

**GOAL 1: RESIDENT FRIENDLY & RESPONSIVE TOWN GOVERNMENT**

**Goal 1.1**

The Town of Cutler Bay will be recognized by its residents and others as a community that optimizes transparency in government by providing access to its officials and to information concerning the status of the Town and its activities.

Objective	Activities	Measures & Milestones	Current Status
The Town will improve outreach practices used to inform residents about Town Activities/Events	The Town will adopt Public and Media Relations Policies and Procedures.	A council workshop is recommended to further discuss this activity as it applies to public records laws. (FY14-15)	<b><i>In Progress:</i></b> Town hired full-time Public Information Officer (PIO) May 1, 2018. One of the projects is to develop a Media Relations Policies and Procedures Plan.

**Goal 1.2**

The employees of Cutler Bay will provide responsive, courteous service to residents, the business community, and other individuals with whom they interact.

Objective	Activities	Measures & Milestones	Current Status
The Town will increase efforts to gain feedback from residents as it relates to satisfaction with Town services.	Conduct a professional independent citizen satisfaction survey that will provide reliable, statistical confirmation and/or demonstrate areas needing improvement.	Town Manager to complete satisfaction survey in FY14-15 to assess residents' level of satisfaction since the Town's incorporation in 2005 (10 years).	<b><i>In Progress:</i></b> Town Manager's Office obtained sample surveys from several Municipalities. A budget line item will be prepared in the 2019-20 Fiscal Year budget.
	Develop specific standards/benchmarks concerning the time it takes to respond to residents' inquiries and service requests.	Town Manager to develop specific quality control benchmarks to respond to residents' inquiries. (FY14-15)	<b><i>In Progress:</i></b> Town Manager discusses resident response times on a monthly basis with individual Department Heads.

**GOAL 2: FINANCIAL STABILITY AND SUSTAINABILITY**

**Goal 2.1**

The Town of Cutler Bay will be a financially responsible and accountable community.

Objective	Activities	Measures & Milestones	Current Status
Explore and where appropriate use alternative funding mechanisms (i.e. special assessment, bonds, grants) as a means of providing needed Town facilities, infrastructure, and programs.	Provide Town Staff with monetary incentives for cost saving ideas/programs.	Town Manager and Human Resources Department to review this activity and provide recommendations. (FY 15-16)	<b><u>Pending</u></b>
The Town will review and update current Fiscal and Administrative Policies in order to better reflect the growing needs of the community.	Adopt and implement a performance-based budgeting process with an associated Annual Business Plan.	Town Manager to review and select professional consultant to assist with this task. (FY15-16)	<b><u>Pending</u></b>

**GOAL 3: GROWTH MANAGEMENT AND 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	Activities	Measures & Milestones	Current Status
Town will ensure that Town Circulator meets the growing needs of the community.	Identify opportunities for circulator interconnections with neighboring jurisdictions (Village of Palmetto Bay, Pinecrest).	Town Manager to coordinate this effort with Town’s provider (Miami-Dade County Transit), Village of Palmetto Bay and Village of Pinecrest staff. (FY15-16)	<b><i>In Progress:</i></b> Town hosted two (2) Meetings with neighboring municipalities (Village of Palmetto Bay, Pinecrest) to discuss connecting municipal circulators.
	Create/Add a Town Circulator Bus Stop within the Southland Mall Property to allow easy access to regional shopping center.	Town Manager to coordinate this task with Southland Mall owners and Miami-Dade Transit. (FY14-15)	<b><i>In Progress:</i></b> Town staff negotiations with Southland Mall representatives as part of FLUERDA settlement agreement.
The Town will maximize the use of the current Town Center Building.	Conduct a Space Utilization Study to support growing Department/Community needs within the Town Center Building.	Town Manager, Town Architect and Leasing Agent will continue to explore space utilization within Town Center Building. (FY15-16)	<b><i>In Progress:</i></b> Throughout the years, Town staff and departments have been relocated within the Town Center Building to accommodate operational needs.
The Town will expand bike facilities to accommodate or promote non-motorized travel, as outline in the Bicycle & Pedestrian Master Plan.	Advocate for installation of street lighting on SW 210 St and SW 85 Ave, adjacent to Senior Living Facilities.	Town’s Public Works Department to continue coordinating this activity with Florida Power and Light. (FY16-17)	<b><i>In Progress:</i></b> Town Public Works Department commissioned a Lighting Study and Plan in 2018. Discussed Plans with FPL representatives. Lighting Project may be included in a potential development of additional senior housing along SW 210 Street.



**GOAL 3: GROWTH MANAGEMENT AND INFRASTRUCTURE NEEDS**

**Goal 3.2**

The growth and development of Cutler Bay will be managed to be consistent with the needs and desires of its residents.

Objective	Activities	Measures & Milestones	Current Status
Continue to study feasibility of possible annexation.	Square off the Town boundaries, particularly in the Southwest quadrant. The achievement of this goal is a political and marketing initiative and should be a sustained effort with Miami-Dade County and the residents within those contiguous areas.	Town Manager, Town Attorney, and Community Development Director continue monitoring Miami-Dade County Board of County Commissioners' annexation/incorporation policies. (FY15-16)	<b><i>In Progress:</i></b> Town Planning Consultant has provided a detailed cost estimate and continues to monitor Miami-Dade County Board of County Commissioners actions towards Municipal annexation applications.
Study, prioritize and phase into future annual budgets, the goals/programs identified in the 2012 Senior Needs Survey.	Provide Seniors Citizens with Identification Cards that include emergency contact info, medication, etc.	Town Police Department and Communities for a Lifetime Committee and Senior Centers' Managers will coordinate efforts to provide this service. (FY15-16)	<b><i>In Progress:</i></b> Town's Police Neighborhood Resource Unit (NRU) Officers will perform activity during the 2019 Active Adults Resource Fair.
	Conduct scheduled evening activities twice a week such as bingo or domino nights, movie nights, sing along music nights, or possibly a dance night etc. At Cutler Bay's Senior Retirement Facilities.	Town Manager, Parks and Recreations Director, and Communities for a Lifetime Committee to work to identify available resources/programs for Seniors residing in the Town. (FY15-16)	<b><i>In Progress:</i></b> The Town's new Events & Programs Specialist is meeting with the individual Building Manager at each of our Senior Retirement Facilities to coordinate and accomplish this task.

**GOAL 4: ECONOMIC AND BUSINESS DEVELOPMENT**

**Goal 4.1**

Enhance the attractiveness and viability of Cutler Bay as a business location.

Objective	Activities	Measures & Milestones	Current Status
<p>Provide more effective and sustained communication with the Town's local business community.</p>	<p>Create a Business Advisory Committee consisting of representatives from each of the three business organizations (Cutler Bay Business Association, Economic Development Council, and Chamber South) and designate one Council Member to liaise with the Business Advisory Committee and report on its activities and recommendations.</p>	<p>Town Council along with the guidance of the Town Manager and Town Attorney will explore the creation of a Business Advisory Committee via Resolution. (FY14-15)</p>	<p><b><u>Pending</u></b></p>
<p>Develop a Town Economic Development Master Plan.</p>	<p>Explore feasibility of providing tax incentives to local businesses.</p>	<p>Town Council along with the guidance of Town Manager and Town Attorney will revisit adopted Land Development Regulations (LDR) to complete this activity. This will include comments and/or recommendations from the following agencies; Cutler Bay Business Association, Economic Development Corporation, and Chamber South. (FY15-16)</p>	<p><b><u>In Progress:</u></b> Town Council created the Economic Growth Committee (EGC) on May 1, 2015 (Reso No. 15-37).  EGC met once a month and presented/submitted their recommendation during the Town Council Meeting on October 17, 2018.  Town staff are currently developing an Action Plan.</p>

**GOAL 4: ECONOMIC AND BUSINESS DEVELOPMENT**

**Goal 4.1 (continued)**

Enhance the attractiveness and viability of Cutler Bay as a business location.

<p><b>Develop a Town Economic Development Master Plan.</b></p>	<p>Explore feasibility of providing local businesses with incentives for hiring local residents.</p>	<p>Town Council along with the guidance of Town Manager and Town Attorney will revisit adopted Land Development Regulations (LDR) to complete this activity. This will include comments and/or recommendations from the following agencies; Cutler Bay Business Association, Economic Development Corporation, and Chamber South. (FY15-16)</p>	<p><b><u>Pending</u></b></p>
	<p>Identify ways to attract high end restaurants and high paying jobs to the Town.</p>	<p>Town Council’s creation of the Business Advisory Committee Resolution shall have clear Mission Statement, Goals and Objectives to complete this activity. (FY14-15)</p>	<p><b><u>In Progress:</u></b> The Economic Growth Committee (EGC) presented their recommendations during the Town Council Meeting on October 17, 2018.</p> <p>Town staff is reviewing and will develop an Action Plan for each recommendation.</p>

**GOAL 5: COMMUNITY, IDENTIFY, UNITY AND PRIDE**

**Goal 5.1**

Cutler Bay will be recognized as a Town where people prefer to live, and whose residents feel a strong sense of Town identity and community pride.

Objective	Activities	Measures & Milestones	Current Status
Foster more Community Pride as it relates to cleanliness and an overall sense of community.	Identify ways to preserve existing natural lands (i.e. Wetlands, Bird Sanctuaries) by possibly encouraging volunteer clean-up and maintenance efforts.	Town’s Public Works Department to continue coordinating this activity with Miami-Dade County Public Works, SFWMD, Army Corp of Eng. and other environmental organizations. (FY16-17)	<b><i>In Progress:</i></b> Town staff works closely with local environmental volunteer groups and provides in-kind support. Town staff coordinates with other governmental agencies: Miami-Dade County, South Florida Water Management District, and Local Homeowner’s Association.

**Goal 5.2**

The Town will be a frequent site for a variety of community events that encourage extensive public participation and identification with the Town of Cutler Bay.

Increase the number of community special events offered throughout the Town.	The Town Council will reconsider creating a Cutler Bay Special Events Committee and charge that Committee with recommending additional community events, seeking sponsorships, and other activities.	Town Council to hold a Council Workshop to discuss the creation of a Special Events Committee and create clear Mission Statement, goals and objectives for the new committee. (FY15-16)	<b><i>In Progress:</i></b> Town staff provide periodic updates on upcoming Town events to Advisory Board members. Town Park’s Special Events staff are constantly seeking suggestions from residents during events.
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**GOAL 6: PUBLIC SAFETY**

**Goal 6.1**

To provide a safe and secure community for Cutler Bay's residents and business community.

Objective	Activities	Measures & Milestones	Current Status
Increase the effectiveness and efficiency of the Police Department	Advocate for Professional Development Training for the Town's Assigned Police Chief with professional police organizations. This may require Miami-Dade County approval and a reversal of the County's present police services contract policy.	Town Manager and Town Command Staff continue to explore feasibility and benefits for this activity. (FY15-16)	<b><i>Pending:</i></b> Town Police Major receives command training from the Miami-Dade County Police Department's Professional Compliance Bureau.
	The Town Council will adopt a policy of budgeting for increased police staffing, commensurate with increases in the Town's population.	Town Council to hold a council workshop to discuss long range growth patterns and police service needs. (FY15-16)	<b><i>Pending:</i></b> Town Manager meets with Police Major on a monthly basis to review emergency and non-emergency response times.

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**GOAL 7: 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.

Objective	Activities	Measures & Milestones	Current Status
Revisit the 2009 Parks Master Plan for active/passive recreational opportunities for all age groups.	Establish a Town multi-purpose Community Center.	Town Manager/Parks and Recreation Director/ Parks and Recreation Advisory Committee will continue to work closely in order to complete this activity. (FY16-17)	<b><i>In Progress:</i></b> Conceptual Plans were developed by Town Architect to use 1 <sup>st</sup> Floor of the Town Center Building. Estimated costs approximately \$900K.  Project was tabled until funding becomes available.
Increase the number of park facilities within the Town.	Establish a Joint Utilization Agreement with the Miami-Dade County Public School Board and the Superintendent for the use of existing public-school recreation facilities during after school and weekend hours.	Town Council/Town Manager/Town Attorney continue to explore Joint Use Agreements with Miami-Dade County Public Schools. Town Manager/Grant Coordinator to explore possible grant opportunities. (FY 15-16)	<b><i>In Progress:</i></b> Town staff, after several negotiation sessions with Miami-Dade County Public Schools (MDCPS) staff, could not finalize a Joint Use Agreement.  MDCPS staff insisted the Town to install additional perimeter fencing, costing over \$13K.

**GOAL 7: PARKS AND RECREATION**

**Goal 7.1 (continued)**

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.

<p><b>Increase the number of park facilities within the Town.</b></p>	<p>Explore the possibility of establishing a park with beach/bay access similar to Matheson Hammock Park/Marina.</p>	<p>Town Manager/Parks and Recreation Director/ Parks and Recreation Advisory Committee will continue to work closely with both South Florida Water Management District (SFWMD) and Biscayne National Park Officials in order to develop a plan of action to complete this activity. (FY17-18)</p>	<p><b><u>Pending</u></b></p>
<p><b>Provide more programs at Town Parks</b></p>	<p>Explore the feasibility and cost of conducting periodic dog obedience training programs in Town owned parks with a professional trainer for interested residents.</p>	<p>Town Manager/Parks and Recreation Director/ Parks and Recreation Advisory Committee will continue to work closely in order to complete this activity. (FY15-16)</p>	<p><b><u>Pending:</u></b> Town Park’s Special Events staff are investigating.</p>

**GOAL 8: CODE ENFORCEMENT**

**Goal 8.1**

The Town of Cutler Bay will develop a code and code enforcement policies that reflect the needs, views, and values of its residents.

Objective	Activities	Measures & Milestones	Current Status
<p><b>Continue to review the Town Code Requirements.</b></p>	<p>Study existing Land Development Regulations (LDR’s) towards establishing more stringent Town code requirements for enhanced landscaping for new developments.</p>	<p>Town Council, upon the creation of a Business Advisory Committee, should identify this activity as one of the new committee’s goals. (FY16-17)</p>	<p><b><i>In Progress:</i></b> Town adopted Green Standard Codes with additional landscape requirements.</p> <p>Florida Yard and Neighborhood Programs (Articles V and VII).</p>

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**GOAL 9: 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	Activities	Measures & Milestones	Current Status
The Town will continue to enhance roadways and pedestrian facilities.	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.	Town's Public Works Department to continue coordinating this activity with Miami-Dade County PW Department and Metropolitan Planning Organization (MPO) through the use of grants. (FY17-18)	<b><i>In Progress:</i></b> The Town has secured two (2) Florida Department of Transportation (FDOT) TAP Grants to complete roadway improvements to Gulfstream Road (from Caribbean Boulevard to SW 211 Street).
The Town will reduce incidences of flooding throughout the community	Establish an Ordinance to better address flooding within gated/private communities.	Town Manager, Public Works Department, Community Development Department, and Town Attorney to work closely to develop a new ordinance which addresses "private" stormwater management systems. (FY16-17)	<b><i>In Progress:</i></b> Private stormwater management systems regulations are being drafted as a result of the Town's Watershed Master Plan adoption.



**GOAL 9: PUBLIC WORKS**

**Goal 9.1** *(continued)*

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.

<p>The Town will reduce incidences of flooding throughout the community</p>	<p>The Town’s Stormwater Master Plan must be updated since many of the recommendations/projects have been completed since its adoption.</p>	<p>Town Manager to include funding in the upcoming fiscal years within the Stormwater Utility Fund (FY15-16)</p>	<p><b><i>In Progress:</i></b> Town staff will include funding for Plan update during the 2019-20 Fiscal Year.</p> <p>Still pending completion of priority project from the original Stormwater Master Plan.</p>
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