---------------------------------|
| Year : <b>2020</b>                                                                                 |                                                                                                                                                                                                                      | County : PALM BEACH                |                                 |
| Principal Authority :<br>Palm Springs                                                              |                                                                                                                                                                                                                      | Taxing Authority :<br>Palm Springs |                                 |
| 1.                                                                                                 | Is your taxing authority a municipality or independent special district that has levied ad valorem taxes for less than 5 years?                                                                                      | <input type="checkbox"/> Yes       | <input type="checkbox"/> No (1) |
| <b>IF YES, STOP STOP HERE. SIGN AND SUBMIT. You are not subject to a millage limitation.</b>       |                                                                                                                                                                                                                      |                                    |                                 |
| 2.                                                                                                 | Current year rolled-back rate from Current Year Form DR-420, Line 16                                                                                                                                                 | 3.3221 per \$1,000                 | (2)                             |
| 3.                                                                                                 | Prior year maximum millage rate with a majority vote from <b>2018</b> , Form DR-420MM, Line 13                                                                                                                       | 5.2404 per \$1,000                 | (3)                             |
| 4.                                                                                                 | Prior year operating millage rate from Current Year Form DR-420, Line 10                                                                                                                                             | 3.5000 per \$1,000                 | (4)                             |
| <b>If Line 4 is equal to or greater than Line 3, skip to Line 11. If less, continue to Line 5.</b> |                                                                                                                                                                                                                      |                                    |                                 |
| <b>Adjust rolled-back rate based on prior year majority-vote maximum millage rate</b>              |                                                                                                                                                                                                                      |                                    |                                 |
| 5.                                                                                                 | Prior year final gross taxable value from Current Year Form DR-420, Line 7                                                                                                                                           | \$ 1,322,323,161                   | (5)                             |
| 6.                                                                                                 | Prior year maximum ad valorem proceeds with majority vote<br>(Line 3 multiplied by Line 5 divided by 1,000)                                                                                                          | \$ 6,929,502                       | (6)                             |
| 7.                                                                                                 | Amount, if any, paid or applied in prior year as a consequence of an obligation measured by a dedicated increment value from Current Year Form DR-420 Line 12                                                        | \$ 0                               | (7)                             |
| 8.                                                                                                 | Adjusted prior year ad valorem proceeds with majority vote (Line 6 minus Line 7)                                                                                                                                     | \$ 6,929,502                       | (8)                             |
| 9.                                                                                                 | Adjusted current year taxable value from Current Year form DR-420 Line 15                                                                                                                                            | \$ 1,393,145,417                   | (9)                             |
| 10.                                                                                                | Adjusted current year rolled-back rate (Line 8 divided by Line 9, multiplied by 1,000)                                                                                                                               | 4.9740 per \$1,000                 | (10)                            |
| <b>Calculate maximum millage levy</b>                                                              |                                                                                                                                                                                                                      |                                    |                                 |
| 11.                                                                                                | Rolled-back rate to be used for maximum millage levy calculation<br>(Enter Line 10 if adjusted or else enter Line 2)                                                                                                 | 4.9740 per \$1,000                 | (11)                            |
| 12.                                                                                                | Adjustment for change in per capita Florida personal income (See Line 12 Instructions)                                                                                                                               | <b>1.0322</b>                      | (12)                            |
| 13.                                                                                                | Majority vote maximum millage rate allowed (Line 11 multiplied by Line 12)                                                                                                                                           | 5.1342 per \$1,000                 | (13)                            |
| 14.                                                                                                | Two-thirds vote maximum millage rate allowed (Multiply Line 13 by 1.10)                                                                                                                                              | 5.6476 per \$1,000                 | (14)                            |
| 15.                                                                                                | Current year adopted millage rate                                                                                                                                                                                    | 0.0000 per \$1,000                 | (15)                            |
| 16.                                                                                                | <b>Minimum vote required to levy adopted millage:</b> (Check one) (16)                                                                                                                                               |                                    |                                 |
| <input checked="" type="checkbox"/>                                                                | a. Majority vote of the governing body: Check here if Line 15 is less than or equal to Line 13. The maximum millage rate is equal to the majority vote maximum rate. <b>Enter Line 13 on Line 17.</b>                |                                    |                                 |
| <input type="checkbox"/>                                                                           | b. Two-thirds vote of governing body: Check here if Line 15 is less than or equal to Line 14, but greater than Line 13. The maximum millage rate is equal to adopted rate. <b>Enter Line 15 on Line 17.</b>          |                                    |                                 |
| <input type="checkbox"/>                                                                           | c. Unanimous vote of the governing body, or 3/4 vote if nine members or more: Check here if Line 15 is greater than Line 14. The maximum millage rate is equal to the adopted rate. <b>Enter Line 15 on Line 17.</b> |                                    |                                 |
| <input type="checkbox"/>                                                                           | d. Referendum: The maximum millage rate is equal to the adopted rate. <b>Enter Line 15 on Line 17.</b>                                                                                                               |                                    |                                 |
| 17.                                                                                                | The selection on Line 16 allows a maximum millage rate of<br>(Enter rate indicated by choice on Line 16).                                                                                                            | 5.1342 per \$1,000                 | (17)                            |
| 18.                                                                                                | Current year gross taxable value from Current Year Form DR-420, Line 4                                                                                                                                               | \$ 1,438,195,754                   | (18)                            |

Continued on page 2



|                                                |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |                                                                                   |                                                                                                                                                                                             |                                       |  |                                                                                                                                                                                             |  |                                             |  |        |  |                                              |  |                                                        |  |                   |  |                                        |  |                                              |  |                              |                            |
|------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------|--|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--|---------------------------------------------|--|--------|--|----------------------------------------------|--|--------------------------------------------------------|--|-------------------|--|----------------------------------------|--|----------------------------------------------|--|------------------------------|----------------------------|
| Taxing Authority :                             |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | DR-420MM<br>R. 5/12<br>Page 2                                                     |                                                                                                                                                                                             |                                       |  |                                                                                                                                                                                             |  |                                             |  |        |  |                                              |  |                                                        |  |                   |  |                                        |  |                                              |  |                              |                            |
| 19.                                            | Current year adopted taxes <i>(Line 15 multiplied by Line 18, divided by 1,000).</i>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | \$ 0                                                                              | (19)                                                                                                                                                                                        |                                       |  |                                                                                                                                                                                             |  |                                             |  |        |  |                                              |  |                                                        |  |                   |  |                                        |  |                                              |  |                              |                            |
| 20.                                            | Total taxes levied at the maximum millage rate <i>(Line 17 multiplied by Line 18, divided by 1,000).</i>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | \$ 7,383,985                                                                      | (20)                                                                                                                                                                                        |                                       |  |                                                                                                                                                                                             |  |                                             |  |        |  |                                              |  |                                                        |  |                   |  |                                        |  |                                              |  |                              |                            |
| <b>DEPENDENT SPECIAL DISTRICTS AND MSTUs</b>   |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |  | <b>STOP HERE. SIGN AND SUBMIT.</b>                                                                                                                                                          |                                       |  |                                                                                                                                                                                             |  |                                             |  |        |  |                                              |  |                                                        |  |                   |  |                                        |  |                                              |  |                              |                            |
| 21.                                            | Enter the current year adopted taxes of all dependent special districts & MSTUs levying a millage. <i>(The sum of all Lines 19 from each district's Form DR-420MM)</i>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | \$ 0                                                                              | (21)                                                                                                                                                                                        |                                       |  |                                                                                                                                                                                             |  |                                             |  |        |  |                                              |  |                                                        |  |                   |  |                                        |  |                                              |  |                              |                            |
| 22.                                            | Total current year adopted taxes <i>(Line 19 plus Line 21).</i>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | \$ 0                                                                              | (22)                                                                                                                                                                                        |                                       |  |                                                                                                                                                                                             |  |                                             |  |        |  |                                              |  |                                                        |  |                   |  |                                        |  |                                              |  |                              |                            |
| <b>Total Maximum Taxes</b>                     |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |                                                                                   |                                                                                                                                                                                             |                                       |  |                                                                                                                                                                                             |  |                                             |  |        |  |                                              |  |                                                        |  |                   |  |                                        |  |                                              |  |                              |                            |
| 23.                                            | Enter the taxes at the maximum millage of all dependent special districts & MSTUs levying a millage <i>(The sum of all Lines 20 from each district's Form DR-420MM).</i>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | \$ 0                                                                              | (23)                                                                                                                                                                                        |                                       |  |                                                                                                                                                                                             |  |                                             |  |        |  |                                              |  |                                                        |  |                   |  |                                        |  |                                              |  |                              |                            |
| 24.                                            | Total taxes at maximum millage rate <i>(Line 20 plus Line 23).</i>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | \$ 7,383,985                                                                      | (24)                                                                                                                                                                                        |                                       |  |                                                                                                                                                                                             |  |                                             |  |        |  |                                              |  |                                                        |  |                   |  |                                        |  |                                              |  |                              |                            |
| <b>Total Maximum Versus Total Taxes Levied</b> |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |                                                                                   |                                                                                                                                                                                             |                                       |  |                                                                                                                                                                                             |  |                                             |  |        |  |                                              |  |                                                        |  |                   |  |                                        |  |                                              |  |                              |                            |
| 25.                                            | Are total current year adopted taxes on Line 22 equal to or less than total taxes at the maximum millage rate on Line 24? (Check one)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | <input type="checkbox"/> YES <input checked="" type="checkbox"/> NO               | (25)                                                                                                                                                                                        |                                       |  |                                                                                                                                                                                             |  |                                             |  |        |  |                                              |  |                                                        |  |                   |  |                                        |  |                                              |  |                              |                            |
| SIGN<br>HERE                                   | <table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td colspan="2" style="width: 35%;"><b>Taxing Authority Certification</b></td> <td colspan="2">I certify the millages and rates are correct to the best of my knowledge. The millages comply with the provisions of s. 200.065 and the provisions of either s. 200.071 or s. 200.081, F.S.</td> </tr> <tr> <td colspan="2">Signature of Chief Administrative Officer :</td> <td colspan="2">Date :</td> </tr> <tr> <td colspan="2">Title :<br/>Richard R. Reade, Village Manager</td> <td colspan="2">Contact Name and Contact Title :<br/>Rebecca Morse, CFO</td> </tr> <tr> <td colspan="2">Mailing Address :</td> <td colspan="2">Physical Address :<br/>226 CYPRESS LANE</td> </tr> <tr> <td colspan="2">City, State, Zip :<br/>PALM SPRINGS, FL 33461</td> <td>Phone Number :<br/>5619654010</td> <td>Fax Number :<br/>5619650899</td> </tr> </table> |                                                                                   |                                                                                                                                                                                             | <b>Taxing Authority Certification</b> |  | I certify the millages and rates are correct to the best of my knowledge. The millages comply with the provisions of s. 200.065 and the provisions of either s. 200.071 or s. 200.081, F.S. |  | Signature of Chief Administrative Officer : |  | Date : |  | Title :<br>Richard R. Reade, Village Manager |  | Contact Name and Contact Title :<br>Rebecca Morse, CFO |  | Mailing Address : |  | Physical Address :<br>226 CYPRESS LANE |  | City, State, Zip :<br>PALM SPRINGS, FL 33461 |  | Phone Number :<br>5619654010 | Fax Number :<br>5619650899 |
|                                                | <b>Taxing Authority Certification</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |                                                                                   | I certify the millages and rates are correct to the best of my knowledge. The millages comply with the provisions of s. 200.065 and the provisions of either s. 200.071 or s. 200.081, F.S. |                                       |  |                                                                                                                                                                                             |  |                                             |  |        |  |                                              |  |                                                        |  |                   |  |                                        |  |                                              |  |                              |                            |
|                                                | Signature of Chief Administrative Officer :                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |                                                                                   | Date :                                                                                                                                                                                      |                                       |  |                                                                                                                                                                                             |  |                                             |  |        |  |                                              |  |                                                        |  |                   |  |                                        |  |                                              |  |                              |                            |
|                                                | Title :<br>Richard R. Reade, Village Manager                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |                                                                                   | Contact Name and Contact Title :<br>Rebecca Morse, CFO                                                                                                                                      |                                       |  |                                                                                                                                                                                             |  |                                             |  |        |  |                                              |  |                                                        |  |                   |  |                                        |  |                                              |  |                              |                            |
|                                                | Mailing Address :                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |                                                                                   | Physical Address :<br>226 CYPRESS LANE                                                                                                                                                      |                                       |  |                                                                                                                                                                                             |  |                                             |  |        |  |                                              |  |                                                        |  |                   |  |                                        |  |                                              |  |                              |                            |
| City, State, Zip :<br>PALM SPRINGS, FL 33461   |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | Phone Number :<br>5619654010                                                      | Fax Number :<br>5619650899                                                                                                                                                                  |                                       |  |                                                                                                                                                                                             |  |                                             |  |        |  |                                              |  |                                                        |  |                   |  |                                        |  |                                              |  |                              |                            |

Complete and submit this form to the Department of Revenue with the completed DR-487, Certification of Compliance, within 30 days of the final hearing.



**MAXIMUM MILLAGE LEVY CALCULATION  
FINAL DISCLOSURE  
INSTRUCTIONS**

DR-420MM  
R. 5/12  
Page 3

## General Instructions

Each of the following taxing authorities must complete a DR-420MM.

- County
- Municipality
- Special district dependent to a county or municipality
- County MSTU
- Independent special district, including water management districts
- Water management district basin

Voting requirements for millages adopted by a two-thirds or a unanimous vote are based on the full membership of the governing body, not on the number of members present at the time of the vote.

This form calculates the maximum tax levy for 2019 allowed under s. 200.065(5), F.S. Counties and municipalities, including dependent special districts and MSTUs, which adopt a tax levy at the final hearing higher than allowed under s. 200.065, F.S., may be subject to the loss of their half-cent sales tax distribution.

DR-420MM shows the maximum millages and taxes levied based on your adoption vote. Each taxing authority must complete, sign, and submit this form to the Department of Revenue with their completed DR-487, *Certification of Compliance*, within 30 days of their final hearing.

Taxing authorities must also submit DR-487V, *Vote Record for Final Adoption of Millage Levy*. This form certifies to the Department of Revenue the vote on the resolution or ordinance stating the millage rate adopted at the final hearing.

Specific tax year references in this form are updated each year by the Department.

## Line Instructions

### Lines 5-10

Only taxing authorities that levied a 2018 millage rate less than their maximum majority vote rate must complete these lines. The adjusted rolled-back rate on Line 10 is the rate that would have been levied if the maximum vote rate for 2018 had been adopted. If these lines are completed, enter the adjusted rate on Line 11.

### Line 12

This line is entered by the Department of Revenue. The same adjustment factor is used statewide by all taxing authorities. It is based on the change in per capita Florida personal income (s. 200.001(8)(i), F.S.), which Florida Law requires the Office of Economic and Demographic Research to report each year.

### Lines 13 and 14

Millage rates are the maximum that could be levied with a majority or two-thirds vote of the full membership of the governing body. With a unanimous vote of the full membership (three-fourths vote of the full membership if the governing body has nine or more members) or a referendum, the maximum millage rate that can be levied is the taxing authority's statutory or constitutional cap.

### Line 16

Check the box for the minimum vote necessary at the final hearing to levy your adopted millage rate.

### Line 17

Enter the millage rate indicated by the box checked in Line 16. If the adopted millage rate is equal to or less than the majority vote maximum millage rate, enter the majority vote maximum. If a two-thirds vote, a unanimous vote, or a referendum is required, enter the adopted millage rate. For a millage requiring more than a majority vote, the adopted millage rate must be entered on Line 17, rather than the maximum rate, so that the comparisons on Lines 21 through 25 are accurate.



# CERTIFICATION OF VOTED DEBT MILLAGE

[Reset Form](#)[Print Form](#)

DR-420DEBT  
R. 6/10  
Rule 12D-16.002  
Florida Administrative Code  
Effective 11/12

|                                                         |                                                                                                       |                                  |                                                                                    |     |
|---------------------------------------------------------|-------------------------------------------------------------------------------------------------------|----------------------------------|------------------------------------------------------------------------------------|-----|
| Year :                                                  | 2020                                                                                                  | County :                         | PALM BEACH                                                                         |     |
| Principal Authority :                                   | Palm Springs                                                                                          | Taxing Authority :               | Palm Springs                                                                       |     |
| Levy Description :                                      | Palm Springs Debt                                                                                     |                                  |                                                                                    |     |
| <b>SECTION I: COMPLETED BY PROPERTY APPRAISER</b>       |                                                                                                       |                                  |                                                                                    |     |
| 1.                                                      | Current year taxable value of real property for operating purposes                                    | \$                               | 1,368,005,606                                                                      | (1) |
| 2.                                                      | Current year taxable value of personal property for operating purposes                                | \$                               | 72,853,251                                                                         | (2) |
| 3.                                                      | Current year taxable value of centrally assessed property for operating purposes                      | \$                               | 0                                                                                  | (3) |
| 4.                                                      | Current year gross taxable value for operating purposes <i>(Line 1 plus Line 2 plus Line 3)</i>       | \$                               | 1,440,858,857                                                                      | (4) |
| <b>S<br/>I<br/>G<br/>N<br/><br/>H<br/>E<br/>R<br/>E</b> | <b>Property Appraiser Certification</b>                                                               |                                  | I certify the taxable values above are correct to the best of my knowledge.        |     |
|                                                         | Signature of Property Appraiser :                                                                     |                                  | Date :                                                                             |     |
|                                                         | Electronically Certified by Property Appraiser                                                        |                                  | 6/25/2020 8:33 AM                                                                  |     |
| <b>SECTION II: COMPLETED BY TAXING AUTHORITY</b>        |                                                                                                       |                                  |                                                                                    |     |
| 5.                                                      | Current year proposed voted debt millage rate                                                         | 0.3104                           | per \$1,000                                                                        | (5) |
| 6.                                                      | Current year proposed millage voted for 2 years or less under s. 9(b) Article VII, State Constitution | 0.0000                           | per \$1,000                                                                        | (6) |
| <b>S<br/>I<br/>G<br/>N<br/><br/>H<br/>E<br/>R<br/>E</b> | <b>Taxing Authority Certification</b>                                                                 |                                  | I certify the proposed millages and rates are correct to the best of my knowledge. |     |
|                                                         | Signature of Chief Administrative Officer :                                                           |                                  | Date :                                                                             |     |
|                                                         | Electronically Certified by Taxing Authority                                                          |                                  | 7/24/2020 7:48 AM                                                                  |     |
|                                                         | Title :                                                                                               | Contact Name and Contact Title : |                                                                                    |     |
|                                                         | Richard R. Reade, Village Manager                                                                     | Rebecca Morse, CFO               |                                                                                    |     |
| Mailing Address :                                       | Physical Address :                                                                                    |                                  |                                                                                    |     |
|                                                         | 226 CYPRESS LANE                                                                                      |                                  |                                                                                    |     |
| City, State, Zip :                                      | Phone Number :                                                                                        | Fax Number :                     |                                                                                    |     |
| PALM SPRINGS, FL 33461                                  | 5619654010                                                                                            | 5619650899                       |                                                                                    |     |

## INSTRUCTIONS

Property appraisers must complete and sign Section I of this form with the DR-420, *Certification of Taxable Value*, and DR-420S, *Certification of School Taxable Value*, and provide it to all taxing authorities levying a

- Voted debt service millage levied under Section 12, Article VII of the State Constitution or
- Millage voted for two years or less under s. 9(b), Article VII of the State Constitution

### Section I: Property Appraiser

Use a separate DR-420DEBT for each voted debt service millage that's levied by a taxing authority. The property appraiser should check the Yes box on Line 9 of DR-420, *Certification of Taxable Value*, or Line 8 of DR-420S, *Certification of School Taxable Value*. The property appraiser should provide the levy description and complete Section I, Lines 1 through 4 of this form, for each voted debt service millage levied.

Enter only taxable values that apply to the voted debt service millage indicated.

Sign, date, and forward the form to the taxing authority with the DR-420.

### Section II: Taxing Authority

Each taxing authority levying a voted debt service millage requiring this form must provide the proposed voted debt millage rate on Line 5.

If a DR-420DEBT wasn't received for any

- Voted debt service millages or
- Millages voted for two years or less

contact the property appraiser as soon as possible and request a DR-420DEBT.

Sign, date, and return the form to your property appraiser with the DR-420 or DR-420S.

All TRIM forms for taxing authorities are available on our website at <http://dor.myflorida.com/dor/property/trim>



FLORIDA

Reset Form

Print Form

DR-420TIF

R. 6/10

Rule 12D-16.002

Florida Administrative Code

Effective 11/12

## TAX INCREMENT ADJUSTMENT WORKSHEET

|                                                      |                                    |
|------------------------------------------------------|------------------------------------|
| Year : 2020                                          | County : PALM BEACH                |
| Principal Authority :<br>Palm Springs                | Taxing Authority :<br>Palm Springs |
| Community Redevelopment Area :<br>PALM SPRINGS -2020 | Base Year :<br>2019                |

## SECTION I : COMPLETED BY PROPERTY APPRAISER

|    |                                                               |    |             |     |
|----|---------------------------------------------------------------|----|-------------|-----|
| 1. | Current year taxable value in the tax increment area          | \$ | 309,779,589 | (1) |
| 2. | Base year taxable value in the tax increment area             | \$ | 289,153,656 | (2) |
| 3. | Current year tax increment value <i>(Line 1 minus Line 2)</i> | \$ | 20,625,933  | (3) |
| 4. | Prior year Final taxable value in the tax increment area      | \$ | 289,153,656 | (4) |
| 5. | Prior year tax increment value <i>(Line 4 minus Line 2)</i>   | \$ | 0           | (5) |

|              |                                                |  |                                                                             |  |
|--------------|------------------------------------------------|--|-----------------------------------------------------------------------------|--|
| SIGN<br>HERE | <b>Property Appraiser Certification</b>        |  | I certify the taxable values above are correct to the best of my knowledge. |  |
|              | Signature of Property Appraiser :              |  | Date :                                                                      |  |
|              | Electronically Certified by Property Appraiser |  | 6/25/2020 8:33 AM                                                           |  |

## SECTION II: COMPLETED BY TAXING AUTHORITY Complete EITHER line 6 or line 7 as applicable. Do NOT complete both.

|                                                                                                                               |                                                                                                                                                            |    |                    |      |
|-------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------|----|--------------------|------|
| 6. If the amount to be paid to the redevelopment trust fund IS BASED on a specific proportion of the tax increment value:     |                                                                                                                                                            |    |                    |      |
| 6a.                                                                                                                           | Enter the proportion on which the payment is based.                                                                                                        |    | 100.00 %           | (6a) |
| 6b.                                                                                                                           | Dedicated increment value <i>(Line 3 multiplied by the percentage on Line 6a)</i><br><i>If value is zero or less than zero, then enter zero on Line 6b</i> | \$ | 20,625,933         | (6b) |
| 6c.                                                                                                                           | Amount of payment to redevelopment trust fund in prior year                                                                                                | \$ | 0                  | (6c) |
| 7. If the amount to be paid to the redevelopment trust fund IS NOT BASED on a specific proportion of the tax increment value: |                                                                                                                                                            |    |                    |      |
| 7a.                                                                                                                           | Amount of payment to redevelopment trust fund in prior year                                                                                                | \$ | 0                  | (7a) |
| 7b.                                                                                                                           | Prior year operating millage levy from Form DR-420, Line 10                                                                                                |    | 0.0000 per \$1,000 | (7b) |
| 7c.                                                                                                                           | Taxes levied on prior year tax increment value<br><i>(Line 5 multiplied by Line 7b, divided by 1,000)</i>                                                  | \$ | 0                  | (7c) |
| 7d.                                                                                                                           | Prior year payment as proportion of taxes levied on increment value<br><i>(Line 7a divided by Line 7c, multiplied by 100)</i>                              |    | 0.00 %             | (7d) |
| 7e.                                                                                                                           | Dedicated increment value <i>(Line 3 multiplied by the percentage on Line 7d)</i><br><i>If value is zero or less than zero, then enter zero on Line 7e</i> | \$ | 0                  | (7e) |

|                                              |                                              |                              |                                                                                         |  |
|----------------------------------------------|----------------------------------------------|------------------------------|-----------------------------------------------------------------------------------------|--|
| SIGN<br>HERE                                 | <b>Taxing Authority Certification</b>        |                              | I certify the calculations, millages and rates are correct to the best of my knowledge. |  |
|                                              | Signature of Chief Administrative Officer :  |                              | Date :                                                                                  |  |
|                                              | Electronically Certified By Taxing Authority |                              | 7/24/2020 7:48 AM                                                                       |  |
|                                              | Title :<br>Richard R. Reade, Village Manager |                              | Contact Name and Contact Title :<br>Rebecca Morse, CFO                                  |  |
|                                              | Mailing Address :                            |                              | Physical Address :<br>226 CYPRESS LANE                                                  |  |
| City, State, Zip :<br>PALM SPRINGS, FL 33461 |                                              | Phone Number :<br>5619654010 | Fax Number :<br>5619650899                                                              |  |

# TAX INCREMENT ADJUSTMENT WORKSHEET INSTRUCTIONS

Property appraisers must complete and sign Section I of this worksheet and provide it with form DR-420, *Certification of Taxable Value*, to all taxing authorities who make payments to a redevelopment trust fund under:

- s. 163.387(2)(a), Florida Statutes, or
- An ordinance, resolution, or agreement to fund a project or to finance essential infrastructure.

“Tax increment value” is the cumulative increase in taxable value from the base year to the current year within the defined geographic area. It is used to determine the payment to a redevelopment trust fund under:

- s. 163.387(1), F.S. or
- An ordinance, resolution, or agreement to fund a project or finance essential infrastructure. In this case, the taxing authority must certify the boundaries and beginning date to the property appraiser.

“Dedicated increment value” is the portion of the tax increment value used to determine the payment to the redevelopment trust fund. (See s. 200.001(8)(h), F.S.) Calculate the dedicated increment value on this form and enter on either Line 6b or Line 7e.

“Specific proportion,” used to determine whether to complete Line 6 or Line 7, refers to the calculation of the tax increment payment. Examples:

- **Example 1.**  
Section 163.387(1), F.S., states the payment made by the taxing authority should equal 95% of the millage levied times the tax increment value. The specific proportion in this case is 95%. The ordinance providing for the payment may set a percentage lower than 95%. In these cases, the lower percentage would be the specific proportion.
- **Example 2.**  
Some required tax increment payments are not directly related to the tax increment value. A constant dollar payment is a payment not based on a specific proportion of the tax increment value. Line 7 converts these payments into a proportion based on the prior year's payment and tax increment value to reach the current year's dedicated increment value.

## Section I: Property Appraiser

A. Complete Section I of this form for each county, municipality, independent special district, dependent special district, and MSTU that:

- Has a tax increment value and
- Is not exempted from making payments to a community redevelopment trust fund based on tax increments (s. 163.387(2)(c), F.S.).

If a taxing authority has more than one tax increment value, they must complete a separate form for each tax increment value. Send a copy to each taxing authority with the DR-420 and keep a copy. When the taxing authority returns the completed forms, immediately send the original to:

Florida Department of Revenue  
Property Tax Oversight Program - TRIM Section  
P. O. Box 3000  
Tallahassee, Florida 32315-3000

B. Enter only tax increment values that apply to the value located within the taxing authority indicated.

## Section II: Taxing Authority

Complete Section II of the form, keep one copy, and return the original and one copy to your property appraiser with DR-420 within 35 days of certification. Send one copy to your tax collector.

## Additional Instructions for Lines 6 and 7

Complete Line 6 if the payment into the redevelopment trust fund is a specific proportion of the tax increment value.

Complete Line 7 if the payment is based on a calculation other than a specific proportion. Do not complete both Lines 6 and 7.





# Village of Palm Springs

## Executive Brief

**AGENDA DATE:** September 24, 2020

**DEPARTMENT:** Finance

---

**ITEM 9.2:** Ordinance No. 2020-13 - Adopt FY 2021 Budget (*SECOND READING*)

**SUMMARY:**

In accordance with the Village Charter and state law, the proposed ordinance establishes a balanced annual budget for the Village of Palm Springs in the amount of \$54,868,535 for the Fiscal Year (FY) beginning October 1, 2020, and ending September 30, 2021. The proposed FY 2021 Budget is comprised of the following Funds:

|                                        |              |
|----------------------------------------|--------------|
| General Fund Budget                    | \$25,368,987 |
| Debt Service Fund Budget               | \$ 429,335   |
| Palm Springs CRA Fund Budget           | \$ 137,162   |
| Water and Sewer Enterprise Fund Budget | \$27,907,640 |
| Stormwater Enterprise Fund Budget      | \$ 1,025,411 |

The Village Council held a budget workshop on August 20, 2020, to discuss the proposed budget and review staff recommendations. The proposed ordinance establishes the budget for the upcoming fiscal year.

Attached to the proposed ordinance is a summary of proposed revenues by source and proposed expenditures by function, that will appear in the budget summary advertisement published in the Palm Beach Post on September 22, 2020, and posted on the Village's website - [www.vpsfl.org](http://www.vpsfl.org) - in accordance with state law.

The proposed FY 2021 budget ordinance was approved by the Village Council on 1st reading, and is being presented for 2nd and final reading.



**FISCAL IMPACT:**

The proposed ordinance establishes the operating budget for the General Fund, Debt Service Fund, Palm Springs CRA Fund, Water and Sewer Enterprise Fund and the Stormwater Enterprise Fund for the fiscal year beginning October 1, 2020 and ending September 30, 2021.

**ATTACHMENTS:**

Proposed Ordinance No. 2020-13 - FY 2021 Budget

Proposed FY 2021 Budget Summary Advertisement - Palm Beach Post

FY 2021 Budget Message from the Village Manager

Village of Palm Springs - Full Organizational Chart

**ORDINANCE NO. 2020- 13**

**AN ORDINANCE OF THE VILLAGE COUNCIL OF THE VILLAGE OF PALM SPRINGS, FLORIDA, ADOPTING AN ANNUAL BUDGET FOR THE YEAR BEGINNING OCTOBER 1, 2020 AND ENDING SEPTEMBER 30, 2021; PROVIDING FOR REPEAL OF CONFLICTING ORDINANCES; PROVIDING FOR SEVERABILITY; AND PROVIDING AN EFFECTIVE DATE.**

**WHEREAS**, Section 166.241(3), Florida Statutes (1997) requires a municipality to make appropriations for each fiscal year that do not exceed the amount to be received from taxation and other revenue sources; and

**WHEREAS**, municipalities are required to adopt their budget "by ordinance, unless otherwise specified in the municipality's charter;" and

**WHEREAS**, all of the TRIM compliance measures have been achieved, including the two required public hearings, and all advertising requirements.

**NOW THEREFORE BE IT ORDAINED BY THE VILLAGE COUNCIL OF THE VILLAGE OF PALM SPRINGS, FLORIDA, AS FOLLOWS:**

Section 1. Budget Adopted. The appropriations for the fiscal year beginning October 1, 2020, in amount of \$54,868,535, are further described in Exhibit "A" attached hereto and incorporated herein by reference.

Section 2. Repeal of Conflicting Ordinances. All Ordinances, Resolutions or parts of Ordinances and Resolutions in conflict herewith are hereby repealed.

Section 3. Severability. If any word, clause, sentence, paragraph, section or part thereof contained in this Ordinance is declared to be unconstitutional, unenforceable, void or inoperative by a court of competent jurisdiction, such declaration shall not affect the validity of the remainder of this ordinance.

**Section 4. Effective Date.** This ordinance shall become effective immediately.

Council Member \_\_\_\_\_ offered the foregoing Ordinance, and moved for adoption. The motion was seconded by Council Member \_\_\_\_\_, and upon being put to a vote, the vote was as follows:

|                               | <u>Aye</u>               | <u>Nay</u>               | <u>Absent</u>            |
|-------------------------------|--------------------------|--------------------------|--------------------------|
| BEV SMITH, MAYOR              | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| PATTI WALLER, VICE MAYOR      | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| GARY READY, MAYOR PRO TEM     | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| DOUG GUNTHER, COUNCIL MEMBER  | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| JONI BRINKMAN, COUNCIL MEMBER | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

The Mayor thereupon declared this Ordinance approved and adopted by the Village Council of the Village of Palm Springs, Florida, on second reading, on this \_\_\_\_\_ day of \_\_\_\_\_, 2020.

VILLAGE OF PALM SPRINGS, FLORIDA

BY: \_\_\_\_\_  
BEV SMITH, MAYOR

First Reading: \_\_\_\_\_

Second Reading: \_\_\_\_\_

ATTEST:

BY: \_\_\_\_\_

KIMBERLY M. WYNN, VILLAGE CLERK

REVIEWED FOR LEGAL FORM AND SUFFICIENCY

BY: \_\_\_\_\_

GLEN TORCIVIA, VILLAGE ATTORNEY

**PROPOSED BUDGET  
VILLAGE OF PALM SPRINGS - FISCAL YEAR 2020 - 2021**

**THE PROPOSED OPERATING BUDGET EXPENDITURES OF THE VILLAGE OF PALM SPRINGS  
ARE 2.7% LESS THAN LAST YEAR'S TOTAL OPERATING EXPENDITURES.**

| <b>ESTIMATED REVENUES:</b>                                                     | <b>MILLAGE<br/>PER \$1,000</b> | <b>GENERAL<br/>FUND</b> | <b>PALM<br/>SPRINGS<br/>CRA</b> | <b>DEBT<br/>SERVICE<br/>FUND</b> | <b>WATER<br/>&amp; SEWER<br/>ENTERPRISE<br/>FUND</b> | <b>STORMWATER<br/>UTILITY<br/>ENTERPRISE<br/>FUND</b> | <b>TOTAL<br/>VILLAGE<br/>BUDGET</b> |
|--------------------------------------------------------------------------------|--------------------------------|-------------------------|---------------------------------|----------------------------------|------------------------------------------------------|-------------------------------------------------------|-------------------------------------|
| Taxes:                                                                         |                                |                         |                                 |                                  |                                                      |                                                       |                                     |
| <b>Ad Valorem Taxes</b>                                                        | <b>3.5000</b>                  | \$4,838,338             | \$68,581                        |                                  |                                                      |                                                       | \$4,906,919                         |
| <b>Voted Debt Service Ad Valorem Tax</b>                                       | <b>0.3104</b>                  |                         |                                 | \$429,335                        |                                                      |                                                       | \$429,335                           |
| Sales and Use Taxes                                                            |                                | \$1,864,272             |                                 |                                  |                                                      |                                                       | \$1,864,272                         |
| Utility Service Taxes                                                          |                                | \$2,752,429             |                                 |                                  |                                                      |                                                       | \$2,752,429                         |
| Local Business Taxes                                                           |                                | \$387,200               |                                 |                                  |                                                      |                                                       | \$387,200                           |
| Permits and Fees                                                               |                                | \$2,358,291             |                                 |                                  |                                                      |                                                       | \$2,358,291                         |
| Intergovernmental Revenues                                                     |                                | \$3,017,295             |                                 |                                  |                                                      |                                                       | \$3,017,295                         |
| Charges for Services                                                           |                                | \$2,476,835             |                                 |                                  | \$21,559,916                                         | \$528,284                                             | \$24,565,035                        |
| Fines and Forfeitures                                                          |                                | \$251,300               |                                 |                                  | \$414,000                                            |                                                       | \$665,300                           |
| Miscellaneous Revenues                                                         |                                | \$411,700               |                                 |                                  | \$241,200                                            |                                                       | \$652,900                           |
| <b>TOTAL SOURCES</b>                                                           |                                | <b>\$18,357,660</b>     | <b>\$68,581</b>                 | <b>\$429,335</b>                 | <b>\$22,215,116</b>                                  | <b>\$528,284</b>                                      | <b>\$41,598,976</b>                 |
| Transfers In                                                                   |                                | \$2,649,152             | \$68,581                        |                                  |                                                      |                                                       | \$2,717,733                         |
| Fund Balances/Reserves/Net Assets                                              |                                | \$4,362,175             |                                 |                                  | \$5,692,524                                          | \$497,127                                             | \$10,551,826                        |
| <b>TOTAL REVENUES, TRANSFERS &amp; BALANCES</b>                                |                                | <b>\$25,368,987</b>     | <b>\$137,162</b>                | <b>\$429,335</b>                 | <b>\$27,907,640</b>                                  | <b>\$1,025,411</b>                                    | <b>\$54,868,535</b>                 |
| <b>EXPENDITURES/EXPENSES:</b>                                                  |                                |                         |                                 |                                  |                                                      |                                                       |                                     |
| Legislative                                                                    |                                | \$529,273               |                                 |                                  |                                                      |                                                       | \$529,273                           |
| Executive                                                                      |                                | \$1,041,948             |                                 |                                  |                                                      |                                                       | \$1,041,948                         |
| Finance                                                                        |                                | \$773,951               |                                 |                                  |                                                      |                                                       | \$773,951                           |
| Legal                                                                          |                                | \$200,000               |                                 |                                  |                                                      |                                                       | \$200,000                           |
| Information Technology                                                         |                                | \$1,116,227             |                                 |                                  |                                                      |                                                       | \$1,116,227                         |
| General Government                                                             |                                | \$1,027,206             |                                 |                                  |                                                      |                                                       | \$1,027,206                         |
| Planning, Zoning & Building                                                    |                                | \$1,994,549             |                                 |                                  |                                                      |                                                       | \$1,994,549                         |
| Law Enforcement                                                                |                                | \$11,049,621            |                                 |                                  |                                                      |                                                       | \$11,049,621                        |
| Sanitation                                                                     |                                | \$1,317,180             |                                 |                                  |                                                      |                                                       | \$1,317,180                         |
| Water and Sewer Utility                                                        |                                |                         |                                 |                                  | \$24,982,612                                         |                                                       | \$24,982,612                        |
| Stormwater Utility                                                             |                                |                         |                                 |                                  |                                                      | \$1,025,411                                           | \$1,025,411                         |
| Public Works                                                                   |                                | \$2,927,428             |                                 |                                  |                                                      |                                                       | \$2,927,428                         |
| Community Redevelopment Agency                                                 |                                |                         | \$137,162                       |                                  |                                                      |                                                       | \$137,162                           |
| Library                                                                        |                                | \$882,111               |                                 |                                  |                                                      |                                                       | \$882,111                           |
| Parks and Recreation                                                           |                                | \$2,368,658             |                                 |                                  |                                                      |                                                       | \$2,368,658                         |
| Special Events                                                                 |                                | \$72,254                |                                 |                                  |                                                      |                                                       | \$72,254                            |
| Debt Service                                                                   |                                |                         |                                 | \$429,335                        | \$275,876                                            |                                                       | \$705,211                           |
| <b>TOTAL EXPENDITURES/EXPENSES</b>                                             |                                | <b>\$25,300,406</b>     | <b>\$137,162</b>                | <b>\$429,335</b>                 | <b>\$25,258,488</b>                                  | <b>\$1,025,411</b>                                    | <b>\$52,150,802</b>                 |
| Transfers Out                                                                  |                                | \$68,581                |                                 |                                  | \$2,649,152                                          |                                                       | \$2,717,733                         |
| Fund Balances/Reserves/Net Assets                                              |                                |                         |                                 |                                  |                                                      |                                                       |                                     |
| <b>TOTAL APPROPRIATED EXPENDITURES,<br/>TRANSFERS, RESERVES &amp; BALANCES</b> |                                | <b>\$25,368,987</b>     | <b>\$137,162</b>                | <b>\$429,335</b>                 | <b>\$27,907,640</b>                                  | <b>\$1,025,411</b>                                    | <b>\$54,868,535</b>                 |

The tentative, adopted and/or final budgets are on file in the office of the above mentioned taxing authority as a public record.

## **Village of Palm Springs Office of the Village Manager**



August 20, 2020

Honorable Mayor and Members of the Village Council:

In accordance with the Village Charter [Section 4.04(f)], I hereby submit for your review and consideration, the proposed operating and capital budgets for the general, debt service, CRA and enterprise funds for the fiscal year beginning October 1, 2020 (FY 2021). This budget document is intended to establish an operational and financial plan for the delivery of Village services, programs and projects during the upcoming fiscal year. Additionally, the proposed budget serves as an aid to our residents, businesses and stakeholders in providing a better understanding of the Village's operating and fiscal programs and how their tax dollars will be spent.

### **Village Goals and Past Year Highlights:**

This past year has been another exciting year of challenges and change for the Village that has resulted in new growth along our commercial corridors and within our residential neighborhoods, increased assurance that we are receiving the lowest feasible cost for all purchases and redefining our organizational responsibilities and structure to ensure that the highest levels of productivity are achieved. Although our Village has faced a number of significant issues (i.e., COVID-19 pandemic and the ongoing concern of storm events) that have currently (and may further) impacted our community, our primary focus continues to be ensuring the Village remains a vibrant community filled with neighborhoods that foster a "small town feel" and values our various cultures and



our natural environment. We have an incredible staff, and every day they strive to provide customer service that is second to none. At the same time, we work to provide facilities, services, programs, activities and projects to our community that support a high quality of life.

To clearly identify the expectations and accountability for the Village's governmental activities, six (6) goals have been identified to be considered in all Village operations and activities:

- . Financial Stability/Sustainability
- . Grow Our Community (Annexation)
- . Promote Economic (Re-)Development within Our Commercial and Residential Areas
- . Ensure We Provide a Clean and Safe Village
- . Maintain Our Small Town Feel within Our Diverse Community
- . Maintain the Village of Palm Springs as an Excellent Place to Work

**Financial Stability/Sustainability:** The Village continuously seeks to obtain financial sustainability through diverse and stable revenues as well as through good planning, consistency and cost awareness. By achieving our financial goal, the Village will be able to maintain/provide the highest levels of municipal services to our residents and stakeholders, while maintaining the small town feel that has made Palm Springs unique among municipalities in Palm Beach County. Some of the areas where the Village has improved our financial condition this past year include:

- . Reduced total millage rate paid by all property owners within the Village for the 8th consecutive year – 18% reduction
- . No increase in Utility Rates and Garbage Rates were provided to Village customers in 2019/2020
- . Maintained 32.5% of General Fund expenditures in Unassigned Fund Balance to assist with unexpected/unplanned as well as assigned fund balance of \$3 million for disaster recovery (i.e., emergency issues, severe storms) and \$1.5 million for one-time large capital needs.
- . Implemented a new electronic Purchase Order (PO) system as well as a new paperless check request/approval system to

reduce paper requests while making it more convenient to approve project/activity funding and process check/payment requests

- . Continuously maintained and implemented consistent, reliable standard operating procedures for internal control and financial sustainability
- . Expanded the use of specialized procurement technology and virtual meeting opportunities to promote Village bidding opportunities throughout Florida and the country to receive the lowest possible pricing/cost for Village expenditures
- . Implemented a new auction opportunity to dispose of dated and/or unused equipment, which has provided the Village with the opportunity to receive funding for this equipment (\$122,585 to date in FY 2020) while also enabling the Village to remove this equipment from our insurance coverage (resulting in additional annual cost savings)
- . Received numerous grant awards (i.e., CDBG - \$187,691, Library State Aid - \$16,624, FDOT Street Lighting - \$114,504, PBC Interlocal Agreement - \$113,500, FMIT Safety Grant - \$3,462, PBC \$12.50 Funds - \$26,958, SWA Beautification Grant - \$35,932, Hazard Mitigation - \$6,902, NLC Census Grant - \$5,000, etc.)  
FEMA reimbursement resulting from Hurricane Irma and Hurricane Dorian expenditures in the amount of \$36,828 (federal share) and \$10,462(state share)
- . Property valuations increased 8.46% (approximately \$116 million in new taxable assessment value). This is the 7th consecutive increase in Village-wide property valuations
- . In November 2016, the one-cent sales tax was approved by 56.63% of the voters of Palm Beach County. As a result, the Village will receive approximately \$14,839,500 million over a 10-year period to support various capital improvement projects and equipment. A three (3) member Infrastructure Surtax Citizen Oversight Committee was established to review and confirm that the proposed projects met the requirements of the voter approved one-cent infrastructure surtax

**Note: From the beginning of the COVID-19 pandemic, the Village immediately decided not to charge utility fees and late fees and to suspend shut-offs due to lack of payment for those in need. Further, as the pandemic continued, the Village provided assistance in obtaining CARES Act funding as well as payment plan opportunities (with zero interest rates) to help customers through this difficult time. The Village also experienced a significant reduction in state revenues (i.e., sales tax, gas tax, etc.); however, it was determined that our local government organization would continue to provide a**

**full staff to support the needs of our community and to promote local jobs and continued investment within our Village. Additional (and unexpected) financial consequences have been taken on by the Village to support the continued development/growth of our community as well as our staff through this difficult time (Please see below for additional financial responsibilities taken on by the Village).**

**Annexation:** This past year, the Village continued our annexation initiative (not as aggressively as previous years) to attract quality businesses, enhance surrounding residential neighborhoods and expand our tax base. The Village has continued to grow within our identified future annexation area, and we are currently the 12th largest city in Palm Beach County with an estimated 23,560 residents. Although the Village is moving ahead with this initiative, we continue to proceed in a more conservative manner to ensure resources are available to continue the delivery of the superior services that our community has become accustomed to receiving at the lowest possible cost. In fact, the Village only brought in four small (4) parcels of property this past year and has not annexed (or incorporated) a significant area of property into the Village since 2016 (south of Lake Worth Road involuntary annexation).

Additionally, the Village has continued to establish partnerships with neighboring cities with the intent of growing the Village, eliminating gaps/pockets of unincorporated areas to promote a “clean and safe” community and encouraging investment (i.e., re-development).

Finally, the Village has begun to hold discussions with Palm Beach County to develop an Interlocal Service Boundary Agreement (ISBA) and a Joint Planning Agreement (JPA) in an effort to promote consistent land uses between the Village and the County upon annexation. Potential future or priority annexation areas that have been discussed with the County as part of a JPA include: Military Trail (Forest Hill Boulevard south to Tenth Avenue), 6<sup>th</sup> Avenue and Davis Road (north to Lake Worth Road) and Congress Avenue (the Village’s northern boundaries north to Southern Boulevard).

**Note: Although the Village maintains a number of priority areas to be incorporated into our community, the Village has not undertaken significant annexation initiatives since 2016.** This has enabled the Village to focus on the livability of our

**Village as well as to promote economic (re-)development and create investment and jobs, enhance public safety and promote retail and commercial uses throughout our community.**

**Promote Economic (Re-)Development:** The Village Council previously committed to slowing our annexation efforts and to begin focusing our efforts on economic development and re-development opportunities to help create jobs, grow our tax base and increase our overall quality of life by making the Village a more attractive community. A primary goal of the Village is to enhance the quality of life within our residential communities as well as to promote a vibrant business environment within our commercial corridors - Congress Avenue, Forest Hill Boulevard, Lake Worth Road, 10th Avenue North and Military Trail. The Village utilizes our utilities (i.e., water and wastewater) and our annexation initiative to assist with meeting this goal. Following annexation, the Village works to enhance the appearance and livability of our community for all stakeholders and to meet our goal of providing a “clean and safe” Village through our policing, code enforcement and building/inspection services (“three-legged stool approach”).

The Village has continued our efforts to aggressively amend our land development code, reduce chronic code violations, remove unsafe structures and annex unincorporated areas just outside of our Village to eliminate undesirable activities from occurring. To assist in achieving this goal and ensure that the Village remains a great place to live, work and play, we will continue to work to create and promote a positive pro-business and residential image, continue to install/provide necessary infrastructure and offer/promote grants and other financial opportunities to stimulate economic (re-)development within our residential and commercial communities. Thus, resulting in a desirable business climate where quality businesses want to be and/or expand, new jobs will be created, and family/community-based neighborhoods will be found throughout our Village.

We are proud of the progress that has occurred within the Village this past year and are excited about the growth and economic development/re-development opportunities that are available to our community. This year the Village completed a number of initiatives to facilitate future economic (re-)development activities, including:

- . Received approval from Palm Beach County to establish the Palm Springs Community Redevelopment Agency (CRA) that includes two (2) CRA Districts within the Village (1. Congress Avenue District – generally north of Forest Hill Boulevard to

Summit Boulevard and 2. Lake Worth Road District - E-4 Canal west to Military Trail) to assist with funding necessary infrastructure, safety improvements and incentives to promote economic (re-)development opportunities and improve the overall quality of life within the designated areas (Note: This was the Village's 2<sup>nd</sup> request to the County to create a CRA. The PBC Board of County Commissioners considered this request on August 20, 2019 and voted 4 to 3 to direct staff to negotiate an agreement with the Village to establish a partnership prior to final consideration on September 3, 2019. The County did not approve the Village's initial request in 2018 – 3 votes for and 4 votes against). FY 2021 will be the first year that the Village and the County will contribute Tax Increment Financing (TIF) funding to the Palm Springs CRA

- . Completed five (5) amendments to various sections of the Village's code of ordinances (including our Land Development Regulations) to ensure the Village maintains its small town feel, safety and livability while also promoting our business community and providing for improved development and investment opportunities (i.e., platting requirements, special exceptions, water supply work plan, authorizing mobile food trucks, limiting vehicle oriented uses – gas stations, car washes, auto repair sales, etc.)

- . Partnered with the Florida Department of Transportation (FDOT) and the Palm Beach Transportation Planning Agency (TPA) to begin the engineering/engineering process to improve the safety and infrastructure within the Lake Worth Road corridor [i.e., wider sidewalks, mid-block pedestrian cross walks, separated bike lanes, roadway paving and striping, stamped pavement within medians, , directional medians (peanuts) to reduce turning options, potential future signalized intersection at Davis Road and Lake Worth Road, , etc.]. Construction is expected to begin in Fall/Winter 2021 with an expected completion date of approximately 18 to 24 months. This project is expected to cost more than \$6 million and will be funded by the FDOT

- . Completion of new residential construction as well as new and/or renovated retail and professional office spaces throughout the Village, including: Defy (Circus Trix) Trampoline Center (Congress Avenue), Florida Lottery District Office (southeast corner of Military Trail and Forest Hill Boulevard – Shoppes of Forest Hill), Sarku Japan Restaurant (southeast corner of Military Trail and Charlotte Street), Soma Medical Center (northeast corner of Forest Hill Boulevard and Dalinda Lane), multiple new single-family residential homes (various locations throughout the Village), Preston Square Townhomes and community pool and cabana - 58 homes completed and all 160 permits have been pulled (northeast corner of Congress Avenue and Lark Road)



- . Continued to provide owners of vacant properties with the opportunity to finance various utility infrastructure (expense) improvements with the Village as utilities become available within their community and to facilitate infill development
  - . Continued to provide customer service within all areas of our Village throughout the COVID-19 pandemic to ensure the continued development of properties and investment into our community, which assisted in maintaining, and in some cases, creating new jobs
  - . Awarded fourteen (14) Property Improvement Program (PIP) re-development matching grants (up to \$5,000 each), totaling \$19,804 to help Village property owners make needed improvements within our residential and business communities – Resulting in total projects cost of \$142,228 that are expected to increase property valuations
- Note: To date, the Village Council has awarded 89 grants to residential and business properties totaling \$444,368 with total projects cost of \$888,912. This Program has contributed to an increase in the Village’s total valuation that is utilized to calculate ad-valorem taxes to the Village annually**
- . Continued the process of branding the Village by installing new “Welcome to Palm Springs” signage placed are at various entrances into the Village as well as wrapping our new passenger buses with Village-related information. These projects promote community pride, home ownership and property and business investment
  - . Approximately 286 jobs, during FY 2020, were(are) associated with the construction and/or operation of various new residential and commercial developments as well as the development of new businesses within the Village
  - . Began the process to select a consultant to develop (revise) the Palm Springs’ Community Redevelopment Agency (CRA) Redevelopment Plan and Economic Development Strategic Plan to ensure a unified vision for the development of the two (2) CRA districts (Lake Worth Road District and the Congress Avenue District)
  - . Began the process to identify a consultant to review and, if needed, recommend changes to the Village’s impact fees that are required for new development to assist in providing funding for the new impacts related to policing and parks and recreation services provided by the Village

**Note: Throughout the COVID-19 pandemic, our staff continued to offer in-person inspection services, instituted electronic plan (ePlan) review for minor permit applications (i.e., A/C change-out, electrical service panel or meter repairs, water heater/water or sewer tie-in, fence, re-roof, shutters, stucco/lath, driveways, windows/doors, shed, tree removal,**

etc.), deferred submittal of recorded Notice of Commencements until final inspections (instead of prior to 1<sup>st</sup> inspection), deferred special magistrate proceedings for business license program (delinquent license renewal or lack of Village license), developed temporary outdoor seating allowances for restaurants, processed and issued development permits and utility applications to ensure the continued growth of our Village while enabling our citizens to continue to work as well as even to grow the number of jobs with our community. Although Village Hall has been closed in an effort to maintain the health and safety of our community and our staff, we have offered a number of customer service opportunities to meet with our customers including communications via telephone, E-mail, Zoom and/or GoTo Meeting, created a drop box and pick-up box for all submittals and issuance of permits, provided in-person meetings on an “appointment only” basis and/or within our drive-up window, met with customers on an appointment basis, etc.

**Ensure a Clean and Safe Village:** This initiative is designed to ensure that the Village provides safe and clean places, for the entire community to enjoy including public spaces, commercial corridors and residential neighborhoods. To achieve this goal, our staff (i.e., Police, Code Enforcement, Planning and Building Official/Inspectors, Public Service, Parks and Recreation, etc.) have been focused on programs and activities to assist in making the Village a more livable community. This year we have taken the following steps to meet this goal:

- . Partnered with the Palm Beach Transportation Planning Agency (TPA) to begin the process to develop a Transportation/Mobility Plan to evaluate and the need to undertake pedestrian/bicycle and "Complete Streets" improvements within the Village to enhance safety and provide enhanced facilities for multi-modal transportation within the Village
- . Approved the assignment of the Village's solid waste collection contract to Waste Pro of Florida (from Republic Services of Florida) to ensure continued and uninterrupted collection services to the Village with no change in rates/prices, routes and/or pick-up schedule for the Village's residential and commercial customers while also providing new performance measures and penalties
- . Adopted the Palm Beach County Local Mitigation Strategy, which is a joint planning effort with the County and other local cities, to identify potential hazards (i.e., natural and/or human-caused - fire, flood, storms, etc) and establish appropriate

responses or mitigation measures for properties within the County. This plan enables the Village to be eligible to receive funding from the Hazard Mitigation Grant Program, Flood Mitigation Assistance Program and Pre-Disaster Mitigation funding programs

- . The voters of Palm Springs approved a referendum (67.44%) amending the Village Charter and adopting Article VIII “Police Department”, Section 8-1 “Preservation of Local Police Department” to restrict the abolishing, merging, outsourcing or transferring of police department services to another agency or entity. Further, future referendum ordinances, initiated by the Village Council, calling for such an election will require approval of a supermajority (at least 4 out of 5) of the Village Council
- . Modified the Village’s Community Development Block Grant (CDBG) Target Area to ensure that CDBG funding is being properly utilized to support areas within the Village where at least 51% of the residents are of low and moderate incomes and within areas that exhibit visible signs of deterioration or underdevelopment (sub-standard housing, inadequate infrastructure (water, sewer, drainage, sidewalks), inadequate public facilities (parks, community centers, libraries)
- . Selected a new vendor to provide landscaping services at Village-owned properties, including the Village Hall complex, parks, roadway medians, Village-owned lots, water treatment plant entrances and various utility locations (this change is expected to result in an approximate savings of \$40,000 to the Village)
- . Completed the major renovations of the Village’s Library to promote a safe, healthy and fun environment for our community. Renovations included new luxury vinyl plank (LVP) flooring and painting (throughout the Library), new furniture, installation of radio-frequency identification (RFID) technology to track the checkout, installing a fire alarm system, return and inventory of Library resources, replacement/new twenty-one (21) security cameras and installation of a new employee badge system and installation of an updated sound system for the Library's Meeting Room as well as the installation of other new technology equipment/features (i.e., audio visual system, televisions/monitors, etc.) within the public areas of the library to promote/enhance learning, communication and marketing.
- . Completed/Began various critical stormwater related projects to manage, but also attempt to eliminate, flooding in several of our neighborhoods to improve the livability of our community – 1. Miller Road Stormwater Improvement Project, 2. Alameda Drive Stormwater Improvement Project, 3. Frost Lake Stormwater Improvement Project and 4. Carol and Rex Avenue Stormwater Improvement Project **(Stormwater Funded)**

- . Expecting to mill and resurface seven (7) roadways to extend the road's service life and to provide safe roadways for our residents and visitors. Over the past eight years, the Village has invested more than \$2,821,181 into the milling, paving and striping of our roadways along with new construction of unpaved roads
- . Began the installation of Light-Emitting Diode (LED) street lighting [maintained by Florida Power and Light (FPL)] within the Village's rights-of-way
- . Completed the Canal 11 Road Project – Phase III that included the road paving/construction [as well as the installation of guard railing and Type F (stand-up) curbing on the north side of the proposed roadway (south of the LWDD's Canal 11]. The Village previously completed the construction/relocation of Village utility pipes and stormwater pipes (Phase I) and the Lake Worth Drainage District (LWDD) has completed a significant project to straighten a portion of the drainage canal (Phase II)
- . Completing a 3-year advanced metering infrastructure (AMI) technology project by installing base stations, a tower and antenna and repeaters to support the Village's recently installed 13,009 new water meters that is expected to improve staff productivity (utility usage/data will be provided to the Village electronically rather than through manual meter reading and/or driving through the Village to determine customer usage at a single point in time), provides the Village with the ability to assist/manage water leaks in real-time and is expected to improve customer billing and increase customer satisfaction
- . Completed and/or began various utility capital projects including the replacement/rehabilitation of two (2) water wells, replaced two (2) Pratt Water Plant Spiractors (lime softening units that have been in service since 1985), replaced original centrifugal pumps with disc pumps for pumping resin slurry in the water treatment process, replaced two (2) 2,550-gallon sodium hypochlorite polyethylene storage tanks at the Main Water Treatment Plant (WTP) to assist with disinfectant process
- . Began engineering and design to upgrade lift station Supervisory Control and Data Acquisition (SCADA) system (electronic monitoring system that achieves control at each of the Village's lift stations and provides data on how the station is operating as well as flow rates, rainfall rates, etc.) to upgrade the remaining twenty (20) of fifty-nine (59) lift stations and three (3) vacuum pump stations throughout our utility service area to ensure safe and proper wastewater/sewer collection services to the Village's 12,043 customer accounts
- . Completed the abandonment of the PS-05 Sewer Lift Station (Kent Pump Station) and rerouted wastewater flows through

gravity sewer to a newer, existing pump station on Kirk Road to reduce maintenance problems

- . Installed an automated queuing system within the Public Service Department's Utility Customer Service Office (utility billing) lobby to continue our efforts to provide the highest levels of customer service to our utility customers
- . Began the process to design the expansion of our Police Department building to better support our staffing and operational needs due to an increase in the total number of Police Department staff as a result of annexation and growth within our community. Construction is expected to begin in FY 2021 (**Sales Tax Funded**)
- . Purchased fourteen (14) new Police Department vehicles, equipment (i.e., in-car cameras, light bars, etc.) and graphics to support our department's efforts to maintain the safest community possible. To date, the Village has purchased/replaced all of the vehicles within our fleet - 58 vehicles within our Police Department have been purchased/replaced over the past 7 years with no marked cars on the road today that are older than 2014 (all Ford Crown Victoria vehicles have been removed from active service)
- . Worked with the Town of Lake Clarke Shores Police Department to securely connect them into our network to provide needed police data sharing
- . Our Police Department was found to be in compliance with the Florida Department of Highway Safety and Motor Vehicles (FLHSMV) technical audit to verify our Police Department's compliance with the policies and regulations of the Driver and Vehicle Information Database (DAVID) that provides our officers with immediate retrieval of driver and motor vehicle information
- . Beginning the process to purchase a new Body Worn Camera system (i.e., expected 50 new cameras, storage of video in the Cloud, software, multi-year warranty, etc.) to provide the highest levels of safety to our officers as well as to our community. This new system is expected to be purchased by the end of FY 2020 and will be implemented within FY 2021
- . Completed various technology equipment and software upgrades from old unsupported versions to better protect and provide increased security of the Village's network while also providing significant savings to the Village
- . Implemented additional new ransomware and malware protection systems
- . Completed the required Windows 10 upgrade for all Village computers (no cost to the Village - free upgrade), implemented a new agenda management system that is used for all Village meetings (i.e., Village Council, CRA, Planning Board, Special Magistrate, etc.), working to install a new on-line employee hiring and onboarding option to improve staff productivity and



better promote available Village positions locally as well as around the state and nationally, implemented the Village's new Tyler Cashiering (Munis) software/module within our Public Service Department - Utilities, Planning, Zoning & Building (PZ&B) Department and Parks and Recreation Department to provide our customers with improved flexibility and ease in making payments while also providing the Village with real-time access to customer balances across multiple applications and departments

. Began the 1<sup>st</sup> phase of the conversion/migration of the Village's phone system to a new Voice over Internet Protocol (VoIP) phone system, which will include moving to new phone service provider

**Note:** Throughout the COVID-19 pandemic, the health and safety of our community and our staff was (and continues to be) a priority. Thus, our staff worked to continuously inform our community on the need to follow the CDC guidelines through all of our communication tools (i.e., announcements during in-person and virtual public meetings, events, programs and/or activities, E-newsletters, created a separate COVID-19 information page as well as provided a number of news briefs on the Village's website – [www.vpsfl.org](http://www.vpsfl.org) – on our social media accounts, utilized our LED message boards, posted signage on all buildings, staff handed out flyers at numerous residential and business properties, worked with various partners, churches, local governments, etc., included notices on monthly utility bills, etc.). As stated previously, although Village Hall has been closed in an effort to maintain the health and safety of our community and our staff, we have offered opportunities to meet with our customers through electronic media, dropping of documents in drop boxes and/or within our drive-up window, met with customers on an appointment basis, installed plexiglass separators within all areas of the Village where there would be difficulty in meeting the CDC's social distancing guidelines as well as offering masks, increased public hand sanitizer options and cleaned/sanitized the Village's indoor facilities. Further, we instituted a new opportunity for our residents and businesses to make police reports by telephone as well as assigning one (1) officer per shift to serve as a transport officer to reduce potential contamination of our front-line workers. Take home vehicles, which were recently approved for all officers with more than one (1) year of service (with some exceptions as provided with the union agreement), provided our officers with a safer and more isolated environment from exposure to the COVID-19 virus.

**Maintain Our Small Town Feel within Our Diverse Community:** The Village is located within the 12th most populous urban area within the county. However, we maintain a unique small town feel that many communities work very hard to duplicate. Our residents throughout the Village know each other and our governmental staff maintains a strong emphasis on providing the highest levels of customer service and highest quality events, programs, services and activities to ensure that the Village remains a great place to live, work and play. Some of the ways we have continued to promote this atmosphere within our Village include:

- . Continue the process of installing new Village welcome (monument) signage at up to 4 locations at various entrances to the Village, which would continue our branding and promotion efforts (in addition to our previously completed projects - installing new Welcome to Palm Springs signage placed at various entrances into the Village, new street signs with the Village seal, LED monument messaging sign, wrapping our new passenger buses with Village-related information, etc.)
- . Restructured our summer camp program due to COVID-19 to meet all CDC guidelines and safety measures to promote a safe, healthy and fun environment while enabling our parents and employees to continue working during this difficult time
- . Completion of the new Foxtail Palm Park, located on the northeast corner of Kirk Road and Park Lane, is expected by the end of FY 2020 and construction has included turning a borrow pit lake into a focal point lake with a walking/fitness trail around its perimeter and fountain in the center, playground equipment, shade shelter, site amenities (i.e., benches, water fountain, trash receptacles, etc.), landscaping and irrigation system and paved parking lot with an ADA walkway
- . Completed the engineering and design for four (4) of the five (5) Sub-Phases (with the remaining Sub-Phase to be designed following the purchase of property to construct a new park on the east side of the Village). The 1<sup>st</sup> Phase of this project is expected to begin construction in August 2020 and is planned to be completed by October/November 2020. This new Village-wide pathway park connector pathway project is expected to connect ten (10) of the Village's eleven (11) parks (Christmas Palm Park will not be connected due to the residential character of the area) with a wide sidewalk (where possible) enhanced with pedestrian amenities, such as benches, water fountains, distance markers, trail information boards, etc. **(Sales Tax Funded)**
- . Began renovations to the Village Hall Complex Ballfields to continue to provide the highest quality sports turf and playing fields for Village residents and participants. This project is expected to be completed by the end of the FY 2020 and includes replacing the irrigation system, stripping all existing sod from the fields, spraying and debris removal of existing soil, a rough

grade, adding a new topsoil mix (to stimulate turf growth), laser grading of the fields and installing new bermuda sod [all existing clay areas will be replaced with sod (except for the pitching mound and home plate areas)] to provide a safer recreation facility while also reducing the maintenance requirements by Village Staff **(Sales Tax Funded)**

- . Purchased and installed a new prefabricated concrete restroom at the Village's Sabal Palm Park, located at 1051 Summer Street (north of 10th Avenue North), to support the increased use of the athletic field **(Sales Tax Funded)**
- . Redevelopment of Village Hall Complex and the Royal Palm Park Playground areas are expected to be completed by the end of the fiscal year and will provide our children with the opportunity to learn/experience balance, climbing, education, sliding, sensory, colors and sounds. (i.e., climbing options, open tunnels, slides, swings, etc.); both projects will be built within the existing playground areas (Village Hall Complex will include the installation of shade structure) and will incorporate English and Spanish to assist our children and our community to better communicate and learn about various cultures **(Sales Tax Funded)**
- . Conversion of Village Hall Complex tennis courts (one set) into hard-court pickleball/soccer courts to better meet the recreation needs of our community
- . Awarded six (6) \$1,000 scholarships to selected high school seniors who live in the Village as part of the annual Village scholarship program, which was named in memoriam for Palm Springs resident and library volunteer Joseph Fallon, who died suddenly during his senior year at John I. Leonard High School
- . Provide various enrichment programs to our community by our Library [i.e., approximately seven (7) children's programs per month with an average attendance of 25 people as well as approximately two (2) Family Programs per month with an average attendance of 75 people]
- . Prior to the COVID-19 pandemic requiring Village facilities to be closed to the public, our Library continued to assist the community by offering free tax assistance through the VITA and AARP programs as well as free driver's license practice exams
- . Held a number of community events, including the Village's annual Santa's Sleigh Ride, Stuff-A-Cruiser, Fall Festival, 4<sup>th</sup> of July Celebration, Easter Egg Hunt, Mayor's Walk and Touch-A-Truck events that promoted our diverse, family-oriented Village and community relationship building. The Police Department's 9<sup>th</sup> Annual Stuff-A-Cruiser event was our most successful ever and had more than 1,000 attendees and provided a much needed toys and more than \$10,000 donation

to local non-profits (i.e., Salvation Army and Adopt-A-Family) to help our community during the holidays as well as during the on-going pandemic

- . Due to the rain and the COVID-19 emergency, the Police Department was only able to hold one (1) Family Movie Night event (generally four movie events are held annually) for our community to enjoy as well as their annual Stuff-A-Cruiser event and various other events (donation opportunities) to support those who are in need and hungry within our community
- . To support our veterans, the Village is completing the replacement of the existing roof and the air conditioning systems on the Veterans of Foreign Wars (VFW) Building, located within the Village Hall Complex

**Note:** Throughout the COVID-19 pandemic, our staff worked tirelessly to maintain the small town feel within our community by offering a number of events, programs and/or activities to our citizens: weekly food distribution (partnership with the Salvation Army and Palm Beach Harvest); distributed handmade masks made by the members of Palm Springs Baptist Church (at almost every Village event), partnered with Christ Fellowship Church to provide toiletries and personal care products to those with financial needs during the height of the number of positive cases with our community, worked with PBC to offer multiple mobile testing opportunities at different locations throughout the Village (staff distributed flyers to businesses and residents in both English and Spanish prior to each testing event), distribution of grocery store gift cards (funding donated by Soma Medical Center and El Bodegon Supermarket), directly distributed Census information and outreach materials to encourage increased response rates, held the Village's annual 4<sup>th</sup> of July fireworks celebration and virtual "stay at home and watch" events, staff dropped off candy-filled eggs at a number of residential and business properties to celebrate Easter, offered summer camp and back to school camp to ensure that parents have the opportunity to continue to work and support the economy within the Village and our County, provided curbside checkout for library materials, offered virtual story times as well as adding online magazines and a new eBook platform to provide children's and youth materials, assisted with the G-Star School of the Arts Senior High School Class Graduation Parade, offered drive-by parades for those celebrating birthdays and anniversaries to commemorate important personal dates, installed plexiglass separators within all areas of the Village where there would be difficulty in meeting the CDC's social distancing guidelines as well as offering a various assortment of masks, gloves, face shields, increased public and personal hand sanitizer options and other requisite PPE, purchase a disinfecting fog

**gun/equipment to safely sanitize the Village's indoor facilities, etc.**

**Maintain the Village of Palm Springs as an Excellent Place to Work:** Our staff is our most important asset that we maintain as a Village. We have a dedicated workforce that works very hard to meet the goals of our Village. As a result, it is important to ensure that we are able to offer competitive wages, benefits and a work life that is comparable with larger organizations who continue to look to our organization to fill their vacancies. Thus, the Village has continued to maintain its commitment to offering excellent work-related opportunities to our staff this past year (in a manner that is affordable to the Village):

- . Offered the highest levels of benefits (i.e., health, dental, retirement, etc.) to ensure retention of our workforce and attract the best candidates for open positions. We experience a 1% annual premium increase for medical and dental coverage (a premium discount was provided for bundling health and dental together). It was estimated that the expected premium increase for the 2020/2021 plan year would be approximately 9.8% from the Village's previous year's rates. Due to the 1% increase in rates received from the Village's health and dental provider, the Village experienced an approximate total savings of \$183,000 as determined by the Village's contracted benefits broker. As a result, Village employees did not experience a cost increase for medical and dental benefits
- . Continued providing opportunities for training, education and networking throughout our organization to ensure our staff is apprised of the most up-to-date work-related practices as well as ensuring the highest levels of safety and increased productivity
- . Implemented a new employee digital time & attendance system to modernize the existing paper-based employee timekeeping approval process (i.e., hours worked, overtime, time off requests, etc.) in an effort to provide a more efficient process for all employees (when documenting their time - time clocks, phone apps and web console) as well as our departments when submitting payroll requests and to ensure accurate and proper payroll payments are made to Village employees
- . Partnering with Palm Beach State College (PBSC) to develop a Leadership Academy to promote a full understanding of the customer service expectation and the responsibilities (education) as a manager and/or leader within the Village as well as to prepare our staff for succession opportunities. The Academy's curriculum has been established and is expected



to begin either by the end of the current fiscal year or at the beginning of the upcoming FY 2021 (depending on the COVID-19 pandemic). Further, staff is working with other local municipalities to partner with them to participate in this program

- . Continued to meet monthly with the Village's Leadership Team, which includes all Village employees in leadership positions (i.e., department directors, supervisors, managers, crew leaders, etc.), to provide training on how we can serve our community, customers and staff better. Videos, articles and discussions have been utilized in an effort to learn together on how we can provide the highest levels of service possible to our employees, customers and stakeholders
- . Continued the Employee Roundtable meetings with 15 to 20 (randomly selected) employees, which has been a great opportunity to discuss operational issues within the Village as well as to provide Village-related information to our staff (become ambassadors to other staff throughout the organization and to our community) and ensure they are informed about the direction of the Village (i.e., annexation, growth – redevelopment, Village goals, etc.) as well as current issues (i.e., budget, benefits, operational changes, etc.)
- . Directors are being held accountable for improved communication with their employees to ensure the highest levels of moral by immediately addressing issues/concerns and providing information regarding the direction of the Village, employee benefits, budget and how the Village can improve working conditions, processes and procedures
- . Departments have begun to hold similar-type Roundtable meetings with their staff to address department-specific operational and morale issues as well as to provide attendees with information related to the Village and their department
- . To date, we have held six (6) Employee Recognition BBQ's to recognize employees for their years of service and to thank our staff for all of their hard work (our 7<sup>h</sup> BBQ will be held prior to the end of the fiscal year)
- . Continued to promote succession planning and encouraged department management teams to identify and provide new opportunities and experience (i.e., attend meetings, training, planning, re-organization, responsibilities and accountability) for our next generation of leaders to be prepared to step up and serve our community
- . Continued to develop positive employee union relationships with the Village's three (3) unions - Police Benevolent Association (PBA) – Officers & Sergeants and Lieutenants - and the Service Employees International Union (SEIU). The Village and the PBA agreed to new three (3) year contract in 2019 that addressed compensatory time, provided salary increases (Across the Board and MERIT Increases) and provided take home vehicles to all sworn officers after 1 year of

service to improve productivity and vehicle life/maintenance and increase customer service

We are also continuing to plan to hire a new Assistant Village Manager during the upcoming FY 2021. We have an expectation that all new leadership staff are expected to join the Village with significant experience and knowledge while enhancing the chemistry within our management team and emphasizing a strong work ethic and desire to provide the highest levels of customer service to our community and staff

**Note: Throughout the COVID-19 pandemic, our Village supported our employees in a number of ways to keep them safe as well as to provide financial assistance and support, including: meet all guidance and/or requirements as provided by the Centers for Disease Control and Prevention (CDC) as well as the federal, state and county governments regarding social distancing, wearing masks and/or personal protective equipment (PPE) and testing, immediately implemented the federal government's Families First Coronavirus Response Act (FFCRA) that provided an additional 80 hours of COVID sick time to all employees (Note: this Act provided that various positions may be exempt from receiving this additional 80 hours of time; however, the decision was made immediately that the all of our staff, particularly our police, utilities, public works, etc., would be eligible for this additional time) as well as 10 weeks of paid Family Medical Leave Act (FMLA) would be available for child care, the Village Council unanimously supported an additional Pandemic Pay for all employees in the amount of \$100 per pay period for four (4) pay periods, offered additional working opportunities for part-time employees to keep them employed and assist departments with projects that have not been completed, provided flexible working schedules to reduce the risk of infection as well as to assist with home/personal issues, implementing a new "Back to School Camp" in partnership with the School District of PBC and the City of Greenacres to ensure that our employees' and our citizens' children have a safe and healthy place to learn virtually while also enabling our employees/community parents with an opportunity to maintain a consistent work schedule and, in some cases, keep their jobs, etc.**

## **Goals and Objectives for FY 2021:**

The Village will continue to work towards meeting our identified priorities and objectives to meet the Village's six (6) Goals, as outlined above. Additionally, we will work to facilitate new residential and commercial construction projects that will result in new jobs and significantly contribute to an increase in our taxable valuation. Further, these new opportunities will assist with our community image and livability, resulting in an increase in the viability of home ownership (rather than investment and rental properties) within the Village.

## **Budget Objectives:**

The following budget objectives have been considered during this budget process:

1. Reduced the total millage rate for FY 2021 (8<sup>th</sup> consecutive year)
2. Balanced the proposed budget while providing for needed non-recurring capital projects and equipment expenditures. Fund Balance is requested to be appropriated to support the cost for twenty (20) one-time projects (i.e., Capital, Sales tax, Contracted Planning Services, etc.):
  - . Virtual Desktop Infrastructure (VDI) to enable secure work-from home and reduces hardware costs (\$60,000) - **Fund Balance - CIP**
  - . Upgrade Vmware to provide for additional servers, increased functionality, virtual relocation & required for thin client VDI (\$35,000) - **Fund Balance - CIP**
  - . Upgrade Laserfiche software to provide enhanced services (i.e., digital forms and workflow) (\$39,125) - **Fund Balance - CIP**
  - . Re-flooring within Village Hall department offices (\$48,000) - **Fund Balance - CIP**
  - . Buildout of Village Hall north Flex Area & Finance department office renovations (\$263,800) - **Fund Balance - CIP**
  - . Conversion to VOIP Phone System (Carryforward) (\$100,000) - **Fund Balance - Unassigned**

- . Repair/Replace Village Hall A/C system (\$500,000) - **Fund Balance - CIP**
  - . Implement new (EnerGov) land use planning, permitting, enforcement case management and inspections software/hardware solution for permitting (\$102,000) - **Fund Balance - Unassigned**
  - . Installation of Wastewater Force Main – Engineering & Design – Congress Avenue CRA District (\$400,000) - **Fund Balance - Unassigned**
  - . Architectural Design for Police Department Expansion and partial construction cost (\$1,181,250) – **Sales Tax**
  - . One (1) new Police vehicle to accommodate new officers – specialty assignments (\$35,000) - **Fund Balance - CIP**
  - . Annual/Initial Police body worn cameras service agreement (\$66,000) - **Fund Balance - Unassigned**
  - . Construct new maintenance equipment storage building (Carry forward) (\$220,000) - **Fund Balance - Unassigned**
  - . Repaint Village Hall Complex Roofs (\$200,000) - **Fund Balance - Unassigned**
  - . Replace one (1) Backhoe (\$101,000) - **Fund Balance - CIP**
  - . Village Welcome Signage – Up to four (4) locations (Carry forward) (\$60,000) - **Fund Balance - Unassigned**
  - . Replace (partial) Library A/C system (Carry forward) (\$35,000) - **Fund Balance - Unassigned**
  - . Lakewood Garden Park Improvements (\$200,000) – **LWCF Grant & Sales Tax**
  - . Expansion of Pathway Park Connector trail project (Carry Forward) (\$636,000) - **CDBG Grant & Sales Tax**
  - . Sago Palm Park Improvements – Engineering & Design (park renovation, playground, shade, kayak launch, surfacing- sales tax) TO# 254 (Carry Forward) (\$80,000) - **Sales Tax**
3. Evaluated current staffing levels in all departments to ensure the best service delivery
  4. Ensured that Village equipment is replaced in a timely and consistent fashion to allow staff to achieve and maintain high levels of quality and services
  5. Provided funding to maintain the Village’s infrastructure, roadways and facilities
  6. Explored “outsourcing” opportunities as a cost savings measure
  7. Ensured sufficient training and educational opportunities are available for staff

### **Significant Financial Factors:**

The Village obtains a major portion of its' annual General Fund financial resources (19%) from property taxes. Since FY 2008, this revenue has increased by approximately 32% as we are continuing to experience a recovery from the recession. We are expected to experience an 6.9% increase in property valuations from \$1,322 million in FY 2020 to \$1.414 million for FY 2021 - a continued sign that we are moving in a positive direction. In addition to increased ad-valorem revenues, the Village will expect to receive a larger share of state revenues (i.e., half-cent sales tax, local option gas tax, state revenue sharing, etc.) in FY 2021.

Please note that although the Village experienced the 11<sup>th</sup> highest taxable valuation increase in the County in terms of percentage (8.76%) and we are ranked 12<sup>th</sup> in terms of population, our total taxable valuation ranks 16<sup>th</sup> of 39 in Palm Beach County. This is indicative of the continued need to maintain a strong focus on economic (re-)development to promote increase taxable valuations to fund municipal services that citizens have become accustomed to receiving in the Village.

As a result of the COVID-19 pandemic and the resulting downturn in the economy (which is expected to continue into the next fiscal year, but, unfortunately it is unknown for how long), many of the Village's more significant revenues are projected to experience a decrease within FY 2021. In fact, even with projected increases within the Village's total valuation and expected property taxes, total revenues for FY 2021 are expected to drop by almost 11%. Some of the more notable estimated revenue reductions include: Local Option Gas Tax (14%), One-Cent Sales Tax (13%), Communications Services Tax (11%), Building Permits (36%), Library State Aid Grant (20%), State Revenue Sharing (24%), Half-Cent Sales Tax (16%), Other Shared Revenue (26%), Summer/Vacation Camp Programs (17%), Violation of Local Ordinances (33%), Interest Earnings – SBA (43%). Further, the proposed FY 2021 Budget has reduced the need to utilize Fund Balance from the amount committed within the FY 2020 Budget by 23%.

Note: Due to the financial oversight and prudence that has been provided by the Village's Finance Department as well as each of the Department Directors and their staff over the past seven (7) years has enabled the Village to be financially prepared to weather this difficult time and to continue to provide the highest levels of customer service while also proceeding with significant



capital projects that will enhance the quality of life within our community and continuing with the same number of employees (unlike many other local governments within our County and around the state and country).

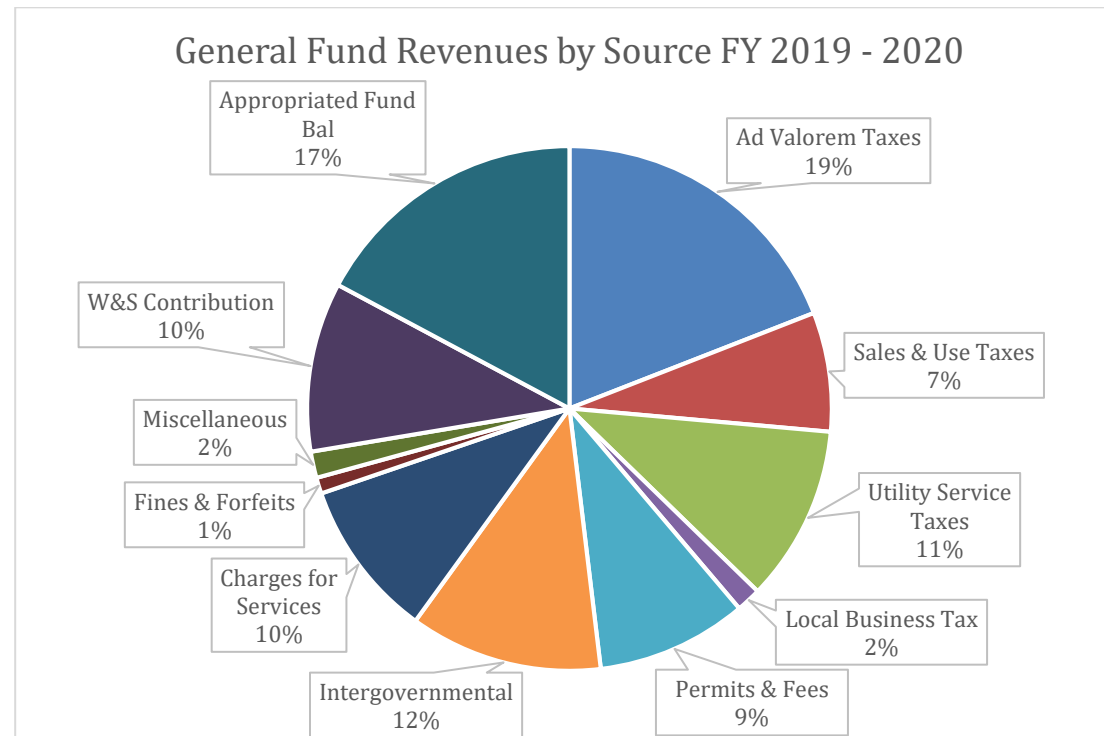
The Village continues to refine and develop our organizational structure to help shape and focus staff's responsiveness, accomplishments, training, supervision and performance. Our employees are our most valuable asset and they also contribute to the most significant cost associated with the budget, accounting for roughly 58% of the Village's General Fund expenditures (or \$14,774,731). Many of the costs associated with the personnel side of our proposed budget are essentially fixed and/or based upon salaries. Although these costs make up for more than half of our operating budget, they are vital to meeting our goal of maintaining the Village as an excellent place to work and ensuring retention of our staff. It should be noted, however, that this amount limits and/or reduces our spending flexibility as it makes up such a significant portion of our overall budget.

### **Village Budget:**

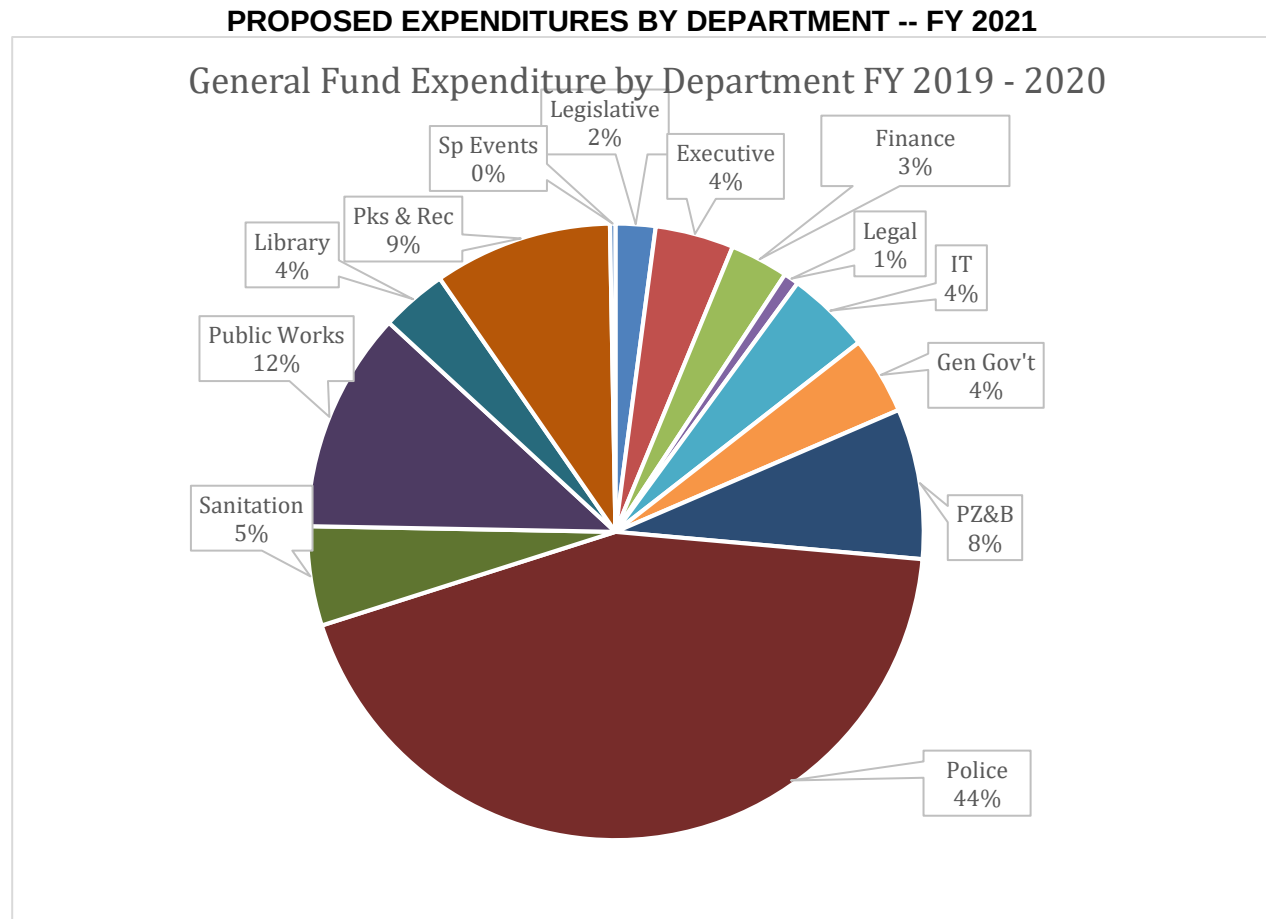
The Village has established a budget with five (5) separate funds within the FY 2021 Budget: General, Debt Service, Water and Sewer Enterprise (Utilities Fund), Stormwater Management Enterprise (Stormwater Fund), Palm Springs CRA (Special Revenue Fund).

1. General Fund: This Fund provides the majority of services available to Village residents.
  - a. Revenue Summary - General Fund Revenue sources are projected to generate \$25,368,987 in FY 2021

#### **PROPOSED REVENUE BUDGET BY SOURCE -- FY 2021**



- b. Expenditure Summary - The proposed budget reflects expenditures necessary to provide operations at their present (and elevated) levels of service.



2. Debt Service Fund: This Fund accounts for the current principal and interest payments due on outstanding general obligation debt for the Village Center complex (\$4.1 million total outstanding principal remaining). The millage rate necessary to generate sufficient funds to pay our debt obligations for FY 2021 is \$ 0.3104.
3. Utilities Fund: This Fund provides funding for water treatment and distribution as well as sewage collection and disposal for Village residents as well as the Town of Lake Clarke Shores and unincorporated areas of Palm Beach County within our utility service area. FY 2021 utility fund revenues and expenses are budgeted at \$27,907,640. The proposed budget reflects expenses necessary to maintain operations at the present (and elevated) levels of service.
4. Stormwater Fund: This Fund supports the costs related to our storm water management program (i.e., drainage improvement projects, maintenance, comprehensive planning and understanding of all drainage needs within the Village) to manage stormwater and eliminate flooding throughout the Village, which is critical to improving the livability of our community. The proposed budget for this Fund is proposed to be \$1,025,411.
5. Palm Springs Community Redevelopment Agency (CRA): This new Fund supports the costs associated with the redevelopment of the two (2) established districts (Congress Avenue and Lake Worth Road Districts). A Redevelopment Trust Fund Prior has been established to receiving and/or spending any Tax Increment Financing (TIF) funding (provided by the Village of Palm Springs and Palm Beach County) and is a major fund in the Village's annual FY 2021 Budget and will be audited within the Village's comprehensive annual financial report (CAFR).

Although the Palm Springs CRA maintains a single Redevelopment Trust Fund, the accounting for each District will be contained within separate internal accounts (one for each district), in keeping with the CRA "best practices" advice from the Florida Redevelopment Association (FRA). All tax increment revenues from each district will be deposited in the respective account to be spent on capital projects, programs and activities within that district. The proposed budget for this

Fund is proposed to be \$137,602.

**FY 2021 Recommendations:**

**Ad-Valorem (Property Tax) Rate:**

I am proposing to maintain the operating millage (property tax) rate at its current position of 3.5000 mills per \$1,000 of taxable value, which I have utilized as the basis to support personnel, operational and capital expenses within the proposed FY 2021 Budget. Further, the proposed debt service millage rate is proposed to be lower - 0.3104 mills – and when combined with the operating millage rate results in a .0277 mills decrease in the total property tax rate to the property owners within the Village of Palm Springs from the FY 2020 property tax rate.

**Revenues:**

Notable projected revenue changes within the proposed budget include:

- . Community Development Block Grant (CDBG) funding (6<sup>th</sup> year) to support the cost of designing a new trail system throughout the Village that will connect ten (10) of the Village's eleven (11) parks and provide our entire community with accessible recreational opportunities
- . Grant funding (including Land Water Conservation Fund Grant and General Fund dollars) will be provided to assist with the revitalization of Lakewood Gardens Park, which will reduce the total funding needed to re-develop this park by the Village
- . Ad-valorem (or property taxes) revenue increase of 8.76% due to new development throughout the Village (including annexed areas), an improved economy and an increase in construction and development activity within the Village (including improvements as a result of the Village's PIP program). Further, this is the 6<sup>th</sup> year that our assessed value has increased after six (6) years of a declining tax-base. The Village serve an estimated population of 23,560, with our new,



proposed taxable valuation, the Village's ad-valorem revenue on a per capita basis (at the proposed millage rate of \$3.50) is \$205 as compared to \$230 per capita in 2009.

Contribution from the Water & Sewer Enterprise Fund will remain at 12% of FY 2019 gross audited revenues

Expenditures:

Some of the more notable expenditures that are provided for within the proposed budget are as follows:

Pension Costs – Village Actuarially Required Payments and Staff Contributions:

| <b>Type of Pension Plan</b> | <b>Projected<br/>FY 2021<br/>Village<br/>Contribution</b> | <b>Projected<br/>FY 2021<br/>Village<br/>Contribution<br/>%</b> | <b>Projected<br/>FY 2021<br/>Employee<br/>Contribution<br/>%</b> | <b>Estimated<br/>FY 2020<br/>Village<br/>Contribution</b> | <b>Estimated %<br/>Increase in Village<br/>Contribution from<br/>FY 2020</b> | <b>Actual<br/>Village<br/>Contribution<br/>FY 2013</b> | <b>Estimated %<br/>Increase in<br/>Village<br/>Contribution from<br/>FY 2013</b> |
|-----------------------------|-----------------------------------------------------------|-----------------------------------------------------------------|------------------------------------------------------------------|-----------------------------------------------------------|------------------------------------------------------------------------------|--------------------------------------------------------|----------------------------------------------------------------------------------|
| Village - General           | \$1,057,689                                               | 57.20%                                                          | 3.00%                                                            | \$862,047                                                 | 18.50%                                                                       | \$1,027,980                                            | 2.81%                                                                            |
| Village - Police            | \$501,903                                                 | 32.00%                                                          | 6.60%                                                            | \$1,422,000                                               | -183.32%                                                                     | \$1,343,382                                            | -167.66%                                                                         |
| FRS - Regular               | \$706,852                                                 | 10.00%                                                          | 3.00%                                                            | \$404,295                                                 | 42.80%                                                                       | \$159,169                                              | 77.48%                                                                           |
| FRS - Special Risk          | \$681,770                                                 | 24.45%                                                          | 3.00%                                                            | \$490,957                                                 | 27.99%                                                                       | \$173,509                                              | 74.55%                                                                           |
| FRS - Elected Official      | \$3,336                                                   | 49.18%                                                          | 3.00%                                                            | \$6,173                                                   | -85.04%                                                                      | \$1,051                                                | 68.50%                                                                           |
| FRS - Senior Management     | \$53,756                                                  | 27.29%                                                          | 3.00%                                                            | \$39,988                                                  | 25.61%                                                                       | \$0                                                    | 100.00%                                                                          |
| <b>Total</b>                | <b>\$3,005,306</b>                                        |                                                                 |                                                                  | <b>\$3,225,460</b>                                        | <b>-7.33%</b>                                                                | <b>\$2,705,091</b>                                     | <b>9.99%</b>                                                                     |

Village Insurance Costs:

| Type of Insurance     | Projected<br>FY 2021<br>Expenditures | Estimated<br>FY 2020<br>Expenditures | Estimated %<br>Increase in<br>Expenditures from<br>FY 2020 | Actual<br>Expenditures<br>FY 2013 | Estimated %<br>Increase in<br>Expenditures from<br>FY 2013 |
|-----------------------|--------------------------------------|--------------------------------------|------------------------------------------------------------|-----------------------------------|------------------------------------------------------------|
| Worker's Compensation | \$402,518                            | \$293,734                            | 37.03%                                                     | \$163,070                         | 59.74%                                                     |
| General Liability     | \$450,000                            | \$379,436                            | 18.60%                                                     | \$280,274                         | 74.99%                                                     |

Note: The General Liability projected cost includes property and auto liability projections. The proposed projections were determined based on historical projections as the quotes from the provider have not been provided at this time. A budget amendment may be required (from Contingency) to support any costs above the projected amounts within the FY 2021 Budget.

Employee Benefit Costs – Health, Dental & Life Insurance:

| Type of Insurance                 | Projected<br>FY 2021<br>Expenditures | Estimated<br>FY 2020<br>Expenditures | Estimated %<br>Increase in<br>Expenditures from<br>FY 2020 | Actual<br>Expenditures<br>FY 2013 | Estimated %<br>Increase in<br>Expenditures from<br>FY 2013 |
|-----------------------------------|--------------------------------------|--------------------------------------|------------------------------------------------------------|-----------------------------------|------------------------------------------------------------|
| Employee<br>Health, Dental & Life | \$2,320,173                          | \$2,361,388                          | -1.75%                                                     | \$1,251,497                       | 29.72%                                                     |

Note: The Village remained with Humana this year (3rd year) and experienced a 1% increase for employee benefits, thus, we did not impact our staff and monthly rates paid by employees did not change

Sanitation Collection Revenues & Costs (Charged by the Village's franchised hauler):

| Village's<br>Franchised Hauler | Projected<br>FY 2021<br>Revenues | Projected<br>FY 2021<br>Expenditures | Estimated<br>FY 2020<br>Revenues | Estimated<br>FY 2020<br>Expenditures | Estimated %<br>Increase in<br>Expenditures from<br>FY 2020 | Actual<br>Expenditures<br>FY 2013 | Estimated %<br>Increase in<br>Expenditures from<br>FY 2013 |
|--------------------------------|----------------------------------|--------------------------------------|----------------------------------|--------------------------------------|------------------------------------------------------------|-----------------------------------|------------------------------------------------------------|
| Waste Pro of Florida<br>& VPS  | \$1,149,087                      | \$1,317,180                          | \$1,132,031                      | \$1,093,885                          | 4.80%                                                      | \$893,293                         | 32.18%                                                     |

Note: Includes a 3% rate increase that has been applied at the request of the contracted hauler as provided within the approved franchise agreement

*Information Technology (IT):*

- . Implement new Virtual Desktop Infrastructure (VDI) that would replace desktops with thin clients (dumb terminals) to enable remote and secure work-from-home (i.e., natural disasters, storm events, pandemic, etc.) and is expected to provide a savings on expensive desktops/equipment - \$60,000 (**Fund Balance** is requested to support this initial, one-time purchase and installation cost)
- . Continued replacement of the Village's outdated telephone system [Voice Over Internet Protocol (VOIP) system], which is expected to provide the Village with a more consistent and reliable telephone system - \$100,000 (**Fund Balance** is requested to support this initial, one-time purchase and installation cost)
- . Purchase vehicle for IT staff use - \$30,000
- . Provide Village-wide camera system upgrade and maintenance - \$15,000
- . Install an A/C system within the Village Hall IT Data Center to ensure all computer equipment is properly maintained (and

does not experience issues due to high temperatures) - \$6,000

- . Upgrade VMware software, which replaces specific hardware (i.e., physical servers and computers) with virtual nodes or workstations that have their own dedicated operating systems and related memory and performance resources; creating some efficiencies and provided for better security and isolation (presents a thin attack surface for security enhancement, to provide for additional licenses to increase functionality, allow virtual relocation & would be required for thin client VDI - \$35,000 (**Fund Balance** is requested to support this initial, one-time purchase and installation cost)
- . Install new security software that would collect data from our equipment for entire Village network [addresses a comment from the PD's recent Florida Department of Highway Safety and Motor Vehicles (FLHSMV) technical audit] - \$8,000
- . Purchase and install Windows Server Version 2019 Software - \$5,000
- . Purchase additional Laserfiche Avante licenses to provide increased customer service and enhanced public services (i.e., digital forms and improved workflow - \$39,125 (**Fund Balance** is requested to support this initial, one-time purchase and installation cost)

**Note:** As a result of the COVID-19 pandemic within the second half of FY 2020 as well as the real possibility/potential of a experiencing a natural disaster (i.e., hurricane), we have identified some vulnerabilities related to our workforce and our ability to conduct Village business remotely from locations other than at Village Hall and related buildings. As a result, the IT department is developing a "Mobile Workforce" mindset and accompanying strategy beginning in FY 2021 that will position the Village to better serve the needs of the community in the event of another pandemic or other disaster through the use of remote meeting software and increased mobile devices (i.e., phones, laptops and tablets).

*Finance Department:*

- . Continue to implement Contract/Project accounting software to convert to an automated requisition system that will enable staff to more quickly and efficiently encumber funding to support/complete projects, activities and programs.

*Planning, Zoning & Building (PZ&B) Department – Economic (Re-) Development:*

- . Revise the Palm Springs CRA Redevelopment Plan, which is expected to guide the future development and expenditures from the Tax Increment Financing (TIF) Fund in an effort stimulate and encourage economic development, eliminate existing conditions of blight, provide increased public amenities, improve pedestrian/bicycle safety and effectively manage

redevelopment within the CRA to realize the Village's vision and long-term community goals - \$162,413 (**CRA TIF Funding** is requested to partially support this initial, one-time cost - \$42,413)

. Engineering and design to support the construction of a proposed 12-inch wastewater force main pipe and related utility equipment to be installed along Congress Avenue (Forest Hill Boulevard north to Southern Boulevard) within PBC's utility service area to support our economic (re-)development goals of creating new jobs and promote investment, improve safety, provide retail/commercial services and improve infrastructure (i.e., wastewater and stormwater) as stated within the Palm Springs CRA Redevelopment Plan, Finding of Necessity Study and Economic Impact Analysis - \$472,574 (**CRA TIF Funded & Fund Balance**) (**CRA TIF Funding** is requested to partially support this initial, one-time purchase and installation cost - \$72,574)

Note: This proposed utility project has been previously identified as a priority project within the newly established Palm Springs CRA and is expected to require an Interlocal Agreement with PBC. Previous discussions with County staff have included the Village's desire that although the initial funding may be provided by the Palm Springs CRA and the Village of Palm Springs to design and construct this project within the County's utility service area (possible bonding and/or borrowing of funding may be required to complete construction until sufficient TIF funding is generated), PBC customers who access this new utility pipe would reimburse the CRA and/or the Village a determined pro-rated amount (the availability to receive pro-rated reimbursement funding would be for an extended time period) and would execute a Voluntary Annexation Agreement with the Village. This project, including engineering and design, would not begin until an Interlocal Agreement was approved by both the County and the Village

- . Funding to install stamped pavement on the concrete medians within the proposed LW Road RRR improvements to provide an appearance of installed paver bricks along this important, major roadway to provide a sense/feeling of something important is on this roadway (or worth really paying attention to in this area). This option (rather than paver bricks), which is extremely durable, looks aesthetically pleasing and requires little maintenance, would be completed when FDOT completes this important safety project (Construction is expected to begin in Fall/Winter 2021 with a planned completion date of approximately 18 to 24 months) - \$15,000 (**CRA TIF Funding** is requested to support this initial, one-time purchase and installation cost)
- . Completion of the Transportation/Mobility Plan to identify needed transportation improvements (including within the Village's major and the local arterial/collector roadways) to enhance safety and provide enhanced facilities for multi-modal transportation (i.e., pedestrian/bicycle and "Complete Streets" improvements) within the Village - \$100,000 (**Grant Funding** is expected to partially support this initial, one-time purchase and installation cost - \$50,000)
- . Review and revise the Village's current Impact Fees (i.e., Law Enforcement and Parks & Recreation Impact Fee) that are

paid by new development to support needed infrastructure within the Village - \$30,000

Consulting services to complete an update/re-write to the Village's Comprehensive Plan - \$50,000

Continued partnership with a GIS Consultant to provide services required by various departments within the Village - \$92,000 (Public Service - \$42,000; PZ&B - \$50,000)

Implement new land use planning, permitting, enforcement case management and inspections software and related hardware to automate PZ&B operations to provide streamlined process for developers, investors, contractors, stakeholders and citizens - \$102,000 (**Fund Balance** is requested to support this initial, one-time purchase and installation cost)

Continue the Village's successful Property Improvement Program (PIP) to provide up to \$5,000 in matching grants for approved property improvements - \$100,000

The following new projects/developments are expected to be completed and/or started during FY 2021:

**New Residential Construction** - The Oaks Assisted Living Facility – South Congress Avenue

**New Commercial Construction** - Soma Medical Office Building – Forest Hill Boulevard and Alice Drive (previously Cushman's fruit store)

**New Commercial Construction** - Integrity Commons Medical and Office Building and Apartment Complex – Forest Hill Boulevard and Forest Avenue

**New Residential Construction** - Canal Shores – Canal 8 Road – East of Military Trail (32 townhome units)

**Commercial Renovation** - La Tapatia Grocery Store & Restaurant – Military Trail – South of Kent Avenue

**New Commercial Construction** - Dental Office - Military Trail & Lake Worth Road (previously a Payless Shoes store)

**New Residential Construction** - Patio Court Townhomes – Patio Court – North of Lake Worth Road (10 townhome units)

**New Residential Construction** - Lakewood Apartment Complex – Lakewood Road – East of Military Trail (90 apartment units)

**New Residential Construction** - Gulfstream Road Apartments – Gulfstream Road – North of Lake Worth Road (11 apartment units)

**New Residential Construction** - Coconut Road Multi-Family Units – Coconut Road – North of Lakewood Road (12 townhome units)



- . **Commercial Renovation** - Penuel Evangelical Church – 2<sup>nd</sup> Avenue & Davis Road (previously a Veterinarian Clinic)
- . **New Residential Construction** - Jacob's Garden Assisted Living Facility – Congress Avenue – South of Lake Worth Road (behind Congress Plaza)
- . **New Residential Construction** - Village of Valor Townhomes and Apartment Complex – 2nd Avenue – West of the LWDD's E-4 Canal
- . **New Commercial Construction** - (To Be Determined) Fueling Facility –10<sup>th</sup> Avenue – West of Florida Mango Road (previously Chase Bank building)
- . **New Commercial Construction** - Tire Kingdom Retail Building – 10<sup>th</sup> Avenue – West of Florida Mango Road (previously Chase Bank building)
- . **New Commercial Construction** - Express Car Wash Facility – 10<sup>th</sup> Avenue – East of Congress Avenue (Wal-Mart Supercenter Out-Parcel)
- . **New Residential Construction** - Park Lane Townhomes – Park Lane – East of Kirk Road (8 townhome units)
- . **New Residential Construction** - Prairie Road Townhomes – Prairie Road – South of Meadow (16 townhome units)
- . **New Commercial Construction** - Soma Medical Center – Congress Avenue – North of 10<sup>th</sup> Avenue
- . **New Residential Construction** - Palm Springs Residences Apartment Complex – Congress Avenue – South of Lillian Road (YMCA property)

*Police Department:*

- . Design, permit and construct a building expansion (2nd Story) of the Village's Police Department facility to accommodate our growing department - \$1,181,250 (**Sales Tax Funded**)
- . Annual Body Worn Camera services to provide a higher level of safety for our officers and community through increased accountability and transparency. This cost would support a warranty for all equipment as well as provide redaction software, technical/customer service and unlimited cloud storage of all video. The IT Director recommends this option over maintaining this video on-site as it is cheaper over the long-term, provides more security and redundancy and enables the PD staff to drop (or send) video evidence directly to the state's attorney - \$66,0000 (**Fund Balance** is requested to support this initial purchase and installation cost)
- . Provides for ten (10) replacement laptops and six (6) replacement computer workstations - \$46,400

- . Replacement of garage bay doors (2 Bay Doors) - \$25,000
- . Continue the vehicle replacement program and purchase related safety tools within the Police Department – nine (9) new vehicles (\$325,000) and seven (7) in-car cameras (\$33,000) [Four (4) vehicles are planned to support new staff hires and specialty assignments (previously planned to be hired upon the Village completing the proposed annexation on Military Trail)] - (**Fund Balance** is requested to partially support this initial, one-time purchase and installation cost - \$35,000)
- . Replacement of the PD's traffic county analyzer to assist with traffic counts - \$5,000
- . Purchase two (2) drones for search and rescue, crime scene and accident mapping, etc. - \$10,000

*Public Service Department - Public Works:*

- . Buildout of the Village Hall East Flex Area to support the need for office space for our IT staff - \$238,800 (**Fund Balance** is requested to support this initial, one-time purchase and installation cost)
- . Modify the office space within the Finance Department and PZ&B Department to provide improved working conditions - \$73,000 (**Fund Balance** is requested to support this initial, one-time purchase and installation cost)
- . Repaint the Village Hall Complex building roofs (i.e., Village Hall, Library, Police and LAB buildings - 26,000 sq. feet of roof area) - \$200,000 000 (**Fund Balance** is requested to support this initial, one-time purchase and installation cost)
- . Funding to support the upgrade/repairs to the Village's A/C system and software (expected to result in reduced monthly/annual electric costs and improve productivity) - \$500,000 (**Fund Balance** is requested to support this initial, one-time purchase and installation cost)
- . Continue the Village's milling, resurfacing and striping program - \$250,000 (\$2,821,181 has been spent on resurfacing and new roads since FY 2013)
- . Replacement/Maintenance of existing sidewalks and asphalt throughout the Village - \$20,000
- . Design and construction of storage building for maintenance equipment at the Main WTP - \$220,000 (**Fund Balance** is requested to support this initial, one-time purchase and installation cost)
- . New Village Welcome (Monument) Signage (up to 4 Locations) to be located at various entrances into the Village and continue our Village branding and promotional efforts - \$60,000 (**Fund Balance** is requested to support this initial, one-time purchase and installation cost)
- . All stormwater-related maintenance and permitting costs will continue to be incorporated within the Village's General Fund

- . Various stormwater pipe repairs and swale/drainage maintenance - \$50,000
- . Replacement of an existing F-250 (\$35,000), replacement of an existing Backhoe (\$101,000), replaced of concrete grinder (\$35,000), replacement of Bobcat Trailer (\$6,000), new outdoor vacuum for field maintenance (\$6,500) and new heavy duty pallet racks for storage (\$6,000) within Public Works to ensure the highest levels of customer service - \$189,500 (**Fund Balance** is requested to partially support this initial, one-time purchase for the proposed Backhoe purchase cost - \$101,000)

*Library:*

- . Replacement of north public entrance door - \$20,000
- . Install a new A/C system – \$35,000 (**Fund Balance** is requested to support this initial, one-time purchase and installation cost)

**Note:** We are planning to close the Library as part of our annual maintenance program for at least one week each year to ensure that it remains a wonderful and clean facility.

*Parks & Recreation (P&R) Department:*

- . Funding to support the resurfacing of the tennis courts and the basketball courts at Village Hall Complex - \$20,000
- . Design and construction of the new Park Connector Pathway trail system throughout the Village connecting ten (10) of the Village's eleven (11) parks to provide additional recreational opportunities and promote a healthy lifestyle for community residents - \$837,187 (**Grant Funded – CDBG & Sales Tax Funded**) (**Sales Tax Funding** is requested to partially support this initial, one-time purchase and installation cost - \$636,000)
- . Design and engineering costs associated with the redevelopment of Sago Palm Park to include, but not limited to, installation of new playground equipment, pour-in-place protective/safety surfacing, shade structure, renovate/replace restroom and kayak launch - \$80,000 (**Sales Tax Funding** is requested to partially support this initial, one-time purchase and installation cost)
- . Improvements to Lakewood Gardens Park to include, but not limited to, new playground equipment, pour-in-place protective/safety surfacing, shade structure, resurfacing of basketball courts - \$400,000 (**Grant Funded – LWCF & Sales**)

**Tax Funded) (Sales Tax Funding** is requested to partially support this initial, one-time purchase and installation cost - \$200,000)

- . Replacement of an existing passenger van (with an SUV-type vehicle) - \$25,000
- . Funding to support seventeen (17) community events/programs (i.e., Walk with the Mayor, Fitness Festival, Hispanic Heritage Festival, Touch-A-Truck, Bike Rodeo, 4<sup>th</sup> of July, Santa's Sleigh Ride, Christmas Decorating Contest, Snores & Smores, Bark in the Park, Fall Festival, etc.) to provide our community with an opportunity celebrate holidays, meet other residents and promote our family-oriented community – \$72,254

**Note:** Due to the COVID-19 pandemic, a determination on when to offer organized child and adult league play as well as all of our other various events, activities and programs will be made based on whether we can provide a safe, healthy and fun environment for our community [i.e., number of positive cases within our community, ability to meet CDC guidelines as well as all other federal, state and local mandates, orders, rules, etc., whether the County has entered Phase II (or another phase) as determined by the Governor, etc.] In an effort to plan for these opportunities, we have budgeted these costs and revenues as we would have prior to the pandemic (with some expected loss of revenue due to expected lower participation), which, at a later date, may be deemed to be valid/accurate projections or we may not be able to meet our budget estimates and we may be required to request funding from within other areas of our budget (including contingency and/or fund balance) to cover the Parks and Recreation Department's (as well as other departmental) budget(s).

*Public Service Department - Utilities – Water & Sewer:*

- . Implement numerous improvements within our Public Service - Utility Billing Customer Service Office to promote an increased customer service experience:
  - . Implementation of a new Customer Engagement Portal software module as part of the AMI water meter project to enable customers to view their water usage (up-to-the-minute) to ensure accuracy of billing/metering and to assist with possible water leaks - \$35,000
  - . Complete various reports/studies/plans to identify improvements to the Village's water and wastewater systems to

ensure the highest quality of services to customers and prevent long-term loss of service issues that may occur:

- . Water Treatment Facilities (Master) Plan - \$15,000
- . Septic to Sewer Engineering/Project Study - \$30,000
- . Complete safety improvements (replace an existing ladder with a concrete stairway) within the Village's Vacuum Station No.1 Building to ensure a safer work environment for our Utilities Maintenance staff - \$134,665 (**Carryover Project TO #240**)
- . Design and construction of utility materials storage covering at the 2400 Building to protect inventory (i.e., pipes, etc.) from weather conditions - \$185,000 (**Carryover Project TO #260**)
- . Refinish the Lime Slaker Room Floor at the Pratt WTP to provide increased safety to employees - \$20,000
- . Design and construction of storage building for maintenance equipment at the Main WTP - \$110,000 (**Reserves** are requested to support this initial, one-time purchase and installation cost) (**Carryover Project TO #261**)
- . Remodel the Electricians workspace/office area - \$30,000
- . Continue the Village's Annual Lift Station Rehabilitation program to ensure proper operation and safety of wastewater collection and treatment process - \$1,768,073 (**Carryover Project TO #218 & 233**)
- . Installation of a System Control and Data Acquisition (SCADA) system to control and ensure the operational safety of our two (2) water treatment plants - \$842,000 [Three (3) year installation process – \$1,230,000 over three (3) years] (**Carryover Project**)
- . Continued installation of a System Control and Data Acquisition (SCADA) system to control and ensure the operational safety of our wastewater lift stations - \$523,806 [Three (3) year installation process – \$1,230,000 over three (3) years] (**Carryover Project**)
- . Continue working with PBC on the water main relocation as part of their on-going roadway improvement project on Prairie Road - \$245,000 (**Carryover Project**)
- . Replace/Upgrade our 13 year old MIEX Control Systems (software) and construction upgrade to the Village's 13 year old MIEX Regeneration System at the Main WTP (\$974,594) and the Pratt WTP (\$1,049,621) [Three (3) year construction process - \$4 million over (3) years at both water treatment plants] - \$2,024,215 (**Carryover Project**)
- . Replace Water Well No. 10 (Eastern/Main Wellfield) (\$483,135) and rehabilitate Water Well No. 17 (Eastern/Main Wellfield)

(\$68,000) to ensure long-term supply (future water production needs) of reliable potable drinking water for Village utility customers - \$551,135 (**Carryover Project**)

- . Complete Chlorine Feed improvements at both the Main WTP (\$63,269) and the Pratt WTP (\$63,269) - \$126,538
- . Installation of two (2) fixed generators at Water Wells No. 11 and No. 15 within the Village's eastern/main wellfield (\$514,340), one (1) fixed generator at Wastewater Master Lift Station No. 9 (\$332,185), one (1) emergency generator at the Pratt WTP (\$500,000) and one (1) emergency generator at Wastewater Vacuum Station No. 1 (\$118,566) - \$1,465,121 (**Carryover Project**)
- . Replacement/Rehab of various utility vehicles and equipment to ensure the highest levels of productivity and service to our customers – purchase a replacement sand loader (\$288,386) and purchase one (1) replacement F-250 truck with utility body
- . Continue the rehabilitation of wastewater lift stations throughout the Village's utility service area - \$198,454 (**Carryover Project**)
- . Recondition/Replace potable water and wastewater pumps, pipes and valves to ensure consistent and reliable water delivery, fire protection and wastewater collection services throughout our utility service area - \$234,000
- . Painting both WTP's structures/facilities and aerial pipe crossings - \$75,000
- . Continue working towards implementation of a computerized maintenance management system (CMMS) to leverage our GIS database to more efficiently and effectively manage the tens of thousands of utility and general fund assets worth hundreds of millions of dollars and to contribute to increasing our service levels and provide a better understanding to work that was previously completed (may require the purchase of enhanced asset management and maintenance tracking software in FY 2022)

*Public Service Department - Stormwater Utility:*

- . Complete various stormwater projects included within the approved master plan study to improve community drainage and public safety during significant rain events (Revenues and expenditures are being tracked within a separate enterprise fund – All stormwater-related maintenance and permitting costs have been incorporated within the Village's General Fund):
  - . Carol Road & Rex Avenue Stormwater Improvements – Construction (Master Plan - Project #10) - \$354,411



**(Carryover Project TO #250)**

- . Lakewood Road (East of Kirk Road) Stormwater Improvements – Construction (Master Plan - Project #18) - \$77,000

**(Carryover Project TO #249)**

- . Gulfstream Road (Lake Worth Road to 10<sup>th</sup> Avenue) Stormwater Improvements – Construction (Master Plan – Project #6) - \$360,500 **(Carryover Project TO #277)**
- . Davis Road (Canal Road to 10th Ave) Stormwater Improvements – Engineering & Design (Master Plan - Project #5) - \$163,000
- . Lakewood Road (West of Kirk Road) Stormwater Improvements – Engineering & Design (Master Plan - Project #3) - \$70,500

Capital:

I am recommending the following Capital Improvement expenditures, which totals \$14,413,311 within all funds in FY 2021:

- . \$4,570,507 within the General Fund Budget, which represents 18% of the total General Fund Budget
- . \$8,817,393 within the Water & Sewer Enterprise Fund, which represents 32% of the total Enterprise Fund Budget
- . \$15,000 within the Community Redevelopment Agency Funds, which represents 11% of the total CRA Budget
- . \$1,025,411 within the Stormwater Utility Fund, which represents 100% of the total Stormwater Fund Budget

This proposed funding is an decrease of more than \$2,613,919 from FY 2020 and \$901,901 from FY 2019. I firmly believe that we must continue to fund our vehicles, equipment and infrastructure to ensure that our staff has the appropriate (and safe) tools to provide the highest levels of service, programs, activities and projects that our community expects and deserves.

Further, this year, proposed FY 2021 projects to be funded utilizing the recently approved Infrastructure Surtax (One Cent Sales Tax) are included within our Annual Capital Improvement Plan (CIP) for approval by the Village Council (See projects that are italicized and bolded in CIP). These projects, following Council approval, will then be presented to the Infrastructure Surtax Citizen Oversight Committee, as required, to ensure that all expenditures are completed in accordance with County Ordinance 2016-032

and State Statute Sections 212.055(2), 163.3164, 163.3221 & 189.01.

This funding is available to the Village as a result of 56.63% of the voters of Palm Beach County approving a one-cent infrastructure surtax for capital improvement projects and equipment that were not funded due to the recent economic recession and dramatic decreases in assessed property values over the past decade. The chart below outlines the expected distribution to the Village over a 10-year period to complete various capital improvement projects:

| 1 Year<br>Distribution | 10 Year<br>Distribution | 10 Year<br>Distribution<br>(PBC Projected 3%<br>Revenue Increase) |
|------------------------|-------------------------|-------------------------------------------------------------------|
| \$1,256,754            | \$12,567,545            | \$14,839,500                                                      |

Note: Based on 2015 State of Florida Sales Tax Distribution Formula. Additionally, the approved surtax includes a sunset provision that would stop collection of the sales tax once \$2.7 billion of total revenue is received. Voter approval for this new sales tax increase was approved in November 2016.

In March 2017, the Village began to receive monthly sales tax revenue distributions and, to date, we have collected \$5,629,390 in sales tax funding. As a result, staff developed a list of projects that were approved by the Village Council (May 11, 2017) and presented and approved by our new Infrastructure Surtax Citizen Oversight Committee (June 20, 2017). Each of the projects was confirmed (by the Committee) to ensure that they meet the requirements of the PBC Sales Tax Ordinance as well as state law.

Note: Going forward (and beginning with the FY 2019 budget), proposed sales tax funded projects are included and identified as a sales tax project within our Annual Capital Improvement Plan (CIP), which will be included and approved during our budget process.

Please Note: The State of Florida has recently approved increasing the capitalization threshold from \$1,000 to \$5,000 beginning in FY 2020 – 2021; thus, items that would have been included in Capital Outlay are now included in Operating Supplies (except

within the proposed FY 2021 Budget, a new line item “55216” for IT related items has been added for those expenditures that would have previously been capitalized so we can still identify those purchases and track those items as non-capitalized assets).

Staffing:

The following changes are being requested to the Village’s organizational structure:

- . Convert one (1) Assistant to the Village Manager position to Assistant Village Manager within the Village Manager’s Office to assist with the growing demands of managing all of the Village operations, personnel, projects, programs and activities. Additionally, this position is expected to significantly assist with the economic (re-)development activities within the Village as well as assist in managing the day-to-day activities within the newly established Palm Springs CRA.
- . Addition of one (1) full-time Accountant position within the Finance Department to assist with the growing financial and reporting issues that are being experienced as the Village’s operations continues to grow.
- . Convert one (1) part-time IT Technician position to a full-time IT Support Specialist position within the Information Technology (IT) Department to assist in addressing the Village’s growing need to prioritize our technology services and the security of our computer network and data. This position would be overseen by the IT Operations Manager.
- . Addition of four (4) new Police Officer positions (completed mid-year FY 2020); these positions, which were previously approved in anticipation of the planned annexations within the western boundaries of the Village’s future annexation area (Military Trail area), are recommended to be approved to be immediately hired to assist with enhancing the public safety of the Village. If approved, these positions will be targeted to fill various specialty assignments (i.e., community policing, detective and tactical) to provide improved safety within our community and to reduce the reliance on outside agency assistance.

Note: The PD Chief has ensured that the department will solicit available grant opportunities (i.e., COP Hiring Grant, etc.) to assist the Village with the initial funding of these necessary positions.

- . Addition of one (1) new Digital Evidence Clerk (similar to a Records Clerk position) to support the oversight and customer service required to provide the new body camera program that is being implemented within FY 2020.
- . Addition of one (1) new Emergency Communications Officer Supervisor (completed mid-year FY 2020) to oversee the activities of the Village's communications center and staff, while also serve as a working dispatcher. This position will relieve the Sergeant on road patrol duty from the responsibility of managing the communications center and staff and will enable the Sergeant to be more focused and effective on the road. This position will also provide a succession and leadership opportunity within the department.
- . Convert the previously approved Captain (night supervisor) to a 5<sup>th</sup> Lieutenant position (creating a new team) to serve as the tactical supervisor over the existing traffic team and the proposed tactical unit (both teams will experience an increase in the total number of officers serving to 7 officers along with the community service aide). This change is expected to enable the department to concentrate on specialty areas and will provide our staff with increased opportunities to grow/increase their experience and responsibility while also contributing to the succession planning within the department.
- . Re-title the Office Manager position to Public Service Administrator within the Public Service Department to better reflect the knowledge, experience and workload (i.e., operational, budget, personnel, etc.) that are desired from this position.
- . Continued funding to support the Village's internship program is requested within the FY 2020 budget. This program would provide the Village with an opportunity to bring in individuals that maintain significant potential and knowledge that would assist in taking the Village to the next level and ensure that we continue to meet the needs of our community. Further, development of a formal internship program would enable our departments to train talented students and/or new individuals (without government experience) in Village practices and operations with the potential opportunity of hiring them for full-

time positions. Thus, providing the Village with a training program to develop the next generation of leaders within our organization.

Note: The Village continues to work with Palm Beach State College to bring students in to assist with various office responsibilities. These individuals, previously, have been paid by Palm Beach State College, through a school-provided work study program and/or volunteered their time. This has been an excellent opportunity for the Village to obtain additional assistance in meeting our workload needs as well as to provide a learning opportunity for each of the individuals that were brought into the Village.

Additionally, within previous fiscal year budgets, the Council has provided funding to support the staff increases that would be required due to the anticipation of the planned annexations within the western boundaries of the Village's future annexation area (which will be requested to be expanded), the following proposed positions will not begin to be filled until the voluntary and involuntary annexations are expected to be completed:

- . Addition of one (1) new Code Enforcement Officer to assist with the significant code issues that are evident within the proposed annexation area.
- . The previously approved six (6) new School Crossing Guards to provide safe crossing of intersections during school drop-off and pick-up at Military Trail and Purdy Lane and Military Trail and Forest Hill Boulevard have been removed from this year's budget due to projected revenue decreases; however, it is highly unlikely that these positions will be required to be filled as this proposed annexation is not expected to be completed this fiscal year.

There are no unfunded positions within the General Fund for Fiscal Year 2021.

Training and Education:

Training and education are an area that we have continued as priority within the proposed budget; however, due to the projections from the COVID-19 pandemic, I am reluctantly recommending that we decrease our total training and education by \$6,118. The proposed budget continues to provide significant funding to support training and education to support our greatest resource/asset – our employees. Some of the major areas addressed included: specialized/professional knowledge, ethics, supervisory and management, employee safety, software, cyber security (IT), customer service, communications and health & wellness.

Additionally, we are requesting continued funding to continue support for a new Leadership Academy, which will be a multi-week training program, in partnership with a local university (and possibly one of our larger, sister cities in PBC), that will give our staff who are serving in supervisory and management positions (as well as those preparing for succession planning) a consistent understanding (across all of our departments) about the type of customer service that is expected of all employees as well as an understanding of the Village's expectations on how to best serve in the manager/supervisor role. This new program is expected to also include: information regarding various communication styles that are needed to interact with the public and our staff; an understanding of the staff's personal goals and how to meet their needs, which results in higher work productivity and their desire to remain with the Village; the need to coach and support our staff; an understanding of the Council-Manager form of government and the organizational structure that we currently work under; ensuring a firm understanding of the Village's budget and our financial process; the various legal issues that we are required to uphold; the ability to identify succession planning opportunities as well as other aspects of the HR process (i.e., hiring, evaluations, dealing with different personalities, discipline, promotion, etc.).

Note: Within the proposed FY 2021 Budget, the PD Chief is planning to send another sworn officer position (e.g., Lieutenant) to attend the prestigious Southern Police Institute's (SPI) Command Officers Development course (which was completed previously by our PD Chief and our Assistant Chief and Captain – Patrol). This four (4) month leadership and education program (total of ten weeks) provides enhanced administration training that results in increased professionalism within our Police department and contributes to a safer community.

Salaries:



Our employees are our most valuable asset we have, and they continue to serve as ambassadors for the Village. We are continuing to work to ensure that the Village promotes innovative practices, tools and resources, training and other programs that result in a positive work environment at all levels of the organization. As a result, I am recommending a 3% Across the Board increase and a tiered MERIT increase for all employees (2% based on a pre-determined evaluation score to provide an incentive to serve at the highest levels possible).

Please Note: At this time the Village is engaged in negotiating with the Service Employees International Union (SEIU). The Village has made an initial proposal (See above) for FY 2021 and it is being considered by the union. The union may present an alternative to our initial offer that may work for both parties. As a result, I would request the opportunity to amend the Village's initial proposal to ensure a positive outcome with our new contract discussions.

It should be further noted that the Village had previously agreed to a revised (or new) 3-year contract with the Police Benevolent Association (PBA) in FY 2019, which included the above recommended salary increase for FY 2021.

Currently, the proposed budget includes funding to support the above stated pay increase for all employees that are eligible and are not topped out within their pay grade. Those who are topped out would only be eligible for the proposed Across the Board increase.

Note: It is important that we continue to offer earning opportunities for our staff while also providing the Village with the opportunity to retain our excellent staff members. As a result, we must continue to ensure that we are competitive with our salaries and are continuing to provide an excellent place to work for all of our employees.

As a result, I am requesting the ability to continue negotiating with the SEIU union on the discussed new contractual pay issues to provide for an across the board increase. All changes would be brought back to the Village Council.

### Annual Sanitation Collection Costs:

The proposed fees for sanitation collection services are proposed to remain constant for a 5<sup>th</sup> year in a row despite the contractor's request to increase the cost to the Village in accordance with the approved contract – minimum of 3% or CPI (whichever is more) per year. This year the hauler has increased the cost to the Village by 3%; thus, the administrative margin that will be received by the Village to offset staff costs has been reduced. The proposed garbage, trash and recyclables collection services costs for single family, multi-family and mobile home properties for Fiscal Year 2020 are as follows:

|                     |          |
|---------------------|----------|
| Single Family Homes | \$151.20 |
| Multi-Family Homes  | \$ 94.50 |
| Mobile Homes        | \$ 94.50 |

Note: Residential garbage rates were increased four years ago (2015) for the 1st time in seven (7) years in an effort to assist with the reduced administrative margin to offset staff costs. Due to a continued decreasing margin (as a result of the Village's hauler increasing annual costs at the 3% rate), a rate increase may be needed to be proposed within next year's budget (FY 2022).

Note: The existing hauling/collection contract with Waste Pro of Florida will expire on March 31, 2022; thus, the Public Service Department will begin the process to prepare to go to bid to select a new hauler to provide all residential, commercial and commercial and demolition (C&D) collection (i.e., solid waste, recycling, bulk and vegetation) and billing services. Additionally, the proposed new agreement, is expected to include, but not limited to, ensuring that the hauler will operate under approved financial terms [i.e., better define rate/prince increases for the vendor (e.g., CPI or pre-determined rate, whichever is lower), implement performance measures and penalties, ensure no assignment and/or sale of the Agreement without written consent from the Village, etc.], maintaining existing routes and/or pick-up schedule that the Village's residential and commercial customers receive today, continue to maintain, repair, replace, store and purchase all containers and dumpsters, provide the Village with residential, commercial and C&D collection data on a monthly basis to verify/audit vendor fees and collections as well as payments to the

Village, maintain a presence within the Village and participate in Village events and programs/events, develop and provide annual mailed and electronic public notices/information to all customers, as well as to continue to provide customer service and billing data to the Village.

Drainage & Stormwater Fee:

The proposed budget includes the new stormwater management fee (with no proposed change) that was approved last year to assist in mitigating problems caused by excess stormwater runoff (i.e., flooding) within the Village. The proposed fee is not planned to be changed during FY 2021 and continues to provide a funding mechanism for the construction and maintenance of needed stormwater management facilities. All fees collected would be used for stormwater management expenditures within the Village. These fees, as recommended within the Engineer's Stormwater Study for Justification of Interim Fees," and are currently collected as an annual non ad-valorem assessment to support our stormwater issues within the Village are as follows:

|                                          | Monthly Rate | Annual Rate |
|------------------------------------------|--------------|-------------|
| Single Family Residential & Condominiums | \$4          | \$48        |
| Multifamily                              | \$4          | \$48        |
| Commercial (under 2 ESU's)               | \$4          | \$48        |
| Commercial (2 to 4.99 ESU's)             | \$8          | \$96        |
| Commercial (5 to 9.99 ESU's)             | \$15         | \$180       |
| Commercial (10 ESU's and above           | \$20         | \$240       |

The Village initially created a stormwater utility (Ordinance No. 2015-43) and established interim non ad-valorem assessment rates (Resolution No. 2015-90) for stormwater management services with collections beginning on October 1, 2016. The interim stormwater management assessments were established utilizing the uniform method for collection and funding the Village's stormwater management services and projects in July 2016 (Resolution No. 2016-51). Thus, assessments were defined/provided

for all parcels within the incorporated municipal boundaries of the Village of Palm Springs at that time (as well as all parcels subsequently annexed into the Village) and were included on the 2017 property tax bills issued to property owners in November (similar to the Village's charges for solid waste collection costs) and are collected by the Palm Beach County Tax Collector (payable at the same time as all other annual property taxes and assessments).

However, since the Stormwater Utility was implemented, the Village completed a Stormwater System Evaluation & Improvement Plan ("Stormwater Master Plan"), which identified 25 areas of concern within the Village and identified several infrastructure projects that (if implemented and constructed) would help manage and improve our existing drainage problems as well as to ensure safe streets during (and following) a heavy rainfall or serious storm (i.e., hurricane, tropical storm, etc.).

As a result, the Village Council approved new assessment/rates (Resolution No. 2019-22 - July 25, 2019) and are applied/determined based on an equivalent stormwater unit (ESU) basis (rather than on an acreage basis for commercial properties) based on each applicable parcel's classification and total impervious area attributed to that parcel. One commercial ESU is equivalent to 2,700 square feet of impervious area. These fees are expected to remain constant for approximately the next two (2) years. The projected total annual assessment for FY 2021 is expected to be \$550,296 (96% of total assessment - \$528,284 - will be included within the FY 2021 revenue budget).

Note: Since the inception of the Village's Stormwater Utility, eight (8) capital improvement projects (which are included within the Master Plan) are either completed, currently under design and/or under construction (Total expected project costs over \$1,134,000). Further, the Village has completed repairs and maintenance on Village stormwater ditches, piping and catch basins to improve stormwater flow/drainage and retention while also ensuring that we are meeting annual state testing requirements. Funding for these projects, as well as improved maintenance of our Stormwater system within the Village, is being provided directly from the fees that were established in 2016.

#### Water & Wastewater Rates:

The proposed budget provides that utility rates for all customers remained constant throughout the past fiscal year (FY 2020). A new utility rate study has been completed and is expected to be presented to the Village Council for consideration and approval in October/November 2020 to determine a proposed fee change for future fiscal years (a 1% to 4% increase is expected to be recommended for consideration by the Council during the Budget Workshop on August 20, 2020).

#### Economic (Re-)Development:

Finally, I am proposing to continue funding (\$100,000) the Village's successful Property Improvement Program (PIP) re-development matching grants that will assist with the redevelopment of residential and commercial areas within our community. This matching grant provides eligible applicants with funding of up to \$5,000 to make building related improvements that would improve neighborhood aesthetics and/or business opportunities, reduce code enforcement and policing issues, increase taxable values and contribute to Village pride and "buy-in".

#### Palm Springs Community Redevelopment Agency (CRA):

On September 16, 2019, the Palm Beach County Board of County Commissioners adopted Resolution No. R2019-1463 delegating the exercise of powers conferred by Chapter 163, Part III, Florida Statutes, "The Community Redevelopment Act of 1969" to the Village Council of the Village of Palm Springs, with the conditions outlined in the Interlocal Agreement.

Note: This was the Village's 2<sup>nd</sup> request to the County to create a CRA. The PBC Board of County Commissioners considered this request on August 20, 2019 and voted 4 to 3 to direct staff to negotiate an agreement with the Village to establish a partnership prior to final consideration on September 3, 2019. The County did not approve the Village's initial request in 2018 – 3 votes for and 4 votes against.

As a result, the Village Council established the Palm Springs CRA (Ordinance 2019-19 - November 14, 2019) with two (2) separate districts - Congress Avenue District (generally north of Forest Hill Boulevard to Summit Boulevard) and the Lake Worth Road

District (E-4 Canal west to Military Trail) - and amended the Village Code of Ordinances to create a new Chapter 35 entitled "Community Redevelopment Agency" to accomplish the following:

- . Establish the Palm Springs Community Redevelopment Agency as a dependent special district
- . Incorporate the CRA Finding of Necessity reports (Resolution No. 2019-09)
- . Authorizes the CRA to exercise powers and allowances provided by Chapter 163, Part III, F.S.
- . Designated the Village Council plus two (2) members of a CRA District, for a total of seven (7) CRA Board Members, to serve as the Palm Springs CRA Board Identifies the Village Council Mayor and Vice Mayor to serve as the Chair and Vice Chair of the Palm Springs CRA
- . Established a quorum for conducting CRA business
- . Designated various Village staff to assist in operating the Palm Springs CRA
- . Provided for proper receipt of revenues/funding, budget approval, financial disclosure, noticing and reporting requirements

As a result, the Village Council further established the CRA Trust Fund, which is the depository for all Tax Increment Financing (TIF) revenues/dollars received by a CRA. Prior to receiving and/or spending any TIF funding, the governing body (Village Council) was required to create a Redevelopment Trust Fund for the CRA. The Redevelopment Trust Fund will be a major fund in the Village's annual budget and will be audited within the Village's comprehensive annual financial report (CAFR).

Although the Palm Springs CRA will have a single redevelopment trust fund, the accounting for each of the two (2) Districts will be contained within separate internal accounts (one for each district), in keeping with the CRA "best practices" advice from the Florida Redevelopment Association (FRA). All tax increment revenues from each district will be deposited into the respective account to be spent on capital projects, programs and activities within that district.

Finally, the Village Council approved initial Community Redevelopment Plan for the Palm Springs Community Redevelopment Agency (CRA) (Resolution No. 2019-40 – December 3, 2019) pursuant to Chapter 163.360(4), Florida Statutes. The Community Redevelopment Plan serves as the blueprint for all activities undertaken by the CRA. Thus, it is desirable to have a comprehensive



redevelopment strategy that includes all projects and programs that the CRA desires.

Note: The approved Community Redevelopment Plan is not a "cost feasible" plan rather it is a "desires" plan. If a project and/or activity is not contained within the plan, it cannot be undertaken by the CRA.

The Palm Springs Community Redevelopment Plan relates only to the newly created CRA area (the Congress Avenue and Lake Worth Road districts), and therefore should only include programs or projects that are located within a district. Capital projects scheduled on a governmental capital improvement plan cannot be undertaken by a CRA.

At a minimum (in accordance with state law), a Community Redevelopment Plan must include the following:

- . Legal description of CRA boundaries
- . Summary of land uses within the CRA, including number of dwelling units and amount of open space
- . Graphics depicting the street network and land uses Neighborhood impact element
- . Identification of any capital projects to be undertaken by the CRA (including projected costs)
- . Activities to be undertaken by the CRA (i.e., land acquisition, demolition and removal of structures, redevelopment or rehabilitation, comprehensive plan or zoning changes - including density changes or building requirements, etc.)
- . Provision for affordable housing in the area Safeguards for carrying out the plan (i.e., a work plan)
- . If property is to be acquired, provide for governmental covenants or restrictions on property sold or leased

The Community Redevelopment Plan is (and must be) consistent with the Village's Comprehensive Plan and it may specify comprehensive plan amendments to be undertaken to promote redevelopment.

This initial Palm Springs CRA Community Redevelopment Plan was drafted to meet minimum statutory requirements (Chapter 163.362, Florida Statutes), based on Village Council and community input received over the past 3 years and the two (2) Findings of Necessity Reports that have previously been completed. However, staff is currently reviewing proposals from

planning/redevelopment professional(s) and is expected to recommend a firm(s) to be considered by the CRA Board and the Village Council to further engage the public about the future of the CRA, assist in developing the future direction and prioritization of identified long-term redevelopment strategies and recommend modifications to the plan, which are expected to be developed based on economic and market analyses.

Note: The Palm Springs CRA Community Redevelopment Plan may be modified at any time, following the same procedures as required statutorily for adoption of the original plan. However, the Plan should be (and is planned to be) evaluated and updated at least every 7 years (1-year after adoption of the Evaluation and Appraisal Report of the Village Comprehensive Plan).

The Interlocal Agreement between the Village and Palm Beach County Commission in September 2019 established that the County's contribution is exempt from future payments to the Redevelopment Trust Fund once a total payment of tax increment reaches \$28 million. Further, the approved Agreement provides that the County tax increment shall be calculated using the same Village operating millage rate even if the County millage rate exceeds the Village millage rate.

The annual payment of tax increment funds to the CRA will be made in accordance with state statute and are calculated utilizing the base property values (or baseline year) as of January 1, 2019 (which was agreed upon by the County and the Village within the approved Interlocal Agreement). Further, and pursuant to Florida Statutes, the Palm Springs CRA, at request of the Village, the County Commission provided that the Palm Springs CRA may extend for a time period not to exceed 30 years with no extensions (The Village Council approved the Interlocal Agreement on August 29, 2019).

As a result, the proposed initial, FY 2021 Budget for the Palm Springs Community Redevelopment Agency (CRA) is expected to receive the following revenues:

Palm Beach County – FY 2021 TIF Contribution:       \$68,581

Village of Palm Springs – FY 2021 TIF Contribution:   \$68,581

Note: As a result of negotiating a base year (within the approved Interlocal Agreement with PBC) to be the beginning of 2019 (rather than at the end of 2019 or the beginning of 2020), the Palm Springs CRA is expected to receive \$2.1 million over the 30 year term of the CRA.

### **Conclusion:**

The proposed Fiscal Year 2021 budget represents a continued commitment to providing a clean and safe community in a fiscally responsible manner. The budget, as presented, represents the fundamental operating tool used to guide Village operations throughout the upcoming year.

As can be expected, this year's budget had its challenges. However, due to realistic budget requests from our departments (in an effort to meet the Village's desire to deliver the highest levels of services available) and continued implementation of the Village's Capital Improvement Plan (CIP), we were able to provide you with a balanced budget that will assist in meeting our goals and ensure that the Village remains a great place to live, work and play.

Further, I want to thank each of the Departments for critically looking at their budget proposals and evaluating each line within their operating and capital budgets. As a result of their commitment and efforts, we are able to present the Village Council with a balanced budget (with the use of reserve funding for only one-time large capital needs and one-time planning consulting services). This ongoing change in (budgeting) culture will continue to enable the departments to operate throughout the year with planned funding while presenting the public with an accurate picture of the funding needed to support the operations of the Village.

I want to personally thank Rebecca Morse, Finance Director, Mariana Ortega-Sanchez, Assistant Finance Director and the Finance Department's staff for the overall coordination and preparation of this FY 2021 Budget. Becky faced a number of obstacles during this year's budget process and I am grateful for all of her efforts to ensure that we are proposing a budget that meets our goal of remaining financial conservative while also providing funding to our departments that ensures that we are also financially

sustainable for the long-term.

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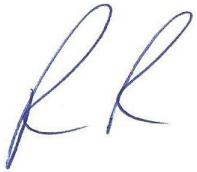
I would like to personally thank all of the Village's staff, including Ashley Saingilus, Janette Piedra, Kim Wynn, Jane Worth and Karen Quintero for their continued assistance and support this past year. Our staff, throughout the Village, continues to provide the highest levels of service while always considering ways to reduce our costs. We have extremely dedicated and cost-conscious staff, which has contributed to the overall success of our organization.

Additionally, I would like to thank each of the Department Directors for all of their hard work this year. I value their professionalism, experience and dedication that they offer to the Village. Our neighboring communities look upon the Village favorably and our leadership is a major reason.

Further, I would like to acknowledge each member of the Council for your continuous professionalism, respect for the Village as a whole, collective guidance/decision-making and support for staff. Your efforts have served as the foundation for the success of the organization and have contributed to the Village being "A Great Place to Call Home".

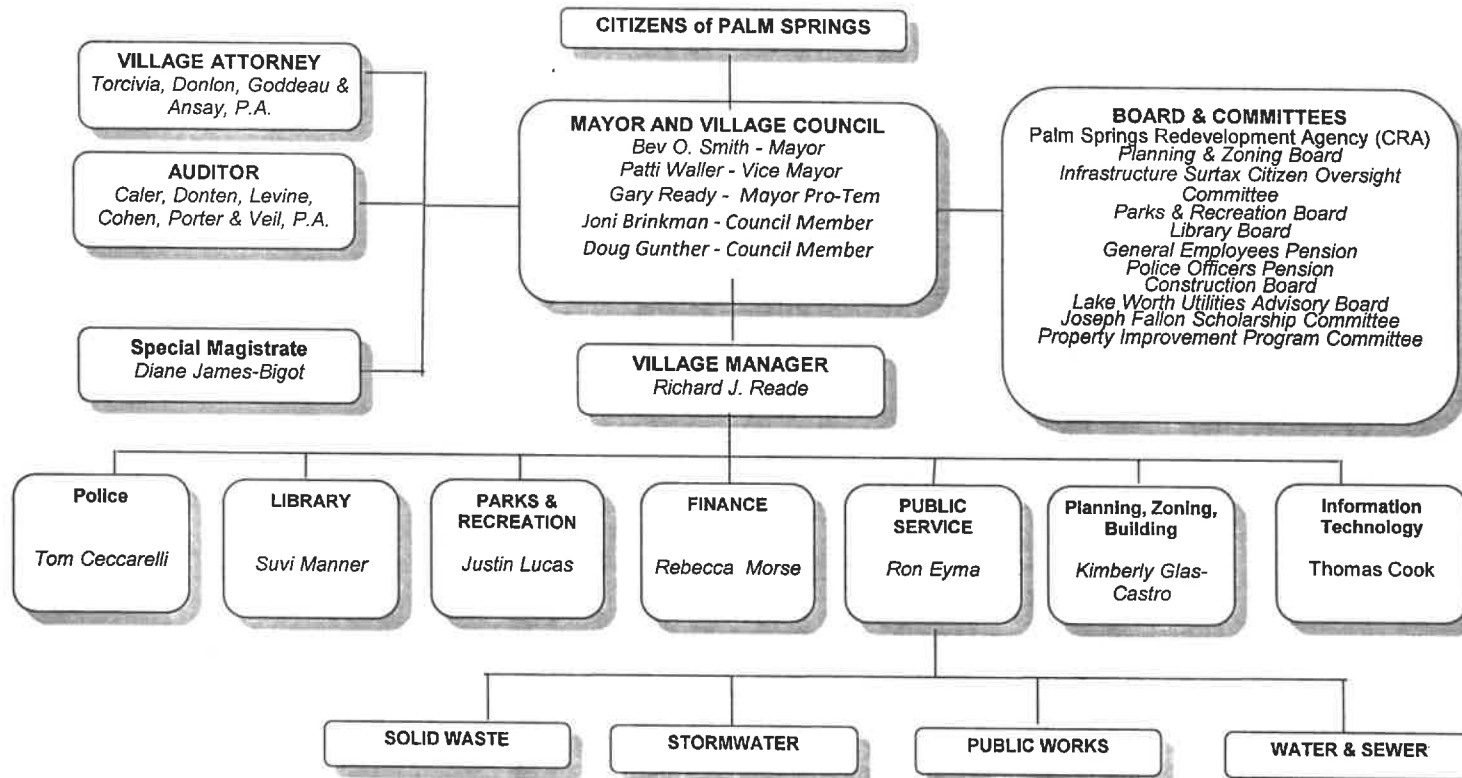
Thank you for the opportunity to serve as the Village Manager for the Village of Palm Springs. I am truly honored to serve in this capacity.

Respectfully Submitted,

A handwritten signature in blue ink, consisting of stylized initials 'RR'.

Richard J. Reade  
Village Manager

# VILLAGE OF PALM SPRINGS, FLORIDA ORGANIZATIONAL CHART





# Village of Palm Springs

## Executive Brief

**AGENDA DATE:** September 24, 2020

**DEPARTMENT:** Public Service

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**ITEM 9.3:** Ordinance No. 2020-15 - Village Code Amendment - Utility Rates (*SECOND READING*)

**SUMMARY:**

In August 2020, the Village Council held a workshop to review and discuss the 2020 Water and Wastewater Rate Study that was completed by the Village's contracted firm [Kimley Horn and Associates and Raftelis (f/k/a PRMG)]. The completed study provides for proposed rates over the next four (4) years, beginning in FY 2021, to provide the revenue needed to support the operations and capital projects to properly operate the Village's utility system.

Note: The sub-consultant on this project [Raftelis - f/k/a PRMG] completed the 2013 Water & Wastewater Rate Study and is being utilized by the Village's professional services consultant, Kimley-Horn, to provide the rate analysis for the recently completed study.

The Village's Water & Sewer Enterprise Fund was established as a separate accounting fund and is maintained in accordance with generally accepted accounting principles as prescribed by the Governmental Accounting Standards Board (GASB). As a proprietary fund, the Water & Sewer Enterprise Fund is self-supporting in that the services rendered by the fund are generally financed through user charges or on a cost-reimbursement basis. As a result, the timely and current analysis of the Village's utility revenues and expenses within the fund is necessary to ensure the sufficiency of revenues to cover current and future utility expenses which, include operating expenses, renewal and replacement expenses, transfers to the General Fund and capacity related expenses.



Based on the completed utility rate study and direction provided by the Village Council, the Public Service Department is requesting that the following proposed utility rates be implemented over the next four (4) year period:

|                                          | Fiscal Year<br>(FY) 2021 | Fiscal Year<br>(FY) 2022 | Fiscal Year<br>(FY) 2023 | Fiscal Year<br>(FY) 2024 |
|------------------------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| Proposed Annual Utility<br>Rate Increase | 1%                       | 4%                       | 4%                       | 4%                       |

Note: The proposed 5-Year Utility Rate Study (water and sewer) was completed last fiscal year; however, in an effort to assist our utility customers with rising “household” and “business” costs, the Village Council determined that it would be best to hold off on any rate increases for the entire fiscal year. Thus, there was no increase in utility rates for all Village utility customers during FY 2020. This proved helpful to our customers during the COVID-19 pandemic, which was unexpected and this decision by the Council proved to be coincidental, but, helpful to all Village utility customers.

A Public Hearing was held by the Village Council prior to consideration of the 1st Reading of the proposed utility rates ordinance on September 10, 2020. If approved on 1st reading, the proposed ordinance will be considered for 2nd and final reading by the Village Council on September 24, 2020.

The proposed Ordinance was prepared by the Village Attorney and reviewed by the Public Service Director/Engineer, the Assistant Public Service Director/Engineer, and the Finance Director.

Note: If approved, the new utility rates will become effective for the services utilized in October 2020, and billed in the month of November 2020.

#### **FISCAL IMPACT:**

The proposed utility rates would be expected to provide revenues sufficient to maintain the Village’s utility operations for the next four (4) fiscal years (FY 2021 to FY 2024).

|                                          | Fiscal Year<br>(FY) 2021 | Fiscal Year<br>(FY) 2022 | Fiscal Year<br>(FY) 2023 | Fiscal Year<br>(FY) 2024 |
|------------------------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| Proposed Annual<br>Utility Rate Increase | 1%                       | 4%                       | 4%                       | 4%                       |

#### **ATTACHMENTS:**

Proposed Ordinance No. 2020-15 - Village Code Amendment - Approve Utility Rates - FY 2021 - FY 2024

Final Fiscal Year 2020 Water & Wastewater Utility (5-Year) Rate Study - Kimley Horn & Raftelis  
Water & Wastewater Utility (5-Year) Rate Study - August 2020 Workshop Presentation

**ORDINANCE NO. 2020-15**

**AN ORDINANCE OF THE VILLAGE OF PALM SPRINGS, FLORIDA, AMENDING ITS CODE OF ORDINANCES BY AMENDING CHAPTER 78 "UTILITIES", ARTICLE I "IN GENERAL", SECTION 78-1 "SCHEDULE OF FEES" TO PROVIDE FOR CHANGES TO THE VILLAGE'S WATER AND WASTEWATER RATES; PROVIDING FOR CODIFICATION, REPEAL OF CONFLICTING ORDINANCES, SEVERABILITY AND AN EFFECTIVE DATE.**

**WHEREAS**, the Village is required to have a rate study performed during certain time periods; and,

**WHEREAS**, the Village hired a rate consultant to perform a rate study and propose revised rates to the Village based on the study; and,

**WHEREAS**, the Village Council has determined that it is in the best interest of the Village to adopt the revised rates as recommended by the Village's rate consultant.

**NOW THEREFORE, BE IT ORDAINED BY THE VILLAGE COUNCIL OF THE VILLAGE OF PALM SPRINGS, FLORIDA:**

**Section 1.** The foregoing recitals are incorporated herein as true and correct findings of fact of the Village Council and serve as a basis for adoption of this Ordinance.

**Section 2.** Chapter 78 "Utilities", Article I "In General", Section 78-1 "Schedule of fees" is hereby amended as follows:

**Chapter 78 - UTILITIES**

**ARTICLE I. - IN GENERAL**

**Sec. 78-1. - Schedule of fees.**

The fee schedule for this chapter shall be as follows:

- (1) Plans and specifications required for service; expenses for review ....  
\$1,200.00

(2) Monthly rates and charges:

- a. Monthly water rates and charges for users of water from the village system within the incorporated municipal limits shall be as follows:

1. Monthly readiness to serve charge by unit:

Inside Village (by Unit)

| Customer Class | FY 2014 <del>21</del>    | FY 2015 <del>22</del>    | FY 2016 <del>23</del>    | FY 2017 <del>24</del>    | FY 2018 | FY 2019 |
|----------------|--------------------------|--------------------------|--------------------------|--------------------------|---------|---------|
| Residential    | \$10.04 <del>12.39</del> | \$10.49 <del>12.89</del> | \$10.96 <del>13.41</del> | \$11.45 <del>13.95</del> | \$11.97 | \$12.27 |
| Multi-family   | 8.03 <del>9.91</del>     | 8.39 <del>10.31</del>    | 8.77 <del>10.72</del>    | 9.16 <del>11.15</del>    | 9.57    | 9.81    |
| Commercial     | 35.14 <u>Meter size</u>  | 36.72 <u>Meter size</u>  | 38.37 <u>Meter size</u>  | 40.10 <u>Meter size</u>  |         |         |

Commercial shall be based on meter size beginning October 1, 2017 monthly readiness to serve charge is based on water meter size.

| <u>Meter Size</u>                  | <u>FY 2021</u>                    | <u>FY 2022</u>                    | <u>FY 2023</u>                    | <u>FY 2024</u> |
|------------------------------------|-----------------------------------|-----------------------------------|-----------------------------------|----------------|
| $\frac{5}{8}$ " or $\frac{3}{4}$ " | <del>\$40.10</del> <u>43.38</u>   | <del>\$41.90</del> <u>45.12</u>   | <del>\$42.95</del> <u>46.92</u>   | <u>\$48.80</u> |
| 1"                                 | <del>\$40.10</del> <u>43.38</u>   | <del>\$41.90</del> <u>45.12</u>   | <del>\$42.95</del> <u>46.92</u>   | <u>48.80</u>   |
| 1 ½"                               | <del>\$75.39</del> <u>81.56</u>   | <del>\$78.78</del> <u>84.82</u>   | <del>\$80.75</del> <u>88.21</u>   | <u>91.74</u>   |
| 2"                                 | <del>\$117.61</del> <u>127.23</u> | <del>\$122.90</del> <u>132.32</u> | <del>\$125.97</del> <u>137.61</u> | <u>143.11</u>  |
| 3"                                 | <del>\$230.52</del> <u>249.38</u> | <del>\$240.89</del> <u>259.36</u> | <del>\$246.91</del> <u>269.73</u> | <u>280.52</u>  |
| 4"                                 | <del>\$357.30</del> <u>386.53</u> | <del>\$373.37</del> <u>401.99</u> | <del>\$382.70</del> <u>418.07</u> | <u>434.79</u>  |
| 6"                                 | <del>\$707.45</del> <u>765.34</u> | <del>\$739.28</del> <u>795.95</u> | <del>\$757.76</del> <u>827.79</u> | <u>860.90</u>  |

## 2. Monthly water consumption charge per 1,000 gallons of metered water:

Monthly Water Consumption Charges  
Inside Village (\$ per 1,000 gallons)

| Customer Class                                           | FY 2014 <del>21</del>             | FY 2015 <del>22</del>             | FY 2016 <del>23</del>             | FY 2017 <del>24</del>             | FY 2018            | FY 2019            |
|----------------------------------------------------------|-----------------------------------|-----------------------------------|-----------------------------------|-----------------------------------|--------------------|--------------------|
| Residential                                              |                                   |                                   |                                   |                                   |                    |                    |
| Volume blocks                                            |                                   |                                   |                                   |                                   |                    |                    |
| 0—6K                                                     | <del>\$ 2.50</del><br><u>3.08</u> | <del>\$ 2.61</del><br><u>3.20</u> | <del>\$ 2.73</del><br><u>3.33</u> | <del>\$ 2.85</del><br><u>3.46</u> | <del>\$ 2.98</del> | <del>\$ 3.05</del> |
| 7—20K                                                    | <del>3.25</del> <u>4.02</u>       | <del>3.40</del> <u>4.18</u>       | <del>3.55</del> <u>4.35</u>       | <del>3.71</del> <u>4.52</u>       | 3.88               | 3.98               |
| 21K+                                                     | <del>4.00</del> <u>4.95</u>       | <del>4.18</del> <u>5.15</u>       | <del>4.37</del> <u>5.36</u>       | <del>4.57</del> <u>5.57</u>       | 4.78               | 4.90               |
| Multi-family (volume blocks are for each apartment unit) |                                   |                                   |                                   |                                   |                    |                    |
| Volume blocks                                            |                                   |                                   |                                   |                                   |                    |                    |
| 0—4K                                                     | <del>\$ 2.50</del><br><u>3.08</u> | <del>\$ 2.61</del><br><u>3.20</u> | <del>\$ 2.73</del><br><u>3.33</u> | <del>\$ 2.85</del><br><u>3.46</u> | <del>\$ 2.98</del> | <del>\$ 3.05</del> |
| 5—10K                                                    | <del>3.25</del> <u>4.02</u>       | <del>3.40</del> <u>4.18</u>       | <del>3.55</del> <u>4.35</u>       | <del>3.71</del> <u>4.52</u>       | 3.88               | 3.98               |
| 11K+                                                     | <del>4.00</del> <u>4.95</u>       | <del>4.18</del> <u>5.15</u>       | <del>4.37</del> <u>5.36</u>       | <del>4.57</del> <u>5.57</u>       | 4.78               | 4.90               |
|                                                          |                                   |                                   |                                   |                                   |                    |                    |
| Commercial                                               |                                   |                                   |                                   |                                   |                    |                    |
| (actual volume used)                                     | <del>\$ 3.13</del><br><u>3.86</u> | <del>\$ 3.27</del><br><u>4.01</u> | <del>\$ 3.42</del><br><u>4.17</u> | <del>\$ 3.57</del><br><u>4.34</u> | <del>\$ 3.73</del> | <del>\$ 3.82</del> |

- b. Monthly water rates and charges for users of water from the Village system, outside the incorporated municipal limits, but within the defined service area:

1. Readiness to serve customer service unit:

Monthly Readiness to Serve Charges  
Outside Village (by Unit)

| Customer Class | FY 2014 <del>21</del>               | FY 2015 <del>22</del>               | FY 2016 <del>23</del>               | FY 2017 <del>24</del>               | FY 2018             | FY 2019             |
|----------------|-------------------------------------|-------------------------------------|-------------------------------------|-------------------------------------|---------------------|---------------------|
| Residential    | \$ <del>12.55</del><br><u>15.48</u> | \$ <del>13.11</del><br><u>16.10</u> | \$ <del>13.70</del><br><u>16.74</u> | \$ <del>14.32</del><br><u>17.41</u> | \$ <del>14.96</del> | \$ <del>15.33</del> |
| Multi-Family   | <del>10.04</del> <u>12.39</u>       | <del>10.49</del> <u>12.89</u>       | <del>10.96</del> <u>13.41</u>       | <del>11.45</del> <u>13.95</u>       | 11.97               | 12.27               |
| Commercial     | <del>43.93</del> <u>Meter size</u>  | <del>45.91</del> <u>Meter size</u>  | <del>47.98</del> <u>Meter size</u>  | <del>50.14</del> <u>Meter size</u>  |                     |                     |

Commercial shall be based on meter size beginning October 1, 2017 monthly readiness to serve charge is based on water meter size.

| Meter Size   | FY 2021                           | FY 2022                           | FY 2023                             | FY 2024         |
|--------------|-----------------------------------|-----------------------------------|-------------------------------------|-----------------|
| 5/8" or 3/4" | <del>\$50.14</del> <u>54.25</u>   | <del>\$52.40</del> <u>56.42</u>   | <del>\$53.71</del> <u>58.68</u>     | <u>\$61.03</u>  |
| 1"           | <del>\$50.14</del> <u>54.25</u>   | <del>\$52.40</del> <u>56.42</u>   | <del>\$53.71</del> <u>58.68</u>     | <u>61.03</u>    |
| 1 1/2"       | <del>\$94.23</del> <u>101.94</u>  | <del>\$98.10</del> <u>106.02</u>  | <del>\$100.93</del> <u>110.26</u>   | <u>114.67</u>   |
| 2"           | <del>\$147.01</del> <u>159.03</u> | <del>\$153.63</del> <u>165.39</u> | <del>\$157.46</del> <u>172.01</u>   | <u>178.89</u>   |
| 3"           | <del>\$288.15</del> <u>311.73</u> | <del>\$301.11</del> <u>324.20</u> | <del>\$308.64</del> <u>337.17</u>   | <u>350.66</u>   |
| 4"           | <del>\$442.88</del> <u>483.16</u> | <del>\$466.71</del> <u>502.49</u> | <del>\$478.38</del> <u>522.59</u>   | <u>543.49</u>   |
| 6"           | <del>\$884.31</del> <u>956.67</u> | <del>\$924.10</del> <u>994.94</u> | <del>\$947.20</del> <u>1,034.74</u> | <u>1,076.13</u> |

## 2. Monthly water consumption charge per 1,000 gallons of metered water:

Monthly Water Consumption Charge  
Outside Village (\$ per 1,000 gallons)

| Customer Class                                           | FY 2014 <del>21</del>             | FY 2015 <del>22</del>             | FY 2016 <del>23</del>             | FY 2017 <del>24</del>             | FY 2018            | FY 2019            |
|----------------------------------------------------------|-----------------------------------|-----------------------------------|-----------------------------------|-----------------------------------|--------------------|--------------------|
| Residential                                              |                                   |                                   |                                   |                                   |                    |                    |
| Volume blocks                                            |                                   |                                   |                                   |                                   |                    |                    |
| 0—6K                                                     | \$ <del>3.13</del><br><u>3.86</u> | \$ <del>3.27</del><br><u>4.01</u> | \$ <del>3.42</del><br><u>4.17</u> | \$ <del>3.57</del><br><u>4.34</u> | \$ <del>3.73</del> | \$ <del>3.82</del> |
| 7—20K                                                    | <del>4.06</del> <u>5.01</u>       | <del>4.24</del> <u>5.21</u>       | <del>4.43</del> <u>5.42</u>       | <del>4.63</del> <u>5.64</u>       | 4.84               | 4.96               |
| 21K+                                                     | <del>5.00</del> <u>6.19</u>       | <del>5.23</del> <u>6.44</u>       | <del>5.47</del> <u>6.70</u>       | <del>5.72</del> <u>6.97</u>       | 5.98               | 6.13               |
| Multi-family (volume blocks are for each apartment unit) |                                   |                                   |                                   |                                   |                    |                    |
| Volume blocks                                            |                                   |                                   |                                   |                                   |                    |                    |
| 0—4K                                                     | \$ <del>3.13</del><br><u>3.86</u> | \$ <del>3.27</del><br><u>4.01</u> | \$ <del>3.42</del><br><u>4.17</u> | \$ <del>3.57</del><br><u>4.34</u> | \$ <del>3.73</del> | \$ <del>3.82</del> |
| 5—10K                                                    | <del>4.06</del> <u>5.01</u>       | <del>4.24</del> <u>5.21</u>       | <del>4.43</del> <u>5.42</u>       | <del>4.63</del> <u>5.64</u>       | 4.84               | 4.96               |
| 11K+                                                     | <del>5.00</del> <u>6.19</u>       | <del>5.23</del> <u>6.44</u>       | <del>5.47</del> <u>6.70</u>       | <del>5.72</del> <u>6.97</u>       | 5.98               | 6.13               |
| Commercial                                               |                                   |                                   |                                   |                                   |                    |                    |
| (actual volume used)                                     | <del>3.91</del> <u>4.83</u>       | <del>4.09</del> <u>5.02</u>       | <del>4.27</del> <u>5.22</u>       | <del>4.46</del> <u>5.43</u>       | 4.66               | 4.78               |

c. At the recommendation of the village manager and subject to council approval, the village may sell water to connections outside the defined service area. Such connections shall be termed large user accounts. Monthly water rates and charges for large user accounts shall be as follows:

## 1. Monthly readiness to serve by number of meters:

Monthly Water Readiness to Serve Charges  
Large Users (per meter)

| Readiness to Serve Charges | FY 2014 <del>21</del>             | FY 2015 <del>22</del>                | FY 2016 <del>23</del>                | FY 2017 <del>24</del>                | FY 2018             | FY 2019             |
|----------------------------|-----------------------------------|--------------------------------------|--------------------------------------|--------------------------------------|---------------------|---------------------|
| Meter charge               | <del>\$719.29</del> <u>888.00</u> | <del>\$751.66</del><br><u>923.52</u> | <del>\$785.48</del><br><u>960.46</u> | <del>\$820.23</del><br><u>998.88</u> | <del>\$857.77</del> | <del>\$879.21</del> |



## 2. Monthly water consumption charge per 1,000 gallons of metered water:

Monthly Water Consumption Charges  
Large Users (\$ per 1,000 gallons)

| Customer Class       | FY 2014 <u>21</u>             | FY 2015 <u>22</u>             | FY 2016 <u>23</u>             | FY 2017 <u>24</u>             | FY 2018           | FY 2019           |
|----------------------|-------------------------------|-------------------------------|-------------------------------|-------------------------------|-------------------|-------------------|
| Large user           |                               |                               |                               |                               |                   |                   |
| (actual volume used) | <del>\$3.18</del> <u>3.92</u> | <del>\$3.32</del> <u>4.08</u> | <del>\$3.47</del> <u>4.24</u> | <del>\$3.63</del> <u>4.41</u> | <del>\$3.79</del> | <del>\$3.88</del> |

d. Monthly private fire line and fire hydrant rates and charges for users of the village water system within the incorporated municipal limits shall be a monthly charge related to fire line size:

Monthly Private Fire Protection Service Charges  
Inside Village

| Fire Line Size Inches        | FY 2014 <u>21</u>                   | FY 2015 <u>22</u>                   | FY 2016 <u>23</u>                   | FY 2017 <u>24</u>                    | FY 2018                | FY 2019                |
|------------------------------|-------------------------------------|-------------------------------------|-------------------------------------|--------------------------------------|------------------------|------------------------|
| 2                            | \$<br><del>48.90</del> <u>23.79</u> | \$<br><del>49.75</del> <u>24.74</u> | \$<br><del>20.64</del> <u>25.73</u> | \$<br><del>21.57</del> <u>26.76</u>  | \$<br><del>22.54</del> | \$<br><del>23.55</del> |
| 3                            | <del>37.81</del> <u>46.90</u>       | <del>39.51</del> <u>48.78</u>       | <del>41.29</del> <u>50.73</u>       | <del>43.15</del> <u>52.76</u>        | <del>44.44</del>       | <del>46.44</del>       |
| 4                            | <del>71.73</del> <u>88.55</u>       | <del>74.96</del> <u>92.09</u>       | <del>78.33</del> <u>95.77</u>       | <del>81.85</del> <u>99.60</u>        | <del>85.53</del>       | <del>87.67</del>       |
| 6                            | <del>167.34</del><br><u>206.59</u>  | <del>174.87</del><br><u>214.85</u>  | <del>182.74</del><br><u>223.44</u>  | <del>190.96</del><br><u>232.38</u>   | <del>199.55</del>      | <del>204.54</del>      |
| 8                            | <del>310.78</del><br><u>383.68</u>  | <del>324.77</del><br><u>399.03</u>  | <del>339.38</del><br><u>414.99</u>  | <del>354.65</del><br><u>431.59</u>   | <del>370.61</del>      | <del>379.88</del>      |
| 10                           | <del>478.11</del><br><u>590.23</u>  | <del>499.62</del><br><u>613.84</u>  | <del>522.10</del><br><u>638.39</u>  | <del>545.59</del><br><u>663.93</u>   | <del>570.14</del>      | <del>584.39</del>      |
| 12                           | <del>741.07</del><br><u>914.90</u>  | <del>774.42</del><br><u>951.50</u>  | <del>809.27</del><br><u>989.56</u>  | <del>845.69</del><br><u>1,029.14</u> | <del>883.75</del>      | <del>905.84</del>      |
| Private fire hydrants (each) | <del>167.34</del><br><u>206.59</u>  | <del>174.87</del><br><u>214.85</u>  | <del>182.74</del><br><u>223.44</u>  | <del>190.96</del><br><u>232.38</u>   | <del>199.55</del>      | <del>204.54</del>      |

e. Monthly private fire line and hydrant rates and charges for users of the village water system outside the incorporated municipal limits, but within the defined service area and related to fire line size:

Monthly Private Fire Protection Service Charges  
Outside Village

| Fire Line Size<br>Inches           | FY 2014 <del>21</del>                | FY 2015 <del>22</del>                | FY 2016 <del>23</del>                  | FY 2017 <del>24</del>                  | FY 2018             | FY 2019             |
|------------------------------------|--------------------------------------|--------------------------------------|----------------------------------------|----------------------------------------|---------------------|---------------------|
| 2                                  | <del>\$ 23.63</del><br><u>29.73</u>  | <del>\$ 24.69</del><br><u>30.92</u>  | <del>\$ 25.80</del><br><u>32.16</u>    | <del>\$ 26.96</del><br><u>33.45</u>    | <del>\$ 28.17</del> | <del>\$ 29.44</del> |
| 3                                  | <del>47.26-59.49</del>               | <del>49.39-61.87</del>               | <del>51.61-64.34</del>                 | <del>53.93-66.91</del>                 | 56.36               | 58.90               |
| 4                                  | <del>89.64</del><br><u>110.67</u>    | <del>93.67</del><br><u>115.10</u>    | <del>97.89</del><br><u>119.70</u>      | <del>102.30</del><br><u>124.49</u>     | 106.90              | 109.57              |
| 6                                  | <del>209.18</del><br><u>258.25</u>   | <del>218.59</del><br><u>268.58</u>   | <del>228.43</del><br><u>279.32</u>     | <del>238.71</del><br><u>290.49</u>     | 249.45              | 255.69              |
| 8                                  | <del>388.48</del><br><u>479.60</u>   | <del>405.96</del><br><u>498.78</u>   | <del>424.23</del><br><u>518.73</u>     | <del>443.32</del><br><u>539.48</u>     | 463.27              | 474.85              |
| 10                                 | <del>597.63</del><br><u>737.81</u>   | <del>624.52</del><br><u>767.32</u>   | <del>652.62</del><br><u>798.01</u>     | <del>681.99</del><br>829.93            | 712.68              | 730.50              |
| 12                                 | <del>926.32</del><br><u>1,143.59</u> | <del>968.00</del><br><u>1,189.33</u> | <del>1,011.56</del><br><u>1,236.90</u> | <del>1,057.08</del><br><u>1,286.38</u> | 1,104.65            | 1,132.27            |
| Private fire<br>hydrants<br>(each) | <del>209.18</del><br><u>258.25</u>   | <del>218.59</del><br><u>268.58</u>   | <del>228.43</del><br><u>279.32</u>     | <del>238.71</del><br><u>290.49</u>     | 249.45              | 255.69              |

f. Wastewater rates and charges within the village limits:

1. A monthly readiness to serve charge by unit.

Monthly Wastewater Readiness to Serve  
Charges Inside Village (by Unit)

| Customer<br>Class | FY 2014 <del>21</del>                 | FY 2015 <del>22</del>                 | FY 2016 <del>23</del>                 | FY 2017 <del>24</del>                 | FY<br>2018          | FY<br>2019          |
|-------------------|---------------------------------------|---------------------------------------|---------------------------------------|---------------------------------------|---------------------|---------------------|
| Residential       | <del>\$ 9.06</del><br><u>11.20</u>    | <del>\$ 9.47</del><br><u>11.65</u>    | <del>\$ 9.90</del><br><u>12.12</u>    | <del>\$ 10.35</del><br><u>12.60</u>   | <del>\$ 10.82</del> | <del>\$ 11.09</del> |
| Multi-Family      | <del>7.25-8.96</del>                  | <del>7.58-9.32</del>                  | <del>7.92-9.69</del>                  | <del>8.28-10.08</del>                 | 8.65                | 8.87                |
| Commercial        | <del>31.71-Meter</del><br><u>size</u> | <del>33.14-Meter</del><br><u>size</u> | <del>34.63-Meter</del><br><u>size</u> | <del>36.19-Meter</del><br><u>size</u> |                     |                     |
|                   |                                       |                                       |                                       |                                       |                     |                     |

Commercial ~~shall be based on water meter size beginning October 1, 2017~~ monthly readiness to serve charge is based on water meter size.

| <u>Meter Size</u> | <u>FY 2021</u>                    | <u>FY 2022</u>                    | <u>FY 2023</u>                    | <u>FY 2024</u> |
|-------------------|-----------------------------------|-----------------------------------|-----------------------------------|----------------|
| 5/8" or 3/4"      | <del>\$36.19</del> <u>39.16</u>   | <del>\$37.82</del> <u>40.73</u>   | <del>\$38.77</del> <u>42.36</u>   | <u>\$44.05</u> |
| 1"                | <del>\$36.19</del> <u>39.16</u>   | <del>\$37.82</del> <u>40.73</u>   | <del>\$38.77</del> <u>42.36</u>   | <u>44.05</u>   |
| 1 1/2"            | <del>\$68.03</del> <u>73.61</u>   | <del>\$71.10</del> <u>76.55</u>   | <del>\$72.88</del> <u>79.61</u>   | <u>82.79</u>   |
| 2"                | <del>\$106.13</del> <u>114.83</u> | <del>\$110.92</del> <u>119.42</u> | <del>\$113.69</del> <u>124.20</u> | <u>129.17</u>  |
| 3"                | <del>\$208.01</del> <u>225.06</u> | <del>\$217.40</del> <u>234.06</u> | <del>\$222.83</del> <u>243.42</u> | <u>253.16</u>  |
| 4"                | <del>\$322.42</del> <u>348.84</u> | <del>\$336.97</del> <u>362.79</u> | <del>\$345.39</del> <u>377.30</u> | <u>392.39</u>  |
| 6"                | <del>\$638.39</del> <u>683.73</u> | <del>\$660.46</del> <u>711.08</u> | <del>\$676.96</del> <u>739.52</u> | <u>769.10</u>  |

2. Monthly wastewater charge per 1,000 gallons of metered water:

Monthly Wastewater Consumption Charges  
Inside Village (\$ per 1,000 gallons)

| <u>Customer Class</u> | <u>FY 2014</u> <u>21</u>       | <u>FY 2015</u> <u>22</u>       | <u>FY 2016</u> <u>23</u>       | <u>FY 2017</u> <u>24</u>       | <u>FY 2018</u>     | <u>FY 2019</u>     |
|-----------------------|--------------------------------|--------------------------------|--------------------------------|--------------------------------|--------------------|--------------------|
| Residential           | \$ <del>5.88</del> <u>7.26</u> | \$ <del>6.14</del> <u>7.55</u> | \$ <del>6.42</del> <u>7.85</u> | \$ <del>6.71</del> <u>8.16</u> | <del>\$ 7.01</del> | <del>\$ 7.19</del> |
| Multi-Family          | <del>5.88</del> <u>7.26</u>    | <del>6.14</del> <u>7.55</u>    | <del>6.42</del> <u>7.85</u>    | <del>6.71</del> <u>8.16</u>    | <del>7.01</del>    | <del>7.19</del>    |
| Commercial            | <del>5.88</del> <u>7.26</u>    | <del>6.14</del> <u>7.55</u>    | <del>6.42</del> <u>7.85</u>    | <del>6.71</del> <u>8.16</u>    | <del>7.01</del>    | <del>7.19</del>    |

Residential and multi-family accounts shall not be charged for more than 8,000 gallons per dwelling unit per month.

g. Monthly wastewater rates and charges outside the incorporated municipal limits:

1. Monthly readiness to serve charge by unit:

Monthly Wastewater Customer Service Charges  
Outside Village (by unit)

| <u>Customer Class</u> | <u>FY 2014</u> <u>21</u>           | <u>FY 2015</u> <u>22</u>           | <u>FY 2016</u> <u>23</u>           | <u>FY 2017</u> <u>24</u>           | <u>FY 2018</u>      | <u>FY 2019</u>      |
|-----------------------|------------------------------------|------------------------------------|------------------------------------|------------------------------------|---------------------|---------------------|
| Residential           | \$ <del>11.33</del> <u>13.99</u>   | \$ <del>11.84</del> <u>14.55</u>   | \$ <del>12.37</del> <u>15.13</u>   | \$ <del>12.93</del> <u>15.74</u>   | <del>\$ 13.51</del> | <del>\$ 13.85</del> |
| Multi-Family          | <del>9.06</del> <u>11.20</u>       | <del>9.47</del> <u>11.65</u>       | <del>9.90</del> <u>12.12</u>       | <del>10.35</del> <u>12.60</u>      | <del>10.82</del>    | <del>11.09</del>    |
| Commercial            | <del>39.64</del> <u>Meter Size</u> | <del>41.42</del> <u>Meter Size</u> | <del>43.28</del> <u>Meter Size</u> | <del>45.23</del> <u>Meter Size</u> |                     |                     |

Commercial ~~shall be based on water meter size beginning October 1, 2017~~ monthly readiness to serve charge is based on water meter size

| <u>Meter Size</u>                  | <u>FY 2021</u>                    | <u>FY 2022</u>                    | <u>FY 2023</u>                    | <u>FY 2024</u> |
|------------------------------------|-----------------------------------|-----------------------------------|-----------------------------------|----------------|
| $\frac{5}{8}$ " or $\frac{3}{4}$ " | <del>\$45.23</del> <u>48.93</u>   | <del>\$47.27</del> <u>50.89</u>   | <del>\$48.45</del> <u>52.93</u>   | <u>\$55.05</u> |
| 1"                                 | <del>\$45.23</del> <u>48.93</u>   | <del>\$47.27</del> <u>50.89</u>   | <del>\$48.45</del> <u>52.93</u>   | <u>55.05</u>   |
| 1 ½"                               | <del>\$85.04</del> <u>92.01</u>   | <del>\$88.88</del> <u>95.69</u>   | <del>\$91.10</del> <u>99.52</u>   | <u>103.50</u>  |
| 2"                                 | <del>\$132.66</del> <u>143.52</u> | <del>\$138.65</del> <u>149.26</u> | <del>\$142.10</del> <u>155.23</u> | <u>161.44</u>  |
| 3"                                 | <del>\$260.01</del> <u>281.33</u> | <del>\$271.75</del> <u>292.58</u> | <del>\$278.54</del> <u>304.28</u> | <u>316.45</u>  |
| 4"                                 | <del>\$403.03</del> <u>436.06</u> | <del>\$421.18</del> <u>453.50</u> | <del>\$431.74</del> <u>471.64</u> | <u>490.51</u>  |
| 6"                                 | <del>\$797.99</del> <u>854.66</u> | <del>\$825.58</del> <u>888.85</u> | <del>\$846.20</del> <u>924.40</u> | <u>961.38</u>  |

2. Monthly wastewater charge per 1,000 gallons of metered water:

Monthly Wastewater Consumption Charge  
Outside Village (\$ per 1,000 gallons)

| <u>Customer Class</u> | <u>FY 2014</u> <u>21</u>          | <u>FY 2015</u> <u>22</u>          | <u>FY 2016</u> <u>23</u>          | <u>FY 2017</u> <u>24</u>           | <u>FY 2018</u>     | <u>FY 2019</u>     |
|-----------------------|-----------------------------------|-----------------------------------|-----------------------------------|------------------------------------|--------------------|--------------------|
| Residential           | <del>\$ 7.35</del><br><u>9.08</u> | <del>\$ 7.68</del><br><u>9.44</u> | <del>\$ 8.03</del><br><u>9.82</u> | <del>\$ 8.39</del><br><u>10.21</u> | <del>\$ 8.77</del> | <del>\$ 8.99</del> |
| Multi-Family          | <del>7.35</del> <u>9.08</u>       | <del>7.68</del> <u>9.44</u>       | <del>8.03</del> <u>9.82</u>       | <del>8.39</del> <u>10.21</u>       | 8.77               | 8.99               |
| Commercial            | <del>7.35</del> <u>9.08</u>       | <del>7.68</del> <u>9.44</u>       | <del>8.03</del> <u>9.82</u>       | <del>8.39</del> <u>10.21</u>       | 8.77               | 8.99               |

Residential and multi-family accounts shall not be charged for more than 8,000 gallons per dwelling unit per month.

Monthly wastewater readiness to serve charges  
large users inside

| <u>Readiness to serve charges</u> | <u>FY 2014</u> <u>21</u>        | <u>FY 2015</u> <u>22</u>        | <u>FY 2016</u> <u>23</u>           | <u>FY 2017</u> <u>24</u>           | <u>FY 2018</u> | <u>FY 2019</u> |
|-----------------------------------|---------------------------------|---------------------------------|------------------------------------|------------------------------------|----------------|----------------|
|                                   | <del>\$31.71</del> <u>39.16</u> | <del>\$33.14</del> <u>40.73</u> | <del>\$34.63</del><br><u>42.36</u> | <del>\$36.19</del><br><u>44.05</u> | \$37.82        | \$38.77        |
|                                   |                                 |                                 |                                    |                                    |                |                |

Monthly wastewater readiness to serve charges  
large users outside

| Readiness to serve charges | FY 2014 <u>21</u>                  | FY 2015 <u>22</u>                  | FY 2016 <u>23</u>                  | FY 2017 <u>24</u>                  | FY 2018            | FY 2019            |
|----------------------------|------------------------------------|------------------------------------|------------------------------------|------------------------------------|--------------------|--------------------|
|                            | <del>\$39.64</del><br><u>48.93</u> | <del>\$41.42</del><br><u>50.89</u> | <del>\$43.28</del><br><u>52.93</u> | <del>\$45.23</del><br><u>55.05</u> | <del>\$47.27</del> | <del>\$48.45</del> |
|                            |                                    |                                    |                                    |                                    |                    |                    |

The monthly Cross Connection Control Program Fee for users of the water from the village system within the incorporated municipal limits and ~~the~~ outside the incorporated municipal limits, but within the defined village service area, shall be as follows:

Inside Village  
(per assembly unit)

| Commercial | FY 2014 <u>21</u>                | FY 2015 <u>22</u>                | FY 2016 <u>23</u>                | FY 2017 <u>24</u>                | FY 2018           | FY 2019           |
|------------|----------------------------------|----------------------------------|----------------------------------|----------------------------------|-------------------|-------------------|
|            | <del>\$5.45</del><br><u>6.37</u> | <del>\$5.61</del><br><u>6.62</u> | <del>\$5.78</del><br><u>6.88</u> | <del>\$5.95</del><br><u>7.16</u> | <del>\$6.13</del> | <del>\$6.31</del> |
|            |                                  |                                  |                                  |                                  |                   |                   |

The aforementioned monthly cross connection control program fee for commercial users of water from the village system within the incorporated municipal limits shall be in addition to any rate or charge otherwise assessed under chapter 78 of the Village Code of Ordinances, including, but not limited to, the monthly readiness to serve charge assessed per unit. The monthly cross connection control program fee is only applicable to those commercial users who have or are required to have a backflow assembly installation at their property.

- h. All applications for water and/or wastewater service shall be accompanied by a deposit based upon the meter size:

Each deposit can be increased based upon the average monthly bill for water and wastewater service times a factor of three, plus an administrative fee of \$~~40~~35.00.

| Meter Size (inches)                      | Amount                             |
|------------------------------------------|------------------------------------|
| 5/8 or ¾                                 | \$ <del>15</del> <u>70</u> .00     |
| 1                                        | <del>250</del> <u>390</u> .00      |
| 1½                                       | <del>490</del> <u>720</u> .00      |
| 2                                        | <del>980</del> <u>1,100</u> .00    |
| 3                                        | <del>1,840</del> <u>2,030</u> .00  |
| 4                                        | <del>2,710</del> <u>3,350</u> .00  |
| 6                                        | <del>5,420</del> <u>6,630</u> .00  |
| 8                                        | <del>8,130</del> <u>10,570</u> .00 |
| Administrative fee added to each deposit | <del>40</del> <u>35</u> .00        |

Each deposit can be increased based upon the average monthly bill for water and wastewater service times a factor of three, plus an administrative fee of \$~~40~~35.00.

- (4) Meter connection fees are as follows:

- a. Water meter connection fees:

| Meter Size (inches) | Amount                            |
|---------------------|-----------------------------------|
| 5/8 or ¾            | \$ <del>650</del> <u>455</u> .00  |
| 1                   | <del>800</del> <u>560</u> .00     |
| 1½                  | <del>1,000</del> <u>880</u> .00   |
| 2                   | <del>1,250</del> <u>1,155</u> .00 |
| 3                   | *                                 |
| 4                   | *                                 |
| 6                   | *                                 |

\* Connection fees will be determined for each installation by the village manager. Fees will be based on actual costs for meter, related equipment and installation.

- b. Water main connections: \$~~17.00~~20.50 per front foot of abutting property.  
c. Wastewater line connections: \$~~28.00~~19.65 per front foot of abutting property.



- d. *Hydrant meter connection fees.* A deposit of \$500.00 for meters smaller than two inches and \$1,000.00 for meters two inches and larger, plus a ~~\$504~~5.00 meter set charge. All hydrant meters shall be billed monthly. The bill shall include the readiness to serve charge based on meter size plus the commercial rate for gallons used. There is a one-year limit on the amount of time a customer may use a hydrant meter.

- (5) Capital contributions for connection to the water and wastewater systems shall be as follows:

- a. Water system capital contribution fees for connecting to the village's water system shall be:

| Meter Size (Inches) | Equivalent Residential Units (ERUs) | Fiscal Year<br>2014 <u>21</u> —2019 <u>24</u> |
|---------------------|-------------------------------------|-----------------------------------------------|
| 5/8 or ¾            | 1                                   | \$ <del>2,080</del> 2,220.00                  |
| 1                   | 2.5                                 | <del>5,200</del> 5,550.00                     |
| 1½                  | 5                                   | <del>10,400</del> 11,100.00                   |
| 2                   | 10                                  | <del>20,800</del> 22,200.00                   |
| 3                   | 20                                  | <del>41,600</del> 44,400.00                   |
| 4                   | 30                                  | <del>62,400</del> 66,600.00                   |
| 6                   | 60                                  | <del>124,800</del> 133,200.00                 |
| 8                   | 90                                  | <del>187,200</del> 199,800.00                 |
|                     |                                     |                                               |

- b. Wastewater system capital contribution fees for wastewater service for connections to the portion of the village's wastewater system receiving wholesale wastewater transmission and treatment service from Palm Beach County:

| Meter Size (Inches) | Equivalent Residential Units (ERUs) | Fiscal Year<br>2014 <u>21</u> —2019 <u>24</u> |
|---------------------|-------------------------------------|-----------------------------------------------|
| 5/8 or ¾            | 1                                   | \$ 2,500.00                                   |
| 1                   | 2.5                                 | 6,250.00                                      |
| 1½                  | 5                                   | 12,500.00                                     |
| 2                   | 10                                  | 25,000.00                                     |
| 3                   | 20                                  | 50,000.00                                     |
| 4                   | 30                                  | 75,000.00                                     |
| 6                   | 60                                  | 150,000.00                                    |
| 8                   | 90                                  | 225,000.00                                    |

c. Wastewater system capital contribution fees for wastewater service for connection to the portion of the village's wastewater system receiving wholesale wastewater transmission and treatment service from Lake Worth Utilities Authority.

| Meter Size (Inches) | Equivalent Residential Units (ERUs) | Fiscal Year<br>2014 <u>21</u> —2019 <u>24</u> |
|---------------------|-------------------------------------|-----------------------------------------------|
| 5/8 or ¾            | 1                                   | \$ 2,650.00                                   |
| 1                   | 2.5                                 | 6,625.00                                      |
| 1½                  | 5                                   | 13,250.00                                     |
| 2                   | 10                                  | 26,500.00                                     |
| 3                   | 20                                  | 53,000.00                                     |
| 4                   | 30                                  | 79,500.00                                     |
| 6                   | 60                                  | 159,000.00                                    |
| 8                   | 90                                  | 238,500.00                                    |

(6) Miscellaneous fees for the utility system shall be as follows:

- a. Temporary turn off .... \$ 60.00
- b. Reconnect fee ....60.00
- c. Recheck meter reading .....~~30~~40.00
- d. Meter calibration fee .....~~50~~100.00
- e. Cut lock fee .....55.00
- f. Pulled meter fee .....75.00
- g. Permit fee .....20.00
- h. Late payment charge .....15.00
- i. Admin charge on deposit .....~~10~~35.00
- j. Transfer fee .....~~20~~40.00
- k. Service charge .....~~20~~45.00
- m. Tampering/prohibited connections fee .....250.00
- n. Returned check fee:  
 Florida Statute Minimum: .....25.00  
     Checks \$50.00—300.00 .....30.00  
     Checks > \$300.00 .....40.00  
     Checks > \$801.00 .....5% Face Value
- o. Broken curb stop .....~~50~~255.00

**Section 3. Codification.** The sections of the ordinance shall be made a part of the Village Code of Laws and ordinances and may be re-numbered or re-lettered to accomplish such, and the word “ordinance” may be changed to “section”, “division”, or any other appropriate word.

**Section 4. Repeal of Conflicting Ordinances.** All Ordinances, Resolutions or parts of Ordinances and Resolutions in conflict herewith are hereby repealed.

**Section 5. Severability.** If any word, clause, sentence, paragraph, section or part thereof contained in this Ordinance is declared to be unconstitutional, unenforceable, void or inoperative by a court of competent jurisdiction, such declaration shall not affect the validity of the remainder of this Ordinance.

**Section 6. Effective Date.** This Ordinance shall become effective immediately upon adoption.

Council Member \_\_\_\_\_, offered the foregoing Ordinance, and moved its adoption. The motion was seconded by Council Member \_\_\_\_\_, and upon being put to a vote, the vote was as follows:

|                               | <u>Aye</u>               | <u>Nay</u>               | <u>Absent</u>            |
|-------------------------------|--------------------------|--------------------------|--------------------------|
| BEV SMITH, MAYOR              | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| PATTI WALLER, VICE MAYOR      | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| GARY READY, MAYOR PRO TEM     | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| JONI BRINKMAN, COUNCIL MEMBER | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| DOUG GUNTHER, COUNCIL MEMBER  | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

The Mayor thereupon declared this Ordinance approved and adopted by the Village Council of the Village of Palm Springs, Florida, on second reading, the \_\_\_\_\_ day of \_\_\_\_\_, 2020.

VILLAGE OF PALM SPRINGS, FLORIDA

BY: \_\_\_\_\_  
BEVERLY SMITH, MAYOR

First Reading: \_\_\_\_\_

Second Reading: \_\_\_\_\_

ATTEST:

\_\_\_\_\_  
KIMBERLY WYNN, VILLAGE CLERK

REVIEWED FOR LEGAL FORM AND SUFFICIENCY

\_\_\_\_\_  
GLEN J. TORCIVIA, VILLAGE ATTORNEY

# VILLAGE OF **PALM SPRINGS**

## Water and Wastewater Utility Rate Study

Report / August 20, 2020

August 20, 2020

Mr. Ronald R. Eyma  
Public Service Director  
Village of Palm Springs  
226 Cypress Lane  
Palm Springs, FL 33461

Subject: **Fiscal Year 2020 Water and Wastewater Utility Rate Study**

Dear Mr. Eyma:

Kimley-Horn and Associates, Inc. (“KHA”) and Raftelis Financial Consultants, Inc. (“Raftelis,” and collectively with KHA, the “Project Team”) is pleased to submit this report for your review and consideration regarding the preparation of a five- (5) year financial forecast (the “Financial Forecast”) for the water and wastewater utility system (the “System”) operations on behalf of the Village of Palm Springs (the “Village”) and evaluation of the retail, miscellaneous, and impact fees and charges. The primary purpose of the development of the Financial Forecast was to identify the ability of the System’s operating revenues (derived essentially from monthly rates for service) to adequately fund the expenditure requirements of the System, including the five- (5) year capital improvement program as identified by the Village. Specifically, the Financial Forecast focuses on the sufficiency of the existing rate revenues to fund the capital improvement program and provide additional information to the Village with respect to the anticipated sources of available funding (i.e., anticipated indebtedness, increased operating margins from future rate adjustments, etc.) for the capital project and major maintenance expenditures identified for the Fiscal Years 2020 through 2024 (the “Forecast Period”).

This attached report includes: i) a summary of the customer and billing statistics and rates for service; ii) a discussion of the significant assumptions used in the development of the Financial Forecast; iii) an analysis of the ability of revenues of the System to meet the estimated operating and capital expenditure requirements; iv) the presentation of the identified financing plan for the current five-year capital program; and v) recommended changes to the amount of the existing rates based on cost of service principals. The analysis is based on detailed financial information provided by Village staff, including but not limited to, customer / property statistical data, annual financial and budgetary data, as well as other information provided by the Village relative to the development of the capital program.

Based on the Financial Forecast as developed by the Project Team, it is recommended that System’s rates should be increased above current Fiscal Year 2020 levels. This is due primarily to provide adequate funding for the capital improvement plan. The recommendations of this study are to adopt a series of annual rate adjustments to be applied to the retail monthly service rates and charges for the Fiscal Years 2021 through 2024. It is anticipated that the recommended rates and fees will be sufficient to maintain operating margins and to assure the continuation of capital re-investment to replace and upgrade System assets to promote long-term rate sustainability.



Mr. Ronald R. Eyma  
Village of Palm Springs  
August 20, 2020  
Page 2

Events may occur during this projected time period that could have an effect on the financial projections presented in this report, and such effects could be material, which may alter the sufficiency of the recommended rates. As such, it is recommended the Village continue to annually review the System's financial condition to monitor the potential need for rate adjustments in the future.

We appreciate the assistance provided by the Village with respect to the preparation of this report.

Very truly yours,

**Raftelis Financial Consultants, Inc.**



**Ryan Smith**  
*Managing Consultant*



**Michael Noga**  
*Rate Consultant*

RS / dc  
Attachments

# Table of Contents

|                                                                                         |    |
|-----------------------------------------------------------------------------------------|----|
| INTRODUCTION .....                                                                      | 1  |
| FINANCIAL FORECAST ANALYSIS METHODOLOGY .....                                           | 1  |
| WATER AND WASTEWATER SYSTEM RATES.....                                                  | 3  |
| CUSTOMER DEMOGRAPHICS AND REVENUES.....                                                 | 4  |
| PROJECTIONS OF SYSTEM OPERATING RESULTS .....                                           | 5  |
| PRINCIPAL CONSIDERATIONS AND ASSUMPTIONS REGARDING<br>PROJECTED OPERATING RESULTS ..... | 6  |
| PROJECTED OPERATING RESULTS .....                                                       | 10 |
| RECOMMENDATIONS .....                                                                   | 11 |

## List of Tables

**Table 1 – Summary of Existing and Projected Water Customer Statistics**

**Table 2 – Summary of Existing and Projected Wastewater Customer Statistics**

**Table 3 – Projection of Direct and Indirect Operating Expenses**

**Table 4 – Summary of Expense Escalation Factors**

**Table 5 – Calculation of Projected Wholesale Wastewater Purchases**

**Table 6 – Capital Improvement Program**

**Table 7 – Calculation of System Revenue Requirements and Revenue Sufficiency**

**Table 8 – Calculation of Fund (Cash) Balances and Investment Income**

**Table 9 – Comparison of Monthly Residential Bill for Water Service**

**Table 10 – Comparison of Monthly Residential Bill for Wastewater Service**

**Table 11 – Comparison of Monthly Residential Bill for Combined Water and Wastewater Service**

## VILLAGE OF PALM SPRINGS, FLORIDA

### FISCAL YEAR 2020 WATER AND WASTEWATER UTILITY RATE STUDY

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## Introduction

On behalf of the Village of Palm Springs's (the "Village") water and wastewater utility system (the "System"), Kimley-Horn and Associates, Inc. ("KHA") and Raftelis Financial Consultants, Inc. ("Raftelis," and, collectively with KHA, the "Project Team") was retained to prepare a five- (5) year financial forecast (the "Financial Forecast") of System operations and develop alternative retail service rates based on the results of such analysis and cost of service principals. Specifically, the Project Team was tasked with analyzing the customer billing attributes and corresponding revenue requirements (expenditure needs) of the System, develop a capital expenditure funding plan, and identify the necessary rate adjustments for the five fiscal year period of 2020 to 2024 and evaluate the corresponding estimated financial position of the System.

The analysis included in this report recognizes a forward-looking projection over the next five years, comprising the Fiscal Years ending September 30, 2020 to 2024 (the "Forecast Period"). The remainder of this report provides a discussion of the Financial Forecast analysis methodology, the water and wastewater rates for service, historical and projected customer statistics or billing determinates, identification of the revenue requirements and estimated sufficiency of the existing rates, and provides a summary of the financial trends and position of the System.

## Financial Forecast Analysis Methodology

In order to evaluate the existing and forecasted financial position of the System the following methodology was recognized:

1. An evaluation of the service area requirements for the water and wastewater system (the "System") was performed. This included a review of recent billing attributes for the customers served by the System such that: i) a representative forecast of System needs from a financial standpoint could be prepared; and ii) a projection of rate revenues consistent with the projected service area needs could be developed.
2. A projection of the Net Revenue Requirements from rates, which equates to the expenditure requirements funded from retail water and wastewater rates, was analyzed. A summary of the definition of the Net Revenue Requirements is summarized below:

|   |                                                                   |
|---|-------------------------------------------------------------------|
| + | Cost of Operation and Maintenance                                 |
| + | Debt Service Payments (Proposed)                                  |
| + | Fund Transfers Payments                                           |
| + | Capital Project Financing                                         |
| + | Working Capital Reserve Deposits / Financial Compliance           |
| - | Other Operating Revenue / Working Capital Reserve Use             |
| - | Interest Income                                                   |
| = | Net Revenue Requirements (Funded from Water and Wastewater Rates) |

3. Included as a component of Net Revenue Requirements was the development of an initial five-year capital expenditure funding plan for a portion of the capital projects identified in the Water and Wastewater Capital improvement program (the “CIP”). The CIP was produced by KHA and Village staff and it identified the projects that should be commenced and completed during the Forecast Period, these projects totaled \$41,743,000.
4. The funding of these improvements recognized the following parameters: i) the use of available operating reserves or other available cash balances as a first priority (above targeted reserve balances); and ii) the recognition of a pay-as-you-go (“PAYGO”) capital funding program (funded by deposits to a capital fund referred to in this report as the Capital Fund from rates) to finance capital projects that benefit the existing rate payers. The use of additional debt / loans was contemplated during the capital funding analysis with Village staff, to fund large expenditures with extended service lives (leveraging of System revenues to reduce annual expenditure funded from rates); However, it was identified that the System could fully fund its capital needs without the issuance of debt, and such leveraging capability should be maintained for potential funding of projects outside of the Forecast Period (past FY-2024).
5. In addition, the cash position of the System was evaluated and taken into consideration through the identification of targeted minimum ending cash balances in order to adequately reserve working capital balances (reduce financial risk) and provide for the anticipated capital funding needs of the System.
6. Prepare an evaluation of the financial position of the System to minimize financial risk, promote a strong credit balance, and to provide for rate sustainability over the long-term.
7. Estimate the necessary System rate adjustments that would be required to fund the identified Net Revenue Requirements, CIP, and meet the overall financial needs of the System.
8. Recommend alternative retail service rates based on information compiled during the Study in order to produce charges that are more consistent with the level of service that is being provided to each customer.

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## Water and Wastewater System Rates

The water and wastewater rates that are currently in effect were adopted by the Village Council on August 28, 2017 pursuant to Ordinance No. 2017-22 (the “Rate Ordinance”) and which became effective immediately upon passage. The rates have not been adjusted since October 1, 2018 (2 years). The existing rates are based on the various attributes of the customer classifications, meter size, and monthly metered water use. The following is a summary of the current annual System rates for service as delineated in the Rate Ordinance:

### Summary of Existing Annual Rates for Water and Wastewater Service

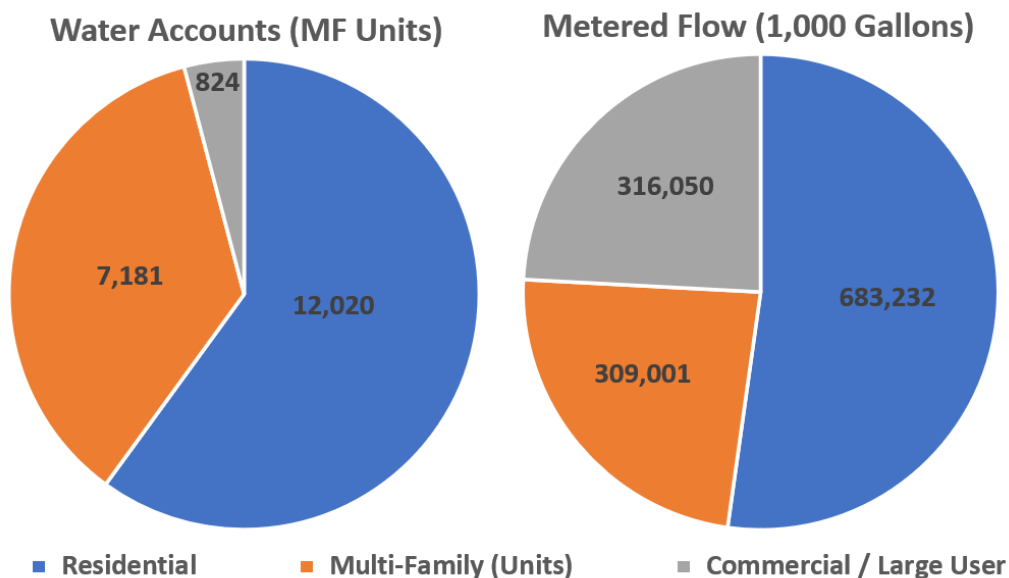
| Customer Class                                 | Water Service | Wastewater Service |
|------------------------------------------------|---------------|--------------------|
| <b>Readiness to Serve Charge</b>               |               |                    |
| Single-Family Residential                      | \$12.27       | \$11.09            |
| Multi-Family Residential                       | 9.81          | 8.87               |
| Commercial – 5/8- or 3/4-Inch Meter            | 42.95         | 38.77              |
| Commercial –1-Inch Meter                       | 42.95         | 38.77              |
| Commercial – 1-1/2-Inch Meter                  | 80.75         | 72.88              |
| Commercial – 2-Inch Meter                      | 125.97        | 113.69             |
| Commercial – 3-Inch Meter                      | 246.91        | 222.83             |
| Commercial – 4-Inch Meter                      | 382.70        | 345.39             |
| Commercial – 6-Inch Meter                      | 757.76        | 676.96             |
| <b>Consumption Charges (Per 1,000 Gallons)</b> |               |                    |
| <u>Single-Family Residential:</u>              |               |                    |
| 0 – 6,000 Gallons                              | \$3.05        | \$7.19             |
| 6,001 – 8,000 Gallons                          | 3.05          | 7.19               |
| 8,001 – 20,000 Gallons                         | 3.98          | N/A                |
| 20,001 Gallons and Above                       | 4.90          | N/A                |
| <u>Multi - Family Residential:</u>             |               |                    |
| 0 – 4,000 Gallons                              | \$3.05        | \$7.19             |
| 4,001 – 8,000 Gallons                          | 3.98          | 7.19               |
| 8,001 – 10,000 Gallons                         | 3.98          | N/A                |
| 10,001 Gallons and Above                       | 4.90          | N/A                |
| <u>Commercial (All Gallons)</u>                | \$3.82        | \$7.19             |



## Customer Demographics and Revenues

As previously mentioned, the existing rates are billed based on the class of customer and the meter size for the commercial customer class. Table 1 at the end of this report summarizes the existing and projected customers based on the customer billing data as provided to the Project Team by the Village and estimates of additional customers from new development within the Village's water and wastewater service area.

The following is a summary of the billing attributes by class based on the evaluation of the Fiscal Year 2019 billing data provided by Village Staff. It should be noted that at the time of the billing evaluation Fiscal Year 2019 represented the most recently completed Fiscal Year for which the revenues had been verified by the Village's external Auditors. The projections included in Tables 1 and 2 provide the basis of the calculation of the existing and future revenues from existing rates as shown on Table 7. The charts below summarize the estimated Fiscal Year 2020 water accounts and metered flow:



As can be seen above, the Residential Customer Classes (Single-Family and Multi-Family) comprise approximately 96% of the total estimated accounts, and the remaining 4% of accounts are comprised of commercial customers and one large user. However, the commercial class and large user represented approximately 24% of the metered water flow (which has a direct correlation to revenue). Additionally, it should be noted that the average commercial account used approximately 25,000 gallons of water per month as compared to a single-family residential customer who used 4,400 gallons of water per month.

Based on discussions with Village staff and a review of the vacant parcels within the Village's service territory, a minor amount of new development (customer growth) has been recognized. During the Forecast Period, Raftelis recognized on average 31 accounts per year which represents less than 0.25% growth per year.

The majority, or approximately 94% of the Village's customers receive both water and wastewater service, and the wastewater consumption patterns are generally consistent with water. A summary of the wastewater customers and consumption characteristics can be found on Table 2 at the end of this Report.

Based on the customer demographics as discussed in the previous section, the projected revenues from System rates for the Forecast Period can be found on Table 7 at the end of this Report, and are summarized below:

### Summary of Projected Revenues from Existing Water and Wastewater Rates [1] [2]

| Description                                               | Fiscal Year Ending September 30, |                            |                            |                            |                            |
|-----------------------------------------------------------|----------------------------------|----------------------------|----------------------------|----------------------------|----------------------------|
|                                                           | 2020                             | 2021                       | 2022                       | 2023                       | 2024                       |
| <b>Water System Rate Revenue [3]</b>                      |                                  |                            |                            |                            |                            |
| Single-Family Residential                                 | \$4,419,172                      | \$4,456,735                | \$4,460,414                | \$4,464,094                | \$4,467,773                |
| Multi-Family Residential                                  | 2,160,399                        | 2,165,310                  | 2,174,593                  | 2,174,593                  | 2,174,593                  |
| Commercial                                                | 1,665,300                        | 1,668,467                  | 1,671,635                  | 1,674,803                  | 1,677,970                  |
| Large User                                                | 265,393                          | 265,393                    | 265,393                    | 265,393                    | 265,393                    |
| <b>Total Water System Rate Revenue</b>                    | <b>\$8,510,264</b>               | <b>\$8,555,905</b>         | <b>\$8,572,035</b>         | <b>\$8,578,882</b>         | <b>\$8,585,729</b>         |
| <b>Wastewater System Rate Revenue [3]</b>                 |                                  |                            |                            |                            |                            |
| Single-Family Residential                                 | \$5,799,645                      | \$5,819,003                | \$5,824,266                | \$5,829,529                | \$5,834,792                |
| Multi-Family Residential                                  | 3,311,875                        | 3,325,993                  | 3,340,111                  | 3,340,111                  | 3,340,111                  |
| Commercial                                                | 2,073,990                        | 2,078,903                  | 2,083,816                  | 2,088,729                  | 2,093,642                  |
| <b>Total Wastewater System Rate Revenue</b>               | <b>\$11,185,510</b>              | <b>\$11,223,900</b>        | <b>\$11,248,194</b>        | <b>\$11,258,370</b>        | <b>\$11,268,546</b>        |
| <b>Combined Water and Wastewater System Rate Revenues</b> | <b><u>\$19,695,774</u></b>       | <b><u>\$19,779,804</u></b> | <b><u>\$19,820,229</u></b> | <b><u>\$19,837,252</u></b> | <b><u>\$19,854,275</u></b> |

[1] Amounts shown derived from information included on Table 7 at the end of this Report.

[2] Amounts shown calculated based on the existing water and wastewater rates in effect during Fiscal Year 2020 and does not include any additional revenues from recommended rate adjustments as discussed later in this Report.

[3] Amounts shown include revenues received from customers located inside and outside the Village's jurisdictional boundaries. It should be noted that the Village charges a 25% surcharge for all services rendered outside the Village's jurisdictional boundaries, which is allowed under Florida statute.

## Projections of System Operating Results

For the purpose of the Financial Forecast and as previously mentioned, a projected five-year study period has been utilized for the determination of the water and wastewater system revenue requirements. The objective of using this Forecast Period is to determine the potential rate levels that will ensure continuing and adequate service to meet future period requirements. It was determined that the revenue requirements for this analysis would be predicated on the projected utility costs for the period ending September 30, 2024 (previously defined as the "Forecast Period"). This forecast of System operations was prepared in order to provide a general surety to the Village that the water and wastewater rates would be adequate in the future to meet all of the estimated System expenditure needs, satisfy any bond / loan rate covenant requirements, and to fully fund the capital improvement program as determined with the Village by the Project team during the course of this study.

The classification of revenue requirements can be organized into five main categories: i) operation and maintenance expenses (adjusted to exclude depreciation and amortization expenses); ii) annual principal and interest payments on existing debt; iii) funding of the capital improvement program; and iv) deposits to working capital reserves and other funds to maintain or meet management objectives / policies regarding financial position (reduce financial risk and promote creditworthiness of System). The sum of these payments represents the gross revenue requirements of the System that are to be recovered from the available financial resources of the System, including rate revenues, other operating revenues, interest income, and available cash reserves.

The development of the estimated revenue requirements for the Village's water and wastewater system required several assumptions and considerations, and the preparation of certain analyses relative to utility operations. The historical Fiscal Year 2019 operating results along with the adopted Fiscal Year 2020 Budget and year-to-date (through June 2020) operating results served as the basis for the revenue requirement projections. For Fiscal Year 2020, the Village provided the Project Team with a copy of the adopted budget, which after certain adjustments to reflect year-to-date results and known or anticipated changes and assumptions, served as the basis of the projection of the revenue requirements for the Forecast Period. Based on the forecast of customer system billing determinates, the assumptions and considerations set forth below with respect to the determination of projected water and wastewater system expenditures, the rate revenue surplus / (deficiencies) are anticipated to be as follows:

### Water and Wastewater System Revenue Sufficiency – For the Forecast Period [1]

| Fiscal Year | Estimated Revenues Under Existing Rates | Total Revenue Requirements [2] | Annual Surplus / (Deficiency) | Recommended Rate Adjustments | Surplus / (Deficiency) After Adjustments |
|-------------|-----------------------------------------|--------------------------------|-------------------------------|------------------------------|------------------------------------------|
| 2020        | \$20,694,566                            | \$20,924,610                   | (\$230,045)                   | 0.00%                        | (\$230,045)                              |
| 2021        | 20,638,281                              | 20,636,617                     | 1,664                         | 1.00%                        | 199,462                                  |
| 2022        | 20,619,748                              | 21,205,850                     | (586,103)                     | 4.00%                        | 412,837                                  |
| 2023        | 20,596,219                              | 21,866,470                     | (1,270,251)                   | 4.00%                        | 563,029                                  |
| 2024        | 20,598,800                              | 22,633,827                     | (2,035,027)                   | 4.00%                        | 667,391                                  |

[1] Amounts shown derived from Table 7 at the end of this report.

[2] Revenue requirements represent the amount of gross revenue requirements of the System. Amounts shown include deposits to the operating and capital reserves to the extent available which have been used for funding the capital improvement program.

As illustrated in the above table and seen in greater detail on Table 7 at the end of this Report, the existing rates for service are not anticipated to provide sufficient revenue to fully fund the revenue requirements of the System. It is recommended that the Village consider adopting a four- (4) year rate adjustment plan in order to provide sufficient revenues to meet the needs of the System.

## Principal Considerations and Assumptions Regarding Projected Operating Results

In making the projections and estimates summarized in this report, the principal considerations and assumptions made by us and the principal information and assumptions provided to us, or prepared by others, include the following:

1. The Adopted Fiscal Year 2020 Budget served as the basis for the financial forecast of operating expenses. Based on discussions with Village staff and a detailed review of actual reported operating expenses for the recent historical period, the Fiscal Year Budget was considered as being reasonable and could be relied upon in the determination of the expenditure needs of the System.
2. Projected revenues from current rates and charges for the Village's water and wastewater system was based on the schedule of existing rates as adopted by the Village Council pursuant to Ordinance No.17-22 (previously defined as the "Rate Ordinance"). Such rates were utilized in the calculation of the 2020 rate revenues and projected revenues under existing rates for the remainder of the Forecast Period. These rates served as support for the development of the recommended rate adjustments for Fiscal Year 2021 through 2024. A summary of projected sales revenues under existing and rates for monthly service is was previously discussed in this report.
3. The projected direct and indirect operation and maintenance expenses as presented in Table 3 were escalated for the Forecast Period based upon the application of several different escalation factors.

Each expense projection was predicated on: i) the nature of the expense; ii) historical cost indices for similar expenses as published by the Bureau of Labor Statistics and the Congressional Budget Office; iii) review of the contractual arrangements of the System regarding the specific expense; and iv) discussions with Village staff. A summary of the escalation factors can be found on Table 4 at the end of this report. It should be noted that the overall effect of the chosen escalation factors increased the direct and indirect operating expenses by an annual compounded rate of approximately 2.98%.

4. The Village's single largest expense is wholesale wastewater treatment. This cost is estimated to average approximately \$3,450,000 annually during the Forecast Period. The Village relies on wholesale wastewater treatment services for all of its wastewater treatment needs. Currently the Village receives these services from two wholesale providers: i) the City of Lake Worth; and ii) Palm Beach County. The projection of the wholesale wastewater treatment expenses for the Forecast Period were developed based on: i) historical wholesale wastewater treatment statistics; ii) a review of the agreements for whole service between the Village and each of the wholesale providers; iii) the projected wastewater treatment requirements as calculated on Table 2 of this Report; and iv) discussions with Village staff about the future needs of the wastewater system. The calculation of projected wholesale wastewater purchases can be found on Table 5 at the end of this Report and is summarized below:

| Description                                   | Fiscal Year Ending September 30, [1] |                           |                           |                           |                           |
|-----------------------------------------------|--------------------------------------|---------------------------|---------------------------|---------------------------|---------------------------|
|                                               | 2020                                 | 2021                      | 2022                      | 2023                      | 2024                      |
| <b>Wholesale Wastewater Treatment Expense</b> |                                      |                           |                           |                           |                           |
| Provider - Palm Beach County                  |                                      |                           |                           |                           |                           |
| Wastewater Treated (1,000 of Gallons)         | 273,750                              | 273,750                   | 273,750                   | 273,750                   | 273,750                   |
| Average Treatment Rate                        | \$3.10                               | \$3.17                    | \$3.23                    | \$3.30                    | \$3.37                    |
| Treatment Expense – Palm Beach County         | \$848,625                            | \$867,295                 | \$885,508                 | \$904,104                 | \$922,186                 |
| Provider – Lake Worth                         |                                      |                           |                           |                           |                           |
| Wastewater Treated (1,000 of Gallons)         | 900,078                              | 904,274                   | 907,043                   | 908,111                   | 909,178                   |
| Average Treatment Rate                        | \$3.27                               | \$2.63                    | \$2.68                    | \$2.74                    | \$2.80                    |
| Treatment Expense – Lake Worth                | \$2,939,572                          | \$2,373,836               | \$2,433,061               | \$2,490,014               | \$2,546,227               |
| <b>Combined Wastewater Treatment Expense</b>  | <b><u>\$3,788,197</u></b>            | <b><u>\$3,241,131</u></b> | <b><u>\$3,318,569</u></b> | <b><u>\$3,394,118</u></b> | <b><u>\$3,468,413</u></b> |

[1] Amounts shown derived from information included on Table 5 at the end of this Report.

5. The System currently has one outstanding senior lien debt obligation, the Fiscal Year 2013 Promissory Note. The Village entered into agreement with SunTrust Bank for a Loan in the principal amount of \$14,352,351 in order to refinance a prior debt and provide funding for certain capital improvements. The Promissory Note carries an average coupon rate of 2.39%, level semiannual debt service payments of \$471,117.50 (\$942,235 annually) due on May 1<sup>st</sup> and November 1<sup>st</sup> of each year; and, matures on May 1, 2033. As of the date of this Report the Village has \$10,207,120 of outstanding principal balance on the Promissory Note. No Additional debt was assumed during this evaluation. Should the actual operating results or capital improvement program differ materially from what is included in this Report, the Village may reconsider the issuance of additional debt.

6. In order to promote the going concern of the System and to provide a funding mechanism to replace utility plant as it reaches its useful life, the Financial Forecast assumes the annual funding of a deposit from rates into a dedicated or separate capital account referenced as the Capital Fund. In the development of the Financial Forecast and to annually provide funds for capital reinvestment (i.e., pay-as-you-go or “PAYGO” funding), it was assumed that the Village would deposit annually an amount averaging \$4,200,000 for the Forecast Period from the Gross Revenues received by the System. Such deposits were based varied based on the estimated level of surplus and capital projects during such Fiscal Year. Table 7 provides a summary the assumed deposits amounts to the Capital Fund for the Forecast Period. It was assumed that the deposits would be used to fund the capital improvement program as shown on Table 6 at the end of this Report, which allowed the Village to circumvent the need to issue debt.

The following is a summary of the annual deposits to the Capital Fund that were recognized during the Forecast Period:

**Summary of Deposits to the Capital Fund –  
For the Forecast Period [1]**

| Fiscal Year | Estimated Deposits |
|-------------|--------------------|
| 2020        | \$3,999,584        |
| 2021        | 4,026,069          |
| 2022        | 4,176,097          |
| 2023        | 4,331,694          |
| 2024        | 4,498,988          |

[1] Amounts shown derived from Table 7.

7. Investment income on funds and accounts created by the Village or as assumed in this report were estimated based on projected average fund balances and assumed investment or interest rate of approximately 1.00% during the Forecast Period based on discussions with Village management. The interest rates have been applied to estimated balances, if any, in the Operating Fund (cash reserves) and the Capital Fund. Table 8 provides a summary of the transfers in and out of each fund / account, interest earned on the average cash balances on deposit in such funds, and corresponding ending cash balances for each fund / account maintained by the Village.
8. The capital improvement program for the water and wastewater system was based on: i) recommendations from the Village’s consulting engineer; ii) an onsite evaluation of the water and wastewater fixed assets and facilities as conducted by the Project Team; and iii) information provided by and discussions with the Village regarding the operations and needs of the System. Table 6 at the end of this report provides a detailed listing of the capital projects for the System for the five-year Forecast Period and includes the anticipated funding sources for each.

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Based on the Project Team evaluations and discussions with Village staff, a Capital Improvement Program (the “CIP”) beginning with the Fiscal Year 2020 identified infrastructure projects based on an evaluation by KHA of the existing capital assets of the system and potential future regulatory requirements. The timing, priority, and funding of such capital needs were developed with the guidance of Village staff and to limit the need to issue future indebtedness for the System. The following is a summary of capital assumed in the development of the financial forecast:

### Summary of Forecasted Capital Improvement Program [1]

| Description                       | Fiscal Year Ending September 30, |                     |                     |                    |                    |
|-----------------------------------|----------------------------------|---------------------|---------------------|--------------------|--------------------|
|                                   | 2020                             | 2021                | 2022                | 2023               | 2024               |
| Capital Projects                  |                                  |                     |                     |                    |                    |
| <b>Water Treatment and Supply</b> | \$3,540,000                      | \$4,135,000         | \$3,675,000         | \$910,000          | \$1,640,000        |
| Water Distribution                | 832,000                          | 1,604,000           | 3,230,000           | 4,905,000          | 3,902,000          |
| <b>Wastewater Collection</b>      | 2,127,000                        | 3,984,000           | 4,253,000           | 1,020,000          | 870,000            |
| Miscellaneous                     | 671,000                          | 295,000             | 50,000              | 50,000             | 50,000             |
| <b>Total Capital Projects</b>     | <b>\$7,170,000</b>               | <b>\$10,018,000</b> | <b>\$11,208,000</b> | <b>\$6,885,000</b> | <b>\$6,462,000</b> |

[1] Amounts shown derived from information provided on Table 6 at the end of this Report.

As can be seen above, the capital needs of the System are projected to be approximately \$41,743,000 for the Forecast Period.

It is recommended that the System continue to principally employ the pay-as-you-go funding strategy, where practical for the overall betterment of the System. This funding methodology is recommended particularly for programs that are approaching for which the majority of projects are identified for the benefit the existing customers of the System.

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## Projected Operating Results

Based on the principal considerations and assumptions delineated above, and the recognition of recommended rate adjustments, it is anticipated that the water and wastewater monthly service rates should be adequate to fund the estimated revenue requirements. The presentation of the revenue requirements and the overall sufficiency of rates is shown on Table 7 and is summarized below:

### Summary of Projected Operating Results and Revenue Sufficiency – For the Forecast Period [1]

|                                             | Fiscal Year Ending September 30 |                  |                  |                  |                  |
|---------------------------------------------|---------------------------------|------------------|------------------|------------------|------------------|
|                                             | 2020                            | 2021             | 2022             | 2023             | 2024             |
| Operating Expenses                          | \$15,982,792                    | \$15,668,313     | \$16,087,518     | \$16,592,540     | \$17,192,603     |
| Debt Service                                | 942,235                         | 942,235          | 942,235          | 942,235          | 942,235          |
| Capital Fund Deposits                       | 3,999,584                       | 4,026,069        | 4,176,097        | 4,331,694        | 4,498,988        |
| Total Gross Revenue Requirements            | \$20,924,610                    | \$20,636,617     | \$21,205,850     | \$21,866,470     | \$22,633,827     |
| Less: Other Revenues                        | (998,792)                       | (858,477)        | (799,519)        | (758,967)        | (744,525)        |
| Net Revenue Requirements                    | \$19,925,818                    | \$19,778,141     | \$20,406,331     | \$21,107,503     | \$21,889,302     |
| Revenues from Rates (including Adjustments) | \$19,695,774                    | \$19,977,602     | \$20,819,168     | \$21,670,531     | \$22,556,692     |
| Amounts Available for Other Purposes        | <u>(\$230,045)</u>              | <u>\$199,462</u> | <u>\$412,837</u> | <u>\$563,029</u> | <u>\$667,391</u> |

[1] Amounts shown derived from information included on Table 7 at the end of this Report.

As can be seen above and shown in more detail on Table 7, the rate revenues with the application of the recommended rate adjustments, are anticipated to be sufficient to adequately fund the identified revenue requirements of the System.

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## Recommendations

In order to maintain the creditworthiness and financial position of the System and to fully fund the projected revenue requirements as discussed in this report, the Project Team has prepared the following recommendation for consideration by the Village:

1. The Village should adopt the following schedule of rate adjustments for the Fiscal Years 2021, 2022, 2023, and 2024 in order to provide sufficient revenues to fully fund the identified revenue requirements for the Forecast Period, provide Pay-Go funding for the Capital Improvement Program, and defer the need to issue debt to fund the capital projects. The following table presents the recommended rate adjustments for each Fiscal Year:

**Recommended Water and Wastewater Rate Adjustments**

| Customer Class                                                                                | 2021        | 2022        | 2023        | 2024        |
|-----------------------------------------------------------------------------------------------|-------------|-------------|-------------|-------------|
| <b>Annual Adjustment to All Monthly Retail Water and Wastewater Service Rates and Charges</b> | <b>1.0%</b> | <b>4.0%</b> | <b>4.0%</b> | <b>4.0%</b> |

2. Recognizing that the proposed rates as reflected in this study represent an increase in the rates charged for utility service and pursuant to Florida Statutes, Chapter 180.136, the Village will need to notice the proposed increase to each customer of the utility through the utility's billing process. The notice needs to state the date, time, and place of the Town's meeting at which the proposed rates will be considered
3. In order to provide sufficient internal funding of the Capital Improvement Program it is recommended that the Village deposit approximately 20% of such Fiscal Year's annual rate revenues into a designated capital fund. Based on the assumptions and results of this Report, it has been identified that this level of deposit will reduce the potential need to issue debt and will provide a stable funding source to allow Village staff to plan each year's capital projects.

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## List of Tables

**Table 1 – Summary of Existing and Projected Water Customer Statistics**

**Table 2 – Summary of Existing and Projected Wastewater Customer Statistics**

**Table 3 – Projection of Direct and Indirect Operating Expenses**

**Table 4 – Summary of Expense Escalation Factors**

**Table 5 – Calculation of Projected Wholesale Wastewater Purchases**

**Table 6 – Capital Improvement Program**

**Table 7 – Calculation of System Revenue Requirements and Revenue Sufficiency**

**Table 8 – Calculation of Fund (Cash) Balances and Investment Income**

**Table 9 – Comparison of Monthly Residential Bill for Water Service**

**Table 10 – Comparison of Monthly Residential Bill for Wastewater Service**

**Table 11 – Comparison of Monthly Residential Bill for Combined Water and Wastewater Service**

Village of Palm Springs, Florida  
Water and Wastewater System Rate Study

Summary of Existing and Projected Water Customer Statistics

| Line No                                          | Description                                      | Projected - Fiscal Year Ending September 30, |           |           |           |           |
|--------------------------------------------------|--------------------------------------------------|----------------------------------------------|-----------|-----------|-----------|-----------|
|                                                  |                                                  | 2020                                         | 2021      | 2022      | 2023      | 2024      |
| <b>Inside Village Customers</b>                  |                                                  |                                              |           |           |           |           |
| <u>Residential</u>                               |                                                  |                                              |           |           |           |           |
| 1                                                | Estimated Unit / Account Growth:                 | 6                                            | 6         | 6         | 6         | 6         |
| 2                                                | Average Annual Customer Accounts                 | 7,048                                        | 7,054     | 7,060     | 7,066     | 7,072     |
| 3                                                | Average Annual ERCs                              | 7,048                                        | 7,054     | 7,060     | 7,066     | 7,072     |
| 4                                                | Annual Water Flows (000's)                       | 370,007                                      | 370,322   | 370,637   | 370,952   | 371,267   |
| 5                                                | Average Monthly Water Flows Per Account          | 4,375                                        | 4,375     | 4,375     | 4,375     | 4,375     |
| <u>Multi-Family</u>                              |                                                  |                                              |           |           |           |           |
| 6                                                | Estimated Account Growth                         | 1                                            | 0         | 0         | 0         | 0         |
| 7                                                | Estimated Unit Growth                            | 32                                           | 32        | 32        | 0         | 0         |
| 8                                                | Average Annual Accounts                          | 109                                          | 109       | 109       | 109       | 109       |
| 9                                                | Average Annual Units                             | 2,251                                        | 2,283     | 2,315     | 2,315     | 2,315     |
| 10                                               | Average Annual ERCs                              | 1,801                                        | 1,826     | 1,852     | 1,852     | 1,852     |
| 11                                               | Annual Water Flows (000's)                       | 116,143                                      | 117,794   | 119,445   | 119,445   | 119,445   |
| 12                                               | Average Monthly Water Flows Per Unit             | 4,300                                        | 4,300     | 4,300     | 4,300     | 4,300     |
| <u>Commercial</u>                                |                                                  |                                              |           |           |           |           |
| 13                                               | Estimated 5/8" Metered Customer Growth           | 1                                            | 1         | 1         | 1         | 1         |
|                                                  | Average Annual Accounts (Meter Sizes)            |                                              |           |           |           |           |
| 14                                               | 5/8" or 3/4" Metered Customers                   | 325                                          | 326       | 327       | 328       | 329       |
| 15                                               | 1" Metered Customers                             | 118                                          | 118       | 118       | 118       | 118       |
| 16                                               | 1.5" Metered Customers                           | 53                                           | 53        | 53        | 53        | 53        |
| 17                                               | 2" Metered Customers                             | 58                                           | 58        | 58        | 58        | 58        |
| 18                                               | 3" Metered Customers                             | 4                                            | 4         | 4         | 4         | 4         |
| 19                                               | 4" Metered Customers                             | 4                                            | 4         | 4         | 4         | 4         |
| 20                                               | Total Average Annual Accounts                    | 562                                          | 563       | 564       | 565       | 566       |
| 21                                               | Average Annual ERCs                              | 2,700                                        | 2,704     | 2,707     | 2,711     | 2,714     |
| 22                                               | Annual Water Flows (000's)                       | 166,051                                      | 166,266   | 166,482   | 166,697   | 166,912   |
| 23                                               | Average Monthly Water Flows Per Account          | 24,622                                       | 24,610    | 24,598    | 24,587    | 24,575    |
| 24                                               | Average Monthly Water Flows Per ERC              | 5,125                                        | 5,125     | 5,125     | 5,125     | 5,125     |
| <b>Outside Village Customers</b>                 |                                                  |                                              |           |           |           |           |
| <u>Residential</u>                               |                                                  |                                              |           |           |           |           |
| 25                                               | Estimated Unit / Account Growth:                 | 26                                           | 26        | 4         | 4         | 4         |
| 26                                               | Average Annual Customer Accounts                 | 4,972                                        | 4,998     | 5,002     | 5,006     | 5,010     |
| 27                                               | Average Annual ERCs                              | 6,215                                        | 6,247     | 6,252     | 6,257     | 6,262     |
| 28                                               | Annual Water Flows (000's)                       | 313,226                                      | 314,864   | 315,116   | 315,368   | 315,620   |
| 29                                               | Average Monthly Water Flows Per Account          | 5,250                                        | 5,250     | 5,250     | 5,250     | 5,250     |
| <u>Multi-Family</u>                              |                                                  |                                              |           |           |           |           |
| 30                                               | Estimated Account Growth                         | 0                                            | 0         | 0         | 0         | 0         |
| 31                                               | Estimated Unit Growth                            | 0                                            | 0         | 0         | 0         | 0         |
| 32                                               | Average Annual Accounts                          | 151                                          | 151       | 151       | 151       | 151       |
| 33                                               | Average Annual Units                             | 4,930                                        | 4,930     | 4,930     | 4,930     | 4,930     |
| 34                                               | Average Annual ERCs                              | 4,930                                        | 4,930     | 4,930     | 4,930     | 4,930     |
| 35                                               | Annual Water Flows (000's)                       | 192,858                                      | 192,858   | 192,858   | 192,858   | 192,858   |
| 36                                               | Average Monthly Water Flows Per Unit             | 3,260                                        | 3,260     | 3,260     | 3,260     | 3,260     |
| <u>Commercial</u>                                |                                                  |                                              |           |           |           |           |
| 37                                               | Estimated 5/8" Metered Customer Growth           | 1                                            | 1         | 1         | 1         | 1         |
|                                                  | Average Annual Accounts (Meter Sizes)            |                                              |           |           |           |           |
| 38                                               | 5/8" or 3/4" Metered Customers                   | 172                                          | 173       | 174       | 175       | 176       |
| 39                                               | 1" Metered Customers                             | 46                                           | 46        | 46        | 46        | 46        |
| 40                                               | 1.5" Metered Customers                           | 17                                           | 17        | 17        | 17        | 17        |
| 41                                               | 2" Metered Customers                             | 20                                           | 20        | 20        | 20        | 20        |
| 42                                               | 3" Metered Customers                             | 4                                            | 4         | 4         | 4         | 4         |
| 43                                               | 4" Metered Customers                             | 2                                            | 2         | 2         | 2         | 2         |
| 44                                               | Total Average Annual Accounts                    | 261                                          | 262       | 263       | 264       | 265       |
| 45                                               | Average Annual ERCs                              | 1,530                                        | 1,534     | 1,539     | 1,543     | 1,547     |
| 46                                               | Annual Water Flows (000's)                       | 89,042                                       | 89,297    | 89,552    | 89,807    | 90,062    |
| 47                                               | Average Monthly Water Flows Per Account          | 28,430                                       | 28,402    | 28,375    | 28,348    | 28,321    |
| 48                                               | Average Monthly Water Flows Per ERC              | 4,850                                        | 4,850     | 4,850     | 4,850     | 4,850     |
| <b>Large User - Outside Defined Service Area</b> |                                                  |                                              |           |           |           |           |
| 49                                               | Average Annual Accounts (No. of Metering Points) | 3                                            | 3         | 3         | 3         | 3         |
| 50                                               | Average Annual ERCs (1 ERC = 250 GPD)            | 668                                          | 668       | 668       | 668       | 668       |
| 51                                               | Annual Water Flows (000's)                       | 60,957                                       | 60,957    | 60,957    | 60,957    | 60,957    |
| <b>Total Water System</b>                        |                                                  |                                              |           |           |           |           |
| 52                                               | Average Annual Customers / Accounts              | 20,026                                       | 20,092    | 20,136    | 20,148    | 20,160    |
| 53                                               | Average Annual ERCs                              | 24,891                                       | 24,963    | 25,008    | 25,026    | 25,045    |
| 54                                               | Annual Water Sales (000's)                       | 1,308,284                                    | 1,312,358 | 1,315,047 | 1,316,084 | 1,317,121 |
| 55                                               | Estimated Water Produced (000's)                 | 1,393,322                                    | 1,397,662 | 1,400,525 | 1,401,629 | 1,402,734 |

Village of Palm Springs, Florida  
Water and Wastewater System Rate Study

Summary of Existing and Projected Wastewater Customer Statistics

| Line No                          | Description                                  | Projected - Fiscal Year Ending September 30, |           |           |           |           |
|----------------------------------|----------------------------------------------|----------------------------------------------|-----------|-----------|-----------|-----------|
|                                  |                                              | 2020                                         | 2021      | 2022      | 2023      | 2024      |
| <b>Inside Village Customers</b>  |                                              |                                              |           |           |           |           |
| <u>Residential</u>               |                                              |                                              |           |           |           |           |
| 1                                | Estimated Unit / Account Growth:             | 6                                            | 6         | 6         | 6         | 6         |
| 2                                | Average Annual Customer Accounts             | 7,006                                        | 7,012     | 7,018     | 7,024     | 7,030     |
| 3                                | Average Annual ERCs                          | 7,006                                        | 7,012     | 7,018     | 7,024     | 7,030     |
| 4                                | Annual Wastewater Flows (000's)              | 367,819                                      | 368,134   | 368,449   | 368,764   | 369,079   |
| 5                                | Average Monthly Wastewater Flows Per Account | 4,375                                        | 4,375     | 4,375     | 4,375     | 4,375     |
| <u>Multi-Family</u>              |                                              |                                              |           |           |           |           |
| 6                                | Estimated Account Growth                     | 1                                            | 0         | 0         | 0         | 0         |
| 7                                | Estimated Unit Growth                        | 32                                           | 32        | 32        | 0         | 0         |
| 8                                | Average Annual Accounts                      | 108                                          | 108       | 108       | 108       | 108       |
| 9                                | Average Annual Units                         | 2,203                                        | 2,235     | 2,267     | 2,267     | 2,267     |
| 10                               | Average Annual ERCs                          | 1,762                                        | 1,788     | 1,813     | 1,813     | 1,813     |
| 11                               | Annual Wastewater Flows (000's)              | 113,653                                      | 115,305   | 116,956   | 116,956   | 116,956   |
| 12                               | Average Monthly Wastewater Flows Per Unit    | 4,300                                        | 4,300     | 4,300     | 4,300     | 4,300     |
| <u>Commercial</u>                |                                              |                                              |           |           |           |           |
| 13                               | Estimated 5/8" Metered Customer Growth       | 1                                            | 1         | 1         | 1         | 1         |
|                                  | Average Annual Accounts (Meter Sizes)        |                                              |           |           |           |           |
| 14                               | 5/8" or 3/4" Metered Customers               | 285                                          | 286       | 287       | 288       | 289       |
| 15                               | 1" Metered Customers                         | 89                                           | 89        | 89        | 89        | 89        |
| 16                               | 1.5" Metered Customers                       | 46                                           | 46        | 46        | 46        | 46        |
| 17                               | 2" Metered Customers                         | 44                                           | 44        | 44        | 44        | 44        |
| 18                               | 3" Metered Customers                         | 4                                            | 4         | 4         | 4         | 4         |
| 19                               | 4" Metered Customers                         | 3                                            | 3         | 3         | 3         | 3         |
| 20                               | Total Average Annual Accounts                | 471                                          | 472       | 473       | 474       | 475       |
| 21                               | Average Annual ERCs                          | 2,236                                        | 2,240     | 2,243     | 2,247     | 2,250     |
| 22                               | Annual Wastewater Flows (000's)              | 137,514                                      | 137,729   | 137,945   | 138,160   | 138,375   |
| 23                               | Average Monthly Wastewater Flows Per Account | 24,330                                       | 24,317    | 24,303    | 24,290    | 24,276    |
| 24                               | Average Monthly Wastewater Flows Per ERC     | 5,125                                        | 5,125     | 5,125     | 5,125     | 5,125     |
| <b>Outside Village Customers</b> |                                              |                                              |           |           |           |           |
| <u>Residential</u>               |                                              |                                              |           |           |           |           |
| 25                               | Estimated Unit / Account Growth:             | 26                                           | 26        | 4         | 4         | 4         |
| 26                               | Average Annual Customer Accounts             | 4,131                                        | 4,157     | 4,161     | 4,165     | 4,169     |
| 27                               | Average Annual ERCs                          | 5,163                                        | 5,196     | 5,201     | 5,206     | 5,211     |
| 28                               | Annual Wastewater Flows (000's)              | 260,235                                      | 261,873   | 262,125   | 262,377   | 262,629   |
| 29                               | Average Monthly Wastewater Flows Per Account | 5,250                                        | 5,250     | 5,250     | 5,250     | 5,250     |
| <u>Multi-Family</u>              |                                              |                                              |           |           |           |           |
| 30                               | Estimated Account Growth                     | 0                                            | 0         | 0         | 0         | 0         |
| 31                               | Estimated Unit Growth                        | 0                                            | 0         | 0         | 0         | 0         |
| 32                               | Average Annual Accounts                      | 145                                          | 145       | 145       | 145       | 145       |
| 33                               | Average Annual Units                         | 4,902                                        | 4,902     | 4,902     | 4,902     | 4,902     |
| 34                               | Average Annual ERCs                          | 4,902                                        | 4,902     | 4,902     | 4,902     | 4,902     |
| 35                               | Annual Wastewater Flows (000's)              | 191,760                                      | 191,760   | 191,760   | 191,760   | 191,760   |
| 36                               | Average Monthly Wastewater Flows Per Unit    | 3,260                                        | 3,260     | 3,260     | 3,260     | 3,260     |
| <u>Commercial</u>                |                                              |                                              |           |           |           |           |
| 37                               | Estimated 5/8" Metered Customer Growth       | 1                                            | 1         | 1         | 1         | 1         |
|                                  | Average Annual Accounts (Meter Sizes)        |                                              |           |           |           |           |
| 38                               | 5/8" or 3/4" Metered Customers               | 122                                          | 123       | 124       | 125       | 126       |
| 39                               | 1" Metered Customers                         | 33                                           | 33        | 33        | 33        | 33        |
| 40                               | 1.5" Metered Customers                       | 13                                           | 13        | 13        | 13        | 13        |
| 41                               | 2" Metered Customers                         | 20                                           | 20        | 20        | 20        | 20        |
| 42                               | 3" Metered Customers                         | 4                                            | 4         | 4         | 4         | 4         |
| 43                               | 4" Metered Customers                         | 1                                            | 1         | 1         | 1         | 1         |
| 44                               | Total Average Annual Accounts                | 193                                          | 194       | 195       | 196       | 197       |
| 45                               | Average Annual ERCs                          | 1,180                                        | 1,184     | 1,188     | 1,193     | 1,197     |
| 46                               | Annual Wastewater Flows (000's)              | 68,658                                       | 68,912    | 69,167    | 69,421    | 69,675    |
| 47                               | Average Monthly Wastewater Flows Per Account | 29,645                                       | 29,602    | 29,558    | 29,516    | 29,473    |
| 48                               | Average Monthly Wastewater Flows Per ERC     | 4,850                                        | 4,850     | 4,850     | 4,850     | 4,850     |
| <b>Total Wastewater System</b>   |                                              |                                              |           |           |           |           |
| 49                               | <b>Total Wastewater System</b>               | 18,905                                       | 18,971    | 19,015    | 19,027    | 19,039    |
| 50                               | Average Annual ERCs                          | 22,249                                       | 22,321    | 22,366    | 22,384    | 22,403    |
| 51                               | Annual Wastewater Sales (000's)              | 1,139,639                                    | 1,143,713 | 1,146,401 | 1,147,437 | 1,148,474 |
| 52                               | Estimated Wastewater Treated (000's)         | 1,253,603                                    | 1,258,084 | 1,261,041 | 1,262,181 | 1,263,321 |

Village of Palm Springs, Florida  
Water and Wastewater System Rate Study

Projection of System Direct and Indirect Operating Expenses

| Line No                                          | Description                                                                | Factor Escalation | Fiscal Year Ending September 30th. |                    |                    |                    |                    |
|--------------------------------------------------|----------------------------------------------------------------------------|-------------------|------------------------------------|--------------------|--------------------|--------------------|--------------------|
|                                                  |                                                                            |                   | 2020                               | 2021               | 2022               | 2023               | 2024               |
| <b><u>Personal Services</u></b>                  |                                                                            |                   |                                    |                    |                    |                    |                    |
| 1                                                | Regular Salaries                                                           | Labor-1           | \$ 3,373,761                       | \$ 3,510,405       | \$ 3,652,583       | \$ 3,800,520       | \$ 3,954,449       |
| 2                                                | Other Salaries & Wages                                                     | Labor-1           | 0                                  | 0                  | 0                  | 0                  | 0                  |
| 3                                                | Overtime                                                                   | Labor-1           | 75,000                             | 78,038             | 81,198             | 84,487             | 87,909             |
| 4                                                | Holiday Pay                                                                | Labor-1           | 34,000                             | 35,377             | 36,810             | 38,301             | 39,852             |
| 5                                                | FICA                                                                       | Labor-1           | 266,605                            | 277,403            | 288,638            | 300,329            | 312,493            |
| 6                                                | Pension Contribution                                                       | Labor-2           | 408,855                            | 421,121            | 433,754            | 446,767            | 460,170            |
| 7                                                | FRS Reg Class Pension                                                      | Labor-2           | 231,826                            | 238,781            | 245,944            | 253,323            | 260,922            |
| 8                                                | GASB 68 Adjustment                                                         | Labor-2           | 0                                  | 0                  | 0                  | 0                  | 0                  |
| 9                                                | Life, Health, Dental                                                       | Health-Ins        | 832,989                            | 853,980            | 875,501            | 897,563            | 920,182            |
| 10                                               | Worker's Comp                                                              | Labor-1           | 96,765                             | 100,684            | 104,762            | 109,005            | 113,420            |
| 11                                               | Unemployment Comp                                                          | Labor-1           | 2,500                              | 2,601              | 2,707              | 2,816              | 2,930              |
| 11                                               | OPEB Expense                                                               | Labor-1           | 8,500                              | 8,844              | 9,202              | 9,575              | 9,963              |
| 12                                               | Additional Personnel                                                       | Calculated        | 0                                  | 177,675            | 184,227            | 191,027            | 198,085            |
| 13                                               | <b>Total Personal Services Expense</b>                                     |                   | <b>\$5,330,801</b>                 | <b>\$5,704,909</b> | <b>\$5,915,327</b> | <b>\$6,133,714</b> | <b>\$6,360,376</b> |
| <b><u>Operating Expenses (Non-Labor)</u></b>     |                                                                            |                   |                                    |                    |                    |                    |                    |
| <b><u>Professional Services - 53100</u></b>      |                                                                            |                   |                                    |                    |                    |                    |                    |
| 14                                               | Legal Services                                                             | Contractual       | \$ 20,000                          | \$ 20,600          | \$ 21,218          | \$ 21,855          | \$ 22,510          |
| 15                                               | Testing Services (Pace Analytical)                                         | ENR               | 20,000                             | 20,594             | 21,206             | 21,835             | 22,484             |
| 16                                               | Testing Services (Florida Spectrum Environmental)                          | ENR               | 10,000                             | 10,297             | 10,603             | 10,918             | 11,242             |
| 17                                               | Laboratory Assessment (Michelle Wade DBA)                                  | ENR               | 2,000                              | 2,059              | 2,121              | 2,184              | 2,248              |
| 18                                               | Spam Filter Service (netDirective Technologies)                            | Contractual       | 500                                | 515                | 530                | 546                | 563                |
| 19                                               | Title Search Services                                                      | Contractual       | 1,000                              | 1,030              | 1,061              | 1,093              | 1,126              |
| 20                                               | Density Testing (Nutting Engineers)                                        | ENR               | 2,500                              | 2,574              | 2,651              | 2,729              | 2,810              |
| 21                                               | Environmental Resource                                                     | Inflation         | 1,000                              | 1,022              | 1,043              | 1,065              | 1,087              |
| 22                                               | FDLE CCHINET                                                               | Inflation         | 300                                | 307                | 313                | 320                | 326                |
| 23                                               | Rate & Connection Fee Study (next in 2024)                                 | Rate-Study        | 0                                  | 0                  | 0                  | 0                  | 80,850             |
| 24                                               | Water Treatment Facilities Plan (2020 Item)                                | Rate-Study        | 50,000                             | 0                  | 0                  | 0                  | 0                  |
| 25                                               | I&I Study                                                                  | Eliminate         | 50,000                             | 0                  | 0                  | 0                  | 0                  |
| 26                                               | Uni-directional Flushing Plan                                              | Eliminate         | 0                                  | 0                  | 0                  | 0                  | 0                  |
| 27                                               | Septic-to-Sewer Study (2020 Item)                                          | Eliminate         | 30,000                             | 0                  | 0                  | 0                  | 0                  |
| 28                                               | CMMS Implementation                                                        | Eliminate         | 0                                  | 0                  | 0                  | 0                  | 0                  |
| 29                                               | Utility Master Plan                                                        | Eliminate         | 0                                  | 0                  | 0                  | 0                  | 0                  |
| 30                                               | Misc Professional Services                                                 | ENR               | 7,500                              | 7,723              | 7,952              | 8,188              | 8,431              |
| 31                                               | General Engineering Services                                               | ENR               | 30,000                             | 30,891             | 31,808             | 32,753             | 33,726             |
| 32                                               | Subtotal Professional Services                                             |                   | <b>\$ 224,800</b>                  | <b>\$ 97,612</b>   | <b>\$ 100,506</b>  | <b>\$ 103,486</b>  | <b>\$ 187,403</b>  |
| <b><u>Drug-Free Workplace - 53106</u></b>        |                                                                            |                   |                                    |                    |                    |                    |                    |
| 33                                               | Drug & Alcohol Screens                                                     | Labor-2           | \$ 500                             | \$ 515             | \$ 530             | \$ 546             | \$ 563             |
| 34                                               | Employee Physicals                                                         | Health-Ins        | 800                                | 820                | 841                | 862                | 884                |
| 35                                               | Subtotal Drug-Free Workplace                                               |                   | <b>\$ 1,300</b>                    | <b>\$ 1,335</b>    | <b>\$ 1,371</b>    | <b>\$ 1,408</b>    | <b>\$ 1,446</b>    |
| <b><u>Accounting &amp; Auditing - 53200</u></b>  |                                                                            |                   |                                    |                    |                    |                    |                    |
| 36                                               | EOY Audit                                                                  | Contractual       | \$ 10,000                          | \$ 10,300          | \$ 10,609          | \$ 10,927          | \$ 11,255          |
| 37                                               | Interim Audit                                                              | Contractual       | 8,000                              | 8,240              | 8,487              | 8,742              | 9,004              |
| 38                                               | Subtotal Accounting & Auditing                                             |                   | <b>\$ 18,000</b>                   | <b>\$ 18,540</b>   | <b>\$ 19,096</b>   | <b>\$ 19,669</b>   | <b>\$ 20,259</b>   |
| <b><u>Other Contractual Services - 53400</u></b> |                                                                            |                   |                                    |                    |                    |                    |                    |
| 39                                               | Landscaping                                                                | Inflation         | \$ 20,000                          | \$ 20,440          | \$ 20,869          | \$ 21,307          | \$ 21,734          |
| 41                                               | Sunshine State One Call                                                    | Contractual       | 2,000                              | 2,060              | 2,122              | 2,185              | 2,251              |
| 42                                               | Cross-Connection Control Program (Hydro-Corp, Inc) (2020 Brought In-House) | W-Growth          | 0                                  | 0                  | 0                  | 0                  | 0                  |
| 43                                               | Utility Billing (Municipal Code Corporation-2019 or ENCO-2020)             | W-Growth          | 30,000                             | 30,099             | 30,165             | 30,183             | 30,201             |
| 44                                               | Vehicle GPS Service (MS/C3 Location Services)                              | Contractual       | 6,000                              | 6,180              | 6,365              | 6,556              | 6,753              |
| 48                                               | GIS Consultant (Florida Technical Consultants)                             | ENR               | 65,000                             | 66,931             | 68,918             | 70,965             | 73,073             |
| 49                                               | Pest Control @ Main WTP                                                    | Inflation         | 2,000                              | 2,044              | 2,087              | 2,131              | 2,173              |
| 53                                               | ArcGIS Online Licenses (15 @ \$500)                                        | ENR               | 7,500                              | 7,723              | 7,952              | 8,188              | 8,431              |
| 54                                               | Misc                                                                       | Inflation         | 10,000                             | 10,220             | 10,435             | 10,654             | 10,867             |
| 55                                               | Subtotal Other Contractual Services                                        |                   | <b>\$ 142,500</b>                  | <b>\$ 145,696</b>  | <b>\$ 148,913</b>  | <b>\$ 152,170</b>  | <b>\$ 155,483</b>  |
| <b><u>Travel &amp; Per Diem - 54000</u></b>      |                                                                            |                   |                                    |                    |                    |                    |                    |
| 56                                               | Florida Water Resources Conference (Tampa)                                 | Labor-2           | \$ 1,170                           | \$ 1,205           | \$ 1,241           | \$ 1,278           | \$ 1,317           |
| 57                                               | Florida Section AWWA Conference (Orlando)                                  | Labor-2           | 1,140                              | 1,174              | 1,209              | 1,246              | 1,283              |
| 58                                               | Florida APWA Public Works Expo (Asst. Director)                            | Labor-2           | 180                                | 185                | 191                | 197                | 203                |
| 59                                               | CEU's & Training                                                           | Labor-2           | 300                                | 309                | 318                | 328                | 338                |
| 60                                               | Technical & Safety Training                                                | Labor-2           | 300                                | 309                | 318                | 328                | 338                |
| 61                                               | Technical & Safety Training                                                | Labor-2           | 300                                | 309                | 318                | 328                | 338                |
| 62                                               | MUNIS Users Conference (Dallas, TX 2019) (Orlando, FL 2020)                | Labor-2           | 1,140                              | 1,174              | 1,209              | 1,246              | 1,283              |
| 63                                               | Subtotal Travel & Per Diem                                                 |                   | <b>\$ 4,530</b>                    | <b>\$ 4,666</b>    | <b>\$ 4,806</b>    | <b>\$ 4,950</b>    | <b>\$ 5,099</b>    |
| <b><u>Communications - 54100</u></b>             |                                                                            |                   |                                    |                    |                    |                    |                    |
| 64                                               | Subtotal Communications                                                    | Inflation         | \$ 29,600                          | 30,251             | 30,886             | 31,535             | 32,166             |
| <b><u>Postage - 54200</u></b>                    |                                                                            |                   |                                    |                    |                    |                    |                    |
| 65                                               | USPS Mail Machine                                                          | Inflation         | \$ 8,000                           | \$ 8,176           | \$ 8,348           | \$ 8,523           | \$ 8,693           |
| 66                                               | Fedex/UPS                                                                  | Inflation         | 500                                | 511                | 522                | 533                | 543                |
| 67                                               | Municipal Code Corporation                                                 | Inflation         | 62,000                             | 63,364             | 64,695             | 66,053             | 67,374             |
| 68                                               | Subtotal Postage                                                           |                   | <b>\$ 70,500</b>                   | <b>\$ 72,051</b>   | <b>\$ 73,564</b>   | <b>\$ 75,109</b>   | <b>\$ 76,611</b>   |
| <b><u>Electric - 54301</u></b>                   |                                                                            |                   |                                    |                    |                    |                    |                    |
| 69                                               | Florida Power & Light - Water Plants                                       | W-Elec            | \$ 405,000                         | \$ 411,096         | \$ 416,840         | \$ 422,133         | \$ 427,493         |



Village of Palm Springs, Florida  
Water and Wastewater System Rate Study

Projection of System Direct and Indirect Operating Expenses

| Line No                                         | Description                                                                       | Factor Escalation | Fiscal Year Ending September 30th. |            |            |            |            |
|-------------------------------------------------|-----------------------------------------------------------------------------------|-------------------|------------------------------------|------------|------------|------------|------------|
|                                                 |                                                                                   |                   | 2020                               | 2021       | 2022       | 2023       | 2024       |
| 70                                              | Florida Power & Light - Lift Stations                                             | WW-Elec           | 25,000                             | \$ 25,388  | \$ 25,750  | \$ 26,080  | \$ 26,415  |
| 71                                              | City of Lake Worth Utilities                                                      | WW-Elec           | 17,000                             | 17,264     | 17,510     | 17,735     | 17,962     |
| 72                                              | Subtotal Electric                                                                 |                   | \$ 447,000                         | \$ 453,748 | \$ 460,101 | \$ 465,948 | \$ 471,870 |
| <u>Water &amp; Sewer</u>                        |                                                                                   |                   |                                    |            |            |            |            |
| 73                                              | Village Utility Bills                                                             | W-Growth          | \$ 600,000                         | \$ 601,977 | \$ 603,296 | \$ 603,655 | \$ 604,015 |
| 74                                              | Subtotal Water & Sewer                                                            |                   | \$ 600,000                         | \$ 601,977 | \$ 603,296 | \$ 603,655 | \$ 604,015 |
| <u>Dump Fees</u>                                |                                                                                   |                   |                                    |            |            |            |            |
| 75                                              | Solid Waste Authority (Sand, tires, etc.)                                         | Inflation         | \$ 18,000                          | \$ 18,396  | \$ 18,782  | \$ 19,177  | \$ 19,560  |
| 76                                              | Solid Waste Authority Annual Fee                                                  | Inflation         | 7,000                              | 7,154      | 7,304      | 7,458      | 7,607      |
| 77                                              | Subtotal Dump Fees                                                                |                   | \$ 25,000                          | \$ 25,550  | \$ 26,087  | \$ 26,634  | \$ 27,167  |
| <u>LW Utility Sewer Charges</u>                 |                                                                                   |                   |                                    |            |            |            |            |
| 78                                              | Sewage Charge                                                                     | LW-Int            | \$ -                               | \$ -       | \$ -       | \$ -       | \$ -       |
| 79                                              | ECR Renewal & Replacement Contribution (28.2% of \$1,303,156)                     | Const-Int         | 0                                  | 0          | 0          | 0          | 0          |
| 79                                              | LW Subregional Renewal & Replacement Contribution (28.2% of \$298,526)            | Const-Int         | 0                                  | 0          | 0          | 0          | 0          |
| 80                                              | PBC Renewal & Replacement (28.2% of \$1,600,000)                                  | LW-Int            | 0                                  | 0          | 0          | 0          | 0          |
| 81                                              | Subtotal LW Utility Sewer Charges                                                 |                   | \$ -                               | \$ -       | \$ -       | \$ -       | \$ -       |
| <u>PBC Utility Sewer Charges</u>                |                                                                                   |                   |                                    |            |            |            |            |
| 82                                              | Sewage Charge (.75 MGD @ \$2.96/kgal)                                             | LW-Int            | \$ -                               | \$ -       | \$ -       | \$ -       | \$ -       |
| 83                                              | Subtotal PBC Utility Sewer Charges                                                |                   | \$ -                               | \$ -       | \$ -       | \$ -       | \$ -       |
| <u>Natural Gas - FPU - 54306</u>                |                                                                                   |                   |                                    |            |            |            |            |
| 84                                              | Generator @ 2400 Building (Florida Public Utilities Natural Gas)                  | Gas               | \$ 800                             | \$ 816     | \$ 832     | \$ 849     | \$ 866     |
| 85                                              | Subtotal Natural Gas FPU                                                          |                   | \$ 800                             | \$ 816     | \$ 832     | \$ 849     | \$ 866     |
| <u>Rentals &amp; Leases - 54400</u>             |                                                                                   |                   |                                    |            |            |            |            |
| 86                                              | Ammonia Storage Tank Lease @ Main WTP & Pratt WTP (Tanner Industries)             | Inflation         | \$ 500                             | \$ 511     | \$ 522     | \$ 533     | \$ 543     |
| 87                                              | Monthly Facility Rental to General Fund (\$9,583.33/month)                        | Inflation         | 115,000                            | 117,530    | 119,998    | 122,518    | 124,968    |
| 88                                              | Postage Meter (Pitney Bowes)                                                      | Inflation         | 750                                | 767        | 783        | 799        | 815        |
| 89                                              | Copier Rental                                                                     | Inflation         | 3,000                              | 3,066      | 3,130      | 3,196      | 3,260      |
| 90                                              | Misc Equipment Rental                                                             | Inflation         | 10,000                             | 10,220     | 10,435     | 10,654     | 10,867     |
| 91                                              | Subtotal Rentals & Leases                                                         |                   | \$ 129,250                         | \$ 132,094 | \$ 134,867 | \$ 137,700 | \$ 140,454 |
| <u>General Liability Insurance - 54500</u>      |                                                                                   |                   |                                    |            |            |            |            |
| 92                                              | Insurance Consulting (Gehring Group)                                              | Contractual       | \$ 28,000                          | \$ 28,840  | \$ 29,705  | \$ 30,596  | \$ 31,514  |
| 92                                              | Florida Municipal Insurance Trust (Gen, Auto, Property, Pollution, AD&A, Storage) | Prop-Ins          | 300,000                            | 313,440    | 327,482    | 342,153    | 357,482    |
| 92                                              | Florida Municipal Insurance Trust (Pollution, AD&A)                               | Prop-Ins          | 4,000                              | 4,179      | 4,366      | 4,562      | 4,766      |
| 93                                              | Florida Municipal Insurance Trust (Storage Tank)                                  | Prop-Ins          | 2,000                              | 2,090      | 2,183      | 2,281      | 2,383      |
| 94                                              | Subtotal General Liability Insurance                                              |                   | \$ 334,000                         | \$ 348,549 | \$ 363,737 | \$ 379,593 | \$ 396,146 |
| <u>Repair &amp; Maintenance - 54600</u>         |                                                                                   |                   |                                    |            |            |            |            |
| 95                                              | Monthly AC Service                                                                | Repair            | \$ 500                             | \$ 519     | \$ 538     | \$ 558     | \$ 579     |
| 96                                              | Quarterly Generator Maintenance (MegaWattage)                                     | Repair            | 5,000                              | 5,188      | 5,382      | 5,584      | 5,793      |
| 97                                              | Annual Fire Inspection (PBC BOCC)                                                 | Repair            | 250                                | 259        | 269        | 279        | 290        |
| 98                                              | Annual Fire Safety Inspection (Pye & Barker)                                      | Repair            | 750                                | 778        | 807        | 838        | 869        |
| 99                                              | Annual Telephone Maintenance                                                      | Repair            | 1,000                              | 1,038      | 1,076      | 1,117      | 1,159      |
| 100                                             | WTP Compressor Repair & Maintenance (Air Compressor & Motor DBA)                  | Repair            | 6,000                              | 6,225      | 6,458      | 6,701      | 6,952      |
| 101                                             | Well Maintenance                                                                  | Repair            | 0                                  | 0          | 0          | 0          | 0          |
| 102                                             | Annual Crain Inspection                                                           | Repair            | 750                                | 778        | 807        | 838        | 869        |
| 103                                             | Instrumentation & Controls Repair & Maintenance (PC Controls)                     | Repair            | 40,000                             | 41,500     | 43,056     | 44,671     | 46,346     |
| 104                                             | Pump/Motor Repair & Maintenance (Tripp)                                           | Repair            | 75,000                             | 77,813     | 80,730     | 83,758     | 86,899     |
| 105                                             | SCADA Repair & Maintenance (ESC)                                                  | Repair            | 15,000                             | 15,563     | 16,146     | 16,752     | 17,380     |
| 106                                             | Vacuum Pit Repairs                                                                | Repair            | 6,000                              | 6,225      | 6,458      | 6,701      | 6,952      |
| 107                                             | Painting WTP Structures & Aerial Pipe Crossings                                   | Eliminate         | 75,000                             | 0          | 0          | 0          | 0          |
| 108                                             | Clean out Lime Sludge Pond at Main WTP & Pratt WTP                                | Repair            | 15,000                             | 15,563     | 16,146     | 16,752     | 17,380     |
| 109                                             | Electrical                                                                        | Repair            | 5,000                              | 5,188      | 5,382      | 5,584      | 5,793      |
| 110                                             | Fuel System Repairs                                                               | Repair            | 5,000                              | 5,188      | 5,382      | 5,584      | 5,793      |
| 111                                             | LS Repairs                                                                        | Repair            | 25,000                             | 25,938     | 26,910     | 27,919     | 28,966     |
| 112                                             | Pipe Repairs                                                                      | Repair            | 50,000                             | 51,875     | 53,820     | 55,839     | 57,933     |
| 113                                             | Slaker Repair                                                                     | Repair            | 5,000                              | 5,188      | 5,382      | 5,584      | 5,793      |
| 114                                             | Kent PS Abandonment (2019 Budget Item Update)                                     | Repair            | 0                                  | 0          | 0          | 0          | 0          |
| 115                                             | Misc Repair & Maintenance                                                         | Repair            | 100,000                            | 103,750    | 107,641    | 111,677    | 115,865    |
| 116                                             | Subtotal Repair & Maintenance                                                     |                   | \$ 430,250                         | \$ 368,572 | \$ 382,393 | \$ 396,733 | \$ 411,611 |
| <u>Vehicle Repair &amp; Maintenance - 54601</u> |                                                                                   |                   |                                    |            |            |            |            |
| 117                                             | Vehicle Repair & Maintenance                                                      | V-Repair          | \$ 45,000                          | \$ 46,170  | \$ 47,370  | \$ 48,602  | \$ 49,866  |
| 118                                             | Subtotal Vehical Repair & Maintenance                                             |                   | \$ 45,000                          | \$ 46,170  | \$ 47,370  | \$ 48,602  | \$ 49,866  |
| <u>Field Repairs - 54602</u>                    |                                                                                   |                   |                                    |            |            |            |            |
| 119                                             | Sod Restoration                                                                   | Repair            | \$ 2,500                           | \$ 2,594   | \$ 2,691   | \$ 2,792   | \$ 2,897   |
| 120                                             | Asphalt Restoration                                                               | Repair            | 9,500                              | 9,856      | 10,226     | 10,609     | 11,007     |
| 121                                             | Sidewalk Restoration                                                              | Repair            | 1,000                              | 1,038      | 1,076      | 1,117      | 1,159      |
| 122                                             | Misc Field Repairs                                                                | Repair            | 2,000                              | 2,075      | 2,153      | 2,234      | 2,317      |
| 123                                             | Subtotal Field Repairs                                                            |                   | \$ 15,000                          | \$ 15,563  | \$ 16,146  | \$ 16,752  | \$ 17,380  |

Village of Palm Springs, Florida  
Water and Wastewater System Rate Study

Projection of System Direct and Indirect Operating Expenses

| No  | Description                                                                   | Factor Escalation | Fiscal Year Ending September 30th. |              |              |              |              |
|-----|-------------------------------------------------------------------------------|-------------------|------------------------------------|--------------|--------------|--------------|--------------|
|     |                                                                               |                   | 2020                               | 2021         | 2022         | 2023         | 2024         |
|     | <u>Printing &amp; Binding - 54700</u>                                         |                   |                                    |              |              |              |              |
| 124 | Window Envelopes & Permit Forms                                               | Inflation         | \$ 250                             | \$ 256       | \$ 261       | \$ 266       | \$ 272       |
| 125 | Consumer Confidence Report                                                    | Inflation         | 250                                | 256          | 261          | 266          | 272          |
| 126 | Business Cards                                                                | Inflation         | 200                                | 204          | 209          | 213          | 217          |
| 127 | Misc Fliers & Doorhangers                                                     | Inflation         | 500                                | 511          | 522          | 533          | 543          |
| 128 | Subtotal Printing & Binding                                                   |                   | \$ 1,200                           | \$ 1,226     | \$ 1,252     | \$ 1,278     | \$ 1,304     |
|     | <u>Promotional Activity - 54800</u>                                           |                   |                                    |              |              |              |              |
| 129 | Christmas Part Catering (Sandy James Productions)                             | Inflation         | \$ 8,000                           | \$ 8,176     | \$ 8,348     | \$ 8,523     | \$ 8,693     |
| 130 | Christmas Gift Cards                                                          | Inflation         | 2,500                              | 2,555        | 2,609        | 2,663        | 2,717        |
| 131 | Christmas Party Rental (National Croquet Center)                              | Inflation         | 1,500                              | 1,533        | 1,565        | 1,598        | 1,630        |
| 132 | Subtotal Promotional Activity                                                 |                   | \$ 12,000                          | \$ 12,264    | \$ 12,522    | \$ 12,784    | \$ 13,040    |
|     | <u>Other Current Charges - 54900</u>                                          |                   |                                    |              |              |              |              |
| 133 | Florida Department of Health Drinking Water Annual Permit Fee (Main WTP)      | Inflation         | \$ 9,250                           | \$ 9,454     | \$ 9,652     | \$ 9,855     | \$ 10,052    |
| 134 | Florida Department of Health Drinking Water Annual Permit Fee (Pratt WTP)     | Inflation         | 2,275                              | 2,325        | 2,374        | 2,424        | 2,472        |
| 135 | Florida Department of Health Safe Drinking Water Certification                | Inflation         | 500                                | 511          | 522          | 533          | 543          |
| 136 | Florida Department of Health Hazardous Waste Certification                    | Inflation         | 65                                 | 66           | 68           | 69           | 71           |
| 137 | Clerk of Cercuit Court Escrow Account Fees                                    | Inflation         | 6,000                              | 6,132        | 6,261        | 6,392        | 6,520        |
| 138 | Lake Worth Drainage District License Annual Agreement Fees                    | Inflation         | 4,000                              | 4,088        | 4,174        | 4,261        | 4,347        |
| 139 | CDL License Renewal                                                           | Inflation         | 750                                | 767          | 783          | 799          | 815          |
| 140 | Palm Beach County Fire Inspection                                             | Inflation         | 400                                | 409          | 417          | 426          | 435          |
| 141 | Florida Department of Environmental Protection Storage Tank Annual Renwal     | Inflation         | 125                                | 128          | 130          | 133          | 136          |
| 142 | Finance Department Petty Cash                                                 | Inflation         | 100                                | 102          | 104          | 107          | 109          |
| 143 | Misc Other Current Charges                                                    | Inflation         | 5,000                              | 5,110        | 5,217        | 5,327        | 5,433        |
| 144 | Utility Refund (2019 Item)                                                    | Inflation         | 0                                  | 0            | 0            | 0            | 0            |
| 145 | Subtotal Other Current Charges                                                |                   | \$ 28,465                          | \$ 29,091    | \$ 29,702    | \$ 30,326    | \$ 30,932    |
|     | <u>Advertising - 54901</u>                                                    |                   |                                    |              |              |              |              |
| 146 | Project Bid Advertisement                                                     | Contractual       | \$ 1,000                           | \$ 1,030     | \$ 1,061     | \$ 1,093     | \$ 1,126     |
| 147 | Chlorination Nofitication                                                     | Contractual       | 500                                | 515          | 530          | 546          | 563          |
| 148 | Job Advertisements                                                            | Contractual       | 2,000                              | 2,060        | 2,122        | 2,185        | 2,251        |
| 149 | Subtotal Advertising                                                          |                   | \$ 3,500                           | \$ 3,605     | \$ 3,713     | \$ 3,825     | \$ 3,939     |
|     | <u>Depreciation Expense - 54906</u>                                           |                   |                                    |              |              |              |              |
| 150 | Depreciation                                                                  | Eliminate         | \$ -                               | \$ -         | \$ -         | \$ -         | \$ -         |
| 151 | Subtotal Depreciation Expense                                                 |                   | \$ -                               | \$ -         | \$ -         | \$ -         | \$ -         |
|     | <u>Amortization Expense - 54907</u>                                           |                   |                                    |              |              |              |              |
| 152 | Amortization Expense                                                          | Eliminate         | \$ -                               | \$ -         | \$ -         | \$ -         | \$ -         |
| 153 | Subtotal Amortization Expense                                                 |                   | \$ -                               | \$ -         | \$ -         | \$ -         | \$ -         |
|     | <u>Bad Debt Expense - 54908</u>                                               |                   |                                    |              |              |              |              |
| 154 | Bad Debt Expense                                                              | Eliminate         | \$ 45,000                          | \$ -         | \$ -         | \$ -         | \$ -         |
| 155 | Subtotal Bad Debt Expense                                                     |                   | \$ 45,000                          | \$ -         | \$ -         | \$ -         | \$ -         |
|     | <u>Administrative Charge to General Fund - 54909</u>                          |                   |                                    |              |              |              |              |
| 156 | Administrative Charge to General Fund (12% of Previous Yrs Operating Revenue) | AdminChargeWW     | \$ 2,490,099                       | \$ 2,486,716 | \$ 2,503,737 | \$ 2,597,800 | \$ 2,695,250 |
| 157 | Subtotal Administrative Charge to General Fund                                |                   | \$ 2,490,099                       | \$ 2,486,716 | \$ 2,503,737 | \$ 2,597,800 | \$ 2,695,250 |
|     | <u>IT Charges to General Fund - 54913</u>                                     |                   |                                    |              |              |              |              |
| 158 | IT Expenses to General Fund                                                   | Labor-1           | \$ 470,000                         | \$ 489,036   | \$ 508,843   | \$ 529,452   | \$ 550,896   |
| 159 | Subtotal IT Charges to General Fund to General Fund                           |                   | \$ 470,000                         | \$ 489,036   | \$ 508,843   | \$ 529,452   | \$ 550,896   |
|     | <u>Loss/Gain of Asset Disposal - 54916</u>                                    |                   |                                    |              |              |              |              |
| 160 | Loss/Gain of Asset Disposal                                                   | Inflation         | \$ -                               | \$ -         | \$ -         | \$ -         | \$ -         |
| 161 | Subtotal Loss/Gain of Asset Disposal                                          |                   | \$ -                               | \$ -         | \$ -         | \$ -         | \$ -         |
|     | <u>Merchant Fees - 54917</u>                                                  |                   |                                    |              |              |              |              |
| 162 | Credit Card Processing Vendor (Elevon)                                        | Inflation         | \$ 120,000                         | \$ 122,640   | \$ 125,215   | \$ 127,845   | \$ 130,402   |
| 163 | Subtotal Merchant Fees                                                        |                   | \$ 120,000                         | \$ 122,640   | \$ 125,215   | \$ 127,845   | \$ 130,402   |
|     | <u>Office Supplies - 55100</u>                                                |                   |                                    |              |              |              |              |
| 164 | Utility Office Supplies                                                       | Inflation         | \$ 1,750                           | \$ 1,789     | \$ 1,826     | \$ 1,864     | \$ 1,902     |
| 165 | Subtotal Office Supplies                                                      |                   | \$ 1,750                           | \$ 1,789     | \$ 1,826     | \$ 1,864     | \$ 1,902     |
|     | <u>Operating Supplies - 55200</u>                                             |                   |                                    |              |              |              |              |
| 166 | Testing Supplies (Lab Supplies & Environmental Reagents)                      | Inflation         | \$ 25,000                          | \$ 25,550    | \$ 26,087    | \$ 26,634    | \$ 27,167    |
| 167 | Janitorial                                                                    | Contractual       | 2,000                              | 2,060        | 2,122        | 2,185        | 2,251        |
| 168 | Automotive Supplies                                                           | V-Repair          | 10,000                             | 10,260       | 10,527       | 10,800       | 11,081       |
| 169 | Electrical Supplies                                                           | Inflation         | 2,000                              | 2,044        | 2,087        | 2,131        | 2,173        |
| 170 | Safety Supplies                                                               | Inflation         | 5,000                              | 5,110        | 5,217        | 5,327        | 5,433        |
| 170 | Misc Operating Supplies                                                       | Inflation         | 36,000                             | 36,792       | 37,565       | 38,353       | 39,121       |
| 171 | Office Furniture (2019 Item)                                                  | Inflation         | 0                                  | 0            | 0            | 0            | 0            |
| 172 | Subtotal Operating Supplies                                                   |                   | \$ 80,000                          | \$ 81,816    | \$ 83,604    | \$ 85,431    | \$ 87,227    |

Village of Palm Springs, Florida  
Water and Wastewater System Rate Study

Projection of System Direct and Indirect Operating Expenses

| Line No                                          | Description                                                                     | Factor Escalation | Fiscal Year Ending September 30th, |              |              |              |              |
|--------------------------------------------------|---------------------------------------------------------------------------------|-------------------|------------------------------------|--------------|--------------|--------------|--------------|
|                                                  |                                                                                 |                   | 2020                               | 2021         | 2022         | 2023         | 2024         |
| <u>Gas &amp; Oil - 55201</u>                     |                                                                                 |                   |                                    |              |              |              |              |
| 173                                              | Gas & Oil for Utility Vehicles                                                  | Gas               | \$ 75,000                          | \$ 76,500    | \$ 78,030    | \$ 79,591    | \$ 81,182    |
| 174                                              | Subtotal Gas & Oil                                                              |                   | \$ 75,000                          | \$ 76,500    | \$ 78,030    | \$ 79,591    | \$ 81,182    |
| <u>Uniforms - 55202</u>                          |                                                                                 |                   |                                    |              |              |              |              |
| 175                                              | Employee Uniforms                                                               | Labor-2           | \$ 20,000                          | \$ 20,600    | \$ 21,218    | \$ 21,855    | \$ 22,510    |
| 176                                              | Subtotal Uniforms                                                               |                   | \$ 20,000                          | \$ 20,600    | \$ 21,218    | \$ 21,855    | \$ 22,510    |
| <u>Chemicals - 55205</u>                         |                                                                                 |                   |                                    |              |              |              |              |
| 177                                              | Sodium Hypochlorite (Allied Universal)                                          | Chemical          | \$ 100,000                         | \$ 103,800   | \$ 107,744   | \$ 111,839   | \$ 116,089   |
| 178                                              | MIEX Resin (20 totes @ \$15k/tote)                                              | Chemical          | 270,000                            | 280,260      | 290,910      | 301,964      | 313,439      |
| 179                                              | Quicklime (Lhoist)                                                              | Chemical          | 235,000                            | 243,930      | 253,199      | 262,821      | 272,808      |
| 180                                              | Salt for MIEX Regeneration (Morton Salt)                                        | Chemical          | 125,000                            | 129,750      | 134,681      | 139,798      | 145,111      |
| 181                                              | Phosphate for Corrosion Control (Carus)                                         | Chemical          | 10,000                             | 10,380       | 10,774       | 11,184       | 11,609       |
| 182                                              | Ammonia (Tanner Industries)                                                     | Chemical          | 20,000                             | 20,760       | 21,549       | 22,368       | 23,218       |
| 183                                              | Sand for Lime Softening (Standard Sand)                                         | Chemical          | 15,000                             | 15,570       | 16,162       | 16,776       | 17,413       |
| 184                                              | Misc Lab Supplies                                                               | Chemical          | 5,000                              | 5,190        | 5,387        | 5,592        | 5,804        |
| 185                                              | Subtotal Chemicals                                                              |                   | \$ 780,000                         | \$ 809,640   | \$ 840,406   | \$ 872,342   | \$ 905,491   |
| <u>Books, Dues, Education - 55400</u>            |                                                                                 |                   |                                    |              |              |              |              |
| 186                                              | FWPCOA Membership Dues                                                          | Labor-2           | \$ 500                             | \$ 515       | \$ 530       | \$ 546       | \$ 563       |
| 187                                              | SEFL Utility Council Dues                                                       | Labor-2           | 450                                | 464          | 477          | 492          | 506          |
| 188                                              | AWWA Dues                                                                       | Labor-2           | 750                                | 773          | 796          | 820          | 844          |
| 189                                              | Florida Engineering Society Dues                                                | Labor-2           | 300                                | 309          | 318          | 328          | 338          |
| 190                                              | Continuing Education Courses - CEU's                                            | Labor-2           | 2,000                              | 2,060        | 2,122        | 2,185        | 2,251        |
| 191                                              | AWWA Reference Publications                                                     | Labor-2           | 500                                | 515          | 530          | 546          | 563          |
| 192                                              | Notary Renewal                                                                  | Labor-2           | 500                                | 515          | 530          | 546          | 563          |
| 193                                              | Safety Council                                                                  | Labor-2           | 300                                | 309          | 318          | 328          | 338          |
| 194                                              | Seminars & Training - Customer Service Staff                                    | Labor-2           | 2,000                              | 2,060        | 2,122        | 2,185        | 2,251        |
| 195                                              | Seminars & Training - Field Staff                                               | Labor-2           | 2,000                              | 2,060        | 2,122        | 2,185        | 2,251        |
| 196                                              | PE License Renewal                                                              | Labor-2           | 0                                  | 0            | 0            | 0            | 0            |
| 197                                              | FL Association of Code Enforcement Officers                                     | Labor-2           | 100                                | 103          | 106          | 109          | 113          |
| 198                                              | Operator License Renewal                                                        | Labor-2           | 2,000                              | 2,060        | 2,122        | 2,185        | 2,251        |
| 199                                              | Water Distribution License Renewal                                              | Labor-2           | 1,500                              | 1,545        | 1,591        | 1,639        | 1,688        |
| 200                                              | College Tuition Reimbursement - Director                                        | Labor-2           | 2,000                              | 2,060        | 2,122        | 2,185        | 2,251        |
| 201                                              | College Tuition Reimbursement - Billing Technician                              | Labor-2           | 2,000                              | 2,060        | 2,122        | 2,185        | 2,251        |
| 202                                              | College Tuition Reimbursement - (2020 Item)                                     | Labor-2           | 2,000                              | 2,060        | 2,122        | 2,185        | 2,251        |
| 203                                              | Coursework Towards Electrician Certification                                    | Labor-2           | 0                                  | 0            | 0            | 0            | 0            |
| 204                                              | NASSCO Gravity Sewer Inspection Training (2 @ \$800/each)                       | Labor-2           | 1,600                              | 1,648        | 1,697        | 1,748        | 1,801        |
| 205                                              | Florida Water Resource Confenence Registration                                  | Labor-2           | 1,200                              | 1,236        | 1,273        | 1,311        | 1,351        |
| 206                                              | Florida Section AWWA Conference Registration                                    | Labor-2           | 900                                | 927          | 955          | 983          | 1,013        |
| 207                                              | Florida APWA Public Works Expo Registration                                     | Labor-2           | 500                                | 515          | 530          | 546          | 563          |
| 208                                              | Implementation & Training of Timesheet Entry System                             | Labor-2           | 0                                  | 0            | 0            | 0            | 0            |
| 209                                              | RegISTRATION for MUNIS User's Conference (Dallas, TX)                           | Labor-2           | 1,980                              | 2,039        | 2,101        | 2,164        | 2,229        |
| 210                                              | VTScada Training                                                                | Labor-2           | 1,000                              | 1,030        | 1,061        | 1,093        | 1,126        |
| 211                                              | Subtotal Books, Dues, Education                                                 |                   | \$ 26,080                          | \$ 26,862    | \$ 27,668    | \$ 28,498    | \$ 29,353    |
| 212                                              | <b>Total Operating Expense (Non-Labor)</b>                                      |                   | \$ 6,670,624                       | \$ 6,524,974 | \$ 6,651,709 | \$ 6,857,685 | \$ 7,151,268 |
| <u>Capital Outlay</u>                            |                                                                                 |                   |                                    |              |              |              |              |
| <u>Buildings - 56200</u>                         |                                                                                 |                   |                                    |              |              |              |              |
| 213                                              | Utility Customer Service Office and Drive-Thru Upgrades                         | Eliminate         | \$ -                               | \$ -         | \$ -         | \$ -         | \$ -         |
| 214                                              | Vacuum Station No.1 Building Safety Improvements                                | Eliminate         | 0                                  | 0            | 0            | 0            | 0            |
| 215                                              | Replace Roof at the Chemical Bldg & Slaker Room at RLP WTP                      | Eliminate         | 0                                  | 0            | 0            | 0            | 0            |
| 216                                              | Replace HVAC System at Vacuum Pump Station #3                                   | Eliminate         | 0                                  | 0            | 0            | 0            | 0            |
| 217                                              | Refinish Lab Floor and Lime Slaker Room Floor at Main WTP                       | Eliminate         | 0                                  | 0            | 0            | 0            | 0            |
| 219                                              | Subtotal Buildings Account                                                      |                   | \$ -                               | \$ -         | \$ -         | \$ -         | \$ -         |
| <u>Improvements Other Than Buildings - 56300</u> |                                                                                 |                   |                                    |              |              |              |              |
| 220                                              | Advanced Metering Infrastructure (AMI) base station and antennas to read meters | Eliminate         | \$ -                               | \$ -         | \$ -         | \$ -         | \$ -         |
| 221                                              | Water Meter Replacement Program (AMI Compatible)                                | Eliminate         | 0                                  | 0            | 0            | 0            | 0            |
| 222                                              | Annual Infiltration/Inflow Program                                              | Eliminate         | 0                                  | 0            | 0            | 0            | 0            |
| 223                                              | Annual Lift Station Rehab Program TO# 233                                       | Eliminate         | 0                                  | 0            | 0            | 0            | 0            |
| 224                                              | Annual Lift Station Rehabilitation (Carryover) TO# 218                          | Eliminate         | 0                                  | 0            | 0            | 0            | 0            |
| 225                                              | Disc Flow MIEX Recycle Pumps                                                    | Eliminate         | 0                                  | 0            | 0            | 0            | 0            |
| 226                                              | FDOT/PBC Water Main Relocations                                                 | Eliminate         | 0                                  | 0            | 0            | 0            | 0            |
| 227                                              | Kent Road Gravity Sewer Improvements (Carryover) TO# 235 & 236                  | Eliminate         | 0                                  | 0            | 0            | 0            | 0            |
| 228                                              | Lift Station Safety Grates                                                      | Eliminate         | 0                                  | 0            | 0            | 0            | 0            |
| 229                                              | Material Storage Bays                                                           | Eliminate         | 0                                  | 0            | 0            | 0            | 0            |
| 230                                              | Potable Water Main Replacements                                                 | Eliminate         | 0                                  | 0            | 0            | 0            | 0            |
| 231                                              | Replace Gate Operator at Main WTP                                               | Eliminate         | 0                                  | 0            | 0            | 0            | 0            |
| 232                                              | Replace Well No. 11                                                             | Eliminate         | 0                                  | 0            | 0            | 0            | 0            |
| 233                                              | Replacement Lift Station Pumps                                                  | Eliminate         | 0                                  | 0            | 0            | 0            | 0            |
| 234                                              | SCADA System Improvements Main WTP TO# 226                                      | Eliminate         | 0                                  | 0            | 0            | 0            | 0            |
| 235                                              | SCADA System Improvements RLP WTP TO# 227                                       | Eliminate         | 0                                  | 0            | 0            | 0            | 0            |
| 236                                              | Spiractor Replacement at RLP WTP (Carryover) TO#216                             | Eliminate         | 0                                  | 0            | 0            | 0            | 0            |
| 237                                              | Upgrade MIEX Regeneration System RLP WTP                                        | Eliminate         | 0                                  | 0            | 0            | 0            | 0            |
| 238                                              | Wastewater Force Main Replacements                                              | Eliminate         | 0                                  | 0            | 0            | 0            | 0            |
| 239                                              | Well Rehabilitation                                                             | Eliminate         | 0                                  | 0            | 0            | 0            | 0            |
| 240                                              | Subtotal Improvements Other Than Buildings                                      |                   | \$ -                               | \$ -         | \$ -         | \$ -         | \$ -         |
| <u>Machinery and Equipment Account -56400</u>    |                                                                                 |                   |                                    |              |              |              |              |
| 241                                              | Vacuum Sewer Pit Controller Upgrades                                            | Eliminate         | \$ -                               | \$ -         | \$ -         | \$ -         | \$ -         |

Village of Palm Springs, Florida  
Water and Wastewater System Rate Study

Projection of System Direct and Indirect Operating Expenses

| Line No | Description                                                             | Factor Escalation | Fiscal Year Ending September 30th. |              |              |              |              |
|---------|-------------------------------------------------------------------------|-------------------|------------------------------------|--------------|--------------|--------------|--------------|
|         |                                                                         |                   | 2020                               | 2021         | 2022         | 2023         | 2024         |
| 242     | Vacuum Pump Replacement                                                 | Eliminate         | 0                                  | 0            | 0            | 0            | 0            |
| 243     | Raw Water Supply Meter Replacements                                     | Eliminate         | 0                                  | 0            | 0            | 0            | 0            |
| 244     | Replacement F-250 Truck with Utility Body - Qty - 2                     | Eliminate         | 0                                  | 0            | 0            | 0            | 0            |
| 245     | Replace 12-Yard Dump Truck                                              | Eliminate         | 0                                  | 0            | 0            | 0            | 0            |
| 246     | Portable Self-Priming Non-Clog Pump                                     | Eliminate         | 0                                  | 0            | 0            | 0            | 0            |
| 247     | Trailer Mounted Portable Generator                                      | Eliminate         | 0                                  | 0            | 0            | 0            | 0            |
| 248     | Rehab Large Vac-Con                                                     | Eliminate         | 0                                  | 0            | 0            | 0            | 0            |
| 249     | Computer Workstation Replacements - QTY5 at \$1650/ea with dual monitor | Eliminate         | 0                                  | 0            | 0            | 0            | 0            |
| 250     | Replace Transfer Pumps at each WTP                                      | Eliminate         | 0                                  | 0            | 0            | 0            | 0            |
| 251     | Recondition/Replace High Service Pumps Program                          | Eliminate         | 0                                  | 0            | 0            | 0            | 0            |
| 252     | Biometric Readers (Executime) 1 for each WTP                            | Eliminate         | 0                                  | 0            | 0            | 0            | 0            |
| 253     | Asphalt Roller                                                          | Eliminate         | 0                                  | 0            | 0            | 0            | 0            |
| 254     | Replacement Ford Explorer                                               | Eliminate         | 0                                  | 0            | 0            | 0            | 0            |
| 255     | Subtotal Machinery and Equipment                                        |                   | \$ -                               | \$ -         | \$ -         | \$ -         | \$ -         |
|         | <u>Software - 56601</u>                                                 |                   |                                    |              |              |              |              |
| 256     | Computerized Maintenance Management System Software                     | Inflation         | \$ 80,000                          | \$ 81,760    | \$ 83,477    | \$ 85,230    | \$ 86,935    |
| 257     | Customer Queing Software System                                         | Inflation         | 10,000                             | 10,220       | 10,435       | 10,654       | 10,867       |
| 258     | Customer Engagement Portal                                              | Inflation         | 35,000                             | 35,770       | 36,521       | 37,288       | 38,034       |
| 259     | ArcGIS Online Licenses (15 @ \$500)                                     | ENR               | 7,500                              | 7,723        | 7,952        | 8,188        | 8,431        |
| 261     | Subtotal Software                                                       |                   | \$ 132,500                         | \$ 135,473   | \$ 138,385   | \$ 141,360   | \$ 144,267   |
| 262     | <b>Total Capital Outlay Expense</b>                                     |                   | \$ 132,500                         | \$ 135,473   | \$ 138,385   | \$ 141,360   | \$ 144,267   |
|         | <u>Contingency - 59900</u>                                              |                   |                                    |              |              |              |              |
| 263     | Contingency (0.5% of Operating Budget)                                  | Calculate         | \$ 60,670                          | \$ 61,827    | \$ 63,527    | \$ 65,664    | \$ 68,280    |
| 264     | <b>Total Contingency Expense</b>                                        |                   | \$ 60,670                          | \$ 61,827    | \$ 63,527    | \$ 65,664    | \$ 68,280    |
| 265     | <b>TOTAL WATER &amp; WASTEWATER O&amp;M EXPENSE</b>                     |                   | \$12,194,595                       | \$12,427,183 | \$12,768,948 | \$13,198,422 | \$13,724,190 |

Village of Palm Springs, Florida  
Water and Wastewater System Rate Study  
Water and Wastewater System

Summary of Expense Escalation Factors

| Line No                         | Description                                                              | Reference       | Fiscal Year Ending September 30th, |        |        |        |        |
|---------------------------------|--------------------------------------------------------------------------|-----------------|------------------------------------|--------|--------|--------|--------|
|                                 |                                                                          |                 | 2020                               | 2021   | 2022   | 2023   | 2024   |
| Index Escalation Factors        |                                                                          |                 |                                    |        |        |        |        |
| 1                               | Constant                                                                 | Constant        | 1.000                              | 1.000  | 1.000  | 1.000  | 1.000  |
| 2                               | Inflation (CPI) [1]                                                      | Inflation       | 1.022                              | 1.022  | 1.021  | 1.021  | 1.020  |
| 3                               | Cost of Living Adjustment - Estimates Under the 2019 SSA Trustees Report | COLA            | 1.026                              | 1.026  | 1.026  | 1.026  | 1.026  |
| 4                               | Labor-1 Higher Assumption                                                | Labor-1         | 1.041                              | 1.041  | 1.041  | 1.041  | 1.041  |
| 5                               | Labor-2 Lower Assumption                                                 | Labor-2         | 1.030                              | 1.030  | 1.030  | 1.030  | 1.030  |
| 6                               | Medical Care – South Urban - 5 Year Change - (BLS)                       | Health-Ins      | 1.025                              | 1.025  | 1.025  | 1.025  | 1.025  |
| 7                               | Premiums for Property and Casualty Insurance - 5 Year Change (BLS)       | Prop-Ins        | 1.0448                             | 1.0448 | 1.0448 | 1.0448 | 1.0448 |
| 8                               | Contractual                                                              | Contractual     | 1.030                              | 1.030  | 1.030  | 1.030  | 1.030  |
| 9                               | Repair and Maintenance in Florida - 5 Year Change - (BLS)                | Repair          | 1.0375                             | 1.0375 | 1.0375 | 1.0375 | 1.0375 |
| 10                              | Repair Vehicle                                                           | V-Repair        | 1.026                              | 1.026  | 1.026  | 1.026  | 1.026  |
| 11                              | Industrial Chemicals – U.S. City Average - WPU061 - (BLS)                | Chemical        | 1.038                              | 1.038  | 1.038  | 1.038  | 1.038  |
| 12                              | All Urban Consumers: Energy -CPI - 10 Year Change - (BLS)                | Electricity     | 1.011                              | 1.0119 | 1.0119 | 1.0119 | 1.0119 |
| 13                              | Fuel & Oil                                                               | Gas             | 1.020                              | 1.020  | 1.020  | 1.020  | 1.020  |
| 14                              | Engineering News Record (ENR)                                            | ENR             | 1.0297                             | 1.0297 | 1.0297 | 1.0297 | 1.0297 |
| 15                              | Marginal                                                                 | Marginal        | 1.010                              | 1.010  | 1.010  | 1.010  | 1.010  |
| 16                              | Eliminate                                                                | Eliminate       | 0.000                              | 0.000  | 0.000  | 0.000  | 0.000  |
| System Based Escalation Factors |                                                                          |                 |                                    |        |        |        |        |
| 17                              | Change in Water Customers                                                | W-Growth        | 1.003                              | 1.003  | 1.002  | 1.001  | 1.001  |
| 18                              | Change in Wastewater Customers                                           | WW-Growth       | 1.004                              | 1.003  | 1.002  | 1.001  | 1.001  |
| 19                              | Billed Water Flows                                                       | W-Flows         | 1.003                              | 1.003  | 1.002  | 1.001  | 1.001  |
| 20                              | Billed Wastewater Flows                                                  | WW-Flows        | 1.004                              | 1.004  | 1.002  | 1.001  | 1.001  |
| 21                              | Water Rate Revenues                                                      | W-Rev           | 0.996                              | 1.006  | 1.037  | 1.037  | 1.038  |
| 22                              | Wastewater Rate Revenues                                                 | WW-Rev          | 1.000                              | 1.007  | 1.038  | 1.038  | 1.039  |
| 23                              | Water Operational Expenses                                               | W-OpEx          | 1.008                              | 1.027  | 1.030  | 1.034  | 1.039  |
| 24                              | Wastewater Operational Expenses                                          | WW-OpEx         | 1.022                              | 1.002  | 1.022  | 1.034  | 1.041  |
| Calculation Escalation Factors  |                                                                          |                 |                                    |        |        |        |        |
| 25                              | Administrative Charge Calculation Water                                  | AdminChargeW    | 1.047                              | 0.996  | 1.006  | 1.037  | 1.037  |
| 25                              | Administrative Charge Calculation Wastewater                             | AdminChargeWW   | 1.016                              | 1.000  | 1.007  | 1.038  | 1.038  |
| 26                              | Rate Study - Five (5) Year Frequency                                     | Rate-Study      | 0.000                              | 0.000  | 0.000  | 0.000  | 1.050  |
| 27                              | Electric Water Flow                                                      | W-Elec          | 1.015                              | 1.015  | 1.014  | 1.013  | 1.013  |
| 28                              | Electric Wastewater Flow                                                 | WW-Elec         | 1.015                              | 1.016  | 1.014  | 1.013  | 1.013  |
| 29                              | Declining 36130 Other Revenues Code - Capital Contribution Financing     | Rev-36130       | 0.000                              | 0.000  | 0.000  | 0.000  | 0.000  |
| 30                              | Master Plan                                                              | Master-Plan     | 1.020                              | 1.020  | 1.020  | 1.020  | 1.020  |
| Capital Escalation Factors      |                                                                          |                 |                                    |        |        |        |        |
| 31                              | Constant Capital Factor                                                  | Const-Cap       | 1.000                              | 1.000  | 1.000  | 1.000  | 1.000  |
| 32                              | Inflation Compounded                                                     | Inf-Cap         | 1.000                              | 1.122  | 1.043  | 1.064  | 1.084  |
| 33                              | Master Plan Identified Inflation                                         | Mast-Cap        | 1.020                              | 1.040  | 1.060  | 1.080  | 1.100  |
| 33                              | ENR Capital Factor                                                       | ENR-Cap         | 1.020                              | 1.040  | 1.060  | 1.080  | 1.100  |
| 34                              | Labor Capital Factor                                                     | Labor-Cap       | 1.041                              | 1.081  | 1.122  | 1.162  | 1.203  |
| 35                              | Hybrid Capital Factor                                                    | Hybrid-Cap      | 1.016                              | 1.057  | 1.057  | 1.077  | 1.097  |
| Interlocal Escalation Factors   |                                                                          |                 |                                    |        |        |        |        |
| 36                              | Eliminate Interlocal Factor                                              | Elim-Int        | 0.000                              | 0.000  | 0.000  | 0.000  | 0.000  |
| 36                              | Constant Interlocal Factor                                               | Const-Int       | 1.000                              | 1.000  | 1.000  | 1.000  | 1.000  |
| 37                              | Inflation Interlocal                                                     | Inf-Int         | 1.022                              | 1.022  | 1.021  | 1.021  | 1.020  |
| 38                              | Labor Interlocal Factor                                                  | Labor-2-Int     | 1.030                              | 1.030  | 1.030  | 1.030  | 1.030  |
| 39                              | Contractual Interlocal Factor                                            | Contract-Int    | 1.030                              | 1.030  | 1.030  | 1.030  | 1.030  |
| 40                              | Electricity Interlocal Factor                                            | Electricity-Int | 1.0114                             | 1.0119 | 1.0119 | 1.0119 | 1.0119 |
| 41                              | Utilities Water Sewer Interlocal Factor                                  | UtWtr-Int       | 1.040                              | 1.040  | 1.040  | 1.040  | 1.040  |
| 42                              | Repairs and Maintenance Interlocal Factor                                | Repair-Int      | 1.030                              | 1.030  | 1.030  | 1.030  | 1.030  |
| 43                              | Property Insurance Interlocal Factor                                     | Prop-Ins-Int    | 1.045                              | 1.045  | 1.045  | 1.045  | 1.045  |
| 44                              | ECR Flow Growth Inflation                                                | ECR-Int         | 0.965                              | 1.019  | 1.019  | 1.002  | 0.939  |
| 45                              | Hybrid Interlocal Factor                                                 | Hybrid-Int      | 1.030                              | 1.030  | 1.030  | 1.030  | 1.030  |
| 46                              | Lake Worth Interlocal Factor                                             | LW-Int          | 0.976                              | 1.019  | 1.019  | 1.006  | 0.956  |

## Footnotes:

[1] Inflation figures obtained from the "The Budget and Economic Outlook: An Update" published by the Congressional Budget Office in January 2019.

Village of Palm Springs, Florida  
Water and Wastewater System Rate Study

Calculation of Projected Wholesale Wastewater Purchases

| Line No | Description                                                            | 2020                | Factor Escalation | Fiscal Year Ending September 30th, |                     |                     |                     |
|---------|------------------------------------------------------------------------|---------------------|-------------------|------------------------------------|---------------------|---------------------|---------------------|
|         |                                                                        |                     |                   | 2021                               | 2022                | 2023                | 2024                |
|         | <b>WASTEWATER PURCHASES</b>                                            |                     |                   |                                    |                     |                     |                     |
| 1       | Projected Wastewater Sales (000's)                                     | 1,139,639           |                   | 1,143,713                          | 1,146,401           | 1,147,437           | 1,148,474           |
| 2       | Inflows and Infiltrations - Percent                                    | 3.00%               | 3.00%             | 3.00%                              | 3.00%               | 3.00%               | 3.00%               |
| 3       | Inflows and Infiltrations - Amount                                     | 34,189              |                   | 34,311                             | 34,392              | 34,423              | 34,454              |
| 4       | Total Wastewater To Be Treated                                         | 1,173,828           |                   | 1,178,024                          | 1,180,793           | 1,181,861           | 1,182,928           |
|         | Wastewater Treated By                                                  |                     |                   |                                    |                     |                     |                     |
| 5       | City of Lake Worth                                                     | 900,078             | 77%               | 904,274                            | 907,043             | 908,111             | 909,178             |
| 6       | Palm Beach County (0.75 MGD Annually)                                  | 273,750             | 23%               | 273,750                            | 273,750             | 273,750             | 273,750             |
|         | <u>Lake Worth Utility Sewer Charges</u>                                |                     |                   |                                    |                     |                     |                     |
| 7       | Treatment Rate Per 1,000 Gallons                                       | \$ 2.2628           | Inflation         | \$ 2.1114<br>-6.69%                | \$ 2.156<br>2.10%   | \$ 2.201<br>2.10%   | \$ 2.245<br>2.00%   |
|         | <u>2020 Budget Item Names</u>                                          |                     |                   |                                    |                     |                     |                     |
| 8       | Sewage Charge                                                          | \$ 2,036,698        |                   | \$ 1,909,285                       | \$ 1,955,348        | \$ 1,998,760        | \$ 2,041,133        |
| 9       | ECR Renewal & Replacement Contribution (28.2% of \$1,303,156)          | 367,490             | Calculated        | 378,515                            | 389,870             | 401,566             | 413,613             |
| 10      | LW Subregional Renewal & Replacement Contribution (28.2% of \$298,526) | 84,184              | Calculated        | 86,036                             | 87,843              | 89,688              | 91,482              |
| 11      | PBC Renewal & Replacement (28.2% of \$1,600,000)                       | 451,200             | Calculated        | 0                                  | 0                   | 0                   | 0                   |
| 12      | Subtotal LW Utility Sewer Charges                                      | \$ 2,939,572        |                   | \$ 2,373,836                       | \$ 2,433,061        | \$ 2,490,014        | \$ 2,546,227        |
|         | <u>PBC Utility Sewer Charges</u>                                       |                     |                   |                                    |                     |                     |                     |
| 13      | Treatment Rate Per 1,000 Gallons                                       | \$ 3.10             | Inflation         | \$ 3.17                            | \$ 3.23             | \$ 3.30             | \$ 3.37             |
| 14      | Annual Treatment Charge                                                | \$ 848,625          |                   | \$ 867,295                         | \$ 885,508          | \$ 904,104          | \$ 922,186          |
| 15      | <b>Total Wastewater Treatment Purchased</b>                            | <u>\$ 3,788,197</u> |                   | <u>\$ 3,241,131</u>                | <u>\$ 3,318,569</u> | <u>\$ 3,394,118</u> | <u>\$ 3,468,413</u> |



Village of Palm Springs, Florida  
Water and Wastewater System Rate Study  
Water and Wastewater System

Capital Improvement Program

| Line No                                  | Description                                                    | Funding Source | Fiscal Year Ending September 30th, |              |              |            |           |
|------------------------------------------|----------------------------------------------------------------|----------------|------------------------------------|--------------|--------------|------------|-----------|
|                                          |                                                                |                | 2020                               | 2021         | 2022         | 2023       | 2024      |
| <b><u>Water</u></b>                      |                                                                |                |                                    |              |              |            |           |
| <b><u>Water Treatment - Main WTP</u></b> |                                                                |                |                                    |              |              |            |           |
| 1                                        | Incubator for lab                                              | Capfund        | \$ -                               | \$ -         | \$ 5,000     | \$ -       | \$ -      |
| 2                                        | Refinish Lime Slaker Room Floor at Main WTP                    | Capfund        | 0                                  | 30,000       | 0            | 0          | 0         |
| 3                                        | SCADA System Improvements Main WTP                             | Capfund        | 350,000                            | 0            | 0            | 0          | 0         |
| 4                                        | Main WTP Lime/Sand Piping Replacements                         | Capfund        | 26,000                             | 0            | 0            | 0          | 0         |
| 5                                        | Replacement of Sand Loader at Main WTP                         | Capfund        | 184,000                            | 0            | 0            | 0          | 0         |
| 6                                        | Lime Slurry Pump Replacement                                   | Capfund        | 0                                  | 0            | 0            | 40,000     | 0         |
| 7                                        | Lime Slurry Mixers                                             | Capfund        | 0                                  | 0            | 8,000        | 8,000      | 0         |
| 8                                        | Upgrade MIEX Regeneration System Main WTP                      | Capfund        | 1,020,000                          | 1,000,000    | 0            | 0          | 0         |
| 9                                        | Brine Pump for MIEX System                                     | Capfund        | 0                                  | 0            | 25,000       | 0          | 0         |
| 10                                       | Disc Flow MIEX Recycle Pumps                                   | Capfund        | 51,000                             | 50,000       | 0            | 0          | 0         |
| 11                                       | Salt Pump Replacement                                          | Capfund        | 0                                  | 0            | 12,000       | 12,000     | 0         |
| 12                                       | Pump No. 1                                                     | Capfund        | 0                                  | 0            | 50,000       | 0          | 0         |
| 13                                       | Pump No. 2                                                     | Capfund        | 0                                  | 0            | 0            | 50,000     | 0         |
| 14                                       | Pump No. 3                                                     | Capfund        | 0                                  | 0            | 0            | 0          | 50,000    |
| 15                                       | Transfer Pump No. 1                                            | Capfund        | 46,000                             | 0            | 0            | 0          | 0         |
| 16                                       | Transfer Pump No. 2                                            | Capfund        | 0                                  | 45,000       | 0            | 0          | 0         |
| 17                                       | Transfer Pump No. 3                                            | Capfund        | 0                                  | 0            | 45,000       | 0          | 0         |
| 18                                       | Wash Water Transfer Pumps (qty 2)                              | Capfund        | 0                                  | 0            | 25,000       | 0          | 0         |
| 19                                       | Valve Motor Actuator Replacement                               | Capfund        | 0                                  | 0            | 25,000       | 0          | 0         |
| 20                                       | Chlorine Feed Improvements - Piping, Instrumentation, Pumps    | Capfund        | 77,000                             | 0            | 0            | 0          | 0         |
| 21                                       | Chlorine Contract Chambers Covers                              | Capfund        | 0                                  | 50,000       | 0            | 0          | 0         |
| 22                                       | Area Lighting Improvements (LED)                               | Capfund        | 0                                  | 100,000      | 0            | 0          | 0         |
| 23                                       | Generator and Fuel Tank                                        | Capfund        | 0                                  | 0            | 950,000      | 0          | 0         |
| 24                                       | Subtotal Water Treatment - Main WTP                            |                | \$ 1,754,000                       | \$ 1,275,000 | \$ 1,145,000 | \$ 110,000 | \$ 50,000 |
| <b><u>Water Treatment - RLP WTP</u></b>  |                                                                |                |                                    |              |              |            |           |
|                                          | Incubator for lab                                              | Capfund        | \$ -                               | \$ -         | \$ -         | \$ -       | \$ -      |
| 25                                       | Refinish Lime Slaker Room Floor at Pratt WTP                   | Capfund        | 0                                  | 30,000       | 0            | 0          | 0         |
| 26                                       | SCADA System Improvements RLP WTP                              | Capfund        | 350,000                            | 0            | 0            | 0          | 0         |
| 27                                       | Spiractor Replacement at RLP WTP (Carryover)                   | Capfund        | 200,000                            | 0            | 0            | 0          | 0         |
| 28                                       | WTP Lime/Sand Piping Replacements                              | Capfund        | 26,000                             | 0            | 0            | 0          | 0         |
| 29                                       | Lime System Upgrades/Improvements                              | Capfund        | 0                                  | 0            | 400,000      | 0          | 0         |
| 30                                       | Lime Sludge Handling Pit and Washwater Recovery Basin Handling | Capfund        | 0                                  | 0            | 0            | 0          | 625,000   |
| 31                                       | Lime Slurry Pump Replacement                                   | Capfund        | 0                                  | 0            | 0            | 40,000     | 0         |
| 32                                       | Lime Slurry Mixers                                             | Capfund        | 0                                  | 0            | 8,000        | 8,000      | 0         |
| 33                                       | Upgrade MIEX Regeneration System RLP WTP                       | Capfund        | 0                                  | 1,000,000    | 1,000,000    | 0          | 0         |
| 34                                       | Brine Pump for MIEX System                                     | Capfund        | 0                                  | 0            | 25,000       | 0          | 0         |
| 35                                       | Disc Flow MIEX Recycle Pumps                                   | Capfund        | 51,000                             | 50,000       | 0            | 0          | 0         |
| 36                                       | Salt Pump Replacement - RLP Plant                              | Capfund        | 0                                  | 0            | 12,000       | 12,000     | 0         |
| 37                                       | Wash Water Transfer Pumps (qty 2)                              | Capfund        | 0                                  | 0            | 25,000       | 0          | 0         |
| 38                                       | Valve Motor Actuator Replacement                               | Capfund        | 0                                  | 0            | 25,000       | 0          | 0         |
| 39                                       | Pump No. 1                                                     | Capfund        | 0                                  | 50,000       | 0            | 0          | 0         |
| 40                                       | Pump No. 2                                                     | Capfund        | 0                                  | 0            | 50,000       | 0          | 0         |
| 41                                       | Pump No. 3                                                     | Capfund        | 0                                  | 0            | 0            | 50,000     | 0         |
| 42                                       | Pump No. 4                                                     | Capfund        | 0                                  | 0            | 0            | 0          | 50,000    |
| 43                                       | Transfer Pump No. 1                                            | Capfund        | 0                                  | 45,000       | 0            | 0          | 0         |
| 44                                       | Transfer Pump No. 2                                            | Capfund        | 0                                  | 45,000       | 0            | 0          | 0         |
| 45                                       | Transfer Pump No. 3                                            | Capfund        | 0                                  | 0            | 45,000       | 0          | 0         |

Village of Palm Springs, Florida  
Water and Wastewater System Rate Study  
Water and Wastewater System

Capital Improvement Program

| Line No | Description                                                              | Funding Source | Fiscal Year Ending September 30th, |              |              |              |              |
|---------|--------------------------------------------------------------------------|----------------|------------------------------------|--------------|--------------|--------------|--------------|
|         |                                                                          |                | 2020                               | 2021         | 2022         | 2023         | 2024         |
| 46      | Chlorine Feed Improvements - Piping, Instrumentation, Pump               | Capfund        | 77,000                             | 0            | 0            | 0            | 0            |
| 47      | Chlorine Contract Chambers Covers                                        | Capfund        | 0                                  | 50,000       | 0            | 0            | 0            |
| 48      | Site Civil - Paving Improvments                                          | Capfund        | 0                                  | 0            | 0            | 0            | 100,000      |
| 49      | Area Lighting Improvements (LED)                                         | Capfund        | 0                                  | 100,000      | 0            | 0            | 0            |
| 50      | Replace Generator at RLP Plant                                           | Capfund        | 0                                  | 800,000      | 0            | 0            | 0            |
| 51      | Subtotal Water Treatment - RLP WTP                                       |                | \$ 704,000                         | \$ 2,170,000 | \$ 1,590,000 | \$ 110,000   | \$ 775,000   |
|         | <u>Water Supply</u>                                                      |                |                                    |              |              |              |              |
|         | Well Rehabilitation                                                      |                |                                    |              |              |              |              |
| 52      | Well No. 15 - capacity, SDI, age - (Eastern/Main Wellfield)              | Capfund        | \$ 66,000                          | \$ -         | \$ -         | \$ -         | \$ -         |
| 53      | Well No. 17 - sand content, SDI, age - (Eastern/Main Wellfield)          | Capfund        | 0                                  | 65,000       | 0            | 0            | 0            |
| 54      | Well No. 13 - sand content, SDI, age - (Eastern/Main Wellfield)          | Capfund        | 0                                  | 0            | 65,000       | 0            | 0            |
| 55      | Well No. 12 - SDI, age - (Eastern/Main Wellfield)                        | Capfund        | 0                                  | 0            | 0            | 65,000       | 0            |
| 56      | Well No. 18 - Bac issues, turbidity, capacity - (Eastern/Main Wellfield) | Capfund        | 0                                  | 0            | 0            | 0            | 65,000       |
| 57      | Replace Well No. 9 - (Eastern/Main Wellfield)                            | Capfund        | 260,000                            | 250,000      | 0            | 0            | 0            |
|         | Well Replacement                                                         |                |                                    |              |              |              |              |
| 58      | Well No. 2 - sand content, SDI, and age - (Western/RLP Wellfield)        | Capfund        | 0                                  | 0            | 0            | 500,000      | 0            |
| 59      | Well No. 3 - sand content, age - (Western/RLP Wellfield)                 | Capfund        | 0                                  | 0            | 0            | 0            | 500,000      |
| 60      | Well No. 10 - age - (Eastern/Main Wellfield)                             | Capfund        | 500,000                            | 0            | 0            | 0            | 0            |
| 61      | Well No. 14 - age - (Eastern/Main Wellfield)                             | Capfund        | 0                                  | 250,000      | 250,000      | 0            | 0            |
| 62      | Well No. 1 - (Western/RLP Wellfield)                                     | Capfund        | 0                                  | 0            | 0            | 0            | 125,000      |
| 63      | Well No. 4 - (Eastern/Main Wellfield)                                    | Capfund        | 0                                  | 125,000      | 0            | 0            | 0            |
| 64      | Well No. 8 - (Eastern/Main Wellfield)                                    | Capfund        | 0                                  | 0            | 125,000      | 0            | 0            |
| 65      | Well No. 11 - (Eastern/Main Wellfield)                                   | Capfund        | 128,000                            | 0            | 0            | 0            | 0            |
| 66      | Well No. 12 - (Eastern/Main Wellfield)                                   | Capfund        | 0                                  | 0            | 0            | 0            | 125,000      |
| 67      | Well No. 13 - (Eastern/Main Wellfield)                                   | Capfund        | 0                                  | 0            | 0            | 125,000      | 0            |
| 68      | Well No. 15 - (Eastern/Main Wellfield)                                   | Capfund        | 128,000                            | 0            | 0            | 0            | 0            |
| 69      | Add Wells 6 & 7 to RLP WTP Power Distribution                            | Capfund        | 0                                  | 0            | 500,000      | 0            | 0            |
| 70      | Subtotal Water Supply                                                    |                | \$ 1,082,000                       | \$ 690,000   | \$ 940,000   | \$ 690,000   | \$ 815,000   |
|         | <u>Water Distribution</u>                                                |                |                                    |              |              |              |              |
| 71      | Potable Water Main Capacity Improvement (WM1-3)                          | Capfund        | \$ 345,000                         | \$ -         | \$ -         | \$ -         | \$ -         |
| 72      | Potable Water Main Capacity Improvement (WM1-2)                          | Capfund        | 281,000                            | 810,000      | 0            | 0            | 0            |
| 73      | Potable Water Main Capacity Improvement (WM1-1)                          | Capfund        | 0                                  | 594,000      | 1,747,000    | 0            | 0            |
| 74      | Potable Water Main Replacement Project (WM2-NW-3)                        | Capfund        | 0                                  | 0            | 762,000      | 2,241,000    | 0            |
| 75      | Potable Water Main Replacement Project (WM2-NW-8)                        | Capfund        | 0                                  | 0            | 521,000      | 1,533,000    | 0            |
| 76      | Potable Water Main Replacement Project (WM2-C-9)                         | Capfund        | 0                                  | 0            | 0            | 513,000      | 1,507,000    |
| 77      | Potable Water Main Replacement Project (WM2-C-3)                         | Capfund        | 0                                  | 0            | 0            | 418,000      | 1,229,000    |
| 78      | Potable Water Main Replacement Project (WM2-NE-1)                        | Capfund        | 0                                  | 0            | 0            | 0            | 590,000      |
| 79      | Potable Water Main Replacement Project (WM2-N-3)                         | Capfund        | 0                                  | 0            | 0            | 0            | 376,000      |
| 80      | Possible PBC Interconnect                                                | Capfund        | 104,000                            | 100,000      | 100,000      | 100,000      | 100,000      |
| 81      | FDOT/PBC Water Main Relocations                                          | Capfund        | 102,000                            | 100,000      | 100,000      | 100,000      | 100,000      |
| 82      | Subtotal Water Distribution                                              |                | \$ 832,000                         | \$ 1,604,000 | \$ 3,230,000 | \$ 4,905,000 | \$ 3,902,000 |
|         | <u>Utility - Misc</u>                                                    |                |                                    |              |              |              |              |
| 83      | Utility Customer Service Office and Drive-Thru Upgrades                  | Capfund        | \$ -                               | \$ 51,000    | \$ -         | \$ -         | \$ -         |
| 84      | Material Storage Covering (2400 Building)                                | Capfund        | 0                                  | 71,500       | 0            | 0            | 0            |
| 85      | Computer Workstation Replacements (5/Year)                               | Capfund        | 4,750                              | 5,000        | 5,000        | 5,000        | 5,000        |
| 86      | Field Laptop Replacements                                                | Capfund        | 0                                  | 0            | 2,500        | 2,500        | 2,500        |
| 87      | Replace Compact Pickup Truck                                             | Capfund        | 14,500                             | 0            | 0            | 0            | 0            |

Village of Palm Springs, Florida  
Water and Wastewater System Rate Study  
Water and Wastewater System

Capital Improvement Program

| Line No | Description                                                      | Funding Source | Fiscal Year Ending September 30th, |              |              |              |              |
|---------|------------------------------------------------------------------|----------------|------------------------------------|--------------|--------------|--------------|--------------|
|         |                                                                  |                | 2020                               | 2021         | 2022         | 2023         | 2024         |
| 88      | Replacements F-250 trucks with utility bodies                    | Capfund        | 35,000                             | 17,500       | 17,500       | 17,500       | 17,500       |
| 89      | Tablet for Code Enforcement & PM                                 | Capfund        | 0                                  | 2,500        | 0            | 0            | 0            |
| 90      | Work Van for Electrical Maintenance                              | Capfund        | 18,500                             | 0            | 0            | 0            | 0            |
| 91      | Replace Front-End Loader                                         | Capfund        | 78,000                             | 0            | 0            | 0            | 0            |
| 92      | Ground Penetrating Radar                                         | Capfund        | 10,000                             | 0            | 0            | 0            | 0            |
| 93      | Subtotal Utility - Misc                                          |                | \$ 160,750                         | \$ 147,500   | \$ 25,000    | \$ 25,000    | \$ 25,000    |
|         | <u>2019 and 2020 Budget CIP Items (Carryovers and Other)</u>     |                |                                    |              |              |              |              |
| 94      | Material Storage bays - 3 at MWTP TO# 258 (Carryover)            | Capfund        | 25,000                             | 0            | 0            | 0            | 0            |
| 95      | Plate Compactor                                                  | Capfund        | 6,000                              | 0            | 0            | 0            | 0            |
| 96      | Timekeeping Devices 1 for each WTP                               | Capfund        | 7,000                              | 0            | 0            | 0            | 0            |
| 97      | Tablet for Code Enforcement, Crew Leaders & Project Mgr. (Qty 5) | Capfund        | 5,500                              | 0            | 0            | 0            | 0            |
|         | C.W.I.P. and Carryover Adjustment                                | Capfund        | 0                                  | 0            | 0            | 0            | 0            |
| 98      | Subtotal 2019 and 2020 Budget CIP Items (Carryovers and Other)   |                | \$ 43,500                          | \$ -         | \$ -         | \$ -         | \$ -         |
| 99      | <b>Total Capital Program Water</b>                               |                | \$ 4,576,250                       | \$ 5,886,500 | \$ 6,930,000 | \$ 5,840,000 | \$ 5,567,000 |
|         | <u><b>Wastewater</b></u>                                         |                |                                    |              |              |              |              |
|         | <u>Wastewater Collection</u>                                     |                |                                    |              |              |              |              |
| 100     | Vacuum Station No.1 Building Safety Improvements                 | Capfund        | \$ -                               | \$ 40,000    | \$ -         | \$ -         | \$ -         |
| 101     | Lift Station Safety Grates                                       | Capfund        | 16,000                             | 0            | 0            | 0            | 0            |
| 102     | Force Main Transmission System Interconnect (WW-3)               | Capfund        | 0                                  | 960,000      | 2,823,000    | 0            | 0            |
| 103     | Force Main Capacity Improvement (WW-1) (8" CAP along L-9 Canal)  | Capfund        | 582,000                            | 1,679,000    | 0            | 0            | 0            |
| 104     | Annual Infiltration/Inflow Program                               | Capfund        | 255,000                            | 250,000      | 250,000      | 250,000      | 250,000      |
| 105     | Kent Road Gravity Sewer Improvements (Carryover)                 | Capfund        | 50,000                             | 0            | 0            | 0            | 0            |
| 106     | Annual Lift Station Rehab Program                                | Capfund        | 510,000                            | 500,000      | 500,000      | 500,000      | 500,000      |
| 107     | Fixed Generators at Liftstations (Possible LMS)                  | Capfund        | 153,000                            | 150,000      | 150,000      | 0            | 0            |
| 108     | SCADA System for Sewer Lift Stations Program (TO #134)           | Capfund        | 153,000                            | 150,000      | 150,000      | 150,000      | 0            |
| 109     | Vacuum Sewer Pit Controller Upgrades                             | Capfund        | 36,000                             | 35,000       | 35,000       | 0            | 0            |
| 110     | Vacuum Station No. 1 Vacuum Pump Replacement                     | Capfund        | 104,000                            | 0            | 0            | 0            | 0            |
| 111     | Vacuum Station No. 2 Vacuum Pump Replacement                     | Capfund        | 0                                  | 100,000      | 0            | 0            | 0            |
| 112     | Vacuum Station No. 3 Vacuum Pump Replacement                     | Capfund        | 0                                  | 0            | 100,000      | 0            | 0            |
| 113     | Portable Self-Priming Non-Clog Pump                              | Capfund        | 0                                  | 0            | 60,000       | 0            | 0            |
| 114     | Portable Generator Replacement                                   | Capfund        | 0                                  | 0            | 65,000       | 0            | 0            |
| 115     | Replacement Lift Station Pumps                                   | Capfund        | 122,000                            | 120,000      | 120,000      | 120,000      | 120,000      |
| 116     | Replace Vacuum Pump Isolation Valves (3)                         | Capfund        | 16,000                             | 0            | 0            | 0            | 0            |
| 117     | Replace Sewage Pumps at Vacuum Station #2                        | Capfund        | 52,000                             | 0            | 0            | 0            | 0            |
| 118     | Vacuum Station No. 1 Emergency Generator                         | Capfund        | 78,000                             | 0            | 0            | 0            | 0            |
| 119     | Subtotal Wastewater Collection                                   |                | \$ 2,127,000                       | \$ 3,984,000 | \$ 4,253,000 | \$ 1,020,000 | \$ 870,000   |

Village of Palm Springs, Florida  
Water and Wastewater System Rate Study  
Water and Wastewater System

Capital Improvement Program

| Line No | Description                                                    | Funding Source | Fiscal Year Ending September 30th, |               |               |              |              |
|---------|----------------------------------------------------------------|----------------|------------------------------------|---------------|---------------|--------------|--------------|
|         |                                                                |                | 2020                               | 2021          | 2022          | 2023         | 2024         |
|         | <u>Utility - Misc</u>                                          |                |                                    |               |               |              |              |
| 120     | Utility Customer Service Office and Drive-Thru Upgrades        | Capfund        | \$ -                               | \$ 51,000     | \$ -          | \$ -         | \$ -         |
| 121     | Material Storage Covering (2400 Building)                      | Capfund        | 0                                  | 71,500        | 0             | 0            | 0            |
| 122     | Computer Workstation Replacements (5/Year)                     | Capfund        | 4,750                              | 5,000         | 5,000         | 5,000        | 5,000        |
| 123     | Field Laptop Replacements                                      | Capfund        | 0                                  | 0             | 2,500         | 2,500        | 2,500        |
| 124     | Replace Compact Pickup Truck                                   | Capfund        | 14,500                             | 0             | 0             | 0            | 0            |
| 125     | Replacements F-250 trucks with utility bodies                  | Capfund        | 35,000                             | 17,500        | 17,500        | 17,500       | 17,500       |
| 126     | Tablet for Code Enforcement & PM                               | Capfund        | 0                                  | 2,500         | 0             | 0            | 0            |
| 127     | Work Van for Electrical Maintenance                            | Capfund        | 18,500                             | 0             | 0             | 0            | 0            |
| 128     | Replace Front-End Loader                                       | Capfund        | 78,000                             | 0             | 0             | 0            | 0            |
| 129     | Ground Penetrating Radar                                       | Capfund        | 10,000                             | 0             | 0             | 0            | 0            |
| 130     | Subtotal Utility - Misc                                        |                | \$ 160,750                         | \$ 147,500    | \$ 25,000     | \$ 25,000    | \$ 25,000    |
|         | <u>2019 and 2020 Budget CIP Items (Carryovers and Other)</u>   |                |                                    |               |               |              |              |
| 131     | Annual Lift Station Rehabilitation (Carryover) TO# 218         | Capfund        | 300,000                            | 0             | 0             | 0            | 0            |
| 132     | Plate Compactor                                                | Capfund        | 6,000                              | 0             | 0             | 0            | 0            |
| 133     | Subtotal 2019 and 2020 Budget CIP Items (Carryovers and Other) |                | \$ 306,000                         | \$ -          | \$ -          | \$ -         | \$ -         |
| 134     | <b>Total Capital Program Wastewater</b>                        |                | \$ 2,593,750                       | \$ 4,131,500  | \$ 4,278,000  | \$ 1,045,000 | \$ 895,000   |
| 135     | <b>Grand Total Capital Improvement Program</b>                 |                | \$ 7,170,000                       | \$ 10,018,000 | \$ 11,208,000 | \$ 6,885,000 | \$ 6,462,000 |
|         | <b>Capital Improvement Program Funding Sources</b>             |                |                                    |               |               |              |              |
| 136     | Rate Reveues                                                   | Rate-Rev       | \$ -                               | \$ -          | \$ -          | \$ -         | \$ -         |
| 137     | Capital Funds                                                  | CapFund        | 7,170,000                          | 10,018,000    | 11,208,000    | 6,885,000    | 6,462,000    |
| 138     | Loan Proceeds                                                  | 2013Loan       | 0                                  | 0             | 0             | 0            | 0            |
| 139     | System Reserves                                                | Reserves       | 0                                  | 0             | 0             | 0            | 0            |
| 140     | Impact Fees - Water (Capital Contribution Fee)                 | W-Impact       | 0                                  | 0             | 0             | 0            | 0            |
| 141     | Impact Fees - Wastewater (Capital Contribution Fee)            | WW-Impact      | 0                                  | 0             | 0             | 0            | 0            |
| 142     | Unfunded Projects                                              | Unfund         | 0                                  | 0             | 0             | 0            | 0            |
| 143     | <b>Total Improvement Program Funding Sources</b>               |                | \$ 7,170,000                       | \$ 10,018,000 | \$ 11,208,000 | \$ 6,885,000 | \$ 6,462,000 |

Village of Palm Springs, Florida  
Water and Wastewater System Rate Study  
Water and Wastewater System

Calculation of System Revenue Requirements and Revenue Sufficiency

| Line No                                            | Description                                                | Fiscal Year Ending September 30, |                      |                      |                      |                      |
|----------------------------------------------------|------------------------------------------------------------|----------------------------------|----------------------|----------------------|----------------------|----------------------|
|                                                    |                                                            | 2020                             | 2021                 | 2022                 | 2023                 | 2024                 |
| <b>WATER &amp; WASTEWATER REVENUE REQUIERMENTS</b> |                                                            |                                  |                      |                      |                      |                      |
|                                                    | <b><u>Operating Expenses</u></b>                           |                                  |                      |                      |                      |                      |
| 1                                                  | Direct Operating Costs Less Water and Wastewater Purchases | \$ 9,119,496                     | \$ 9,333,901         | \$ 9,636,371         | \$ 9,948,652         | \$ 10,353,076        |
| 2                                                  | Indirect Operating Costs                                   | 3,075,099                        | 3,093,282            | 3,132,578            | 3,249,770            | 3,371,114            |
| 3                                                  | Water and Wastewater Purchases                             | 3,788,197                        | 3,241,131            | 3,318,569            | 3,394,118            | 3,468,413            |
| 4                                                  | Reduced OpEx From Closing Pratt (Per. Only)                | 0                                | 0                    | 0                    | 0                    | 0                    |
| 5                                                  | <b><u>Total Operating Expenses</u></b>                     | <b>\$ 15,982,792</b>             | <b>\$ 15,668,313</b> | <b>\$ 16,087,518</b> | <b>\$ 16,592,540</b> | <b>\$ 17,192,603</b> |
|                                                    | <b><u>Annual Debt Service Requirements</u></b>             |                                  |                      |                      |                      |                      |
| 6                                                  | Series 2013 Note                                           | \$ 942,235                       | \$ 942,235           | \$ 942,235           | \$ 942,235           | \$ 942,235           |
|                                                    | <b><u>Other Requirements</u></b>                           |                                  |                      |                      |                      |                      |
| 7                                                  | Transfers to Capital Fund                                  | \$ 3,999,584                     | \$ 4,026,069         | \$ 4,176,097         | \$ 4,331,694         | \$ 4,498,988         |
| 8                                                  | Transfers to Operating Funds                               | 0                                | 0                    | 0                    | 0                    | 0                    |
| 9                                                  | Capital Funded From Rates                                  | 0                                | 0                    | 0                    | 0                    | 0                    |
| 10                                                 | <b>Total Gross Revenue Requirements</b>                    | <b>\$ 20,924,610</b>             | <b>\$ 20,636,617</b> | <b>\$ 21,205,850</b> | <b>\$ 21,866,470</b> | <b>\$ 22,633,827</b> |
| 11                                                 | <b><u>Less: Other Revenues</u></b>                         | <b>\$ 734,705</b>                | <b>\$ 592,371</b>    | <b>\$ 593,753</b>    | <b>\$ 595,164</b>    | <b>\$ 596,536</b>    |
| 12                                                 | <b><u>Less: Investment Income</u></b>                      | <b>264,087</b>                   | <b>266,106</b>       | <b>205,766</b>       | <b>163,803</b>       | <b>147,989</b>       |
| 13                                                 | <b>Net Revenue Requirements</b>                            | <b>\$ 19,925,818</b>             | <b>\$ 19,778,141</b> | <b>\$ 20,406,331</b> | <b>\$ 21,107,503</b> | <b>\$ 21,889,302</b> |
| 14                                                 | Existing Water and Wastewater System Rate Revenues         | \$ 19,695,774                    | \$ 19,779,804        | \$ 19,820,229        | \$ 19,837,252        | \$ 19,854,275        |
| 15                                                 | Additional Revenues from Prior Period Rate Adjustments     | 0                                | 0                    | 198,202              | 999,797              | 1,834,853            |
| 16                                                 | Current Period Rate Revenues                               | <b>\$ 19,695,774</b>             | <b>\$ 19,779,804</b> | <b>\$ 20,018,431</b> | <b>\$ 20,837,049</b> | <b>\$ 21,689,127</b> |
| 17                                                 | Cumulative Rate Adjustment                                 | 0.00%                            | 1.00%                | 4.00%                | 4.00%                | 4.00%                |
| 18                                                 | Additional Revenue from Current Period Adjustment          | \$ -                             | \$ 197,798           | \$ 800,737           | \$ 833,482           | \$ 867,565           |
| 19                                                 | <b>Total Rate Revenues</b>                                 | <b>\$ 19,695,774</b>             | <b>\$ 19,977,602</b> | <b>\$ 20,819,168</b> | <b>\$ 21,670,531</b> | <b>\$ 22,556,692</b> |
| 20                                                 | <b><u>Surplus / (Deficiency)</u></b>                       | <b>\$ (230,045)</b>              | <b>\$ 199,462</b>    | <b>\$ 412,837</b>    | <b>\$ 563,029</b>    | <b>\$ 667,391</b>    |

Village of Palm Springs, Florida  
Water and Wastewater System Rate Study  
Water and Wastewater System

Calculation of Fund (Cash) Balances and Investment Income

| Line No | Description                                  | Fiscal Year Ending September 30, |               |               |               |               |
|---------|----------------------------------------------|----------------------------------|---------------|---------------|---------------|---------------|
|         |                                              | 2020                             | 2021          | 2022          | 2023          | 2024          |
|         | <b>Account Balances - Fiscal Year End</b>    |                                  |               |               |               |               |
| 1       | Operating Cash                               | \$ 9,330,945                     | \$ 9,530,407  | \$ 9,943,244  | \$ 10,506,273 | \$ 11,173,663 |
| 2       | Capital Fund                                 | 20,153,457                       | 14,333,100    | 7,409,369     | 4,917,390     | 2,993,738     |
| 3       | Loan Proceeds - Series 2013                  | 22,414                           | 22,638        | 22,864        | 23,093        | 23,324        |
| 7       | Total Account Balances                       | \$ 29,506,816                    | \$ 23,886,145 | \$ 17,375,477 | \$ 15,446,756 | \$ 14,190,725 |
| 8       | Days of Cash on Hand - All Funds             | 674                              | 556           | 394           | 340           | 301           |
|         | <b>Operating Cash</b>                        |                                  |               |               |               |               |
| 9       | Beginning Year Balance                       | \$ 15,758,952                    | \$ 9,330,945  | \$ 9,530,407  | \$ 9,943,244  | \$ 10,506,273 |
|         | Transfers In:                                |                                  |               |               |               |               |
| 10      | From Operations                              | \$ -                             | \$ 199,462    | \$ 412,837    | \$ 563,029    | \$ 667,391    |
| 11      | From Reserves                                | 9,319,329                        | -             | -             | -             | -             |
| 12      | From Loan Proceeds                           | 4,482,708                        | -             | -             | -             | -             |
| 13      | From Planned Annual Deposits                 | -                                | -             | -             | -             | -             |
|         | Transfers Out:                               |                                  |               |               |               |               |
| 14      | To Operations                                | \$ 230,045                       | \$ -          | \$ -          | \$ -          | \$ -          |
| 15      | To Reserves                                  | -                                | -             | -             | -             | -             |
| 16      | To Capital Fund                              | 20,000,000                       | -             | -             | -             | -             |
| 17      | To Water Connection Fees                     | -                                | -             | -             | -             | -             |
| 18      | To Wastewater Connection Fees                | -                                | -             | -             | -             | -             |
| 19      | Additional                                   | -                                | -             | -             | -             | -             |
| 20      | Investment Income - Rate                     | 1.00%                            | 1.00%         | 1.00%         | 1.00%         | 1.00%         |
| 21      | Unrestricted Investment Income - Amount      | \$ 125,449                       | \$ 94,307     | \$ 97,368     | \$ 102,248    | \$ 108,400    |
| 22      | End of Year Balance                          | \$ 9,330,945                     | \$ 9,530,407  | \$ 9,943,244  | \$ 10,506,273 | \$ 11,173,663 |
| 23      | Operating Reserve Target = 120 Days of OpEx  | \$ 5,254,616                     | \$ 5,151,226  | \$ 5,289,047  | \$ 5,455,082  | \$ 5,652,363  |
| 24      | Amount Available Above Reserve Target        | \$ 4,076,329                     | \$ 4,379,181  | \$ 4,654,197  | \$ 5,051,191  | \$ 5,521,301  |
|         | <b>Capital Fund</b>                          |                                  |               |               |               |               |
| 25      | Beginning Year Balance                       | \$ 3,207,648                     | \$ 20,153,457 | \$ 14,333,100 | \$ 7,409,369  | \$ 4,917,390  |
|         | Transfers In:                                |                                  |               |               |               |               |
| 26      | From Annual Operations                       | \$ 3,999,584                     | \$ 4,026,069  | \$ 4,176,097  | \$ 4,331,694  | \$ 4,498,988  |
| 27      | From Operating Cash                          | 20,000,000                       | -             | -             | -             | -             |
| 28      | From Loan Proceeds                           | -                                | -             | -             | -             | -             |
| 29      | From System Reserves                         | -                                | -             | -             | -             | -             |
| 30      | Additional                                   | -                                | -             | -             | -             | -             |
|         | Transfers Out:                               |                                  |               |               |               |               |
| 31      | To Capital Improvement Plan                  | \$ 7,170,000                     | \$ 10,018,000 | \$ 11,208,000 | \$ 6,885,000  | \$ 6,462,000  |
| 32      | To Reserves                                  | -                                | -             | -             | -             | -             |
| 33      | To Operating Cash                            | -                                | -             | -             | -             | -             |
| 34      | Additional                                   | -                                | -             | -             | -             | -             |
| 35      | Investment Income - Rate                     | 1.00%                            | 1.00%         | 1.00%         | 1.00%         | 1.00%         |
| 36      | Unrestricted Investment Income - Amount      | \$ 116,224                       | 171574.9095   | \$ 108,171    | \$ 61,327     | \$ 39,359     |
| 37      | End of Year Balance                          | \$ 20,153,457                    | \$ 14,333,100 | \$ 7,409,369  | \$ 4,917,390  | \$ 2,993,738  |
| 38      | Capital Reserve Target = Annual Depreciation | \$ 2,585,843                     | \$ 2,585,843  | \$ 2,585,843  | \$ 2,585,843  | \$ 2,585,843  |
| 39      | Amount Available Above Reserve Target        | \$ 17,567,614                    | \$ 11,747,258 | \$ 4,823,526  | \$ 2,331,548  | \$ 407,895    |



Village of Palm Springs, Florida  
Water and Wastewater System Rate Study  
Water and Wastewater System

Calculation of Fund (Cash) Balances and Investment Income

| Line<br>No | Description                             | Fiscal Year Ending September 30, |                  |                  |                  |                  |
|------------|-----------------------------------------|----------------------------------|------------------|------------------|------------------|------------------|
|            |                                         | 2020                             | 2021             | 2022             | 2023             | 2024             |
|            | <b>Loan Proceeds - Series 2013</b>      |                                  |                  |                  |                  |                  |
| 40         | Beginning Year Balance                  | \$ 4,482,708                     | \$ 22,414        | \$ 22,638        | \$ 22,864        | \$ 23,093        |
|            | Transfers In:                           |                                  |                  |                  |                  |                  |
| 41         | Additional                              | \$ -                             | \$ -             | \$ -             | \$ -             | \$ -             |
|            | Transfers Out:                          |                                  |                  |                  |                  |                  |
| 42         | To Capital Improvement Plan             | \$ -                             | \$ -             | \$ -             | \$ -             | \$ -             |
| 43         | To Capital Fund                         | -                                | -                | -                | -                | -                |
| 44         | To Operating Cash                       | 4,482,708                        | -                | -                | -                | -                |
| 45         | Additional                              | -                                | -                | -                | -                | -                |
| 46         | Investment Income - Rate                | 1.00%                            | 1.00%            | 1.00%            | 1.00%            | 1.00%            |
| 47         | Unrestricted Investment Income - Amount | \$ 22,414                        | \$ 224           | \$ 226           | \$ 229           | \$ 231           |
| 48         | End of Year Balance                     | <u>\$ 22,414</u>                 | <u>\$ 22,638</u> | <u>\$ 22,864</u> | <u>\$ 23,093</u> | <u>\$ 23,324</u> |

Table 9

**City of West Palm Beach, Florida  
Water and Wastewater System**

**Comparison of Monthly Residential Bill for Water Service [1]**

| Line No. | Description                                                 | Residential Service for a 5/8" or 3/4" Meter |               |               |               |               |                |                |                |
|----------|-------------------------------------------------------------|----------------------------------------------|---------------|---------------|---------------|---------------|----------------|----------------|----------------|
|          |                                                             | 0 Gallons                                    | 2,000 Gallons | 4,000 Gallons | 5,000 Gallons | 8,000 Gallons | 10,000 Gallons | 15,000 Gallons | 20,000 Gallons |
|          | <b>Village of Palm Springs</b>                              |                                              |               |               |               |               |                |                |                |
| 1        | Existing Rates - Fiscal Year 2020                           | \$12.27                                      | \$18.37       | \$24.47       | \$27.52       | \$38.53       | \$46.49        | \$66.39        | \$86.29        |
| 2        | Recommended Rates - Fiscal Year 2021                        | 12.39                                        | 18.55         | 24.71         | 27.79         | 38.91         | 46.95          | 67.05          | 87.15          |
|          | <b><u>Other Utilities Located in Palm Beach County:</u></b> |                                              |               |               |               |               |                |                |                |
| 3        | City of Boca Raton [3]                                      | \$14.69                                      | \$16.41       | \$18.13       | \$18.99       | \$21.57       | \$23.29        | \$30.61        | \$40.96        |
| 4        | City of Boynton Beach                                       | 12.90                                        | 16.34         | 19.78         | 21.51         | 26.67         | 31.48          | 46.93          | 62.38          |
| 5        | City of Delray Beach                                        | 15.72                                        | 15.72         | 16.97         | 18.22         | 21.97         | 24.47          | 32.97          | 42.97          |
| 6        | City of West Palm Beach [2]                                 | 23.08                                        | 30.22         | 37.36         | 40.93         | 53.47         | 62.43          | 87.21          | 113.55         |
| 7        | City of Lake Worth [2]                                      | 21.14                                        | 27.96         | 34.78         | 40.03         | 55.78         | 70.00          | 121.54         | 183.74         |
| 8        | Town of Lantana                                             | 21.14                                        | 23.78         | 26.42         | 27.74         | 33.74         | 37.74          | 51.94          | 66.14          |
| 9        | Palm Beach County [2]                                       | 16.05                                        | 19.03         | 22.01         | 25.31         | 35.21         | 41.81          | 83.36          | 124.91         |
| 10       | Riviera Beach Utility District [2]                          | 18.13                                        | 23.35         | 28.57         | 31.18         | 41.89         | 49.03          | 72.53          | 96.03          |
| 11       | Seacoast Utility Authority                                  | 21.75                                        | 23.95         | 26.15         | 27.25         | 37.03         | 45.71          | 67.41          | 89.11          |
| 12       | Village of Tequesta [2]                                     | 19.67                                        | 25.91         | 32.15         | 35.27         | 44.63         | 50.87          | 72.86          | 99.11          |
| 13       | Village of Wellington [2]                                   | 20.01                                        | 24.53         | 29.05         | 31.31         | 40.31         | 47.05          | 63.90          | 86.50          |
| 14       | Other Utilities Located in Palm Beach County Average        | \$18.57                                      | \$22.47       | \$26.49       | \$28.88       | \$37.48       | \$43.99        | \$66.48        | \$91.40        |
|          | <b><u>Other Neighboring Utilities:</u></b>                  |                                              |               |               |               |               |                |                |                |
| 15       | Broward County                                              | \$17.13                                      | \$20.37       | \$24.90       | \$27.81       | \$44.36       | \$58.00        | \$96.39        | \$137.64       |
| 16       | City of Cooper City [2]                                     | 12.79                                        | 19.13         | 25.47         | 28.64         | 39.65         | 46.99          | 70.24          | 93.49          |
| 17       | City of Coral Springs                                       | 13.95                                        | 17.43         | 20.91         | 23.60         | 31.67         | 39.73          | 65.91          | 96.11          |
| 18       | City of Dania Beach                                         | 14.55                                        | 22.73         | 30.91         | 35.00         | 54.62         | 67.70          | 102.03         | 142.88         |
| 19       | Town of Davie                                               | 22.23                                        | 29.57         | 36.91         | 40.58         | 56.99         | 67.93          | 104.43         | 140.93         |
| 20       | City of Fort Lauderdale [2]                                 | 6.77                                         | 11.67         | 19.53         | 24.94         | 41.17         | 54.71          | 95.64          | 141.29         |
| 21       | City of Hollywood [2]                                       | 7.82                                         | 14.50         | 22.06         | 28.74         | 48.80         | 62.16          | 120.80         | 187.58         |
| 22       | Fort Pierce Utilities Authority                             | 14.64                                        | 25.89         | 29.64         | 33.39         | 44.64         | 52.14          | 75.59          | 103.69         |
| 23       | Martin County [2]                                           | 17.61                                        | 22.13         | 26.65         | 28.91         | 35.69         | 40.21          | 56.21          | 76.66          |
| 24       | Okeechobee Utility Authority                                | 20.01                                        | 28.45         | 39.01         | 45.35         | 64.37         | 77.05          | 108.75         | 140.45         |
| 25       | City of Port St. Lucie [2]                                  | 9.77                                         | 18.93         | 28.09         | 32.67         | 50.58         | 62.52          | 96.51          | 133.26         |
| 26       | St. Lucie County [2]                                        | 23.62                                        | 31.16         | 38.70         | 42.47         | 62.39         | 75.67          | 119.72         | 171.07         |
| 27       | City of Sunrise [2]                                         | 20.87                                        | 29.05         | 37.23         | 41.32         | 53.59         | 61.77          | 82.22          | 102.67         |
| 28       | City of Tamarac [2]                                         | 11.77                                        | 15.31         | 19.44         | 21.80         | 31.28         | 38.40          | 64.21          | 95.36          |
| 29       | Other Neighboring Utilities' Average                        | \$15.25                                      | \$21.88       | \$28.53       | \$32.52       | \$47.13       | \$57.50        | \$89.90        | \$125.93       |
| 30       | Other Surveyed Florida Utilities' Average                   | \$16.71                                      | \$22.14       | \$27.63       | \$30.92       | \$42.88       | \$51.55        | \$79.60        | \$110.74       |

**Footnotes:**

- [1] Unless otherwise noted, amounts shown reflect residential rates in effect June 2020 and are exclusive of taxes, franchise fees or water restriction surcharges, if any, and reflect rates charged for inside the city service. All rates are as reported by the respective utility. This comparison is intended to show comparable charges for similar service for comparison purposes only and is not intended to be a complete listing of all rates and charges offered by each listed utility.
- [2] Utility is currently involved in a rate study, is planning to conduct a rate study, or is expected to implement a rate revision or price index / pass-through adjustment within the next twelve months following the comparison preparation date.
- [3] City of Boca Raton rates assume two bathrooms for bi-monthly usage of 16,000 gallons or less and 3 bathrooms for bi-monthly usage above 16,000 gallons.

Table 10

**City of West Palm Beach, Florida  
Water and Wastewater System**

**Comparison of Monthly Residential Bill for Wastewater Service [1]**

| Line No. | Description                                                 | Residential Service for a 5/8" or 3/4" Meter |                      |                      |                      |                       |                       |                       |
|----------|-------------------------------------------------------------|----------------------------------------------|----------------------|----------------------|----------------------|-----------------------|-----------------------|-----------------------|
|          |                                                             | 0                                            | 2,000                | 4,000                | 5,000                | 8,000                 | 10,000                | 15,000                |
|          |                                                             | Gallons<br>(0.0 CCF)                         | Gallons<br>(2.7 CCF) | Gallons<br>(5.3 CCF) | Gallons<br>(6.7 CCF) | Gallons<br>(10.7 CCF) | Gallons<br>(13.4 CCF) | Gallons<br>(20.1 CCF) |
|          | <b>Village of Palm Springs</b>                              |                                              |                      |                      |                      |                       |                       |                       |
| 1        | Existing Rates - Fiscal Year 2020                           | \$11.09                                      | \$25.47              | \$39.85              | \$47.04              | \$68.61               | \$68.61               | \$68.61               |
| 2        | Recommended Rates - Fiscal Year 2021                        | 11.20                                        | 25.72                | 40.24                | 47.50                | 69.28                 | 69.28                 | 69.28                 |
|          | <b><u>Other Utilities Located in Palm Beach County:</u></b> |                                              |                      |                      |                      |                       |                       |                       |
| 3        | City of Boca Raton [3]                                      | 18.58                                        | 26.62                | 34.66                | 38.68                | 50.74                 | 58.78                 | 78.88                 |
| 4        | City of Boynton Beach                                       | 18.95                                        | 23.31                | 27.67                | 29.85                | 34.21                 | 34.21                 | 34.21                 |
| 5        | City of Delray Beach                                        | 18.04                                        | 24.82                | 31.61                | 35.00                | 45.17                 | 51.96                 | 58.74                 |
| 6        | City of West Palm Beach [2]                                 | 13.77                                        | 24.63                | 35.48                | 40.91                | 57.19                 | 68.05                 | 78.73                 |
| 7        | City of Lake Worth [2]                                      | 15.66                                        | 25.14                | 34.62                | 39.36                | 53.58                 | 63.06                 | 72.54                 |
| 8        | Town of Lantana                                             | 14.01                                        | 23.71                | 33.41                | 38.26                | 52.81                 | 62.51                 | 62.51                 |
| 9        | Palm Beach County [2]                                       | 17.85                                        | 21.89                | 25.93                | 30.67                | 44.89                 | 54.37                 | 54.37                 |
| 10       | Riviera Beach Utility District [2]                          | 17.54                                        | 23.18                | 28.82                | 31.64                | 40.10                 | 45.74                 | 45.74                 |
| 11       | Seacoast Utility Authority                                  | 31.77                                        | 33.23                | 34.69                | 35.42                | 37.61                 | 39.07                 | 39.07                 |
| 12       | Village of Tequesta [2]                                     | 22.75                                        | 22.75                | 22.75                | 22.75                | 22.75                 | 22.75                 | 22.75                 |
| 13       | Village of Wellington [2]                                   | 19.08                                        | 23.28                | 27.48                | 29.58                | 35.88                 | 40.08                 | 50.58                 |
| 14       | Other Utilities Located in Palm Beach County Average        | \$18.91                                      | \$24.78              | \$30.65              | \$33.83              | \$43.18               | \$49.14               | \$54.37               |
|          | <b><u>Other Neighboring Utilities:</u></b>                  |                                              |                      |                      |                      |                       |                       |                       |
| 15       | Broward County                                              | \$20.54                                      | \$29.06              | \$37.58              | \$41.84              | \$54.62               | \$63.14               | \$84.44               |
| 16       | City of Cooper City [2]                                     | 26.67                                        | 32.71                | 38.75                | 41.77                | 50.83                 | 56.87                 | 56.87                 |
| 17       | City of Coral Springs                                       | 23.04                                        | 31.80                | 40.56                | 44.94                | 58.08                 | 66.84                 | 88.74                 |
| 18       | City of Dania Beach                                         | 21.52                                        | 36.44                | 51.36                | 58.82                | 81.20                 | 96.12                 | 133.42                |
| 19       | Town of Davie                                               | 39.83                                        | 54.17                | 68.51                | 75.68                | 97.19                 | 111.53                | 147.38                |
| 20       | City of Fort Lauderdale [2]                                 | 11.33                                        | 19.65                | 33.00                | 42.19                | 69.76                 | 88.14                 | 134.09                |
| 21       | City of Hollywood [2]                                       | 7.83                                         | 27.24                | 46.65                | 56.36                | 85.48                 | 104.89                | 116.73                |
| 22       | Fort Pierce Utilities Authority                             | 15.76                                        | 27.06                | 38.36                | 44.01                | 60.96                 | 72.26                 | 72.26                 |
| 23       | Martin County [2]                                           | 18.27                                        | 27.19                | 36.11                | 40.57                | 53.95                 | 62.87                 | 62.87                 |
| 24       | Okeechobee Utility Authority                                | 22.36                                        | 36.28                | 50.20                | 57.16                | 78.04                 | 91.96                 | 126.76                |
| 25       | City of Port St. Lucie [2]                                  | 16.88                                        | 32.70                | 48.52                | 56.43                | 80.16                 | 80.16                 | 80.16                 |
| 26       | St. Lucie County [2]                                        | 25.05                                        | 40.11                | 55.17                | 62.70                | 85.29                 | 100.35                | 100.35                |
| 27       | City of Sunrise [2]                                         | 29.68                                        | 38.00                | 46.32                | 50.48                | 62.96                 | 71.28                 | 92.08                 |
| 28       | City of Tamarac [2]                                         | 18.75                                        | 28.35                | 37.95                | 42.75                | 57.15                 | 66.75                 | 76.35                 |
| 29       | Other Neighboring Utilities' Average                        | \$21.25                                      | \$32.91              | \$44.93              | \$51.12              | \$69.69               | \$80.94               | \$98.04               |
| 30       | Other Surveyed Florida Utilities' Average                   | \$20.22                                      | \$29.33              | \$38.65              | \$43.51              | \$58.02               | \$66.95               | \$78.82               |

**Footnotes:**

- [1] Unless otherwise noted, amounts shown reflect residential rates in effect June 2020 and are exclusive of taxes, franchise fees or water restriction surcharges, if any, and reflect rates charged for inside the city service. All rates are as reported by the respective utility. This comparison is intended to show comparable charges for similar service for comparison purposes only and is not intended to be a complete listing of all rates and charges offered by each listed utility.
- [2] Utility is currently involved in a rate study, is planning to conduct a rate study, or is expected to implement a rate revision or price index / pass-through adjustment within the next twelve months following the comparison preparation date.
- [3] City of Boca Raton wastewater rates are based on number of bathrooms. Residential bill for wastewater service assumes two bathrooms.

Table 11

**City of West Palm Beach, Florida  
Water and Wastewater System**

**Comparison of Monthly Residential Bill for Combined Water and Wastewater Service [1]**

|                                                 |                                                      | Residential Service for a 5/8" or 3/4" Meter |                            |                                |                            |                             |                              |                              |                              |
|-------------------------------------------------|------------------------------------------------------|----------------------------------------------|----------------------------|--------------------------------|----------------------------|-----------------------------|------------------------------|------------------------------|------------------------------|
| Line No.                                        | Description                                          | 0 Gallons<br>(0.0 CCF)                       | 2,000 Gallons<br>(2.7 CCF) | 4,000 Gallons [2]<br>(5.3 CCF) | 5,000 Gallons<br>(6.7 CCF) | 8,000 Gallons<br>(10.7 CCF) | 10,000 Gallons<br>(13.4 CCF) | 15,000 Gallons<br>(20.1 CCF) | 20,000 Gallons<br>(26.7 CCF) |
| <b>Village of Palm Springs</b>                  |                                                      |                                              |                            |                                |                            |                             |                              |                              |                              |
| 1                                               | Existing Rates - Fiscal Year 2020                    | \$23.36                                      | \$43.84                    | \$64.32                        | \$74.56                    | \$107.14                    | \$115.10                     | \$135.00                     | \$154.90                     |
| 2                                               | Recommended Rates - Fiscal Year 2021                 | 23.59                                        | 44.27                      | 64.95                          | 75.29                      | 108.19                      | 116.23                       | 136.33                       | 156.43                       |
| <b><u>Other Surveyed Florida Utilities:</u></b> |                                                      |                                              |                            |                                |                            |                             |                              |                              |                              |
| 3                                               | City of Boca Raton [3]                               | \$33.27                                      | \$43.03                    | \$52.79                        | \$57.67                    | \$72.31                     | \$82.07                      | \$109.49                     | \$139.94                     |
| 4                                               | City of Boynton Beach                                | 31.85                                        | 39.65                      | 47.45                          | 51.36                      | 60.88                       | 65.69                        | 81.14                        | 96.59                        |
| 5                                               | City of Delray Beach                                 | 33.76                                        | 40.54                      | 48.58                          | 53.22                      | 67.14                       | 76.43                        | 91.71                        | 101.71                       |
| 6                                               | City of West Palm Beach [2]                          | 36.85                                        | 54.84                      | 72.84                          | 81.84                      | 110.66                      | 130.47                       | 165.94                       | 192.28                       |
| 7                                               | City of Lake Worth [2]                               | 36.80                                        | 53.10                      | 69.40                          | 79.39                      | 109.36                      | 133.06                       | 194.08                       | 256.28                       |
| 8                                               | Town of Lantana                                      | 35.15                                        | 47.49                      | 59.83                          | 66.00                      | 86.55                       | 100.25                       | 114.45                       | 128.65                       |
| 9                                               | Palm Beach County [2]                                | 33.90                                        | 40.92                      | 47.94                          | 55.98                      | 80.10                       | 96.18                        | 137.73                       | 179.28                       |
| 10                                              | Riviera Beach Utility District [2]                   | 35.67                                        | 46.53                      | 57.39                          | 62.82                      | 81.99                       | 94.77                        | 118.27                       | 141.77                       |
| 11                                              | Seacoast Utility Authority                           | 53.52                                        | 57.18                      | 60.84                          | 62.67                      | 74.64                       | 84.78                        | 106.48                       | 128.18                       |
| 12                                              | Village of Tequesta [2]                              | 42.42                                        | 48.66                      | 54.90                          | 58.02                      | 67.38                       | 73.62                        | 95.61                        | 121.86                       |
| 13                                              | Village of Wellington [2]                            | 39.09                                        | 47.81                      | 56.53                          | 60.89                      | 76.19                       | 87.13                        | 114.48                       | 137.08                       |
| 14                                              | Other Utilities Located in Palm Beach County Average | \$37.48                                      | \$47.25                    | \$57.14                        | \$62.71                    | \$80.65                     | \$93.13                      | \$120.85                     | \$147.60                     |
| <b><u>Other Neighboring Utilities:</u></b>      |                                                      |                                              |                            |                                |                            |                             |                              |                              |                              |
| 15                                              | Broward County                                       | \$37.67                                      | \$49.43                    | \$62.48                        | \$69.65                    | \$98.98                     | \$121.14                     | \$180.83                     | \$222.08                     |
| 16                                              | City of Cooper City [2]                              | 39.46                                        | 51.84                      | 64.22                          | 70.41                      | 90.48                       | 103.86                       | 127.11                       | 150.36                       |
| 17                                              | City of Coral Springs                                | 36.99                                        | 49.23                      | 61.47                          | 68.54                      | 89.75                       | 106.57                       | 154.65                       | 206.75                       |
| 18                                              | City of Dania Beach                                  | 36.07                                        | 59.17                      | 82.27                          | 93.82                      | 135.82                      | 163.82                       | 235.45                       | 313.60                       |
| 19                                              | Town of Davie                                        | 62.06                                        | 83.74                      | 105.42                         | 116.26                     | 154.18                      | 179.46                       | 251.81                       | 288.31                       |
| 20                                              | City of Fort Lauderdale [2]                          | 18.10                                        | 31.32                      | 52.53                          | 67.13                      | 110.93                      | 142.85                       | 229.73                       | 321.33                       |
| 21                                              | City of Hollywood [2]                                | 15.65                                        | 41.75                      | 68.71                          | 85.10                      | 134.27                      | 167.05                       | 237.53                       | 304.31                       |
| 22                                              | Fort Pierce Utilities Authority                      | 30.40                                        | 52.95                      | 68.00                          | 77.40                      | 105.60                      | 124.40                       | 147.85                       | 175.95                       |
| 23                                              | Martin County [2]                                    | 35.88                                        | 49.32                      | 62.76                          | 69.48                      | 89.64                       | 103.08                       | 119.08                       | 139.53                       |
| 24                                              | Okeechobee Utility Authority                         | 42.37                                        | 64.73                      | 89.21                          | 102.51                     | 142.41                      | 169.01                       | 235.51                       | 302.01                       |
| 25                                              | City of Port St. Lucie [2]                           | 26.65                                        | 51.63                      | 76.61                          | 89.10                      | 130.74                      | 142.68                       | 176.67                       | 213.42                       |
| 26                                              | St. Lucie County [2]                                 | 48.67                                        | 71.27                      | 93.87                          | 105.17                     | 147.68                      | 176.02                       | 220.07                       | 271.42                       |
| 27                                              | City of Sunrise [2]                                  | 50.55                                        | 67.05                      | 83.55                          | 91.80                      | 116.55                      | 133.05                       | 174.30                       | 198.91                       |
| 28                                              | City of Tamarac [2]                                  | 30.52                                        | 43.66                      | 57.39                          | 64.55                      | 88.43                       | 105.15                       | 140.56                       | 171.71                       |
| 29                                              | Other Neighboring Utilities' Average                 | \$36.50                                      | \$54.79                    | \$73.46                        | \$83.64                    | \$116.82                    | \$138.44                     | \$187.94                     | \$234.26                     |
| 30                                              | Other Surveyed Florida Utilities' Average            | \$36.93                                      | \$51.47                    | \$66.28                        | \$74.43                    | \$100.91                    | \$118.50                     | \$158.42                     | \$196.13                     |

## Footnotes:

- [1] Unless otherwise noted, amounts shown reflect residential rates in effect June 2020 and are exclusive of taxes, franchise fees or water restriction surcharges, if any, and reflect rates charged for inside the city service. All rates are as reported by the respective utility. This comparison is intended to show comparable charges for similar service for comparison purposes only and is not intended to be a complete listing of all rates and charges offered by each listed utility.
- [2] Utility is currently involved in a rate study, is planning to conduct a rate study, or is expected to implement a rate revision or price index / pass-through adjustment within the next twelve months following the comparison preparation date.
- [3] City of Boca Raton wastewater rates are based on number of bathrooms. Residential bill for wastewater service assumes two bathrooms.





# Water and Wastewater Utility Rate Study

Fiscal Year 2020



# Study Purpose

- Identify Revenue Sufficiency
- Cost of Providing Water and Wastewater Services
- Evaluate Financial Impacts of Future Capital Improvement Plan
  - Water Treatment Plant Upgrades (MIEX)
  - Renewal and Replacements
- Develop 5-Year Rate Plan



## About Us

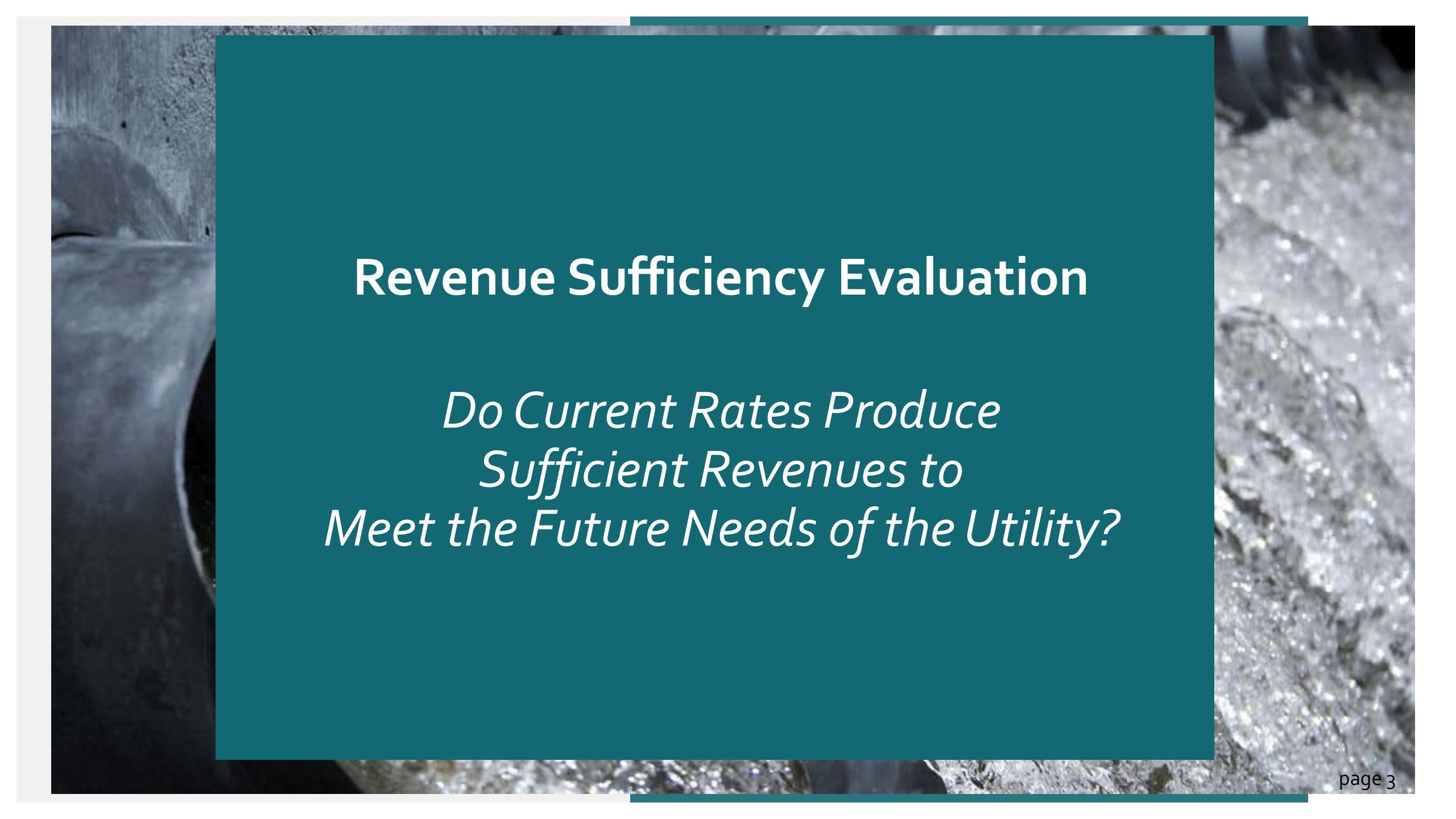
### Raftelis Financial Consultants

- National Financial, Management, Technology, & Rate Consulting Firm

### Kimley-Horn and Associates

- Industry Leading Engineering & Planning Consulting Firm

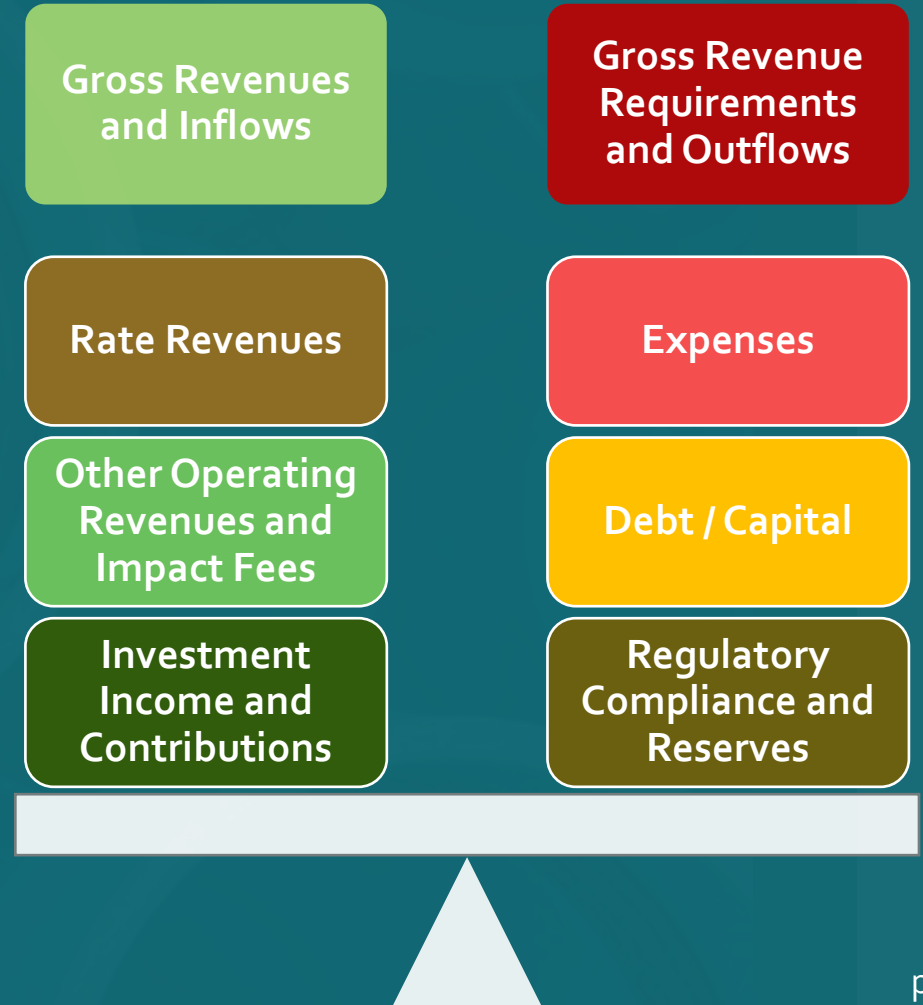


The background of the slide is a photograph of a rocky coastline. On the left, a dark, smooth rock face curves downwards. On the right, a lighter, more textured rock face is visible, with some water or tide pools at the base. A solid teal rectangle is overlaid on the center of the image, containing the text.

# Revenue Sufficiency Evaluation

*Do Current Rates Produce  
Sufficient Revenues to  
Meet the Future Needs of the Utility?*

# What is Revenue Sufficiency?





FY-2021

# Operating Revenues = \$21,220,000

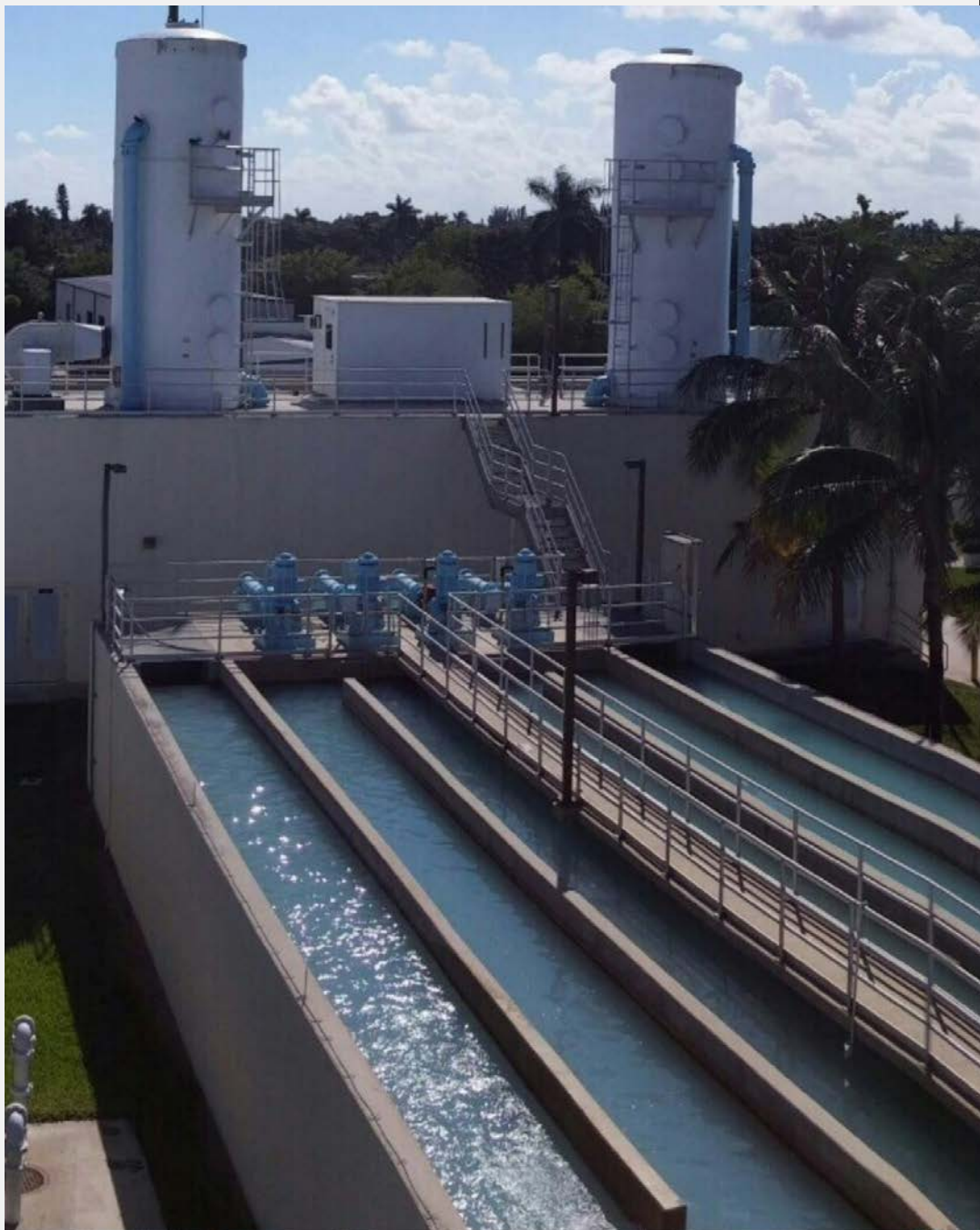
- Retail Rate Revenues = \$20,600,000
    - Water = \$8,900,000
    - Wastewater - \$11,700,000
    - Account for Approximately 95% of Gross System Revenues
    - 33% Recovered from Base Charge (Revenue Stability)
  - Other Operating Revenues = \$620,000
    - Delinquent Account Related Fees = \$390,000
    - Investment Income = \$230,000 (Will Reduce as Capital Spending Increases, Reducing Reserve Balances)
- \*Does not include capital contribution fee revenues of \$460,000





# O&M Expense = \$15,950,000

- Direct Operational Expenses = \$9,400,000 (59%)
  - Personnel Related = \$5,700,000 (Fixed)
  - Electric and Chemicals = \$1,100,000 (Variable)
  - Other Expenses = \$2,600,000 (Customer Service, Repair and Maintenance, Plant Operations, and Contractual Services) (Fixed & Variable)
- Wastewater Treatment = \$3,250,000 (20%)
  - Palm Beach County – \$915,000 (\$3.17 / Kgal)
    - Contract Allows for inflationary Adjustments and No Minimum Purchases
    - Provides 23% of Treatment Requirement
  - City of Lake Worth – \$2,335,000 (\$2.11 / Kgal Average)
    - Rate Based on Cost from East Central Regional (ECR) Wastewater Treatment Facility and Lake Worth Admin and R&R Added
    - Provides 77% of Treatment Needs
- Indirect Operating Expenses = \$3,300,000 (21%)
  - Administrative Charge (12% Prior Years Utility Revenues), Rent, & IT Charges



# CIP Planning Considerations

- Utilized Master Plan Recommendations (2019)
- Consider Aging Infrastructure and Facilities
- Facilities are Adequate to Meet Potential Future Regulations
- Environmental Pressures (i.e., Contamination from Septic Tanks, Water Quality Degradation, etc.)
- Pending Regulations are Often Not Known
- Costs for Rehabilitated or New Water Treatment Facilities Will be the Driving Factor for Rate Increases for the Next 10 to 20 Years



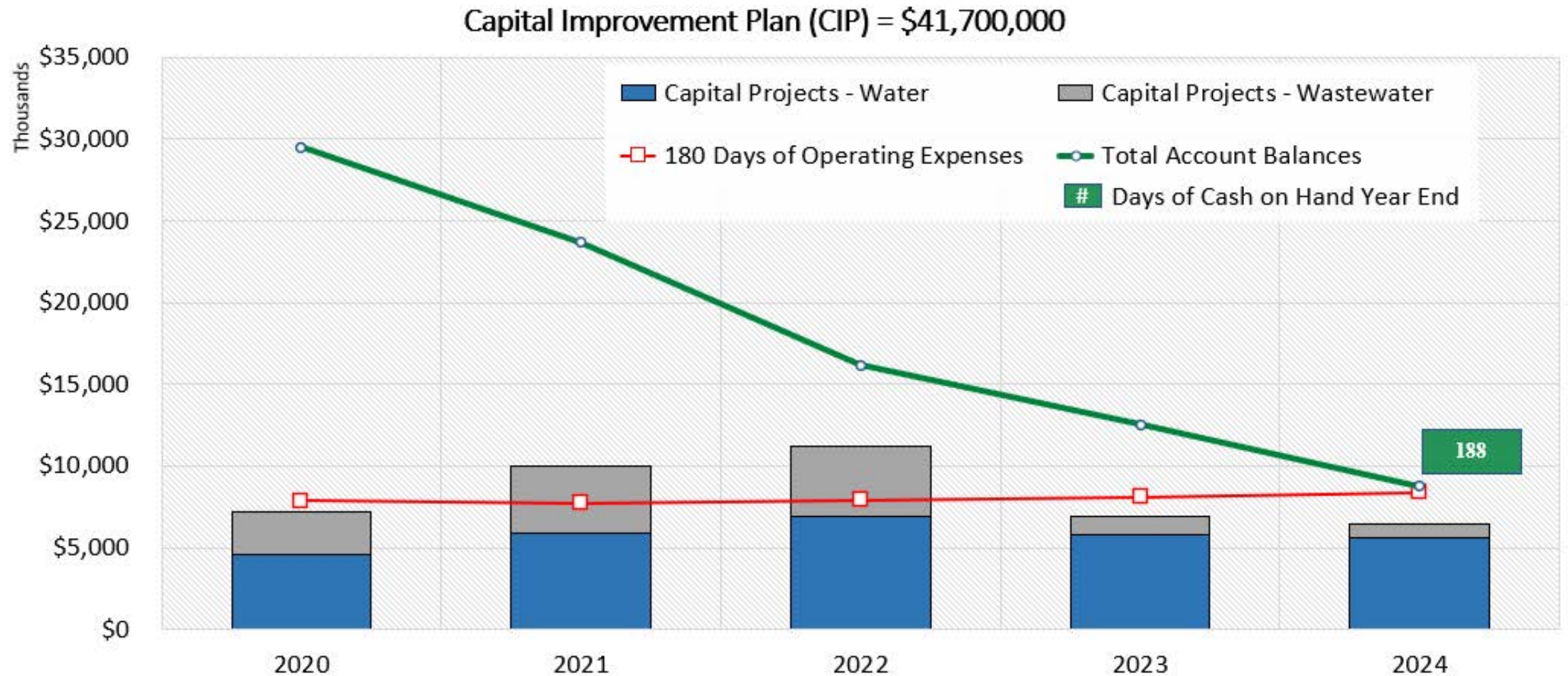


# Capital Funding

- Consider Short- and Long-Term Funding Requirements
- Evaluate Funding Options of Near-Term Renewal and Replacement Projects
- Evaluated Two Funding Options
  - “Pay-As-You-Go” Capital Funding
    - Funding Capital Projects Through Existing Rates and Cash Above Reserve Targets
    - Improve Financial Position for Potential Future Debt Needs
    - Higher Rates in Near Term
  - Potential Debt Funding (SRF Loan)
    - Post Forecast Possibility (Beyond 2025)
    - Low Interest Costs / Favorable Terms
    - Lower Rates in Near Term



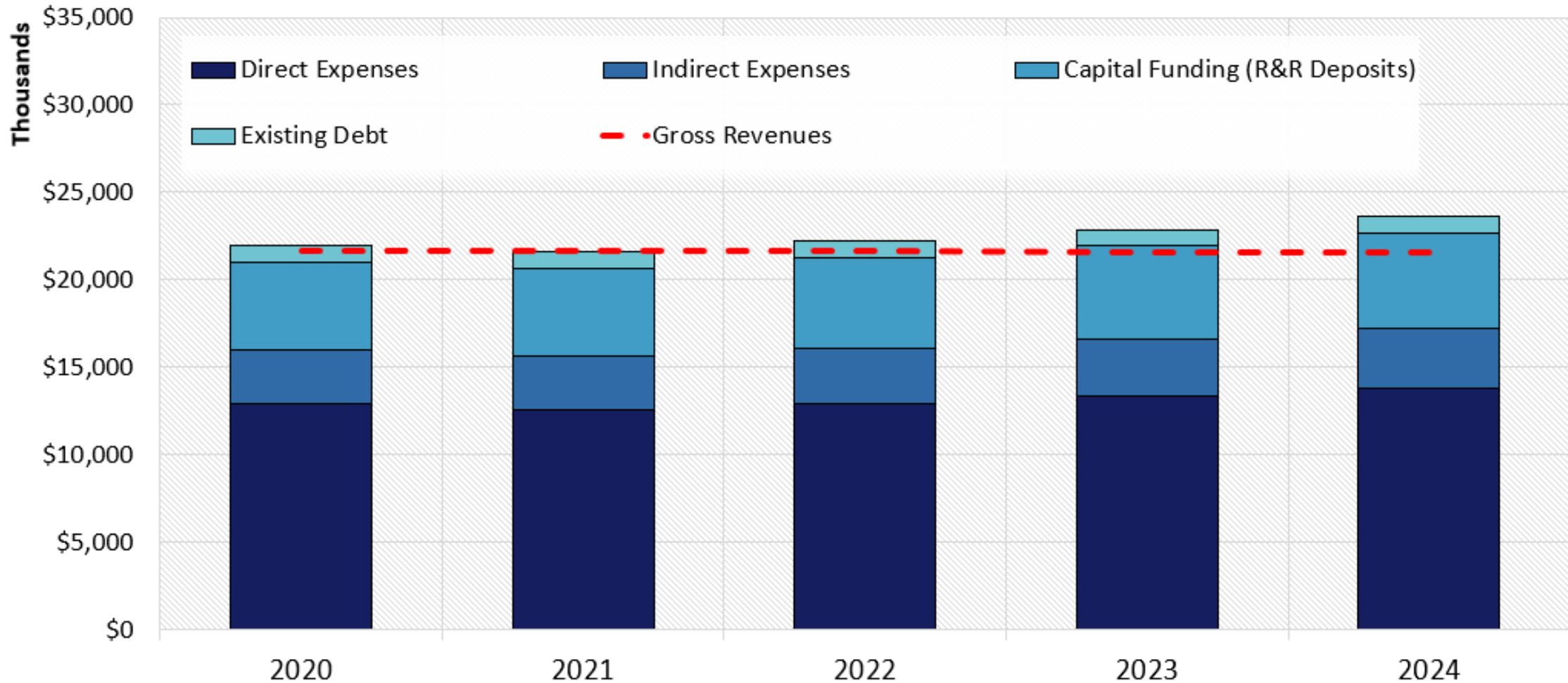
# Capital Improvement Plan with No Rate Adjustments (FY 2020 Rates)



- Fitch Median Days of Cash = 561 (All Credits)

# Revenue Requirements - No Rate Adjustments (FY 2020 Rates)

Combined System - Gross Revenue Requirement



- Identifies Total Amount Required to be Funded from Existing Revenues (OpEx, Debt Service, Capital)



# Financial Position

- Assess Current Financial Metrics (Credit Rating)
    - Fitch AA Medians
      - All-In Debt Service Coverage 530% **Strong**
      - Days of Cash = 714 Days **Strong**
      - Free Cash Flow to Depreciation = 140% **Strong**
      - Operating Margin = 27% **Below Average\***
      - Debt to Equity = 26% **Strong**
      - Utility Bill as % of Income = 2% **Average**
  - Utility Currently in Favorable Financial Position
  - To Maintain Fiscal Position for Future Needs
- \* **Acceptable considering lower debt service**

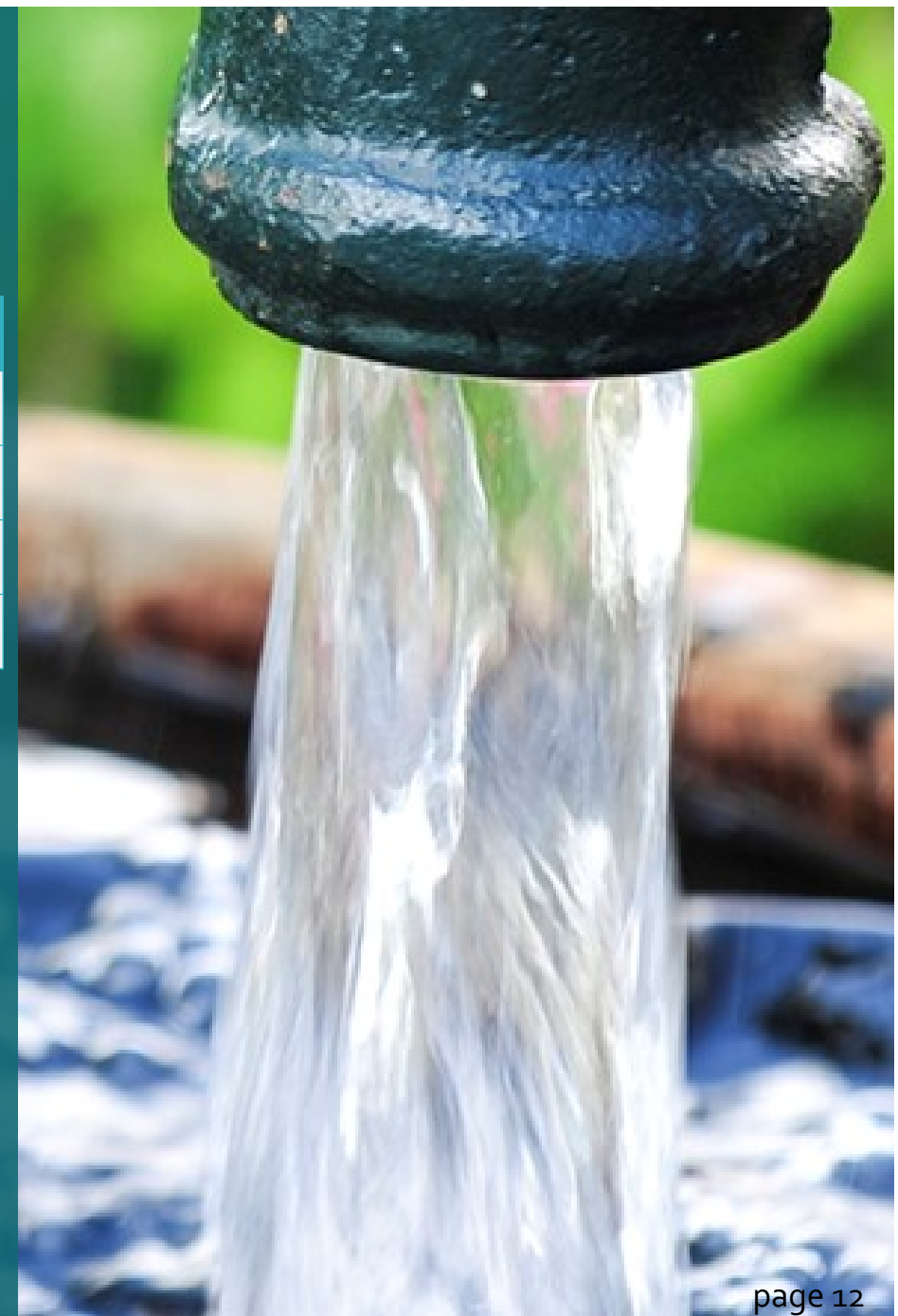
# Recommendations

- Adopt 4-Year Rate Plan

## Recommended Rate Adjustments

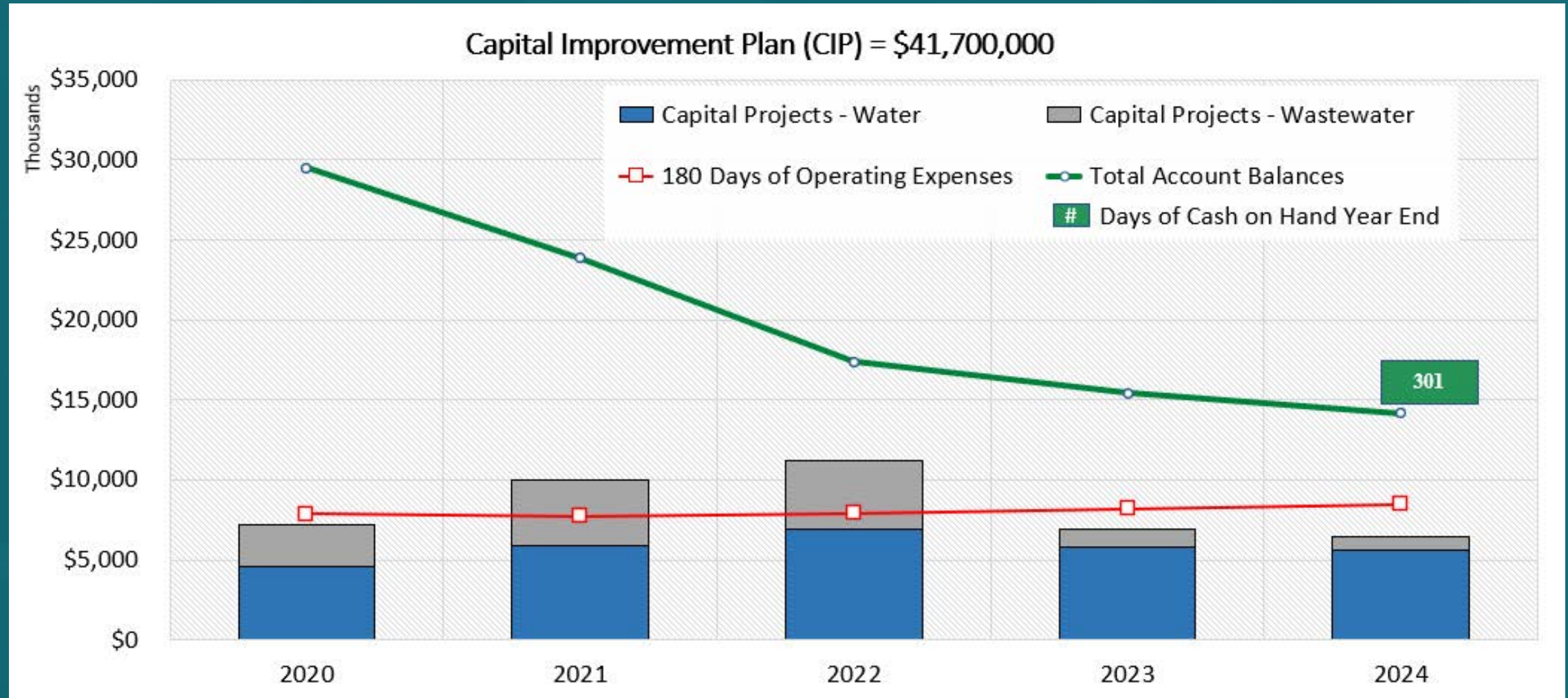
|                                | 2020        | 2021         | 2022        | 2023        | 2024        |
|--------------------------------|-------------|--------------|-------------|-------------|-------------|
| Original Recommend Adjustments | 0.0%        | 4.0%         | 4.0%        | 4.0%        | 4.0%        |
| COVID Impact Reduction         | <u>0.0%</u> | <u>-3.0%</u> | <u>0.0%</u> | <u>0.0%</u> | <u>0.0%</u> |
| Proposed Rate Adjustments      | <b>0.0%</b> | <b>1.0%</b>  | <b>4.0%</b> | <b>4.0%</b> | <b>4.0%</b> |

- Customer Notification per Chapter 180
- Minor Incremental Adjustments vs. Large 1-Time Increase
- Maintains Strong Financial Position
- Allows for System Reinvestment (Funding of CIP)



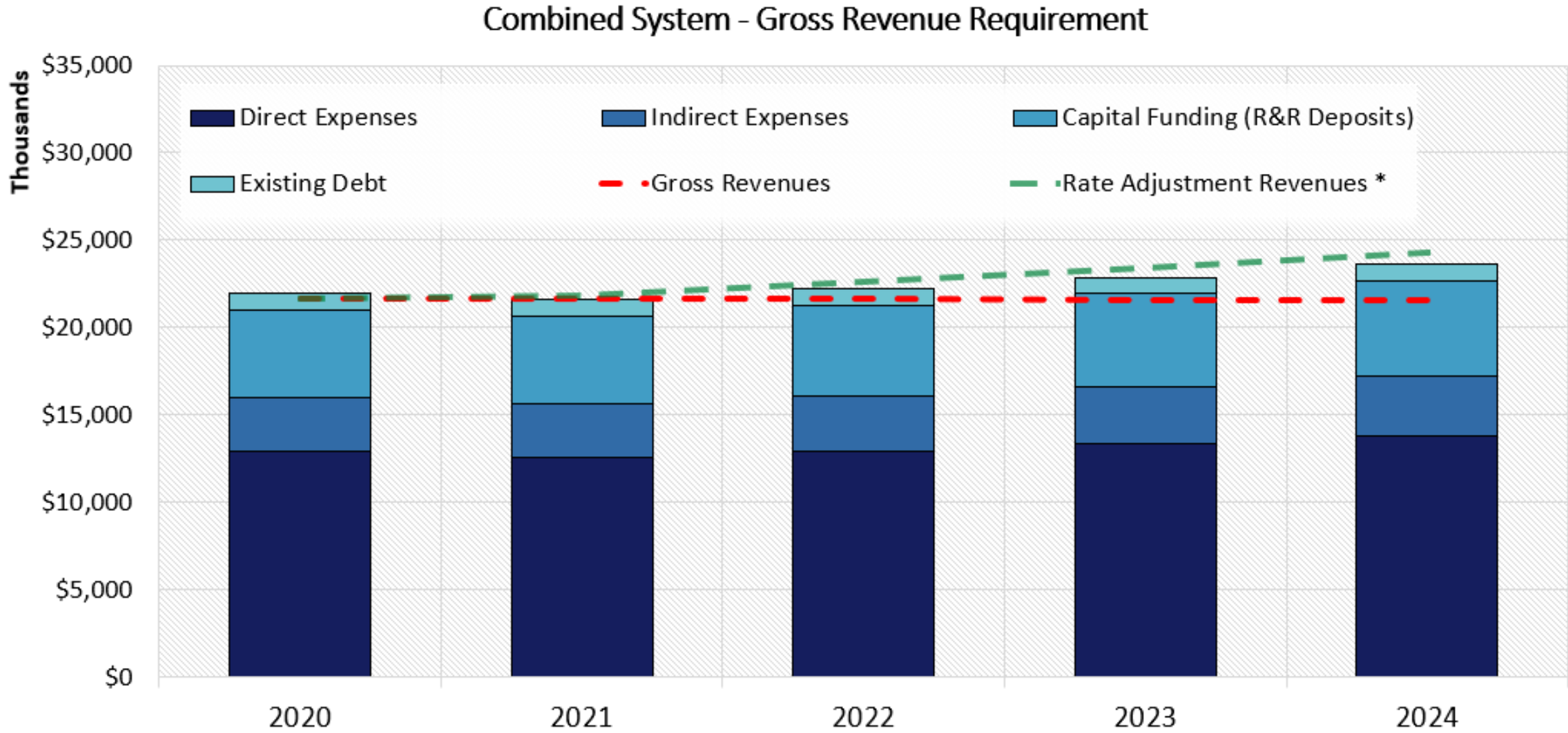


# Capital Improvement Plan with Recommended Rates (FY 2021 1%, FY 2022 -2024 4%)



- Fiscal Year 2024 Days of Cash Increases From 188 to 301

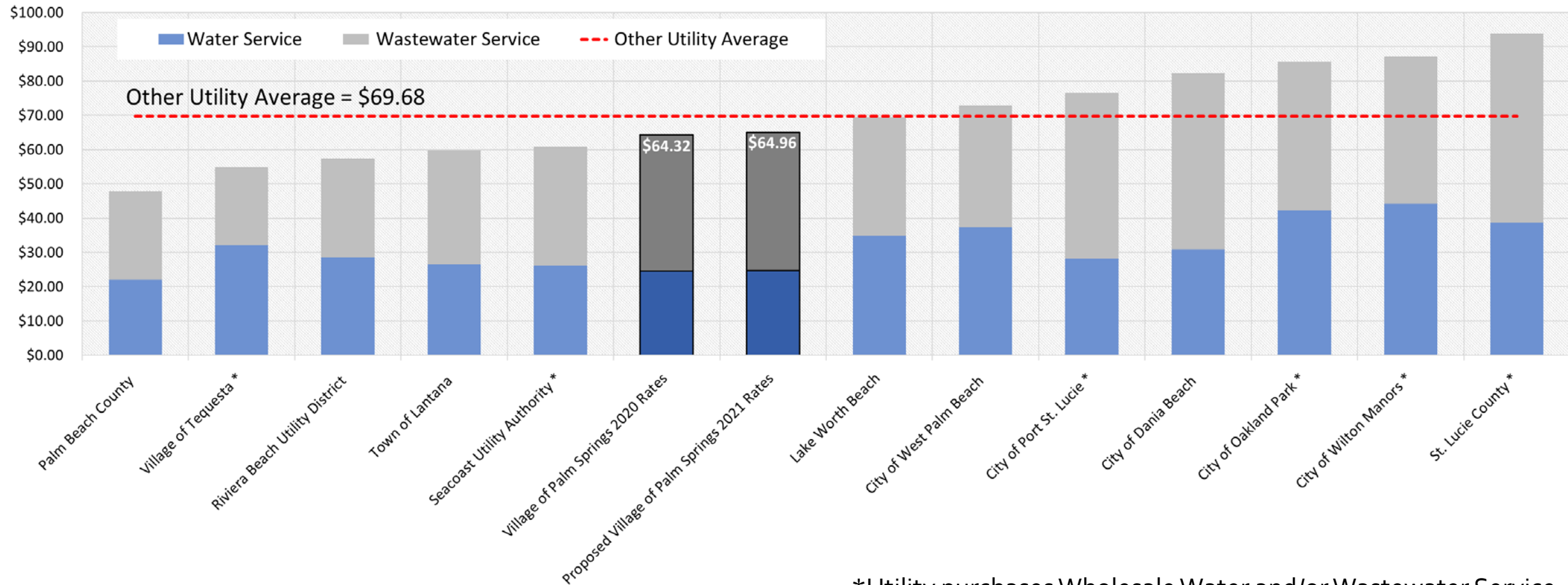
# Revenue Requirements with Recommended Rates



\* Based on Recommended Rate Adjustments (FY2021 1%, FY2022-2024 4%)



# Comparison of Residential Monthly Bill @ 4,000 Gallons



\*Utility purchases Wholesale Water and/or Wastewater Service

- Other Neighboring Utilities Shown Based on their FY2020 Rates

A close-up photograph of several blue pipes, showing their circular openings and the texture of the material. The pipes are arranged in a way that creates a sense of depth and repetition.

# Questions and Comments



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