



# City of North Miami Beach Adopted Budget

For Fiscal Year 2018





# **Final Budget Fiscal Year 2018**

# A Reader's Guide

The Fiscal Year 2018 Budget consists of ten major sections: General, Budget Overview, Financial Schedules, General Fund, Special Revenue Funds, Debt Service Funds, Capital Projects Fund, Enterprise Funds, Internal Service Funds and the City-Wide Capital Improvement Plan (CIP).

Every effort has been made to make this book as easy as possible to read, but it can still be difficult to find specific data in such a complex document. This Reader's Guide is followed by a table of contents for locating specific sections. Charts, graphs and narratives are used throughout the book to clarify and enhance data. Finally, a summary of the separate sections follow:

General: This section contains the City Manager's Message for the FY 2018 Adopted Budget. The message is a discussion of budget development, new initiatives, current and future challenges, a summary of accomplishments from last fiscal year and goals for the new fiscal year.

Budget Overview: This section provides key components of the FY 2018 Budget. It contains information about the budget process, the strategic plan, the capital improvement plan (CIP), budgetary and financial policies that guide the adopted budget, program highlights for each department, and overviews of each fund.

Financial Schedules: This section includes a description of the City's major sources of revenues and the government-wide schedules and graphs, including actual results for FY 2016, the FY 2017 Adopted Budget, FY 2017 estimated actual results and the FY 2018 Adopted Budget.

General Fund: Tables and graphs are presented in this section to illustrate the activity of the City's General Fund. This section also provides an overview of each General Fund department. Each department is presented with an organizational chart, description of core services in relation to the Strategic Plan, and a three-year financial comparison, which includes the FY 2018 budget. Key Performance Indicators (KPIs) are included to benchmark and measure departmental effectiveness.

Special Revenue Funds: This section provides an overview of the Impact Fees Fund, the Transit Surtax Fund, and the Community Redevelopment Agency (CRA). These funds are designed to track and report revenue and expenditures that are intended for a particular purpose.

Debt Service Funds: This section lists the governmental long-term debt obligations. The section includes a list of the individual debt instruments along with a three-year comparison.

Capital Project Fund: The Alley Restoration Program is a capital project fund used to report improvements to the City's alleys. These improvements ensure adequate traffic flow of solid waste equipment, stormwater run-off and trash collection throughout the City. Funding for the projects are derived from Transit Surtax, Stormwater and Solid Waste Funds.

Enterprise Funds: This section provides information on the various enterprise funds of the City, including Stormwater, Water, Wastewater, Building, Solid Waste and Impact Fees required of developers to cover their proportionate share of capital facilities related to the utilities.

Internal Service Funds: These funds are used to report on activities where services are provided to other funds. Information Technologies, Worker's Compensation and General Liability Self-Insurance are the internal service funds.

City-Wide Capital Improvement Plan (CIP): Capital assets are tangible items with a useful life greater than one year that cost more than \$1,000. The CIP identifies assets to be acquired or replaced within a 6-year time horizon. The expenses are designated by the fiscal year and fund of expected acquisition.

# CITY OF NORTH MIAMI BEACH, FLORIDA

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## GENERAL INFORMATION

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## **CITY MANAGER'S BUDGET MESSAGE**

Investing In Our Future: Communication, Engagement, Inclusion, and Restoration

September 25, 2017

### **Honorable Mayor and City Commissioners of the City of North Miami Beach:**

It gives me a great deal of satisfaction and a sense of accomplishment to present the City of North Miami Beach's Fiscal Year 2017-2018 Operating Budget and Six-Year Capital Improvement Plan (CIP). This budget was prepared by city staff and is consistent with your leadership and policy direction pursuant to Article VI, City of North Miami Beach Charter and Chapter 166, Florida Statutes. This is a balanced budget with General Fund unassigned fund balance growing by nearly \$2.4 million to an audited total of over \$19.4 million. The City's enterprise unrestricted funds increased by about \$5.5 million for a net value of \$38.8 million. This budget reflects the ad valorem revenue increase of 8.9% as a result of our meteoric RISE in property values and new construction. That increase represents almost \$1.3 million in new revenue for our City at the millage rate of 6.4000.

FY 2017 was a banner year for our great city! Much was accomplished and this could not have been possible without your leadership, courage and the clarity we were given to venture into sometimes-unchartered water, guided by our Strategic Plan. We were able to operate under an open and transparent means to achieve set goals and surpass the unimaginable for NMB. The latter was due to the well-defined vision, mission, and goals that have been clearly communicated and have become the buoy of our respective agendas throughout the entire organization.

The budget is approximately 11.2% higher than last year's because of increases to expenditures for capital investments and pensions, implementation of the terms of the International Union of Police Associations (IUPA) Contract, and an estimated 15% increase in healthcare costs.

Our General Fund CIP budget of \$4.3 million is an infusion and ongoing commitment to improvements to infrastructure, parks, fleet, streets, technology and overall enhancements to safety and aesthetics for North Miami Beach. The CIP budget is a one-time financially sound investment due to the health of our unassigned general fund reserves of \$19.4 million.

Our first ever Parks Master Plan was approved last year creating a vision for all our City parks. Additionally, during this spring's strategic planning sessions, our parks and their improvements were made a priority by our Mayor and Commissioners. Therefore, we are very excited to propose a \$250,000 appropriation for the design of Taylor Park, a facility that has been closed since 2005. Our proactive efforts and partnership with Miami-Dade County has resulted in the upcoming completion of the environmental cleanup at Taylor Park. Our appropriation for Taylor Park will allow us to be ready with a shovel in the ground moving forward towards a much anticipated grand opening of this facility! We are allocating another \$250,000 for the design of a renovation of the Washington Park facility, a top priority

of our adopted Parks Master Plan. We are very excited to plan the grand opening of a new park in this upcoming fiscal year. Therefore, we are appropriating \$200,000 in our CIP budget to complete construction of what will be the Hazel Fazzino Park, a park that will be opened to our community in Fiscal Year 2018. Our CIP budget also includes approximately \$50,000 towards safety and security at all of our parks.

Our CIP budget includes a commitment to better and safer streets, including roadway resurfacing. Additionally, upon completion of our Roadway Master Plan, our global look at our roads and sidewalks has resulted in a CIP budget of \$400,000 for roads and sidewalks including enhancements to address the Americans with Disabilities Act (ADA). Our CIP budget has \$500,000 allocated for innovative alleyway improvements as well as enhancements and additions to our bike path as we continue to focus on a beautiful, safer, and livable NMB.

Our CIP budget includes a much needed investment in our City Hall Campus with a one-time total appropriation of almost \$1 million, which includes major enhancements at our police station, YES Center, and Victory Pool, with key items such as impact resistant windows, security, light-emitting diode (LED) lighting, and restroom restorations.

Our continued investment in human capital is aligned with one of our primary goals of being a high-performing city organization providing great customer services. We want to continue to retain and recruit the best team players for North Miami Beach. This commitment has resulted in unprecedented stability and accomplishments of our vision and mission and overall progress for NMB.

Our 2018 fiscal year budget increases our overall investment in human capital by \$2.6 million with approximately \$1 million being attributed to police/IUPA contract with the remainder being all other City departments and operations.

This year's operating budget includes an increase in the management pension contribution as a result of the transition from the Defined Benefit Plan to the Defined Contribution Plan, perfectly aligned with another one of our top goals per our Strategic Plan to be financially sound. Our ongoing commitment to pension reform made by this Commission last fiscal year will ultimately result in a lower City contribution to management personnel pensions.

Our budget also contains an additional investment of \$100,000 for our NMB community via the enhancement of our communitywide special events, which is perfectly aligned with the initiative of providing a beautiful, safe and livable place to live.

Aligned with a top priority of our Strategic Plan, our budget includes enhancing communications. This will be accomplished with the newly created Division of Public Affairs and Community Engagement. This move will also allow us to focus on our City's branding and the image we want to convey. Our goal is to engage our community by conducting our first ever community-wide survey and to maximize exposure by utilizing NMBTV (Channel 77) and all other means of communication to those who live, work, and want to invest in North Miami Beach.

### **Key Initiatives**

Our Fiscal year 2018 key initiatives will focus on Investing in Our Future: Communication, Engagement, Inclusion, and Restoration.



## **Financially Sound**

- Continue to assess debt and cash balances to ensure objectives are met with regard to financial position
- Auditing costs were reduced by more than \$40,000 per year for the five years as a result of soliciting proposals for auditing services
- Continue to actively encourage well-planned growth and development within the City, ensuring a positive fiscal environment in future years. By following the Commission's directives to promote redevelopment, staff will ensure that new development will be encouraged, and the development approval process will continue to be streamlined and applicant-friendly, leading to more development and ultimately, a more robust tax base
- Continue to provide financially sound world-class services responsive to the North Miami Beach community, while creating and maintaining strong partnerships with external stakeholders including residents, media, governmental bodies, businesses, and interested opinion leaders.
- Continue seeking ways to manage and operate in a cost-efficient manner in order to reduce cost of services while increasing community engagement
- Centralization of claims management and grants management
- Updated property and contents appraisals annually to ensure all properties are insured and the City's risk is mitigated
- Develop a comprehensive water and wastewater system asset management plan to initiate maintenance, reduce future replacement and repair costs, and extend the useful life of infrastructure
- Pursue water contract acquisitions with adjacent municipalities to the NMB Water system
- Invest in new security initiatives which will help protect the City from financial harm as a result of cyber attacks
- Use Law Enforcement Trust Fund (LETF) monies to enhance for a community safety
- Combining the Public Works and Police Department fleet management operations will yield efficiency gains and improved effectiveness. This will result in the optimal and cost effective utilization of vehicles and equipment during their useful life cycle
- Engage an Insurance Broker of Record for Medical/Health and Voluntary Benefits to assist with innovative benefit plan designs, funding alternatives, risk identification, risk exposures, insurance placement and enrollment, written analysis and recommendations
- CRA preliminary budgeted revenue increased from \$1,023,030 in fiscal year 2017 to \$1,377,664 in fiscal year 2018. This was an incredible overall growth of thirty-five percent 35%

## **Place to Live: Beautiful, Safe and Livable**

- Make multimodal roadway improvements to reduce traffic speeds, provide greater accessibility and connectivity for pedestrians and motorists as well as improve drainage
- Implement traffic calming in heavily traveled areas to enhance motorist and pedestrian safety
- Neighborhood Maintenance and Beautification Teams will continue to expand their focus on proactive maintenance and beautification activities, i.e. roads, trees, sidewalks, painting, trash and litter, irrigation landscaping, signs, storm drains, and additional items as needs arise
- Continue to pursue Excelsior Status from the Commission of Florida Accreditation and enhance our personnel training program to maintain an effective and high standard Police Department
- Develop and implement crime tracking and prevention initiatives to reduce crime and the fear it brings
- Build upon our current partnerships and coalitions, with businesses and residential communities, with the goal of making the City a safer place to live, learn, work and play

- Planning and outreach efforts to ensure successful implementation of the Northeast Miami-Dade Transit Corridor and the creation of the North Miami Beach transit station
- Conduct a first ever community-wide survey to measure residents' level of satisfaction with municipal services, programs and amenities such as Public Safety, Parks and Recreation, Code Enforcement, City maintenance, City leadership and City communication. The survey will also be used to ascertain the types of programs and services in which our residents are interested
- Create a sense of pride in the community and showcase the attractive and unique features that make North Miami Beach a premier residential community in South Florida
- Develop and present a broad range of community engagement programs and activities designed to provide opportunities for citizens to interact and share an open dialogue with the City of North Miami Beach via a dynamic digital lobby, a strong social media presence and variety of multimedia marketing messages in multiple languages aligned with our diverse population
- Develop a unique, engaging and consistent voice across platforms that empowers citizens to seek information about the City and all its departments
- Continue the execution of the Parks & REC Master Plan Master Plan to improve accessibility, conditions and desirability of our parks and amenities. This plan will be a catalyst for future enhancements, acquisitions and construction of parks
- CRA will continue providing the Commercial Property Improvement program, funding the sewer tie-in program, providing the outstanding redevelopment tool - Tax Increment Recapture program to encourage large-scale redevelopment, and promoting the attraction of targeted industries, such as microbreweries
- Complete water treatment system repairs and improvements that will significantly increase the reliability of providing safe drinking water to residents
- Improve hurricane and storm preparedness by maintaining, repairing, or supplying new backup power generators for water supply systems
- Evaluate and implement energy conservation applications including solar panels, high efficiency vehicles, conservation lighting, and other power saving techniques at the water plant and field stations

### **High Performing City Organization Providing Great Customer Services**

- Optimize library services by providing one-on-one technology support for our residents, customers, and businesses, utilizing language databases and eBook services to engage citizens of all backgrounds and languages to either have the opportunity to read in their native language, or learn new languages
- Engage the services of a marketing and media relations firm to assist us in enhancing the City's image while contributing to gains in tourism, economic development and citizen pride
- At a projected 140,000 rides annually, the NMB Line trolley service has a major impact on the City as a place to live and its customer service capability
- Continue to provide a variety of community programs focused on crimes and drug prevention, emergency preparedness, community safety and involvement through our Club Law and Order and our PACT meetings
- Our Community Policing Unit will continue to employ new techniques in addressing the Outreach program that was created for the homeless, while ensuring all residents a high standard of living by addressing quality of life issues
- Utilize the City's main communication channels to communicate with our citizens about North Miami Beach's successful programs and services as well as the overall high-quality of life in the community. The focus is to provide top quality, responsive and reliable services to customers with



a variety of tools to inform and educate audiences, including printed materials, the city's website, social media (Facebook, Twitter, Instagram), and the cable television network Channel 77. Bringing our message closer to the people by engaging the community in their backyard is essential in order to continue providing excellent municipal services in a financially responsible manner.

- Implement Energov permitting software to allow Building, Code Compliance, Business Tax Receipt and Planning & Zoning Divisions to provide significantly improved customer service, which will result in time-savings and efficiencies for customers and departmental divisions
- Continue to invest in our human capital, developing/training Team NMB, attracting the most qualified candidates to ensure the right person is in the right job at the right time, developing employee branding through creative collateral and communication campaign, and building university partnerships and establishing professional social network presence
- Audit, review, and revamp HR policies, practices, and processes to ensure a compliant and customer centric workplace that is focused on being an Employer of Choice
- Ensuring internal equity and external competitiveness via the implementation of a comprehensive pay plan
- Implement an applicant tracking system
- Continue the implementation of the ERP system with Payroll and Human Resources modules to provide tools for the Finance Department to be able to provide great customer service
- Continue to provide residents with quality special events such as our signature Snow Fest, NMB Gives Back, Monster Mash Bash, Heart Health Walk, Bike 305, Veteran's Day, and Memorial Day events
- Continue to expand services to areas within North Miami Beach that are not tied into sewer
- Increase efficiency of NMB Water customer service processes to improve communication and responsiveness
- Invest in our infrastructure to improve our overall network stability and capabilities, as well as provide a conduit to help us provide new and enhanced ways to communicate with our residents
- Install firewalls to increase our network security by adding a layer of protection to the City infrastructure against the ever increasing security threats, such as Crypto-ransomware attacks

### **Revitalized Downtown and Major Corridors**

- Negotiate a contract for Urban Design and Planning services to provide continuing architectural, landscape, and urban design review services. The City has long recognized that the heart of our community must remain strong for the City to continue to grow and prosper. Through future design and planning, the City is setting a course to introduce sustainable redevelopment. This development will incorporate the neighborhood quality of life as a major component of economic competitiveness with long term strategies
- Open a new passport office to draw in new users to the library and to the City
- Showcase the library as an anchor of downtown as a place for citizens to gather information, attend programs, work and study
- Enhance our landscape programs, i.e. traffic calming: NE 35<sup>th</sup> Avenue, NE 159<sup>th</sup> Street/13<sup>th</sup> Avenue, and NE 183<sup>rd</sup> Street bike path
- Initiate the second phase of the Mixed-Use Zoning and Comprehensive Plan Initiative, extending the award-winning mixed-use zoning to the remaining areas of the City, addressing 163rd Street Corridor, development of a Chinatown/International District, and creation of a Medical Innovation District surrounding Jackson North Hospital.

- Collaborate with the City's selected land use planning consultant to identify areas with development potential and proposing changes to the regulations that will foster redevelopment and benefits to the City and its residents
- Work with major developers to plan and develop the major properties within the City. The owners of both the Intracoastal Mall and the TECO site are proceeding with master site planning, and the Uptown163 (Biscayne Boulevard and 163rd Street) owners are preparing an application for site plan review
- The CRA will continue providing the Commercial Property Improvement, Tax Increment Recapture, and Wastewater Tie-in Assistance programs, continuing to develop the Targeted Industry program, which is now aimed towards the attraction of a microbrewery. The second phase may be the attraction of a micro-distillery, funding lighting of Hanford Blvd with new state-of-the-art illumination to enhance the downtown corridor and create a safer nighttime environment, providing financial assistance with our Miami-Dade County partners in the reconstruction of the West Dixie Highway bridge over Glades Canal including streetscape improvements, providing financial assistance for the passenger rail station and public parking
- Additional funding will provide new opportunities to invest in our downtown/corridors especially through the sewer tie-in program

I would like to thank my fellow Charter Officers, department directors and their teams for using diligence in making financially sound recommendations. I would also like to extend my gratitude to my budget committee whose hard work and dedication over the past six weeks has been key to the preparation and execution of this budget: Janette Smith, Finance Director; Marcia Fennell, Deputy Finance Director; Candido Sosa-Cruz, Deputy City Manager; Esmond K. Scott, Assistant City Manager, Elsa Jaramillo-Velez, Director of Human Resources; and Lynnetta Jackson, Assistant to the City Manager.

Thank you Mayor and Commissioners for your guidance and cooperation in planning and conducting the affairs of our great City. Your leadership and support is immeasurable and together we will continue to be a high performing City organization providing excellent municipal services in a financially responsible and environmentally conscious manner while engaging our residents.

Thank you for your trust and support.



Ana M. Garcia, ICMA-CM  
City Manager

This budget and prior budget documents may be found on our website at: [Adopted Budgets - City of North Miami Beach, Florida](#)



# CITY OF NORTH MIAMI BEACH, FLORIDA

## STRATEGIC PLAN

FISCAL YEAR ENDING SEPTEMBER 30, 2018

# City of North Miami Beach: Strategic Plan



### VISION

#### NORTH MIAMI BEACH

- ...will be a beautiful and safe residential community in South Florida.
- ...will have opportunities for active and healthy living and convenient mobility.
- ...will have a vibrant “Downtown” and thriving major corridors.

### MISSION

**The MISSION of the North Miami Beach City Government is to provide:**

Excellent municipal services in a  
financially responsible and environmentally conscious manner,  
while engaging our residents.

### GOALS

- Financially Sound
- Place to Live: Beautiful, Safe and Livable
- High Performing City Organization Providing Great Customer Services
- Revitalized Downtown and Major Corridors

# CITY OF NORTH MIAMI BEACH, FLORIDA

## CITY GOVERNMENT AND MISSION

FISCAL YEAR ENDING SEPTEMBER 30, 2018

The mission of the North Miami Beach City Government is to provide excellent municipal services in a financially responsible and environmentally conscience manner while engaging our residents.



Mayor George Vallejo



Commissioner Anthony F. DeFillipo



Commissioner Phyllis S. Smith



Commissioner Beth E. Spiegel



Commissioner Frantz Pierre



Commissioner Barbara Kramer



Commissioner Marlen Martell

# CITY OF NORTH MIAMI BEACH, FLORIDA

## CITY PROFILE

FISCAL YEAR ENDING SEPTEMBER 30, 2018

The City of North Miami Beach was incorporated on October 4, 1926 and operates under a Commission-Manager form of government. The City Commission is comprised of the Mayor and six Commissioners. Together they are responsible for enacting ordinances, resolutions and regulations governing the City as well as appointing the members of various advisory boards, the City Manager, City Attorney and City Clerk. As Chief Administrative Officer, the City Manager is responsible for the enforcement of laws and ordinances and appoints and supervises the department directors of the City.

The City of North Miami Beach is a first-tier suburb covering an area of five and a third square miles located in northeastern Miami-Dade County, which is in the southeast part of Florida. Located midway between Miami and Fort Lauderdale with excellent regional highway access, it is primarily a residential and shopping community. A variety of diverse dining opportunities exist in the City, including various waterfront dining options. Single-family and multi-family residential uses amount to 38 percent and 12 percent, respectively, of the City's land area. Commercial uses represent 15 percent of the City's land area. Industrial development occupies only 5 percent of the City's land area. Actual manufacturing activities are limited to a few small fabricating enterprises. Recreational uses represent 10 percent of the City's land area. Oleta State Park, Miami Dade County's Greynolds Park and the clear, blue waters of the Atlantic Ocean are a short bike ride away. The City of North Miami Beach is home to a campus of Nova Southeastern University as well as ASA College. Florida International University is a short 5-minute commute from the City. The remaining land area is occupied by schools, places of worship and other related establishments.

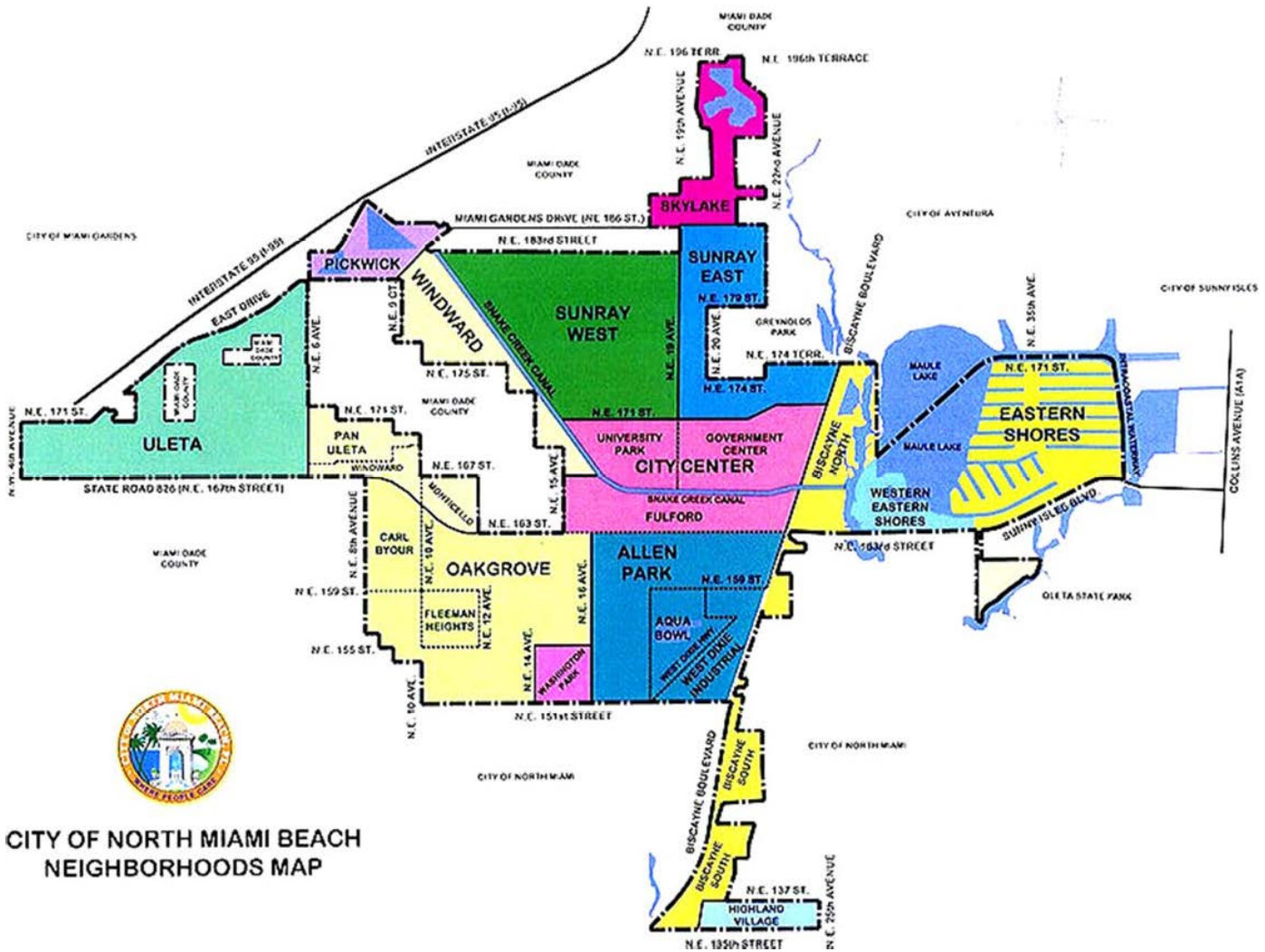




# CITY OF NORTH MIAMI BEACH, FLORIDA

## CITY PROFILE

FISCAL YEAR ENDING SEPTEMBER 30, 2018



The City of North Miami Beach has a tropical climate similar to that of Miami and the rest of the surrounding South Florida metropolitan area. Summers are hot and humid with high temperatures averaging between 87° and 91°. Winters are mild, with low temperatures ranging from 57° to 64°. The City's wet season lasts from May to October.

During the warm season, which lasts from the end of May to the beginning of October, there is a 61% average chance that precipitation will occur. When precipitation does occur, it is most often in the form of thunderstorms (39%), heavy rain (26%), light rain (23%), and moderate rain (12%). During the cold season, which lasts from December to March, there is a 28% average chance that precipitation will be observed at some point during a given day. When precipitation does occur, it is most often in the form of light rain (58%), heavy rain (18%), moderate rain (17%), and thunderstorms (7%).

Hurricane season starts June 1<sup>st</sup> and lasts until November 30<sup>th</sup>.

# CITY OF NORTH MIAMI BEACH, FLORIDA

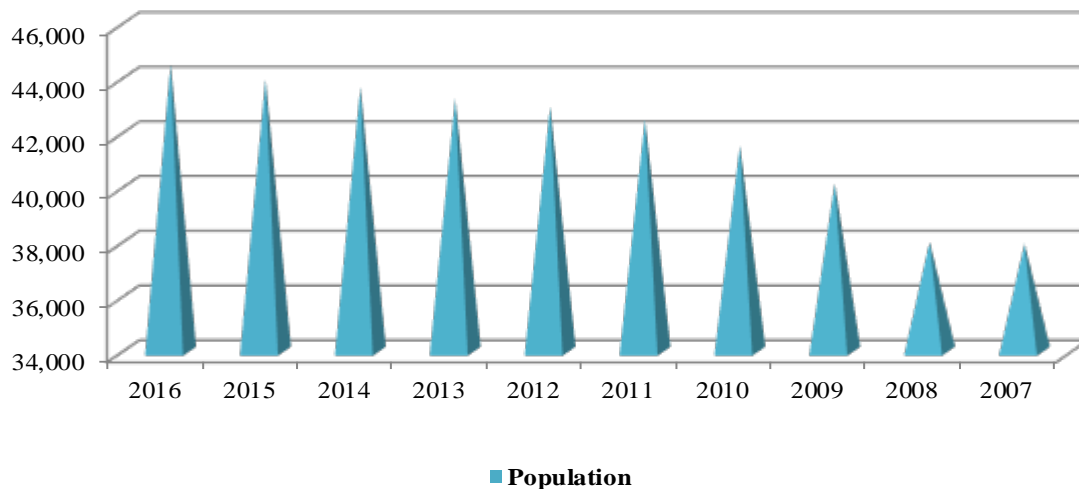
## CITY PROFILE

FISCAL YEAR ENDING SEPTEMBER 30, 2018

### City of North Miami Beach Demographics

According to the State of Florida Office of Economic and Demographic Research, the population of the City is 44,512 as of July 1, 2016. The following graph displays the population changes over the past ten years.

### Population Trend



Comparisons between the City of North Miami Beach and the State of Florida reveal several characteristics of the City. The City is a densely and diverse population. This diversity is celebrated in the uniqueness of shops, dining opportunities and personalities experienced when enjoying the parks or local businesses. With the median income below the State average, house prices, while increasing in value over the past few years, are largely affordable compared to elsewhere in Miami Dade County.

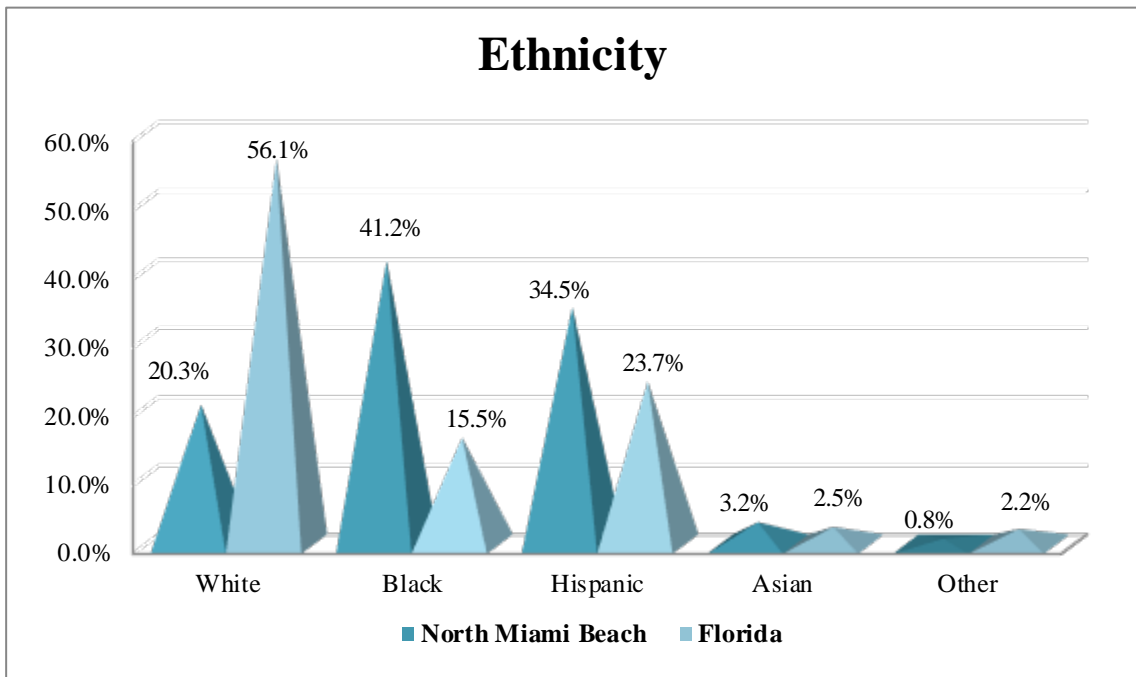
Population Comparisons	City	State
Population Density	8,205	299
Male population	47.9%	48.9%
Female population	52.1%	51.1%
Married population	38.1%	46.5%
Foreign born	49.4%	19.7%
Median Age	38.1	41.4
Owner-occupied units	52.6%	65.3%
Average household size	3.05	2.63
Median household income	\$44,632	\$ 47,507
Below poverty level	23.2%	16.5%

Source: US Census Bureau

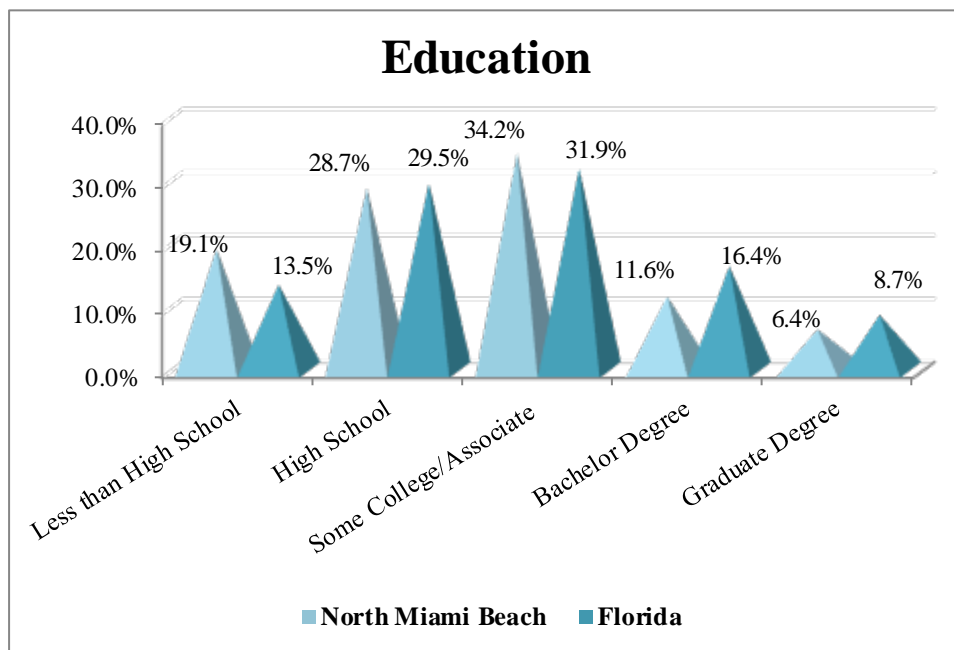
# CITY OF NORTH MIAMI BEACH, FLORIDA

## CITY PROFILE

FISCAL YEAR ENDING SEPTEMBER 30, 2018



Source: U.S. Census Bureau



Source: U.S. Census Bureau



# CITY OF NORTH MIAMI BEACH, FLORIDA

## CITY PROFILE

FISCAL YEAR ENDING SEPTEMBER 30, 2018

The City's principal employers are consistent with the residential nature of the area.

<u>Employer</u>	<u>Number of Employees</u>	<u>Employer</u>	<u>Number of Employees</u>
Jackson North Medical Center	1030	Bryant Security Corporation	240
City of North Miami Beach	606	IPIC Theaters	184
Costco	302	Target	167
Waste Management of Dade County	300	Duffy's Restaurant	150
Publix Super Markets	292	PF Chang's China Bistro	122

Source: City of North Miami Beach Comprehensive Annual Financial Report  
for the Fiscal Year Ended September 30, 2016

The City of North Miami Beach provides a full range of municipal services for its citizens. These include public safety (fire protection is provided by Miami-Dade County), water, sewer, and stormwater utilities, sanitation services, public works, parks and recreation facilities, public library, code compliance, planning and zoning, and economic development.

### Parks and Recreational Facilities

The City operates and maintains numerous parks and the following community facilities:

Uleta Park Pool and Community Center	Allen Park/DeLeonardis Youth Center
Snyder Tennis Center	Arthur North Miami Beach Public Library
Village Community Center	Highland Washington Park Pool & Community Center
Marjorie & William McDonald Center	Victory Pool Family Aquatic Center & Park
Julius Littman Performing Arts Theater	Snake Creek Canal Bike Path
Challenger Park/All Wars Memorial Complex	Senator Gwen Margolis Amphitheater
Patricia A. Mishcon Athletic Field	Hazel Fazzino Park
Ronald A. Silver Youth Enrichment Services (YES) Center	

### Public Schools

Miami-Dade Public Schools located in the City and in close proximity include:

North Miami Beach Senior High	Greynolds Park Elementary
John F. Kennedy Middle School	Madie Ives Community Elementary
Linda Lentin K-8 Center	Sabal Palm Elementary
Fulford Elementary	Ojus Elementary School

# CITY OF NORTH MIAMI BEACH, FLORIDA

## CITY PROFILE

FISCAL YEAR ENDING SEPTEMBER 30, 2018

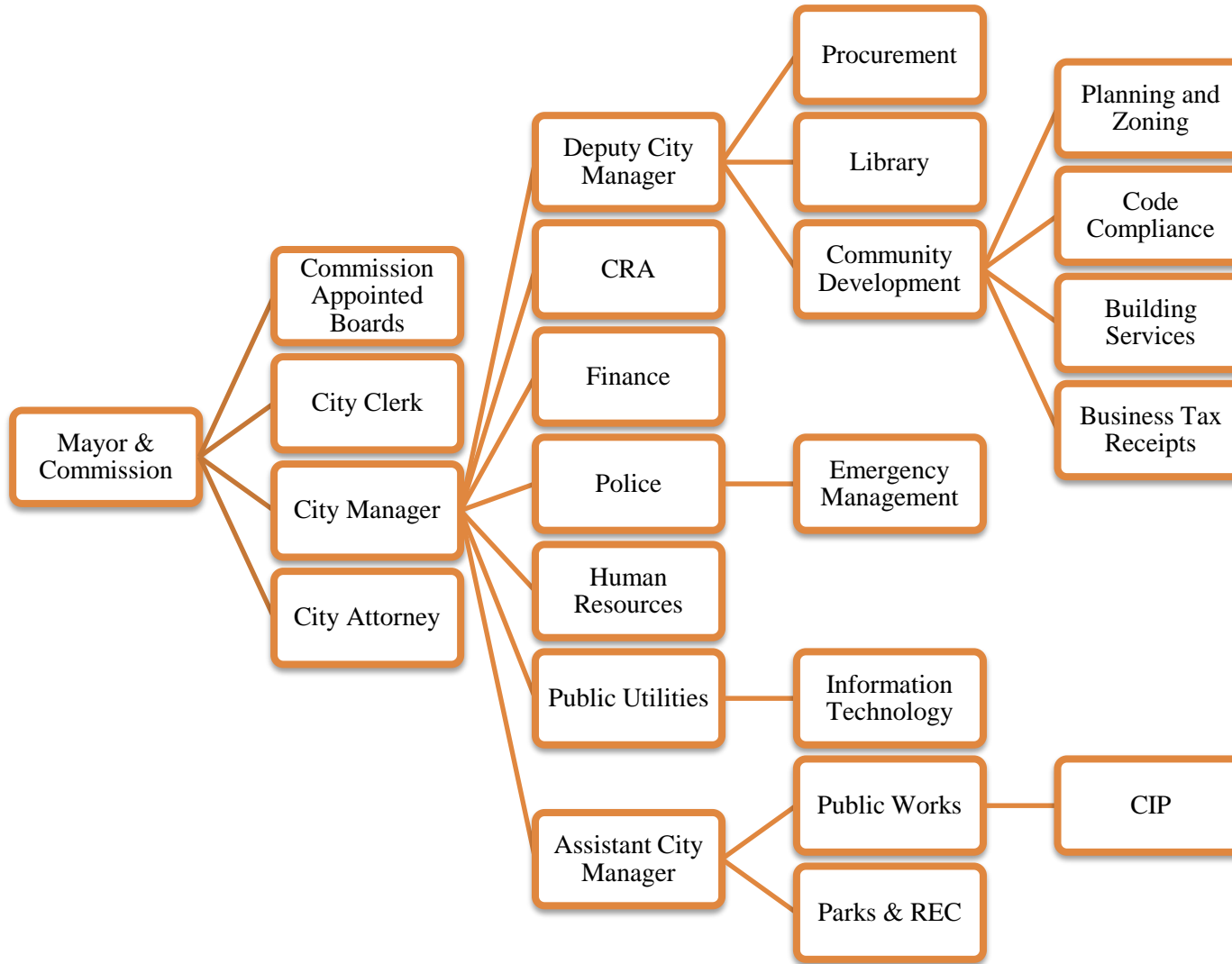
The *North Miami Beach Community Redevelopment Agency (CRA)* was created by the Mayor and City Commission on December 21, 2004 by adopting a resolution declaring the Mayor and City Commission to be the Agency in accordance with Section 163.357 of the Florida Statutes under the Community Redevelopment Act of 1969, enacted by the Florida Legislature. The City Commission acts as the CRA's board of Directors, the Mayor its Chairman, and the City Manager its Executive Director. The purpose of the CRA is the elimination and prevention of blight conditions within the designated community redevelopment area. The CRA is a special revenue fund of the City of North Miami Beach and, therefore, has been included as a blended component unit and integral part of the attached budget.



# CITY OF NORTH MIAMI BEACH, FLORIDA

## ORGANIZATION CHART

FISCAL YEAR ENDING SEPTEMBER 30, 2018



# CITY OF NORTH MIAMI BEACH, FLORIDA

## STAFFING SUMMARY

FISCAL YEAR ENDING SEPTEMBER 30, 2018

DEPARTMENT / FUND	FY 2016 ADOPTED BUDGET	FY 2017 ADOPTED BUDGET	FY 2018 PROPOSED BUDGET
Mayor & Commission	1	1	0
City Clerk	4	4	4
City Attorney	6	6	6
City Manager	3	4.25	4.5
Public Affairs and Community Engagement	0	0	5
Procurement	4	4	4
Community Development	5	5	5
Business Tax Receipts (BTR)	2	2	2
Code Enforcement	7	6.25	6
Human Resources/Risk Management	6	11	8
Finance	13	11	12
Police	141	142	148
Library	6	8	8
Parks & R.E.C.	28	29	29
Public Works	32	34	35
Community Redevelopment Agency	1	1	1
Stormwater Fund	4	4	5.5
Water Fund/Wastewater Fund	132	119	4
Building Permit Fund	13	14.25	14.5
Solid Waste Fund	18	14.25	13.5
Information Technology	5	9	8
<b>TOTAL</b>	<b>431</b>	<b>429</b>	<b>323</b>

### Notes

110 positions were eliminated as a result of the contract with CH2M Hill Engineers, Inc.

Increase in staffing levels from Fiscal Year 2017 to Fiscal Year 2018 include:

- 1 Civil Engineer in the Stormwater Fund
- 1 Community Center Supervisor in Parks and REC
- 1 Public Affairs Aide (see below)
- 1 NMB Line Manager

The Public Affairs & Community Engagement Division has been created and is composed of existing staff.

Position titles for the department are:

- Chief of Staff/Public Affairs Manager
- Marketing/Special Events Specialist
- Community Relations Coordinator
- Public Affairs Coordinator
- Public Affairs Aide



# CITY OF NORTH MIAMI BEACH, FLORIDA

## CITY ORGANIZATION

FISCAL YEAR ENDING SEPTEMBER 30, 2018

The City’s organization chart and staffing summary represent management’s interpretation of the labor elements necessary to implement the directives and guidance provided by the Mayor and Commission. That guidance has been formed into a strategic plan that details the Commission’s Vision and Priorities. The plan is further refined into a set of goals and initiatives that can be converted into measurable actions. Those actions are then implemented and monitored to determine the progress toward achievement of those goals. The following chart contains a list of the Commission priorities and the departments that are taking action to achieve the desired goal.

Fund Type	Departments	Financially Sound City Government	The Place to Live: Beautiful, Safe and Livable	High Performing City Organization Providing Great Customer Services	Revitalized Downtown and Major Corridors
General Fund	Mayor & Council	X	X	X	X
General Fund	City Clerk	X		X	
General Fund	City Attorney	X		X	
General Fund	City Manager	X	X	X	X
General Fund	Public Affairs	X	X	X	
General Fund	Procurement	X		X	
General Fund	Code & Building Services	X	X	X	X
General Fund	Human Resources	X		X	
General Fund	Finance	X		X	
General Fund	Police	X	X	X	
General Fund	Library	X	X	X	
General Fund	Parks and R.E.C.	X	X	X	
General Fund	Public Works	X	X	X	X
Special Revenue Fund	CRA	X	X	X	X
Enterprise Fund	Stormwater	X	X	X	
Enterprise Fund	Water	X	X	X	
Enterprise Fund	Wastewater	X	X	X	
Enterprise Fund	Building Fund	X	X	X	
Enterprise Fund	Solid Waste	X	X	X	
Internal Service Fund	Information Technology	X	X	X	



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## BUDGET OVERVIEW

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# CITY OF NORTH MIAMI BEACH, FLORIDA

## BUDGET OVERVIEW

FISCAL YEAR ENDING SEPTEMBER 30, 2018

A budget is a financial plan that allocates resources to deliver priority services, facilities and equipment. Budgeting is an extensive process that results in a budget document, an accounting ledger, a spending plan and a system to review progress in meeting goals and to define and quantify new and updated goals.

The approved budget document is the City's spending policy created through recommendations by the City Manager to the Mayor and Commission. The Commission and the City Manager have been engaged in ongoing dialogue about services throughout the year. Additionally, the community is engaged through a series of budget workshops and budget hearings where Commission provides budgetary instructions in advance of formal budget presentation. The City Manager and team develop the budget to meet the goals, objectives and strategies expressed by the Commission who represent the interests of all City residents and businesses. Upon adoption by Commission, which is the only body that can make it law, the City Manager is authorized to make certain expenditures in order to accomplish the goals established by the Commission.

Certain steps are common to sound budgeting processes:

- Policy Development
- Financial Planning
- Service or Operations Planning and
- Communications

Operating budgets for all funds adhere to the modified accrual basis of accounting. In accordance with this convention, recognition of revenues occurs when they become available and measurable. Expenses are recognized in the period goods and services are received or when liabilities have been incurred. Expenditures for capital outlay are budgeted rather than depreciation expense. Likewise, debt issuance is recognized as revenue and debt service payments as expenses. Unrestricted net assets/unreserved fund balances (residual liquid assets resulting from prior operations) are appropriated when necessary and included as revenue on a budgetary basis but are eliminated for financial reporting.

The City adopts a balanced budget so that expenditures approved for City purposes will not exceed the estimate of income expected from all sources, including available balances from prior years. This policy applies to expenditures and revenues within each fund, such that each fund is a self-balancing set of accounts.

The financial policy statements establish the rules by which the budget is implemented and monitored. Budgetary control is legally maintained at the department level. The City Manager is authorized to make transfers of funds between expense categories, within departments, and between line items contained within each expenditure category and from the contingency account. Other amendments to the budget require authorization by the City Commission. The City's united approach to tasks to be performed during the fiscal year is based on the vision, mission and goals as laid out in this adopted plan and is evidenced in every project, initiative, and line item.

# CITY OF NORTH MIAMI BEACH, FLORIDA

## ANNUAL BUDGET PROCEDURES AND CALENDAR

FISCAL YEAR ENDING SEPTEMBER 30, 2018

Florida Statutes (Chapter 200.65), known as TRIM (Truth In Millage) require that all city governments prepare, approve, adopt and execute an annual budget for such funds as may be required by law or by sound financial practices and generally accepted accounting principles. Accordingly, the following procedures have been established for budget adoption:

### Truth In Millage

The City is required to hold two public hearings for adoption of a property tax rate and budget. The first public hearing is advertised by the Property Appraiser mailing to each property owner a TRIM notice. In addition to notification of this first public hearing, the TRIM notice contains the following information:

1. Prior year millage rate.
2. Current year proposed millage rate.
3. Current year rolled-back rate.
4. The date, time and meeting place of the Tentative Budget Hearing.

The second public hearing is advertised by means of a newspaper advertisement summarizing the revenues and expenditures in the budget tentatively approved at the first public hearing.

The calendar represents the annual budget process as previously described.

<b>April</b>	Departments submit operating and 5-year capital improvement projects budget requests to the Finance Department
<b>May</b>	Departmental meetings with Finance and the Budget Review Committee to review and revise budget requests.
<b>June</b>	Final adjustments are made and the proposed balanced budget is submitted to the City Manager for final review.
<b>July/August</b>	The proposed operating and 5-year capital improvement projects budgets are presented to Mayor and Commission through a series of public workshops. The workshops were held on <b>August 8<sup>th</sup> and 15<sup>th</sup>, 2017.</b>
<b>September</b>	Two budget hearings are conducted to set the millage rate and adopt the budget.
<b>October</b>	The adopted budget becomes effective on the first. Compliance with Chapter 200, F.S. is certified to the Florida Department of Revenue.

**Public hearings on the Fiscal Year 2018 budget were held in Commission Chambers on September 18<sup>th</sup> at 6:00 PM and September 25<sup>th</sup> at 6:00 PM.**

# CITY OF NORTH MIAMI BEACH, FLORIDA

## BASIS OF ACCOUNTING AND BUDGETING

FISCAL YEAR ENDING SEPTEMBER 30, 2018

### Basis of Accounting & Budgeting

The City uses funds and account groups to report on its financial position and the results of its operations. Fund accounting is designed to demonstrate legal compliance, and to aid financial management by segregating transactions related to certain government functions or activities.

A fund is defined by Generally Accepted Accounting Principles (GAAP) as "a fiscal and accounting entity with a self-balancing set of accounts recording cash and other financial resources, together with all related liabilities and residual equities and balances, and changes therein, which are segregated for the purpose of carrying on specific activities or attaining certain objectives in accordance with special regulations, restrictions, or limitations."

Funds are classified into three categories: governmental, proprietary, and fiduciary. Each category, in turn is divided into separate "fund types."

Governmental funds are used to account for all or most of a government's general activities, including the collection and disbursement of earmarked monies (special revenue funds), the acquisition or construction of general fixed assets (capital project funds) and the servicing of long-term debt (debt service funds). The general fund is used to account for all activities of the general government not required to be accounted for in another fund.

Proprietary funds are used to account for activities similar to those found in the private sector, where the determination of net income is necessary or useful to sound financial administration. Goods or services from such activities can be provided either to outside parties (enterprise funds) or to other departments or agencies primarily within the government (internal service funds).

Fiduciary funds are used to account for assets held on behalf of outside parties, including other governments or on behalf of other funds within the government. When these assets are held under the terms of a formal trust agreement, the fiduciary funds are classified as pension trust funds, nonexpendable trust funds or expendable trust funds. The terms "nonexpendable" and "expendable" refer to whether or not the government is under an obligation to maintain the trust principal. Agency funds generally are used to account for assets that the government holds on behalf of others as their agent. The City does not adopt budgets for any Fiduciary funds.

All governmental fund types, expendable trust funds and agency funds use the modified accrual basis of accounting. Under the modified accrual basis of accounting, revenues are recognized when susceptible to accrual (i.e., when they become both measurable and available). "Measurable" means the amount of the transaction can be determined and "available" means collectible within the current period or soon enough thereafter to be used to pay liabilities of the current period. Expenditures, other than interest on long-term debt, are recorded when the liability is incurred.

# CITY OF NORTH MIAMI BEACH, FLORIDA

## FUND DESCRIPTIONS

FISCAL YEAR ENDING SEPTEMBER 30, 2018

### Fund Descriptions

The City uses the following fund types:

#### GOVERNMENTAL FUND TYPES

Governmental Funds are those through which most governmental functions of the City are financed. The acquisition, use and balances of the City's expendable financial resources and the related liabilities (except those accounted for in proprietary funds) are accounted for through governmental funds. The measurement focus is upon determination of changes in financial position, rather than upon net income determination. The following are the City's governmental fund types that are budgeted:

General Fund - The General Fund is the City's primary operating fund. It accounts for all of the financial resources of the general government, except for those required to be accounted for in another fund.

Special Revenue Funds - Special Revenue Funds are used to account for the proceeds of specific revenue sources (other than expendable trusts, or major capital projects) that are legally restricted to expenditures for specified purposes.

The City budgets the following Special Revenue Funds:

Governmental Impact Fees - This fund represents revenues from charges imposed on new development representing a total or partial reimbursement for the cost of additional public safety, beautification and Parks and R.E.C. facilities or services necessary as the result of new development. This fund is combined with the General Fund for financial statement presentation.

Transit Surtax Fund - This Fund receives revenues based on a one half of one percent discretionary sales surtax on all transactions occurring in Miami-Dade County. Sales, use, rentals, admissions and other transactions are subject to the state tax. Surtax proceeds may only be expended for transportation and transit purposes.

Community Redevelopment Agency (CRA) - This fund is a blended component unit and exists to account for monies received from Tax Increment Financing (TIF) from the City of North Miami Beach and Miami-Dade County to eliminate slum and blight conditions in the area designated as the CRA which was created in 2004 in accordance with Section 163.357, Florida Statutes under the Community Redevelopment Act of 1969.

The City does not budget the following Special Revenue Funds:

Grants Fund – This fund is an accumulation of the various federal, state and local grants the City receives. Grants maintain individual budgets, and are not a part of the annual budget process.



# CITY OF NORTH MIAMI BEACH, FLORIDA

## FUND DESCRIPTIONS

FISCAL YEAR ENDING SEPTEMBER 30, 2018

Fund Descriptions (continued)

GOVERNMENTAL FUND TYPES (continued)

Special Revenue Funds (continued)

Forfeitures Fund -This fund is used to account for monies received from federal and state sources that consist of asset sharing of properties seized as a result of a criminal violation. Expenditures are made for specific qualifying law enforcement programs, in accordance with the State of Florida Statutes, Chapter 932; The United States Department of Justice publication, *A Guide to Equitable Sharing of Federally Forfeited Property for State and Local Law Enforcement Agencies*; and the United States Treasury publication, *Guide to Equitable Sharing for Foreign Countries and Federal, State and Local Law Enforcement Agencies*. It is unlawful to budget Equitable Sharing revenues. Commission appropriates funds based on request by the Chief of Police.

Debt Service Funds – Debt Service Funds are used to account for the resources accumulated and payments made for principal and interest on long-term debt obligations of governmental funds. The debt service funds have been combined for presentation in this document. The Series 2007A is combined with the CRA for financial statement presentation.

The City budgets for the following Debt Service Funds:

Series 2011 – This fund is used to account for the principal and interest payments relating to the \$14,835,000 promissory note issued to defease the Series 2000B bonds originally issued to fund improvements related to the 'Proud Neighborhood' plan. This is a general obligation bond funded by a voted debt millage.

<b><u>Promissory Note Series 2011</u></b>	<b><u>Principal</u></b>	<b><u>Interest</u></b>	<b><u>Total</u></b>
2018	\$ 605,000	\$ 482,890	\$ 1,087,890
2019	640,000	458,052	1,098,052
2020	680,000	431,718	1,111,718
2021	720,000	403,788	1,123,788
2022	760,000	374,262	1,134,262
2023-2027	4,475,000	1,368,470	5,843,470
2028-2031	4,525,000	372,766	4,897,766
	<u>\$ 12,405,000</u>	<u>\$ 3,891,946</u>	<u>\$ 16,296,946</u>

# CITY OF NORTH MIAMI BEACH, FLORIDA

## FUND DESCRIPTIONS

FISCAL YEAR ENDING SEPTEMBER 30, 2018

*Fund Descriptions* (continued)

GOVERNMENTAL FUND TYPES (continued)

Debt Service Funds (continued)

Series 2012 – This fund is used to account for the debt service of the \$8,190,000 promissory note issued to defease the Series 2002A Series Capital Appreciation and Term Bonds. The 2002A bond proceeds were used to defease the Series 1994 bonds originally issued to fund the expansion of the police station and various neighborhood improvements. This is a general obligation bond funded by a voted debt millage.

<u>General Obligation Refunding Bond, Series 2012</u>	<u>Principal</u>	<u>Interest</u>	<u>Total</u>
2018	\$ 675,000	\$ 104,520	\$ 779,520
2019	690,000	90,480	780,480
2020	705,000	76,128	781,128
2021	720,000	61,464	781,464
2022	730,000	46,488	776,488
2023-2024	<u>1,505,000</u>	<u>47,112</u>	<u>1,552,112</u>
	<u>\$ 5,025,000</u>	<u>\$ 426,192</u>	<u>\$ 5,451,192</u>

Series 2013 – This fund is used to account for the principal and interest payments relating to the \$3,635,000 Transit System Surtax Refunding Revenue Note, Series 2013. The proceeds were used to refund Series 2003B bonds which were issued to fund various transit/transportation related projects. Transit System Surtax revenue is pledged to fund this debt issue.

<u>2013 Series:</u>	<u>Principal</u>	<u>Interest</u>	<u>Total</u>
2018	\$ 599,000	\$ 26,206	\$ 625,206
2019	613,000	15,843	628,843
2020	<u>620,000</u>	<u>5,301</u>	<u>625,301</u>
	<u>\$ 1,832,000</u>	<u>\$ 47,350</u>	<u>\$ 1,879,350</u>

# CITY OF NORTH MIAMI BEACH, FLORIDA

## FUND DESCRIPTIONS

FISCAL YEAR ENDING SEPTEMBER 30, 2018

Fund Descriptions (continued)

GOVERNMENTAL FUND TYPES (continued)

Debt Service Funds (continued)

Series 2015 – This fund is used to account for the principal and interest payments relating to the City's \$225,577 portion of the Florida Municipal Loan Council Revenue Bonds, Series 2005C that was refunded with a “Bank Qualified” fixed rate bank loan in April of 2015. The 2005C bond proceeds were used to defease the Series 2000A bonds originally issued to fund the bike path, street improvements, lighting and traffic calming devices. This debt issue is funded by general revenues.

<b><u>2015 Series Capital</u></b>	<b><u>Principal</u></b>	<b><u>Interest</u></b>	<b><u>Total</u></b>
2017	\$ 23,982	\$ 1,451	\$ 25,433
2018	24,276	1,097	25,373
2019	24,696	737	25,433
2020	25,116	372	25,488
	<u>\$ 98,070</u>	<u>\$ 3,657</u>	<u>\$ 101,727</u>

Series 2007A – This fund is used to account for the principal and interest payments relating to a \$3,000,000 CRA loan. The bond proceeds were used to fund infrastructure improvements in the CRA area. TIF revenue is pledged to fund this debt issue.

<b><u>Series 2007A</u></b>	<b><u>Principal</u></b>	<b><u>Interest</u></b>	<b><u>Total</u></b>
2018	\$ 166,667	\$ 25,290	\$ 191,957
2019	166,667	22,519	189,186
2020	166,667	19,747	186,414
2021	166,667	16,976	183,643
2022	166,667	14,204	180,871
2023-2027	750,000	29,620	779,620
	<u>\$ 1,583,335</u>	<u>\$ 128,356</u>	<u>\$ 1,711,691</u>

Capital Project Funds - Capital Project Funds are used to account for the acquisition or construction of capital assets. The City budgets for the following Capital Project Fund:

Alley Restoration Program – This fund is used to account for improvements to the City's alley infrastructure in order to facilitate traffic flow of solid waste equipment, stormwater run-off and trash collection.

# CITY OF NORTH MIAMI BEACH, FLORIDA

## FUND DESCRIPTIONS

FISCAL YEAR ENDING SEPTEMBER 30, 2018

### *Fund Descriptions* (continued)

#### PROPRIETARY FUND TYPES

Proprietary Funds are used to account for the City's ongoing organizations and activities that are similar to those often found in the private sector. The measurement focus is upon determination of net position. Goods or services from such activities can be provided either to other departments or agencies primarily within the government (Internal Service Funds) or to outside parties (Enterprise Funds).

The City budgets for the following Enterprise Funds:

The City's Utility Enterprise Funds: Stormwater, Water, Wastewater, and Solid Waste which provide full service utility services to the community. Revenues are derived from charges to customers and expenditures are made for payroll and cost of operations, as well as capital expenditures.

The Building Permit Fund – This fund accounts for activities as they relate to the issuance of building permits to residences and businesses within the City.

The Proprietary Impact Fees Funds - These funds represent revenues from charges imposed on new development. Such charges represent a total or partial reimbursement for the cost of additional water and wastewater facilities or services necessary as the result of new development. These funds are combined for presentation in this document and are combined with the Water and Wastewater Funds for financial statement presentation.

The City budgets for the following Internal Service Funds:

Internal Service Funds are used to account for operations that provide a service to other departments within the City. The costs of centralized services are allocated among the various departments. The City budgets the following internal service funds: Self Insurance, Workers' Compensation, and Information Technology. The Self-Insurance Fund and the Workers' Compensation Fund are combined with the General Fund for financial statement presentation.

# CITY OF NORTH MIAMI BEACH, FLORIDA

## FINANCIAL POLICIES

FISCAL YEAR ENDING SEPTEMBER 30, 2018

### Capitalization Policy

Capital assets are defined by the City as assets with an initial, individual cost of more than \$1,000 for tangible capital assets, \$30,000 for software and \$75,000 for easements. Outlays for capital assets and improvements including design, engineering installation and similar costs are budgeted in all funds. Periodically throughout the year, capital outlay accounts in the proprietary funds are transferred into capital asset accounts. Available budget amounts are not restored during this process. Capital assets are depreciated using the straight-line method over the following useful lives:

<u>Asset</u>	<u>Years</u>
Buildings and utility plant	30-50
Improvements other than buildings	20
Furniture, fixtures, machinery and equipment	5-10
Infrastructure	30

Depreciation and amortization expenses are not included in the operational budgets because they are non-cash transactions.

### Reserve Policy

It is the City's policy to maintain an amount equal to at least ten percent of total budgeted revenues of the General Fund as originally adopted as unassigned fund balance in the General Fund. The Unassigned fund balance represents the funds available to balance future budgets. Reserve amounts may be included in the operational budgets of the Water and Wastewater Funds to provide for future repair, replacement and improvement needs of the utilities.

Contingency amounts can be included in the operational budgets of the various funds to provide for unexpected and emergency purchases during the fiscal year.

### Investment Policy

The City's investment policy was designed to safeguard the City's funds, provide for the availability of operating and capital funds when needed, and promote an investment return competitive with comparable funds and financial market indices. In an effort to accomplish these objectives, the investment policy identifies various portfolio parameters addressing classes of investment instruments, issue diversification, maturity and duration limits, investment ratings and liquidity. In addition, in accordance with Section 218.415, Florida Statutes, the City's investment policy applies to all cash and investments held or controlled by the City not otherwise classified as restricted assets requiring segregation.



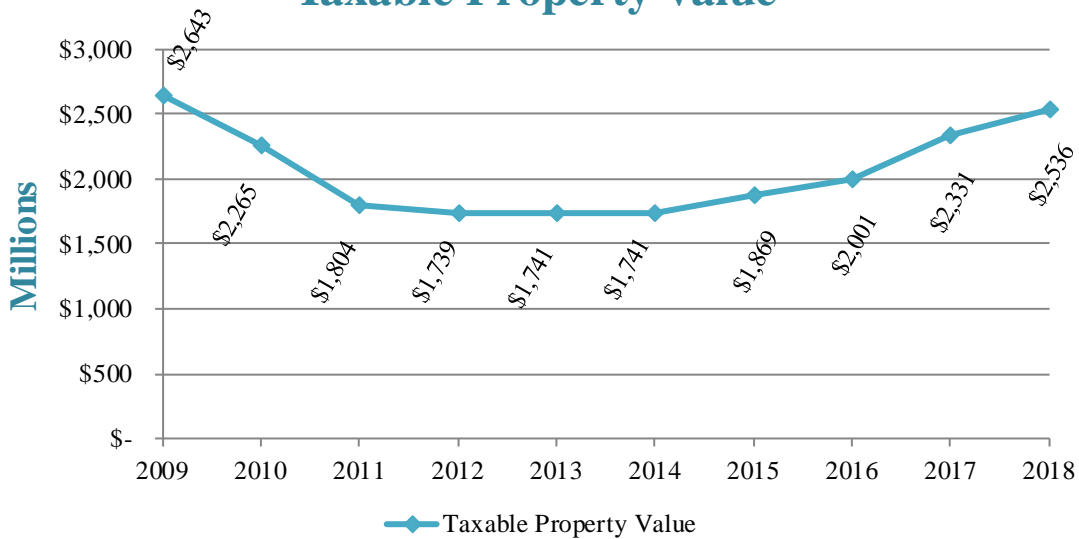
# CITY OF NORTH MIAMI BEACH, FLORIDA

## REVENUE FORECASTING

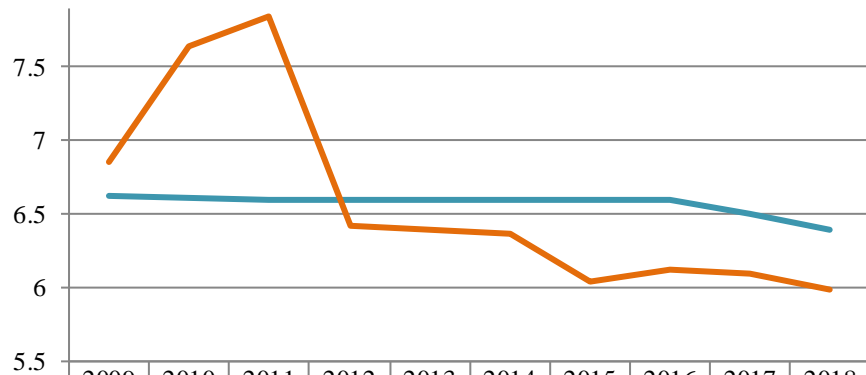
FISCAL YEAR ENDING SEPTEMBER 30, 2018

During budget development, the City forecasts revenues using a variety of techniques. Many of the revenue estimates are provided to the City by outside entities, such as Miami-Dade County, in the case of the taxable property values upon which the City's millage rate will be applied; and the State of Florida in the case of revenues that are collected by the State and allocated to the various counties and municipalities. Examples of those revenue sources are state shared sales taxes, communication services taxes and local option gas taxes. Another technique used to forecast revenues is to examine the trend of the revenue stream over the past several years. This is a useful technique for franchise fees and utility taxes. The final forecasting method bases the revenue on estimated usage of an item or service. This technique is useful for estimating charges for services and licenses and permits. The following graphs display the trends of taxable property values and millage rates over the past ten years.

### Taxable Property Value



### Millage Rate Comparison



	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018
Adopted Millage Rate	6.6236	6.6136	6.6036	6.6036	6.6036	6.6036	6.6036	6.6036	6.5000	6.4000
Rolled Back Rate	6.8615	7.6418	7.8451	6.4197	6.3961	6.3625	6.0407	6.1185	6.0976	5.9916

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## FINANCIAL SCHEDULES

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# CITY OF NORTH MIAMI BEACH, FLORIDA

## MAJOR REVENUE SOURCES

FISCAL YEAR ENDING SEPTEMBER 30, 2018

### GOVERNMENTAL FUNDS

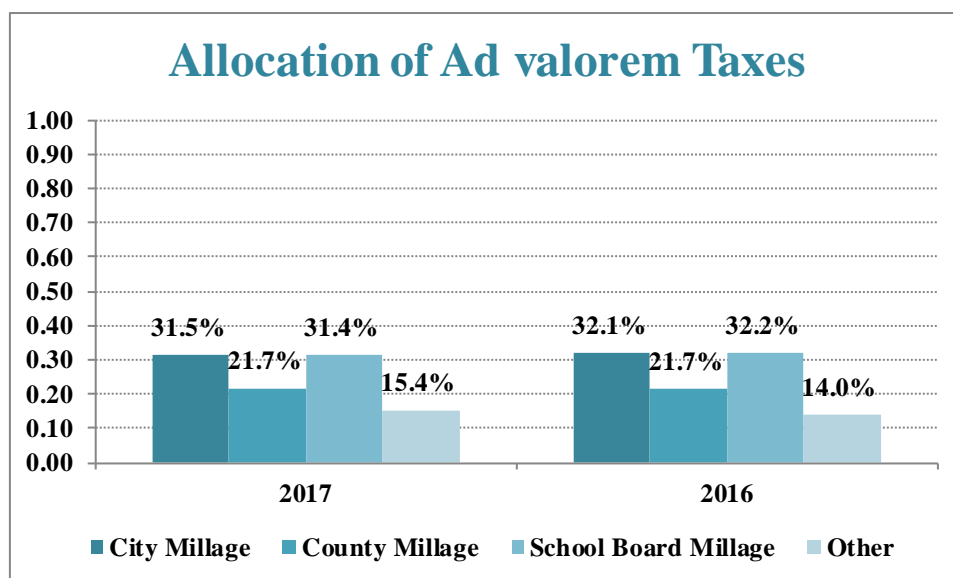
#### General Fund

##### Ad Valorem Property Taxes

The City's property tax is levied every October 1st, on the assessed value listed as of the prior January 1, for all real and personal property located in the City. Property taxes are based on a millage rate (one mil is the equivalent of \$1 per \$1,000 of assessed value or 0.001), which is applied to the total taxable value of all real property and certain tangible personal property. The Miami-Dade County Property Appraiser establishes assessed values and delivers the Certified Taxable Value of each property to the City on or before July 1st of each year. The gross taxable value on January 1, 2017, upon which the 2017-2018 levy was based, is approximately \$2.5 billion.

Depending upon policies established by the City Commission, revenue from Ad Valorem taxes may be used to fund both operating costs and capital projects. The City is permitted by state law to levy taxes up to 10 mils of assessed valuation for the General Fund. State constitutional provisions exist for raising the millage rate above the 10 mil cap by local referendum and for debt service or provision of municipal-type services within the City. The City Manager's tentative operating millage rate for Fiscal Year 2018 is 6.4000 per \$1,000 of taxable value which is 0.1000 less than the prior fiscal year's operating millage rate. The required debt service millage rate is 0.7752 per \$1,000 of taxable value which is a reduction of 0.0608 from Fiscal Year 2017 debt service millage rate of 0.8360.

Besides the City of North Miami Beach, other agencies levy taxes on the property values established by the Property Appraiser. The following graph displays the allocation of property taxes levied by the various agencies for the previous fiscal years of 2016 and 2017.



# CITY OF NORTH MIAMI BEACH, FLORIDA

## MAJOR REVENUE SOURCES

FISCAL YEAR ENDING SEPTEMBER 30, 2018

### GOVERNMENTAL FUNDS (continued)

#### General Fund (continued)

##### Other Taxes

This line item includes Local Option Gas Taxes, Communication Services Taxes, and Franchise Fees among others. In addition, the general fund receives 10% of net utility revenues in the form of utility service taxes as authorized by the Florida Constitution under home rule authority.

##### Licenses and Permits

The City charges its customers a fee to issue a license to operate a business within the City of North Miami Beach city limits. Also, included are charges for construction permits.

##### Intergovernmental Revenues

Intergovernmental Revenues are assessed and collected by the State of Florida then allocated and returned to the municipalities and counties. The largest portion of State Shared Revenues is sales tax. The current sales tax rate in Miami-Dade County, Florida is 7.0% and is levied upon retail and motor vehicle sales, rental property, and administration fees to entertainment facilities.

##### Charges for Services

This line item includes rentals of park facilities, proceeds from admissions to special events, tuition for summer camps, fees charged for public records and public hearings, off duty police officers and similar charges for the performance of specific tasks or the production of specific documents.

##### Fines and Forfeitures

These revenues reflect the collection of various fines such as those imposed for traffic tickets, parking tickets and code enforcement actions.

##### Other Revenue

Revenues under this line item include lease payments on rental property, proceeds from certain insurance, legal and negotiated settlements, investment income and other miscellaneous revenue.

##### Interfund Transfers

Unless otherwise noted transfers are made from the enterprise funds to the General Fund to cover the enterprise fund's proportionate share of costs related to administrative services provided by the General Fund.



# CITY OF NORTH MIAMI BEACH, FLORIDA

## MAJOR REVENUE SOURCES

FISCAL YEAR ENDING SEPTEMBER 30, 2018

### Special Revenue Funds

#### Governmental Impact Fees

The city collects these fees during the building permit process. A multiplier of the building square footage is charged to mitigate the impact from new developments. Separate impact fees are charged for Public Safety, Beautification and Parks and R.E.C.

#### Transit Surtax Fund

Revenues for the fund are based on a one half of one percent discretionary sales surtax on all transactions occurring in Miami-Dade County. Sales, use, rentals, and admissions are subject to the tax. Surtax proceeds may only be expended for transportation and transit purposes.

#### Community Redevelopment Agency

The CRA is funded using tax increment financing (TIF) which is derived from a portion of county and city ad valorem taxes levied on properties within the designated area. These funds are used to combat neighborhood deterioration and eliminate blight in the designated CRA area.

### Debt Service Funds

The revenue for these funds is provided by transfers from other funds, or debt service ad valorem taxes.

### Capital Project Fund - Alley Restoration Fund

The revenue for this fund is provided by transfers from other funds.

## PROPRIETARY FUNDS

### Enterprise Funds

The enterprise funds derive their operating revenue from user charges. Other revenue sources (non-operating) include investment income, proceeds from certain insurance, legal and negotiated settlements and other miscellaneous revenue.

### Internal Service Funds

Internal Service Funds' revenues are derived from allocations from user departments. Every City fund that pays salary and benefits contribute to the Liability Self-Insurance and Workers' Compensation Funds. In FY 2017 Customer Service was moved from an Internal Service Fund to the Water Utility and Information Technologies was converted to an Internal Services Fund. This was done to follow GFOA recommendations and ensure better transparency.



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GOVERNMENT-WIDE

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# CITY OF NORTH MIAMI BEACH, FLORIDA

## GOVERNMENT-WIDE REVENUES

FISCAL YEAR ENDING SEPTEMBER 30, 2018

The following three pages provide a summary of the governmental-wide revenues and expenses of budgeted funds. Fiscal year 2016 actual values may differ from the presentation in the Comprehensive Annual Financial Report as a result of combinations with funds that are not part of the audit.

	ACTUAL FY 2016	ADOPTED BUDGET FY 2017	ESTIMATED ACTUAL FY 2017	ADOPTED BUDGET FY 2018
<b>General Fund</b>				
Ad valorem taxes	\$ 12,211,779	\$ 14,401,402	\$ 14,401,402	\$ 15,417,000
Other taxes	18,496,804	15,897,800	15,897,800	8,320,410
Licenses and permits	786,468	22,900	22,900	2,300
Intergovernmental	2,414,056	5,118,788	5,118,788	5,093,860
Charges for services	1,847,432	1,201,681	1,201,681	8,286,348
Fines and forfeitures	1,295,442	990,000	990,000	1,729,750
Other revenue	1,083,860	1,375,812	1,375,812	576,000
Interfund transfers	8,676,425	8,306,082	8,306,082	9,346,226
Appropriations of prior year balances	-	-	-	3,968,106
<b>Total General Fund</b>	<b>46,812,266</b>	<b>47,314,465</b>	<b>47,314,465</b>	<b>52,740,000</b>
<b>Special Revenue Funds</b>				
Governmental Impact Fees	66,622	60,000	60,000	60,000
Transit Surtax	1,733,203	1,924,000	1,746,300	2,464,982
Community Redevelopment Agency	703,938	1,878,030	1,025,821	2,732,830
<b>Total Special Revenue Funds</b>	<b>2,503,763</b>	<b>3,862,030</b>	<b>2,832,121</b>	<b>5,257,812</b>
<b>Debt Service Funds</b>				
Property taxes	1,855,300	1,855,360	1,855,360	1,867,420
Intergovernmental	857,158	850,517	857,721	854,440
<b>Total Debt Service Funds</b>	<b>2,712,458</b>	<b>2,705,877</b>	<b>2,713,081</b>	<b>2,721,860</b>
<b>Capital Projects Fund</b>				
Interfund transfers	300,000	275,000	-	224,500



# CITY OF NORTH MIAMI BEACH, FLORIDA

## GOVERNMENT-WIDE REVENUES

FISCAL YEAR ENDING SEPTEMBER 30, 2018

	ACTUAL FY 2016	ADOPTED BUDGET FY 2017	ESTIMATED ACTUAL FY 2017	ADOPTED BUDGET FY 2018
<b>Enterprise Funds</b>				
Stormwater				
Charges for services	1,234,834	1,265,000	1,239,700	1,300,758
Other revenue	32,338	28,200	27,636	11,000
Appropriations of prior year balances	-	60,704	-	578,079
<b>Total Stormwater</b>	<b>1,267,172</b>	<b>1,353,904</b>	<b>1,267,336</b>	<b>1,889,837</b>
Water				
Charges for services	30,644,830	32,373,586	32,049,850	32,178,439
Other revenue	865,675	167,000	165,330	859,375
Appropriations of prior year balances	-	7,515,445	-	20,346,304
<b>Total Water</b>	<b>31,510,505</b>	<b>40,056,031</b>	<b>32,215,180</b>	<b>53,384,118</b>
Wastewater				
Charges for services	7,487,366	7,149,389	7,006,401	7,142,946
Other revenue	2,282,236	2,800	106,466	17,800
Appropriations of prior year balances	-	5,286,514	-	8,256,047
<b>Total Wastewater</b>	<b>9,769,602</b>	<b>12,438,703</b>	<b>7,112,867</b>	<b>15,416,793</b>
<b>Proprietary Impact Fees</b>				
Impact fees	5,332,865	5,279,000	5,226,210	13,315,202
Building Permits				
Charges for services	3,555,487	2,740,716	2,740,716	2,824,599
Other revenue	48,468	9,000	891,000	375,000
<b>Total Building</b>	<b>3,603,955</b>	<b>2,749,716</b>	<b>3,631,716</b>	<b>3,199,599</b>
Solid Waste				
Charges for services	9,344,932	9,882,667	9,685,014	9,529,000
Other revenue	1,472,099	-	-	14,000
Appropriations of prior year balances	300,000	-	-	850,384
<b>Total Solid Waste</b>	<b>11,117,031</b>	<b>9,882,667</b>	<b>9,685,014</b>	<b>10,393,384</b>
<b>Total Enterprise Funds</b>	<b>62,601,130</b>	<b>71,760,021</b>	<b>59,138,323</b>	<b>97,598,933</b>
<b>Internal Service Funds</b>				
Liability Self-Insurance	1,409,016	1,403,546	1,403,546	1,738,330
Workers' Compensation	942,148	816,559	816,559	806,303
Information Technology	-	3,452,004	3,452,004	3,715,802
<b>Total Internal Service Funds</b>	<b>2,351,164</b>	<b>5,672,109</b>	<b>5,672,109</b>	<b>6,260,435</b>
<b>TOTAL ALL FUNDS</b>	<b>\$ 117,280,781</b>	<b>\$ 131,589,502</b>	<b>\$ 117,670,099</b>	<b>\$ 164,803,540</b>

# CITY OF NORTH MIAMI BEACH, FLORIDA

## GOVERNMENT-WIDE EXPENSES

FISCAL YEAR ENDING SEPTEMBER 30, 2018

	ACTUAL FY 2016	ADOPTED BUDGET FY 2017	ESTIMATED ACTUAL FY 2017	ADOPTED BUDGET FY 2018
<b>General Fund</b>				
Mayor & Commission	\$ 5,426,710	\$ 6,285,336	\$ 5,935,721	\$ 8,131,997
City Clerk	405,654	607,831	589,398	587,080
City Attorney	1,102,190	1,111,726	1,107,828	1,151,130
City Manager	523,766	1,320,128	1,139,804	1,128,864
Public Affairs and Community Engagement	-	-	-	587,202
Procurement	295,691	368,097	360,392	354,999
Planning and Zoning	506,505	673,447	655,079	726,328
Code Compliance	492,225	462,419	450,656	519,553
Business Tax Receipts	95,827	114,246	111,679	119,780
Human Resources	641,468	1,208,643	1,181,767	807,691
Finance	1,238,484	1,185,032	1,157,815	1,305,378
Police	20,822,016	21,901,817	21,408,517	22,875,392
Library	739,432	874,204	849,848	945,036
Parks and R.E.C.	4,209,152	4,480,327	5,004,753	5,441,338
Public Works	5,769,122	6,721,212	6,455,883	8,058,232
<b>Total General Fund</b>	<b>42,268,241</b>	<b>47,314,465</b>	<b>46,409,141</b>	<b>52,740,000</b>
<b>Special Revenue Funds</b>				
Governmental Impact Fees	301,960	60,000	60,000	60,000
Transit Surtaxes	1,380,967	1,924,000	1,877,869	2,464,982
Community Redevelopment Agency	666,921	1,878,030	836,696	2,732,830
<b>Total Special Revenue Funds</b>	<b>2,349,848</b>	<b>3,862,030</b>	<b>2,774,565</b>	<b>5,257,812</b>
<b>Debt Service Funds</b>				
Principal	1,965,339	2,008,682	2,008,682	2,069,943
Interest and other charges	747,369	697,195	680,420	651,917
<b>Total Debt Service Funds</b>	<b>2,712,708</b>	<b>2,705,877</b>	<b>2,689,102</b>	<b>2,721,860</b>
<b>Capital Project Fund</b>				
Capital outlay	290,040	275,000	-	224,500

# CITY OF NORTH MIAMI BEACH, FLORIDA

## GOVERNMENT-WIDE EXPENSES

FISCAL YEAR ENDING SEPTEMBER 30, 2018

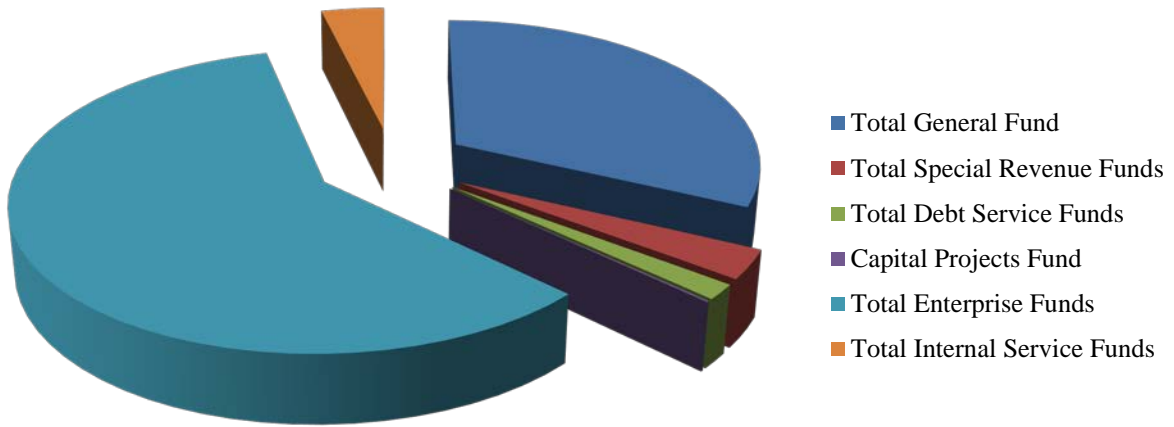
	ACTUAL FY 2016	ADOPTED BUDGET FY 2017	ESTIMATED ACTUAL FY 2017	ADOPTED BUDGET FY 2018
<b>Enterprise Funds</b>				
Stormwater				
Personnel	350,013	293,911	288,033	428,607
Operating costs	271,953	571,798	543,208	376,043
Capital outlay	-	-	-	598,000
Non-operating costs	562,595	488,195	488,195	487,187
<b>Total Stormwater</b>	<b>1,184,561</b>	<b>1,353,904</b>	<b>1,319,436</b>	<b>1,889,837</b>
Water				
Personnel	8,441,679	8,491,737	8,341,359	1,915,725
Operating costs	9,565,469	13,144,509	12,836,741	23,331,669
Capital outlay	-	4,308,100	4,417,695	15,096,478
Non-operating costs	11,087,224	14,111,685	14,111,685	13,040,246
<b>Total Water</b>	<b>29,094,372</b>	<b>40,056,031</b>	<b>39,707,480</b>	<b>53,384,118</b>
Wastewater				
Personnel	803,362	855,631	838,518	285,533
Operating costs	3,339,045	5,435,140	5,163,383	7,444,004
Capital outlay	-	3,572,518	3,393,892	4,881,000
Non-operating costs	2,812,919	2,575,414	2,575,414	2,806,256
<b>Total Wastewater</b>	<b>6,955,326</b>	<b>12,438,703</b>	<b>11,971,207</b>	<b>15,416,793</b>
<b>Proprietary Impact Fees</b>	<b>-</b>	<b>5,279,000</b>	<b>5,015,050</b>	<b>13,315,202</b>
Building Permits				
Personnel	1,864,302	1,532,366	1,501,719	1,804,241
Operating costs	222,902	600,687	570,653	483,690
Capital outlay	-	25,000	25,000	-
Non-operating costs	468,471	591,663	591,662	911,668
<b>Total Building</b>	<b>2,555,675</b>	<b>2,749,716</b>	<b>2,689,034</b>	<b>3,199,599</b>
Solid Waste				
Personnel	1,837,363	1,058,034	1,036,874	1,046,500
Operating costs	6,607,698	7,144,632	6,787,400	7,077,750
Capital outlay	-	-	-	280,258
Non-operating costs	2,389,430	1,680,001	1,680,001	1,988,876
<b>Total Solid Waste</b>	<b>10,834,491</b>	<b>9,882,667</b>	<b>9,504,275</b>	<b>10,393,384</b>
<b>Total Enterprise Funds</b>	<b>50,624,425</b>	<b>71,760,021</b>	<b>70,206,482</b>	<b>97,598,933</b>
<b>Internal Service Funds</b>				
Liability Self-Insurance	967,199	1,403,546	1,403,546	1,738,330
Workers' Compensation	1,238,270	816,559	816,559	806,303
Information Technology	-	3,452,004	2,890,525	3,715,802
<b>Total Internal Service Funds</b>	<b>2,205,469</b>	<b>5,672,109</b>	<b>5,110,630</b>	<b>6,260,435</b>
<b>TOTAL ALL FUNDS</b>	<b>\$ 100,450,731</b>	<b>\$ 131,589,502</b>	<b>\$ 127,189,920</b>	<b>\$ 164,803,540</b>

# CITY OF NORTH MIAMI BEACH, FLORIDA

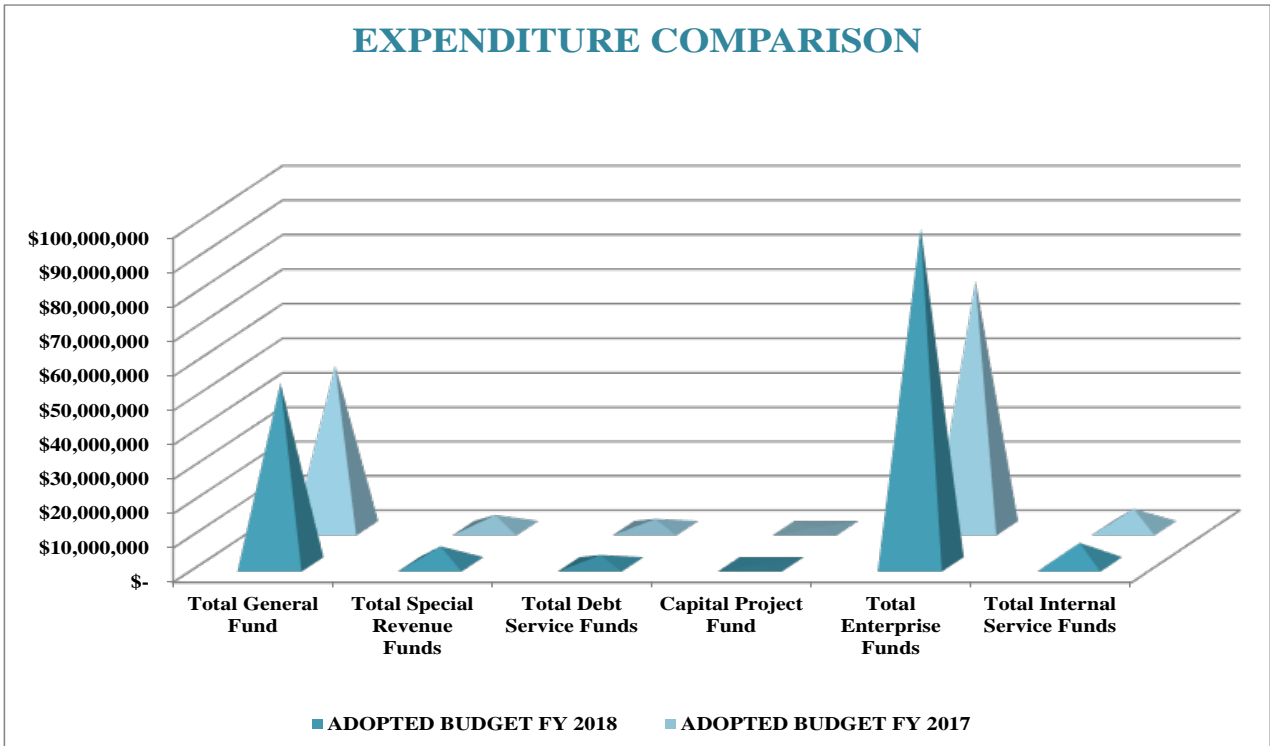
## GOVERNMENT-WIDE SUMMARY

FISCAL YEAR ENDING SEPTEMBER 30, 2018

### Revenue Source



### EXPENDITURE COMPARISON



# CITY OF NORTH MIAMI BEACH, FLORIDA

## SUMMARY OF CHANGES IN FUND BALANCES

FISCAL YEAR ENDING SEPTEMBER 30, 2018

	Actual Net Position/ Fund Balance @ 9/30/2016	FY 2017 Expected Revenues	FY 2017 Estimated Appropriations of Net Position/ Fund Balance	FY 2017 Expected Expenditures	FY 2017 Estimated Change in Net Position/ Fund Balance	Estimated Net Position/ Fund Balance @ 9/30/2017
<b>GOVERNMENTAL FUNDS</b>						
General Fund	\$ 22,297,563	\$ 47,314,465	\$ -	\$ 46,409,141	\$ 905,324	\$ 23,202,887
Governmental Impact Fee Fund	554,641	60,000	-	60,000	-	554,641
Transit Surtax Fund	1,808,630	1,746,300	131,569	1,877,869	(131,569)	1,677,061
Community Redevelopment Agency	843,757	1,025,821	-	836,696	189,125	1,032,882
Debt Service Funds - Consolidated	112,753	2,713,081	-	2,689,102	23,979	136,732
Capital Project Fund - Alley Restoration Fund	293,382	-	-	-	-	293,382
<b>ENTERPRISE FUNDS</b>						
Stormwater Fund	4,366,598	1,267,336	52,100	1,319,436	(52,100)	4,314,498
Water Fund	85,163,093	32,215,180	7,492,300	39,707,480	(7,492,300)	77,670,793
Wastewater Fund	34,108,817	7,112,867	4,858,340	11,971,207	(4,858,340)	29,250,477
Proprietary Impact Fees Funds	11,696,562	5,226,210	-	5,015,050	211,160	11,907,722
Building Permit Fund	4,535,099	3,631,716	-	2,689,034	942,682	5,477,781
Solid Waste Fund	2,707,662	9,685,014	-	9,504,275	180,739	2,888,401
<b>INTERNAL SERVICE FUNDS</b>						
Liability Self-Insurance Fund	782,523	1,403,546	-	1,403,546	-	782,523
Workers' Compensation Fund	2,436,211	816,559	-	816,559	-	2,436,211
Information Technology	-	3,452,004	-	2,890,525	561,479	561,479



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**GENERAL FUND**

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# CITY OF NORTH MIAMI BEACH, FLORIDA

## GENERAL FUND SUMMARY

FISCAL YEAR ENDING SEPTEMBER 30, 2018

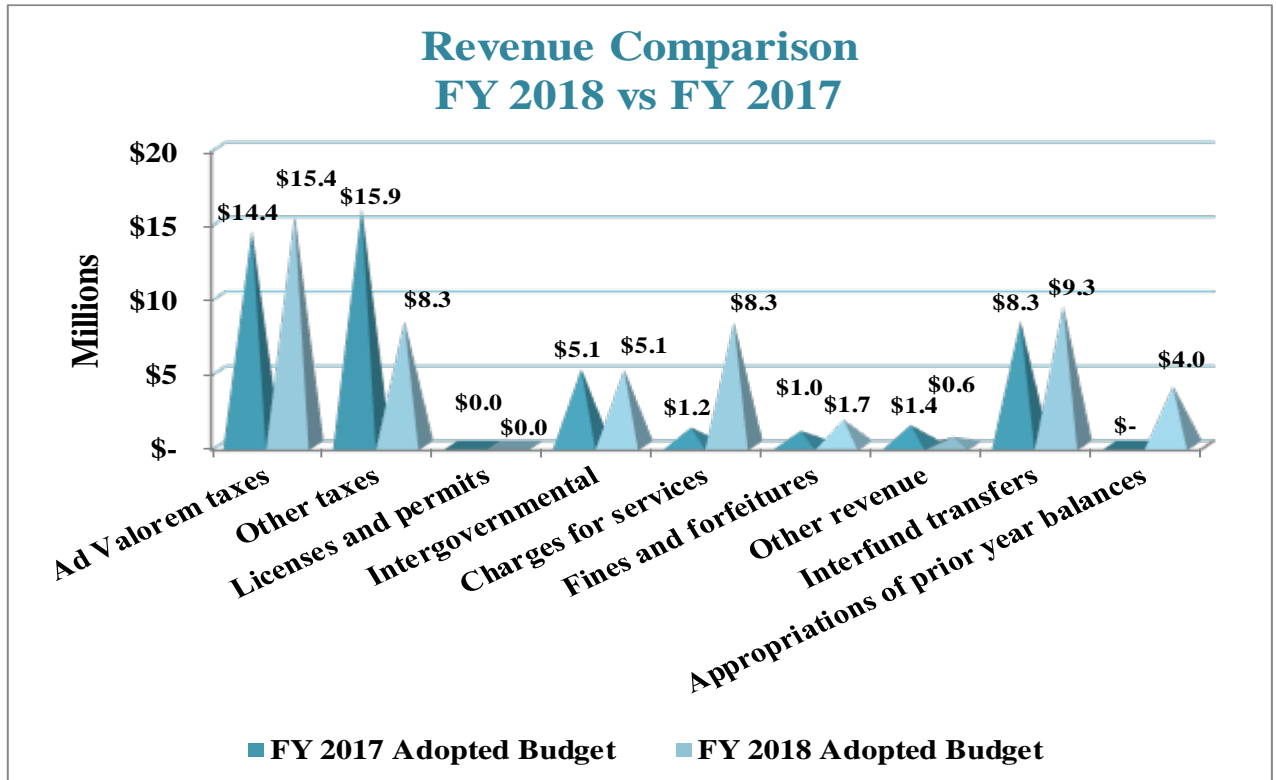
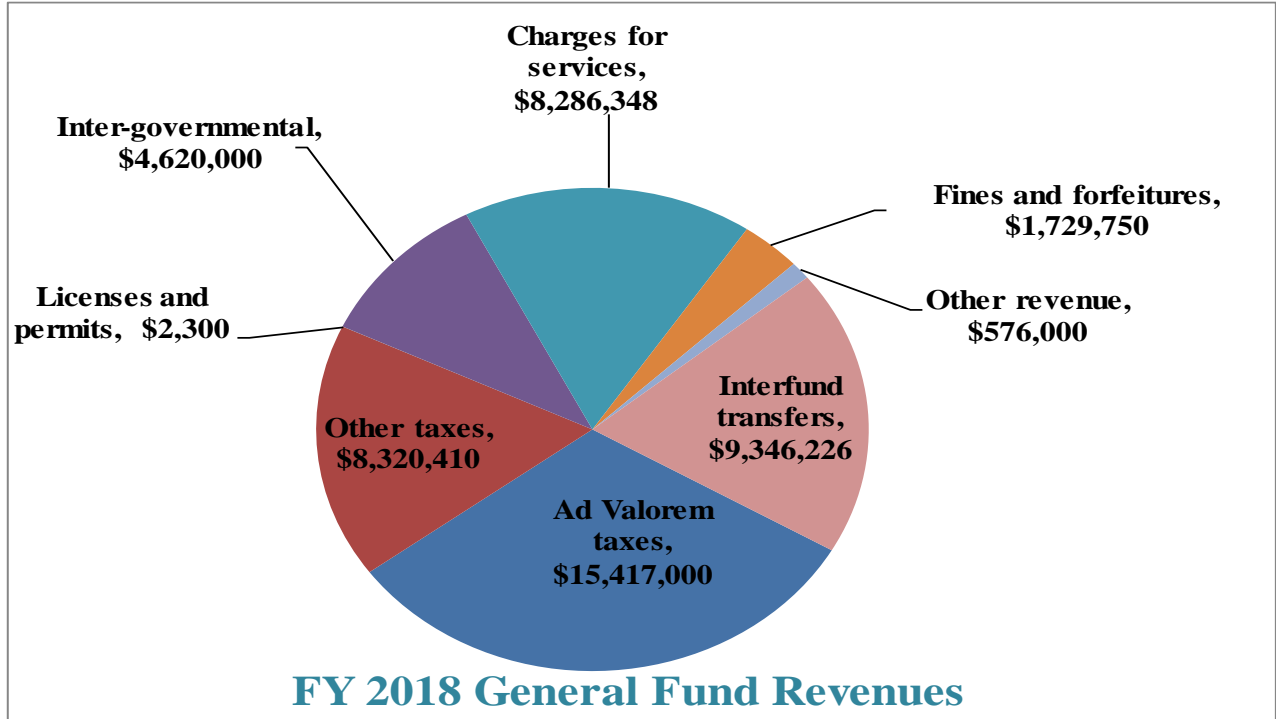
	ACTUAL FY 2016	ADOPTED BUDGET FY 2017	ESTIMATED ACTUAL FY 2017	ADOPTED BUDGET FY 2018
<b>Revenues</b>				
Ad Valorem taxes	\$ 12,211,779	\$ 14,401,402	\$ 14,401,402	\$ 15,417,000
Other taxes	18,496,804	15,897,800	15,897,800	8,320,410
Licenses and permits	786,468	22,900	22,900	2,300
Intergovernmental	2,414,056	5,118,788	5,118,788	5,093,860
Charges for services	1,847,432	1,201,681	1,201,681	8,286,348
Fines and forfeitures	1,295,442	990,000	990,000	1,729,750
Other revenue	1,083,860	1,375,812	1,375,812	576,000
Interfund transfers	8,676,425	8,306,082	8,306,082	9,346,226
Appropriations of prior year balances	-	-	-	3,968,106
<b>TOTAL REVENUES</b>	<b><u>\$ 46,812,266</u></b>	<b><u>\$ 47,314,465</u></b>	<b><u>\$ 47,314,465</u></b>	<b><u>\$ 52,740,000</u></b>
<b>Expenditures</b>				
Mayor & Commission**	\$ 5,426,710	\$ 6,285,336	\$ 5,935,721	\$ 8,131,997
City Clerk	405,654	607,831	589,398	587,080
City Attorney	1,102,190	1,111,726	1,107,828	1,151,130
City Manager	523,766	1,320,128	1,139,804	1,128,864
Public Affairs and Community Engagement	-	-	-	587,202
Procurement	295,691	368,097	360,392	354,999
Planning and Zoning	506,505	673,447	655,079	726,328
Code Compliance	492,225	462,419	450,656	519,553
Business Tax Receipts	95,827	114,246	111,679	119,780
Human Resources	641,468	1,208,643	1,181,767	807,691
Finance	1,238,484	1,185,032	1,157,815	1,305,378
Police	20,822,016	21,901,817	21,408,517	22,875,392
Library	739,432	874,204	849,848	945,036
Parks and R.E.C.	4,209,152	4,480,327	5,004,753	5,441,338
Public Works	5,769,122	6,721,212	6,455,883	8,058,232
<b>TOTAL EXPENDITURES</b>	<b><u>\$ 42,268,241</u></b>	<b><u>\$ 47,314,465</u></b>	<b><u>\$ 46,409,141</u></b>	<b><u>\$ 52,740,000</u></b>

\*\* Budget for Mayor & Council includes \$7,558,415 for Non-Departmental Expenditures

# CITY OF NORTH MIAMI BEACH, FLORIDA

## GENERAL FUND REVENUES

FISCAL YEAR ENDING SEPTEMBER 30, 2018

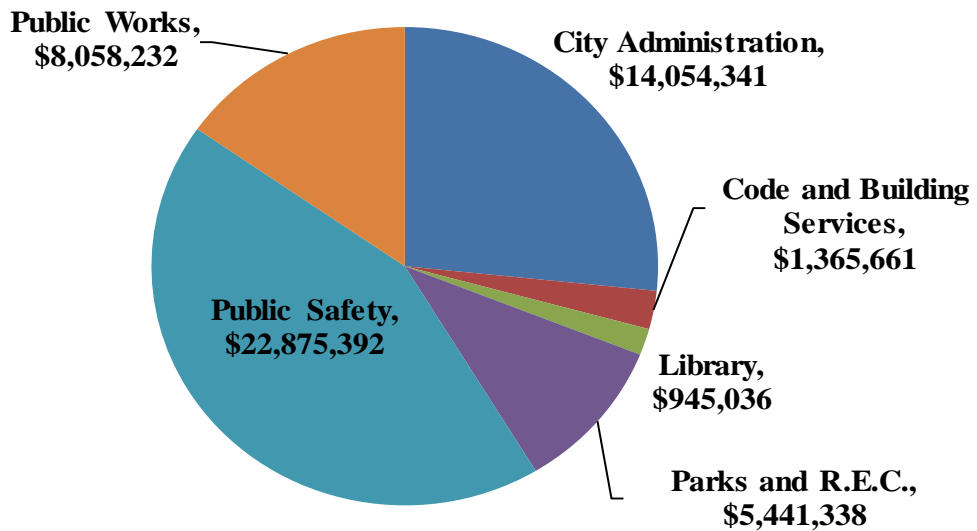


# CITY OF NORTH MIAMI BEACH, FLORIDA

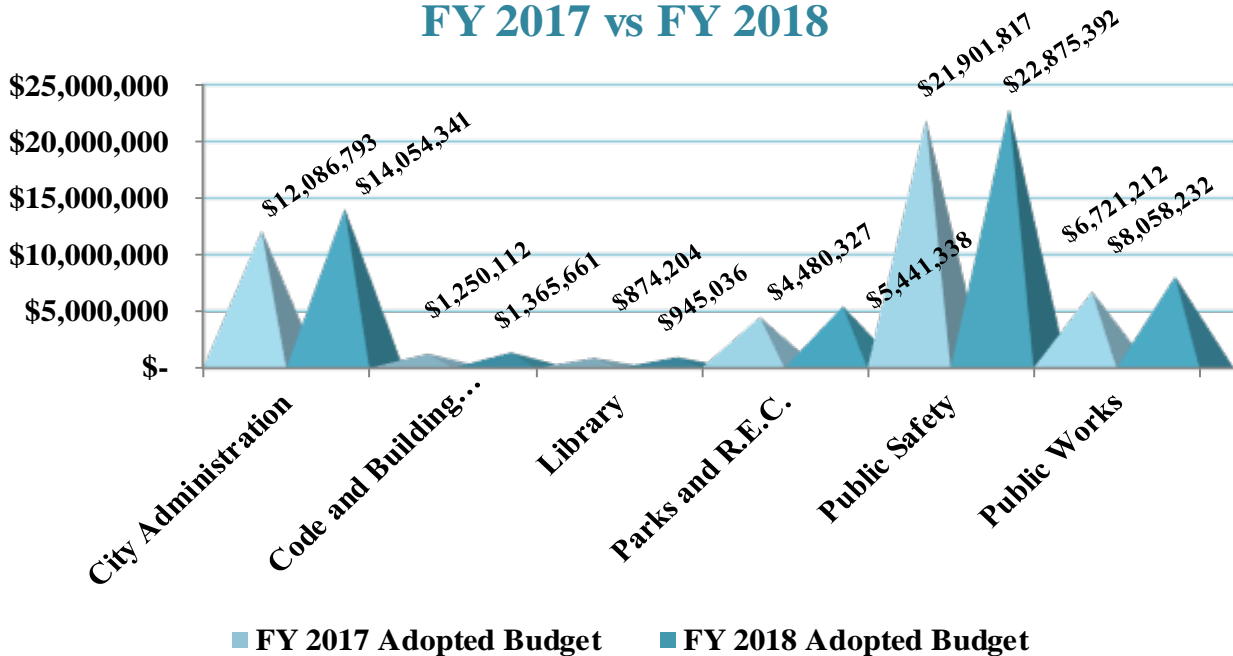
## GENERAL FUND EXPENDITURES

FISCAL YEAR ENDING SEPTEMBER 30, 2018

### FY 2018 General Fund Expenditures by Function



### Expenditure Comparison FY 2017 vs FY 2018







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## DEPARTMENTAL BUDGETS

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# CITY OF NORTH MIAMI BEACH, FLORIDA

## MAYOR AND COMMISSION

FISCAL YEAR ENDING SEPTEMBER 30, 2018

### SERVICES, FUNCTIONS AND ACTIVITIES

The City of North Miami Beach is governed by a Mayor, and six City Commission members who are elected on a non-partisan basis. They are elected at large by all qualified electors of the City. The elections are held every two years in November. The terms are for four years and limited to two terms. A Vice-Mayor is elected by the members of Commission.

The Mayor presides over all City Commission meetings, has a voice and vote in the proceedings, and serves as chair of the Commission. In the absence of the Mayor, the Vice-Mayor assumes the responsibilities of the Mayor. The City Commission enacts local legislation, adopts budgets, determines policies, and appoints the personnel required by the charter or deemed necessary.

Regular City Commission meetings are held on the third Tuesday of each month at 6:00 p.m. The public is welcome and encouraged to participate in all public meetings.

### GOALS AND MEASUREMENTS

#### Financially Sound City Government

Provide an affordable City for families by acting in a financially responsible manner and planning for a sustainable future by engaging a quality workforce dedicated to serving the North Miami Beach community and to delivering services in a cost effective and efficient manner in order to provide the most value for the cost of taxes and fees.

#### The Place to Live: Beautiful, Safe and Livable

Create pride in the community so that families want to live in North Miami Beach by protecting or enhancing property values and providing a sense of safety in homes, in neighborhoods and throughout the community. Promote green initiatives.

#### High Performing City Organization Providing Great Customer Services

Provide top quality, responsive and reliable services to customers by listening to community needs, focusing on personal service delivery, utilizing efficient and effective systems and processes and evaluating the level of satisfaction with services. Deliver consistent messages, actions and services across all City departments.

#### Revitalized Downtown and Major Corridors

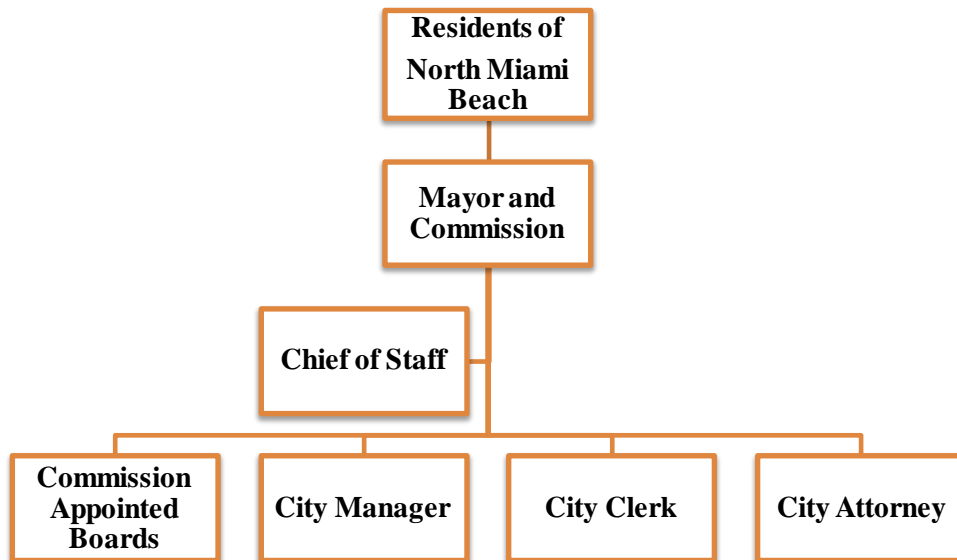
Become a destination for residents, retail, restaurants and entertainment by protecting property values, providing business opportunities, creating beautiful and inviting areas that are convenient for services and shopping and promote pride in the community.

# CITY OF NORTH MIAMI BEACH, FLORIDA

## MAYOR AND COMMISSION

FISCAL YEAR ENDING SEPTEMBER 30, 2018

DIVISION NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2016	ADOPTED BUDGET FY 2017	ESTIMATED ACTUAL FY 2017	ADOPTED BUDGET FY 2018
100	SALARIES-FULL-TIME	\$ 80,804	\$ 81,200	\$ 79,576	\$ -
	OTHER WAGES	172,194	172,194	168,750	21,600
	TAXES	18,867	19,429	19,040	14,823
	BENEFITS	763,627	778,069	762,508	380,001
	<b>Salaries and Related Costs</b>	<b>1,035,492</b>	<b>1,050,892</b>	<b>1,029,874</b>	<b>416,424</b>
	OPERATING COSTS	326,649	150,031	147,299	125,031
	CAPITAL OUTLAY	924	-	2,876	-
	NON-OPERATING COSTS	1,080	149,002	-	49,000
	<b>MAYOR AND COUNCIL TOTAL</b>	<b><u>\$ 1,364,146</u></b>	<b><u>\$ 1,349,925</u></b>	<b><u>\$ 1,180,049</u></b>	<b><u>\$ 590,455</u></b>
105	OTHER WAGES	16,117	19,500	19,110	19,500
	TAXES	1,233	1,492	1,462	1,492
	BENEFITS	2,040,410	2,213,385	2,169,117	3,604,129
	<b>Salaries and Related Costs</b>	<b>2,057,760</b>	<b>2,234,377</b>	<b>2,189,689</b>	<b>3,625,121</b>
	OPERATING COSTS	263,657	1,276,073	1,212,269	2,189,601
	NON-OPERATING COSTS	1,741,147	1,424,961	1,353,713	1,726,820
	<b>NON-DEPARTMENTAL TOTAL</b>	<b><u>\$ 4,062,564</u></b>	<b><u>\$ 4,935,411</u></b>	<b><u>\$ 4,755,672</u></b>	<b><u>\$ 7,541,542</u></b>
	<b>TOTAL LEGISLATIVE DEPARTMENT</b>	<b><u>\$ 5,426,710</u></b>	<b><u>\$ 6,285,336</u></b>	<b><u>\$ 5,935,721</u></b>	<b><u>\$ 8,131,997</u></b>



# CITY OF NORTH MIAMI BEACH, FLORIDA

## CITY CLERK

FISCAL YEAR ENDING SEPTEMBER 30, 2018

### SERVICES, FUNCTIONS AND ACTIVITIES

The City Clerk is one of three Charter Officer Positions that are appointed by the City Commission. The City Clerk serves as the municipal secretary to the City Commission and the residents of North Miami Beach. The City Clerk is responsible for advertising notices of all meetings, including Commission, Special Call, CRA and Workshops for the Commissioners and the public. The City Clerk is responsible for preparing agendas, transcribing minutes and keeping accurate recordings of those meetings. In addition, the City Clerk serves as the Financial Disclosure Coordinator with the Florida Commission on Ethics; as the Records Management Liaison with the Florida Department of State, and as the Municipal Supervisor of Elections whose responsibilities include coordination of all municipal elections. The City Clerk maintains custody of City records including agreements, contracts, ordinances, resolutions, and final orders, and facilitates the recordation of land use items, lobbyist registrations, liens, release of liens and mortgages with Miami-Dade County. The City Clerk processes lien searches and public records requests, and is responsible for the codification of the City Code.

#### Financially Sound City Government

The City Clerk will support Commission's priority of fiscal sustainability by applying technology, streamlining and improving business processes in the areas of advertising public notices, records storage, the dispositioning of records, and election coordination.

#### High Performing City Organization Providing Great Customer Services

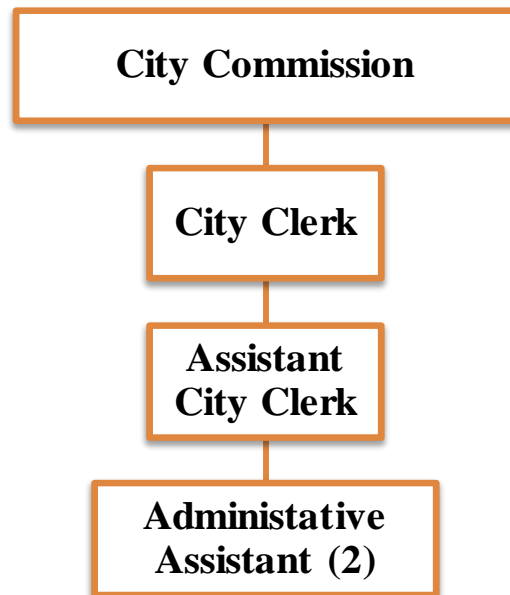
This office is the hub of municipal government, the direct link between the community and their government. The Office of the City Clerk makes a commitment to archive public records accurately, making them available as quickly as possible and to safeguard the integrity of the election process while performing excellent customer service to its internal and external customers.

# CITY OF NORTH MIAMI BEACH, FLORIDA

## CITY CLERK

FISCAL YEAR ENDING SEPTEMBER 30, 2018

ACCOUNT DESCRIPTION	ACTUAL FY 2016	ADOPTED BUDGET FY 2017	ESTIMATED ACTUAL FY 2017	ADOPTED BUDGET FY 2018
SALARIES-FULL-TIME	\$ 219,664	\$ 242,032	\$ 237,191	\$ 261,655
OTHER WAGES	30,504	30,000	29,400	33,096
TAXES	18,231	21,183	14,651	22,326
BENEFITS	<u>73,703</u>	<u>62,576</u>	<u>68,718</u>	<u>90,253</u>
<b>Salaries and Related Costs</b>	<b>342,102</b>	<b>355,791</b>	<b>349,960</b>	<b>407,330</b>
OPERATING COSTS	56,910	252,040	239,438	179,750
CAPITAL OUTLAY	<u>6,642</u>	<u>-</u>	<u>-</u>	<u>-</u>
<b>CITY CLERK TOTAL</b>	<b><u>\$ 405,654</u></b>	<b><u>\$ 607,831</u></b>	<b><u>\$ 589,398</u></b>	<b><u>\$ 587,080</u></b>





# CITY OF NORTH MIAMI BEACH, FLORIDA

## CITY ATTORNEY

FISCAL YEAR ENDING SEPTEMBER 30, 2018

### SERVICES, FUNCTIONS AND ACTIVITIES

The City Attorney is appointed by the City Commission. The City Attorney's office is responsible for providing legal advice on municipal law to the Commission, City Manager, Administrative Staff and various city boards and committees.

Typical functions include research and drafting resolutions and ordinances to implement the legislative policies and goals of the City Commission, reviewing contracts and other legal documents and representing the City regarding personal injury and workers' compensation claims, land use and zoning, procurement and general litigation.

The City occasionally utilizes the services of outside firms for matters requiring special expertise such as labor, employment, election and pension issues. The CRA may employ outside counsel to help carry out the role of the agency.

### GOALS AND MEASUREMENTS

#### Financially Sound City Government

The City Attorney's office maintains its high performing standards with the following initiatives:

- Reduce unnecessary outside Attorney fees by doing more work in-house.
- Work with City Commission and staff to identify and pursue revenue enhancement opportunities while at the same time finding ways to reduce expenses.
- Maintain an aggressive litigation philosophy to protect the city from frivolous and fraudulent claims.

#### High Performing City Organization Providing Great Customer Services

This office will provide the highest quality of legal services to the City with emphasis on the following:

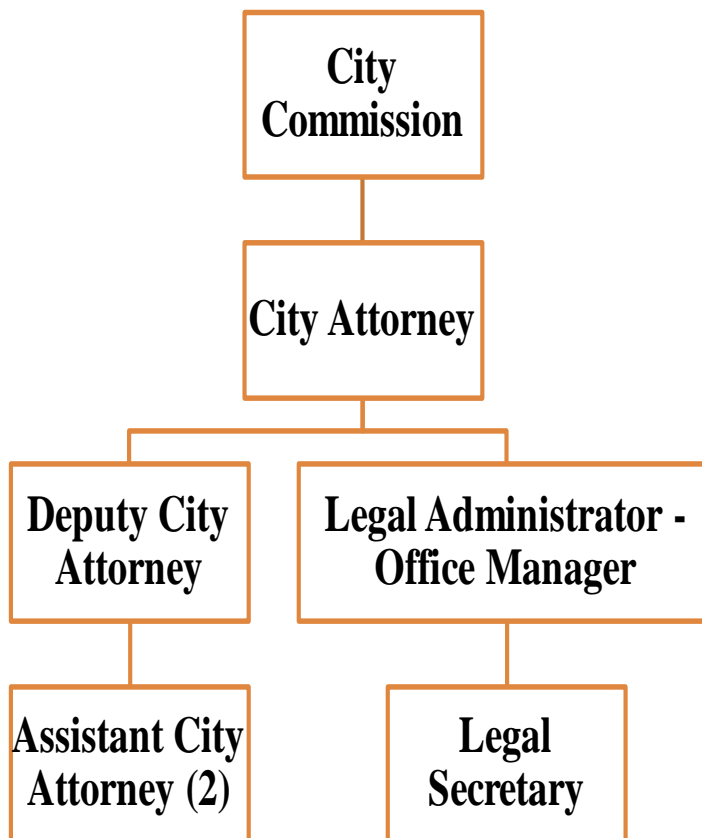
- Recruit and retain competent legal professionals able to enhance the prestige and reputation of the City Attorney's office.
- Maintain the highest standards of professionalism and ethics.
- Enhance and improve effective communication with elected officials, City Manager and staff and perform all legal tasks timely and effectively.
- Reach out to the community to help understand the role of the City Attorney's Office.
- Provide increased legal support by assigning a dedicated attorney to each department.
- The City Attorney's Office thinks out-of-the box and moves out of the "comfort zone."

# CITY OF NORTH MIAMI BEACH, FLORIDA

## CITY ATTORNEY

FISCAL YEAR ENDING SEPTEMBER 30, 2018

ACCOUNT DESCRIPTION	ACTUAL FY 2016	ADOPTED BUDGET FY 2017	ESTIMATED ACTUAL FY 2017	ADOPTED BUDGET FY 2018
SALARIES-FULL-TIME	\$ 619,440	\$ 614,600	\$ 602,308	\$ 629,191
OTHER WAGES	22,537	-	25,260	6,000
TAXES	44,185	42,982	42,122	45,143
BENEFITS	103,369	137,290	134,544	142,720
<b>Salaries and Related Costs</b>	<b>789,531</b>	<b>794,872</b>	<b>804,234</b>	<b>823,054</b>
OPERATING COSTS	304,882	316,854	301,011	328,076
CAPITAL OUTLAY	7,777	-	2,583	-
<b>CITY ATTORNEY TOTAL</b>	<b>\$ <u>1,102,190</u></b>	<b>\$ <u>1,111,726</u></b>	<b>\$ <u>1,107,828</u></b>	<b>\$ <u>1,151,130</u></b>



# CITY OF NORTH MIAMI BEACH, FLORIDA

## CITY MANAGER

FISCAL YEAR ENDING SEPTEMBER 30, 2018

The City Manager is responsible for oversight of all administrative, management and operational functions of the City. The City Manager has direct oversight responsibility of all City staff, departments and all City funds. The City Manager formulates internal policy and plans and ensures proper implementation of city- wide goals and objectives to meet the overall vision of the City Commission. The City Manager is responsible for overseeing the preparation of the City budget and the Comprehensive Annual Financial Report (CAFR), which are approved and accepted by the City Commission.

### GOALS AND MEASUREMENTS

#### Financially Sound City Government

This office will implement the Mayor and Commission's priorities related to pension reform and union negotiations by crafting legislative initiatives intended to stabilize the City's financial condition.

The City Manager will insure sufficient reserves are budgeted in the major funds. The office will also support City departments in achieving their goals and related strategies through the effective process of sound planning and responsible spending associated with enhanced services, and improved infrastructure and facilities throughout our City.

The City Manager will continue to emphasize and promote grant funding, partnerships and sponsors and the opportunities that will continue to bring interns and volunteers as support personnel.

The City Manager will continue to assess all City departments and make sound fiscal recommendations to Mayor and Commission regarding the most cost effective ways to deliver municipal services.

The Manager's office will continue to stay active in all levels of membership in professional organizations seeking and bringing best practices to our City particularly in areas that will support and strengthen its financial position.

The City Manager will continue to assess personnel for opportunities to consolidate positions, explore hybrids and outsource opportunities. The Manager's office will always strive to deliver premier and efficient services. For example, in May 2017, the City Manager successfully negotiated a contract with CH2M Hill Engineers, Inc. for the operation, maintenance and program management of the Water and Wastewater Utilities. This contract with the private utility operator will ensure a safe and reliable supply of water to our 170,000 customers. Additionally, the contract is estimated to save the City \$56.5 million over the next ten years.

The City Manager's office working with the Finance Director and Department Heads will evaluate revenues and ensure our fees are fair and appropriate for the services provided.

### *The Place to Live: Beautiful, Safe and Livable*

The City Manager will foster an environment that promotes and retains successful economic development throughout the City by overseeing the planning and implementation of all existing and future Master Plans such as the Strategic Master Plan, Water and Sewer Infrastructure Master Plan, the Parks Master Plan, Transportation Master Plan, and the Landscaping Master Plan.

The City Manager will support the CRA in developing creative and original incentives with a focus on the development of thriving and vibrant areas in our City.

The City Manager will continue to work with all departments in the planning and implementation of initiatives that promote safety particularly in a proactive and preventive manner.

The City Manager will continue to focus on the enhancement of the Snake Creek Canal, our streets, signage and overall image of our City, by working with individuals and companies that will deliver excellence in all the key areas that support our goal of a City that is Beautiful, Safe and Livable.

### *High Performing City Organization Providing Great Customer Services*

The City Manager will lead the way with regard to the expectations of respect and courtesy afforded to all those who live, visit and do business with the City of North Miami Beach. Excellence in customer service will be exhibited in every detail by all departments from communications to response time to recruitment and retention of individuals with the education, experience, and skill set necessary to deliver excellence in all areas of municipal services.

The City Manager will work consistently with all City departments to ensure that there are measurable goals, evaluations and bench marks that monitor performance and professional growth with the objective of enhancing the experience and the level of satisfaction for our residents, contractors, business owners and visitors to our City.

The City Manager will work with all department Directors and senior personnel to ensure industry standards and best practices are implemented and practiced in our City through the consistent adherence to policies and procedures.

The City Manager will ensure senior personnel are involved in their respective professional organizations with a goal to constantly exceed municipal standards by exercising global thinking and bringing progressive innovative programs, ideas and initiatives to North Miami Beach.

### *Revitalized Downtown and Major Corridors*

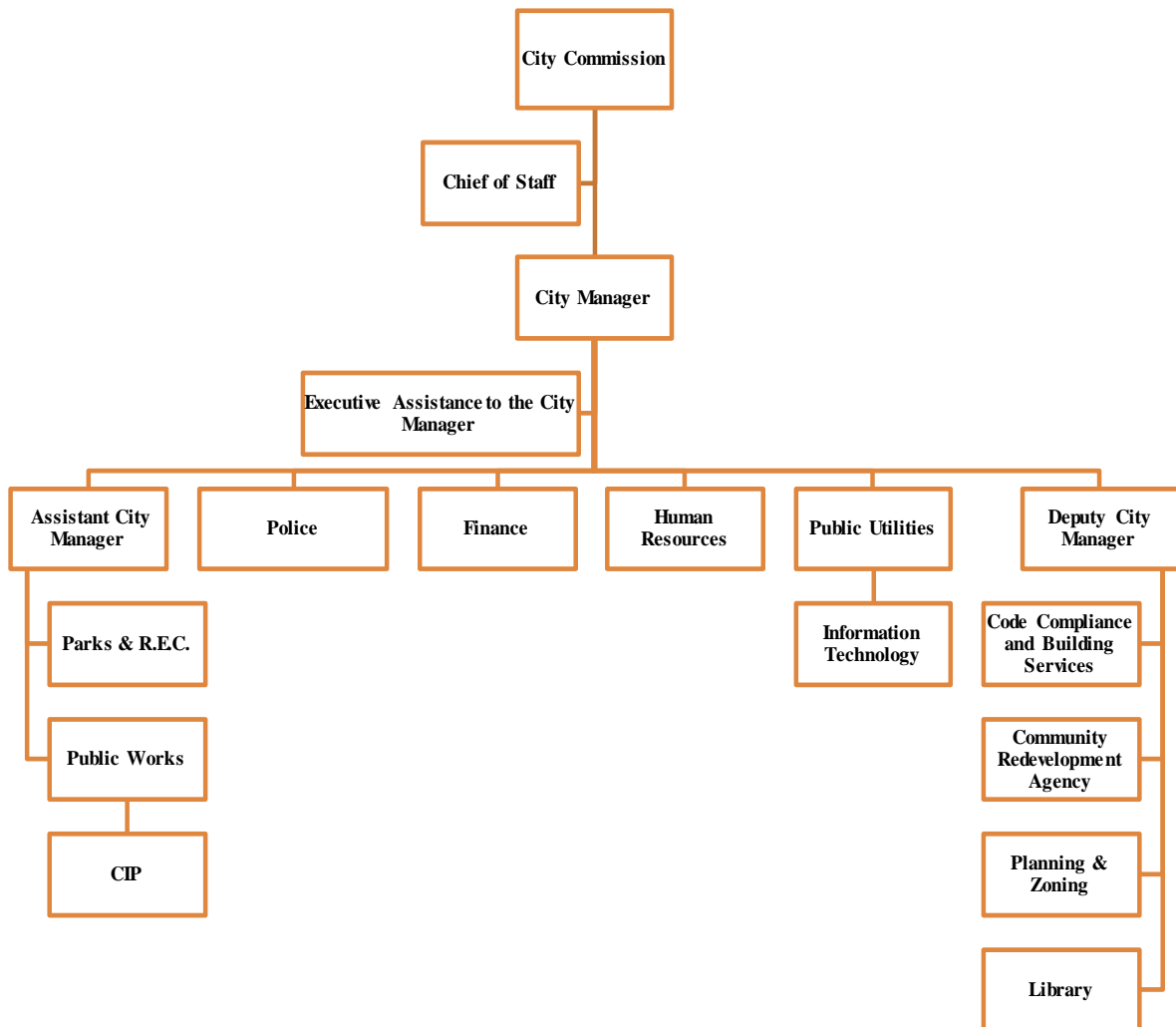
The City Manager in collaboration with our community development team will work toward the full implementation of our newly adopted zoning code that will continue to be the catalyst for the revitalized downtown and major corridors in our City. Additionally, the completion and implementation of several master plans will play a key factor in the "Vision" for the revitalization of our Downtown and Major Corridors derived from our Strategic Plan. The Manager will continue to work with the City's Public Works, CIP, Code Compliance, Police, Parks, and Planning Departments and the firms that provide professional services to our City to ensure that collectively we are capitalizing on all opportunities for our City through grants, legislative appropriations and innovative programs, ideas and initiatives that will positively impact our City.

# CITY OF NORTH MIAMI BEACH, FLORIDA

## CITY MANAGER

FISCAL YEAR ENDING SEPTEMBER 30, 2018

ACCOUNT DESCRIPTION	ACTUAL FY 2016	ADOPTED BUDGET FY 2017	ESTIMATED ACTUAL FY 2017	ADOPTED BUDGET FY 2018
SALARIES-FULL-TIME	\$ 346,638	\$ 412,237	\$ 403,992	\$ 519,840
OTHER WAGES	796	-	-	-
TAXES	21,846	26,699	26,165	35,041
BENEFITS	100,655	150,867	147,850	153,280
<b>Salaries and Related Costs</b>	<b>469,935</b>	<b>589,803</b>	<b>578,007</b>	<b>708,161</b>
OPERATING COSTS	53,831	202,280	192,166	65,980
CAPITAL OUTLAY	-	-	-	-
NON-OPERATING COSTS	-	528,045	369,632	354,723
<b>CITY MANAGER TOTAL</b>	<b>\$ 523,766</b>	<b>\$ 1,320,128</b>	<b>\$ 1,139,804</b>	<b>\$ 1,128,864</b>



# CITY OF NORTH MIAMI BEACH, FLORIDA

## PUBLIC AFFAIRS AND COMMUNITY ENGAGEMENT

FISCAL YEAR ENDING SEPTEMBER 30, 2018

### SERVICES, FUNCTIONS AND ACTIVITIES

The Division of Public Affairs and Community Engagement is committed to providing excellent municipal services to the citizens of North Miami Beach by communicating the City's Strategic Vision in a clear, accurate and consistent voice that engages residents across multiple communication channels. The Division will work to integrate various department initiatives into marketing plans by building a cohesive message throughout all marketing and communications efforts. The Division will effectively utilize the City's main communication channels to communicate with our citizens about North Miami Beach's successful programs and services as well as the overall high-quality of life in the community.

The Division will focus on generating positive messages, enhancing and implementing city-wide branding strategies, image development, communications and public information for all media outlets. Through our centralized information portal, communication, marketing, and promotions, the Division will optimize the City's media capital and identify additional resources to position the City for tourism, business attraction, and business retention.

### GOALS AND MEASUREMENTS

#### Financially Sound City Government

The Division's goal is to provide financially sound world-class services to its customers, while creating and maintaining strong partnerships with external stakeholders including residents, media, governmental bodies, businesses, and interested opinion leaders. The Division will continually look for ways to manage and operate in a cost-efficient manner in order to reduce the cost of services while increasing community engagement.

#### The Place to Live: Beautiful Safe and Livable

The Division will develop and present a broad range of community engagement programs and activities designed to provide opportunities for citizens to interact and share an open dialogue with the City of North Miami Beach. A dynamic digital lobby, a strong social media presence and variety of multimedia marketing messages in multiple languages to address the diversity of our population will promote a sense of pride in the community and showcase the attractive and unique features that makes North Miami Beach a premier residential community in South Florida.

#### High Performing City Organization Providing Great Customer Services

The Division's focus is to provide top quality, responsive and reliable services to customers with a variety of tools to inform and educate audiences, including printed materials, the city's website,



social media ([Facebook](#), [Twitter](#), [Instagram](#)), and the cable television network Channel 77. Bringing our message closer to the people by engaging the community in their backyard is essential in order to continue providing excellent municipal services in a financially responsible manner.

For FY18, the Division of Public Affairs and Community Engagement, aligned with the City's Strategic Plan, the Division will focus on the following:

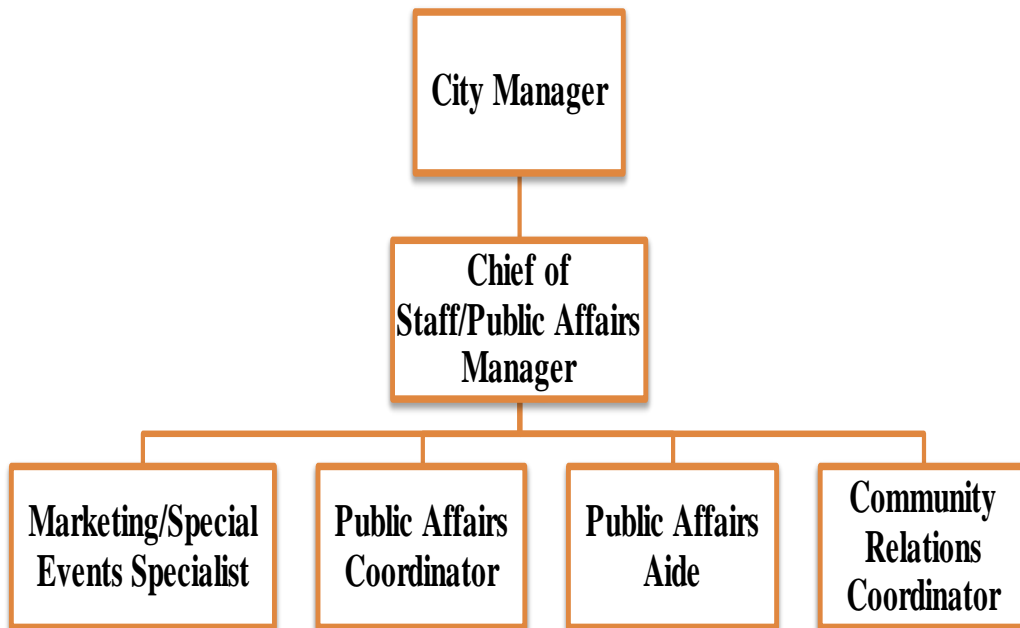
- Develop a unique, engaging and consistent voice across platforms that empowers citizens to seek out information about the City and all its departments.
- Enhance the City's media strategy through multilingual content creation including marketing materials, informational flyers and posters, and multi-media content in an effort to better engage its residents, property owners, and businesses via variety of platforms, including but not limited to radio, television, newsletters (both print and email), web streaming and social media.
- Conduct a first ever community-wide survey to measure residents' level of satisfaction with municipal services, programs and amenities such as Public Safety, Parks and Recreation, Code Enforcement, City maintenance, City leadership and City communication.
- Deploy an all-City communication team to focus on best practices and consistent messaging.
- Promote citizen involvement in City government; provide opportunities for residents to learn about City government programs, services and operations.
- Evaluate and revamp the City's television station NMBTV (Channel 77) and provide relevant local programming that advances the City's mission, such as interviews, local business profiles and documentaries about South Florida's history.
- Publish two editions of the Cityline newsletter, two editions of the new NMB Magazine, and other informational publications.
- Work diligently with CivicPlus, the website redesign provider to bring a state-of-the-art website to the residents and businesses of the community. The new website will allow for us to streamline communications to new heights.
- Continue to produce fresh content and manage the City's social media accounts and website.
- Enhance and continue to provide special event promotion.
- Create a vibrant and engaging first ever digital State of the City Address.

**CITY OF NORTH MIAMI BEACH, FLORIDA**

**PUBLIC AFFAIRS AND COMMUNITY ENGAGEMENT**

FISCAL YEAR ENDING SEPTEMBER 30, 2018

<b>DIVISION NUMBER</b>	<b>ACCOUNT DESCRIPTION</b>	<b>ACTUAL FY 2016</b>	<b>ADOPTED BUDGET FY 2017</b>	<b>ESTIMATED ACTUAL FY 2017</b>	<b>ADOPTED BUDGET FY 2018</b>
205	SALARIES-FULL-TIME	\$ -	\$ -	\$ -	\$ 250,088
	OTHER WAGES	-	-	-	-
	TAXES	-	-	-	18,992
	BENEFITS	-	-	-	82,277
	<b>Salaries and Related Costs</b>	<u>-</u>	<u>-</u>	<u>-</u>	<u>351,357</u>
	OPERATING COSTS	-	-	-	235,845
<b>PUBLIC AFFAIRS &amp; COMMUNITY ENGAGEMENT TOTAL</b>		<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 587,202</u>



# CITY OF NORTH MIAMI BEACH, FLORIDA

## PROCUREMENT MANAGEMENT DIVISION

FISCAL YEAR ENDING SEPTEMBER 30, 2018

### MISSION

The mission of the Procurement Division is to facilitate best practices and achieve economies of scale in the procurement of goods and services necessary for the effective and efficient operation of the City and to ensure that such goods and services represent best value, quality service, and timely delivery and that all funding sources for such goods and services are expended within the regulations and guidelines mandated by the State of Florida, Miami-Dade County and the City.

### SERVICES, FUNCTIONS AND ACTIVITIES

The Procurement Management Division provides professional, efficient and cost effective services to support other City departments in the sourcing of goods and services.

Functions include procurement of a variety of assigned commodity groups and services, preparation of bid documents, conducting pre-bid conferences, analyzing bid responses and the preparation of central purchase orders. The Procurement Management Division conducts assigned research and develops recommendations of procurement and contract services feasibility and contract placement; evaluates existing maintenance and service contract coverage and duration and recommends appropriate modifications based upon the best interests of the City of North Miami Beach and in alignment with the City's Strategic Plan.

The Division also oversees the administration of the Procurement Cards (P-Cards) as well as the disposition of surplus, confiscated and abandoned property. The Procurement Management Division works closely with the offices of the Charter Officers and City departments to assure efficient and transparent procurement services in accordance with best practices.

#### Financially Sound City Government

- Online vendor portal for better transparency and service of vendor contracts
- Implementation of P-Card module for better tracking and monitoring of City Purchasing Cards

#### High Performing City Organization Providing Great Customer Service

- Focus on staff development and training, ensuring current trends and best practices are adopted
- Provide Citywide training and education on procurement policies, practices and process

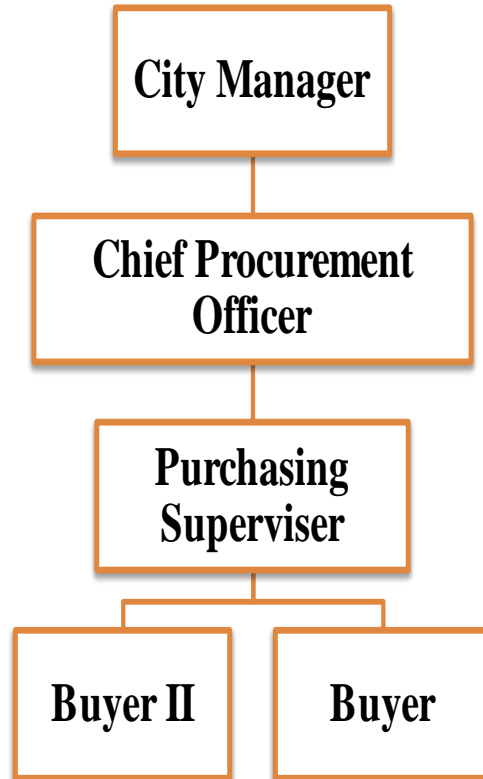
<b>Fiscal Year</b>	<b>FY 2016</b>	<b>FY 2017</b>
Number of formal solicitations issued	11	14
Number of vendors added	330	203
Number of contracts/renewal agreements audited for compliance	15	14
Employee Development Training Hours	-	144

# CITY OF NORTH MIAMI BEACH, FLORIDA

## PROCUREMENT SERVICES

FISCAL YEAR ENDING SEPTEMBER 30, 2018

DIVISION NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2016	ADOPTED BUDGET FY 2017	ESTIMATED ACTUAL FY 2017	ADOPTED BUDGET FY 2018
215	SALARIES-FULL-TIME	\$ 175,801	\$ 249,821	\$ 244,825	\$ 252,003
	OTHER WAGES	2,589	500	490	2,500
	TAXES	14,630	19,266	18,881	19,624
	BENEFITS	74,655	87,060	85,319	58,022
	<b>Salaries and Related Costs</b>	<b>267,675</b>	<b>356,647</b>	<b>349,514</b>	<b>332,149</b>
	OPERATING COSTS	22,264	11,450	10,878	22,850
	CAPITAL OUTLAY	5,753	-	-	-
	<b>PROCUREMENT TOTAL</b>	<b>\$ 295,691</b>	<b>\$ 368,097</b>	<b>\$ 360,392</b>	<b>\$ 354,999</b>



# CITY OF NORTH MIAMI BEACH, FLORIDA

## DEPARTMENT OF COMMUNITY DEVELOPMENT

FISCAL YEAR ENDING SEPTEMBER 30, 2018

### SERVICES, FUNCTIONS AND ACTIVITIES

The Department of Community Development includes four divisions: the Planning & Zoning Division, Code Compliance Division, Business Tax Receipts Division and the Building Division (Building Fund). These divisions work together to ensure compliance with planning, building and zoning codes, and to provide for building safety and code enforcement. The Community Development Department organizes and manages the development and improvement of the City's neighborhoods, engaging in planning efforts to shape, preserve and enhance the existing urban fabric of the area while protecting the health, safety and welfare of its citizens through the enforcement of the City codes. The Building Fund<sup>5</sup> is included with the Enterprise Funds.

#### **Planning and Zoning**

The Planning & Zoning Division reviews applications for building permits and business licenses, and administers the City's land development regulations. The Division coordinates the long-range planning activities of the City, oversees the City's Comprehensive Plan, manages the public hearing process for site plan review and land use approvals, coordinates with local, county and state planning agencies, and serves as a resource to other city departments and elected officials as policies are developed and implemented.

The Division is on pace to process approximately 20 land development applications through to completion this fiscal year. These are applications for new development projects, many of which have been submitted to take advantage of the new Comprehensive Plan and Zoning Code initiative the City has adopted to spur development. Major new proposals for top-quality developments this fiscal year have included the expansion of Prestige Motors, the 5Park mixed-use project on West Dixie Highway, and many more. New development within NMB will spur economic growth and provide an important new source of ad valorem taxes for the City. In addition to facilitating the City's new developments, the Planning & Zoning Division also was responsible for processing important new legislation through the City Commission approval process. These ordinances included the creation of zoning and licensing rules for Medical Marijuana Dispensaries, amendments to the City's fence ordinance to benefit homeowners, and the designation of a Green Reuse Area for the TECO gas properties on West Dixie Highway.

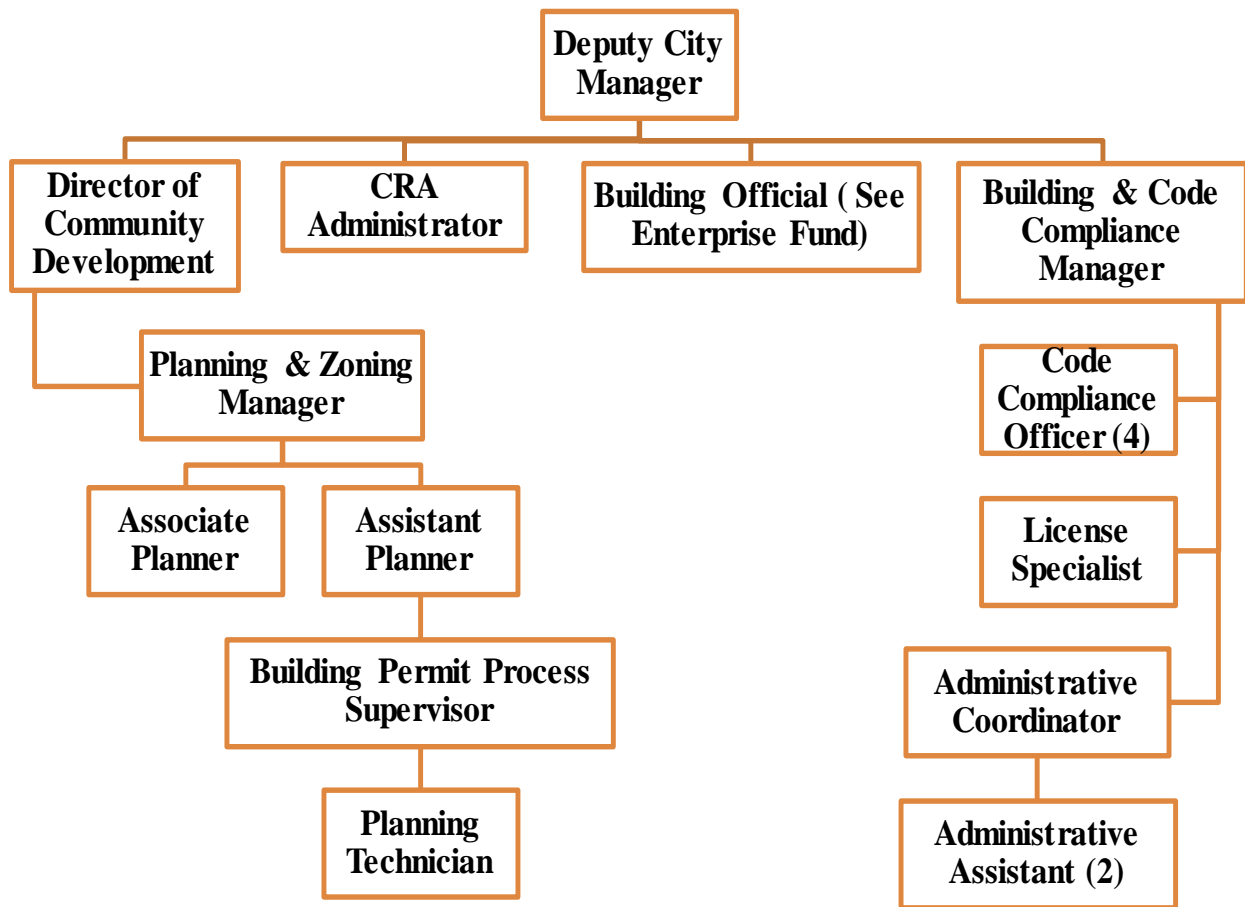
For fiscal year 2018, the Division expects the flow of development applications to continue to increase as we work with major developers on the Intracoastal Mall, the TECO site, and Uptown 163 (Biscayne Blvd. and 163<sup>rd</sup> Street). The Division is also expecting to work on new legislation addressing other areas of the City that were not included in the previous mixed-use zoning initiative, including the rezoning of the Braha-Dixie site, exploring creation of a Chinatown or International District, as well as creation of a Medical Innovation District surrounding Jackson North Hospital.

**Code Compliance**

The Code Compliance Division enforces the City Code, ensuring the health, safety, welfare, and quality of life for the residents, business owners and visitors of North Miami Beach in a fair and uniform manner. The Division handles citizen complaints and reports from other agencies and departments on potential violations the City’s codes and ordinances, conducts investigations into code compliance matters and provides recommendations for solutions. The Division also prepares evidence in support of legal actions; appears in court as necessary; testifies at hearings and in court proceedings as required.

**Business Tax Receipts**

The Business Tax Receipts (BTR) Division is responsible for the issuance of BTRs for all businesses operating within the City limits, including applications, renewals, billing and collections. The BTR Division ensures that all businesses in the City meet the conditions required by city, county, state, or federal agency regulations, which apply to that business or occupation. Businesses may be subject to zoning, environmental, health, building, or development codes. The Division has billed over \$1,000,000 in BTR fees, and licensed over 3,500 businesses. The implementation of the new Energov software will permit the Division to make great improvements in efficiency and customer service.





# CITY OF NORTH MIAMI BEACH, FLORIDA

## DEPARTMENT OF COMMUNITY DEVELOPEMENT

FISCAL YEAR ENDING SEPTEMBER 30, 2018

DIVISION NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2016	ADOPTED BUDGET FY 2017	ESTIMATED ACTUAL FY 2017	ADOPTED BUDGET FY 2018
280	SALARIES-FULL-TIME	\$ 307,817	\$ 357,396	\$ 350,248	\$ 354,022
	OTHER WAGES	-	-	-	15,080
	TAXES	26,073	26,830	26,293	27,425
	BENEFITS	117,234	125,921	123,403	107,001
	<b>Salaries and Related Costs</b>	<b>451,124</b>	<b>510,147</b>	<b>499,944</b>	<b>503,528</b>
	OPERATING COSTS	55,381	163,300	155,135	222,800
	<b>PLANNING &amp; ZONING TOTAL</b>	<b>\$ 506,505</b>	<b>\$ 673,447</b>	<b>\$ 655,079</b>	<b>\$ 726,328</b>
285	SALARIES-FULL-TIME	\$ 223,363	\$ 239,286	\$ 234,500	\$ 245,171
	OTHER WAGES	34,659	44,628	43,735	38,584
	TAXES	19,984	21,916	21,478	22,383
	BENEFITS	76,821	72,765	71,310	81,971
	<b>Salaries and Related Costs</b>	<b>354,827</b>	<b>378,595</b>	<b>371,023</b>	<b>388,109</b>
	OPERATING COSTS	44,534	79,024	75,073	131,444
	CAPITAL OUTLAY	92,864	4,800	4,560	-
	<b>CODE COMPLIANCE TOTAL</b>	<b>\$ 492,225</b>	<b>\$ 462,419</b>	<b>\$ 450,656</b>	<b>\$ 519,553</b>
286	SALARIES-FULL-TIME	\$ 77,276	\$ 77,059	\$ 75,518	\$ 78,650
	OTHER WAGES	-	-	-	-
	TAXES	5,849	5,895	5,777	6,017
	BENEFITS	10,730	21,892	21,454	25,713
	<b>Salaries and Related Costs</b>	<b>93,855</b>	<b>104,846</b>	<b>102,749</b>	<b>110,380</b>
	OPERATING COSTS	1,972	9,400	8,930	9,400
	<b>BUSINESS TAX RECEIPTS TOTAL</b>	<b>\$ 95,827</b>	<b>\$ 114,246</b>	<b>\$ 111,679</b>	<b>\$ 119,780</b>

# CITY OF NORTH MIAMI BEACH, FLORIDA

## HUMAN RESOURCES & RISK MANAGEMENT

FISCAL YEAR ENDING SEPTEMBER 30, 2018

### SERVICES, FUNCTIONS AND ACTIVITIES

The Human Resources & Risk Management Department is focused on driving Strategic Human Resource Planning across the City by implementing an integrated Talent Management approach. Our approach consists of partnering with our City Leadership to recruit and retain the most talented workforce and ensure they are performing at their best by keeping them highly engaged. This is accomplished by providing services in the areas of Talent Acquisition, Talent & Organizational Development, Employee/Labor Relations/Policies, Compensation and Benefits, and Risk Management. We continue to promote a culture that is built on the RISE principles and recognizes employees that display the service standards mantra of Respect, Integrity, Service, and Excellence.

As part of the Strategic Plan, the department developed a 5 year Roadmap to address current opportunities in regards to automation, manager self-service, employee development, succession planning, and employee engagement. These initiatives are in full alignment with the City's Strategic Goals of 1) having a Financially Sound City Government and 2) being a High Performing City Organization Providing Great Customer Service. Efforts in these areas will ensure the services provided meet customers' needs and also exceed their expectations.

### GOALS AND MEASUREMENTS

#### Financially Sound City Government

The Department of Human Resources and Risk Management supports the goal of a Financially Sound City Government by pursuing a comprehensive strategy that aims to provide the highest returns on our Human Capital Investments. We are actively increasing our recruiting efforts by utilizing the latest professional social networks and building university partnerships which in the long term will continue to enhance our image as an employer of choice and drive recruiting costs down. Additionally, as part of our ongoing benefits and wellness strategy, we continue initiatives that engage employees in proactive healthcare decisions that improve their health and quality of life while containing healthcare costs to the fullest extent possible. We will continue to focus on continuous improvement of the risk management function, ensuring the products, premiums, and coverage level and types are appropriately calibrated to the City's size and needs. Finally, our contracts and bargaining agreements will seek to contain costs to the City yet honor the needs of our employees.

#### High Performing City Organization Providing Great Customer Services

Our comprehensive Talent & Organizational Development strategy specifically focuses on creating a High Performing City Organization that Provides Great Customer Services. Through the disciplined execution of our Framework consisting of 1) Performance Management, 2) Leadership Development & Training 3) Talent Reviews, and 4) Succession Planning we are confident that we will continue to drive the City of North Miami Beach to a place where we nourish excellence by providing employees with the tools to thrive and perform at their best as they deliver outstanding customer service experiences to colleagues and residents.

## **KEY PERFORMANCE INDICATORS**

### **Talent Acquisition**

Talent acquisition is the strategic approach to identifying, attracting, and recruiting top talent to efficiently and effectively meet City needs.

#### *Goals:*

1. Establish NMB as an employer of Choice
2. Acquire talented professionals in a cost effective manner
3. Streamline the hiring process

#### *Initiatives:*

- Develop employee branding through creative collateral and communication campaign
- Build university partnerships and establish professional social network presence
- Implement an applicant tracking system
- Implement the City Manager's Management Trainee Program

#### *Measures:*

- Number of competitive exams issued, monthly and yearly
- Number of successful hires, monthly and yearly

### **Talent & Organizational Development**

The Human Resources Department believes that by focusing on the City's most important asset, our people, we are able to provide our residents with the excellent service they expect.

#### *Goals:*

1. Create and drive a Learning Culture
2. Enhance our Performance Management process and
3. Achieve a highly engaged workforce

#### *Initiatives:*

- Implement Leadership Development and Training Programs (Leadership Development Series, Microsoft Office Training, Customer Service Training)
- Expand the Onboarding/Orientation program
- Create Leadership competencies and implementation of updated performance management process

#### *Measures:*

- Turnover rate
- Engagement percentage

### **Labor & Employee Relations**

The Human Resources Department is committed towards enhancing the overall organizational culture through education, communication, and development.

#### *Goals:*

1. Promote effective communication across entire organization
2. Facilitate the resolution of workplace issues
3. Strive for a collaborative relationship with the unions

*Initiatives:*

- Complete review and update of personnel policies & procedures and creation of a HR manual
- Reintroduce training of progressive disciplinary process and counseling to managers & supervisors
- Provide organizational training on policies and procedures

*Measures:*

- number of arbitrations per number of grievances

**Compensation & Benefits and Wellness**

Establishing a compensation & benefits plan that is market competitive will ensure employees are motivated and attract highly qualified talent. Wellness initiatives will continue to provide emotional, physical, and financial education and resources to employees in an effort to contain healthcare costs.

*Goals:*

1. Create a competitive salary and rewards program
2. Continue to provide accurate and timely pay in accordance with collective bargaining & policies
3. Focus on wellness programs to help employees stay healthy, productive, engaged, and achieve work/life balance

*Initiatives:*

- Conduct City-wide Compensation Survey
- Establish a formal compensation strategy to include pay ranges and a pay for performance culture
- Implement internal audits
- Expand wellness initiative and implement new programs

*Measures:*

- Medical Loss Ratio
- Compensation & Benefits as a percentage of Total Operating Expenses

**Risk Management**

This Division's responsibilities include promoting a safe and healthy work environment, accident and incident investigation, reporting and monitoring of Workers' Compensation claims, review of property values, insurance coverages and premiums, and general liability issues.

*Goals:*

1. Ensure products, premiums, and coverages are appropriate for the City's size and needs.
2. Creating a safety culture
3. Reducing the loss ratio

*Initiatives:*

- Centralization of Claims Management process
- Develop Risk Management Standard Operating Procedures Manual
- Enhance safety training
- Analyze incident trends to provide appropriate training

*Measures:*

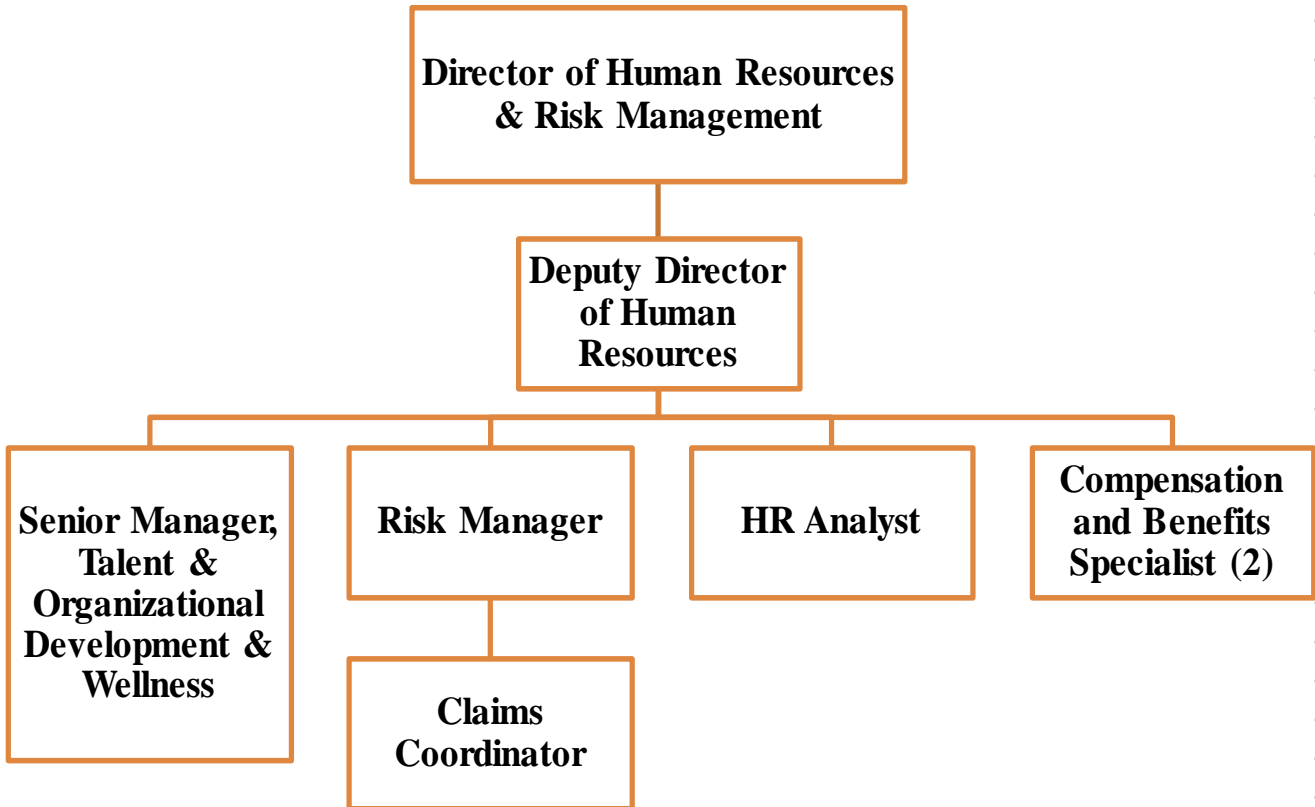
- Loss ratio
- Average # of claims per month

# CITY OF NORTH MIAMI BEACH, FLORIDA

## HUMAN RESOURCES & RISK MANAGEMENT

FISCAL YEAR ENDING SEPTEMBER 30, 2018

ACCOUNT DESCRIPTION	ACTUAL FY 2016	ADOPTED BUDGET FY 2017	ESTIMATED ACTUAL FY 2017	ADOPTED BUDGET FY 2018
SALARIES-FULL-TIME	\$ 427,445	\$ 783,083	\$ 767,421	\$ 507,200
OTHER WAGES	4,683	5,000	4,900	2,500
TAXES	17,686	60,958	59,739	38,003
BENEFITS	133,315	269,507	264,117	93,038
<b>Salaries and Related Costs</b>	<b>583,129</b>	<b>1,118,548</b>	<b>1,096,177</b>	<b>640,741</b>
OPERATING COSTS	58,339	90,095	85,590	146,950
CAPITAL OUTLAY	-	-	-	-
OFFICE FURNITURE FOR NEW OFFICES	-	-	-	20,000
NON-OPERATING COSTS	-	-	-	-
<b>HR &amp; RISK TOTAL</b>	<b><u>\$ 641,468</u></b>	<b><u>\$ 1,208,643</u></b>	<b><u>\$ 1,181,767</u></b>	<b><u>\$ 807,691</u></b>



# CITY OF NORTH MIAMI BEACH, FLORIDA

## FINANCE DEPARTMENT

FISCAL YEAR ENDING SEPTEMBER 30, 2018

### SERVICES, FUNCTIONS AND ACTIVITIES

The Finance Department is responsible for the proper accounting of all City funds and compliance with all applicable regulations and laws. Routine duties include processing payroll, accounts payable, accounts receivable, cash collections, general ledger fund accounting, debt service administration, investment of City funds and preparation of various state, federal and management financial reports. The Finance Department provides financial analysis services to other City departments in order to enhance efficiency and assists with banking transactions that arise during the year.

#### GOALS

##### Financially Sound City Government

The Finance Department will promote public trust and safeguard the fiscal integrity of the City by providing financial transparency through the implementation and control of the approved budget and the preparation and disclosure of the Comprehensive Annual Financial Report and quarterly financial reports. The department also has monthly meetings with the investment consultant to manage the City's investment portfolio to facilitate a fiscally sound city government.

##### High Performing City Organization Providing Great Customer Services

The Finance Department ensures compliance with all applicable regulations and laws through the adoption and application of policies and procedures that limit physical access; segregate the duties of initiation, processing and approval of transactions; clearly define levels of authority; and require continuing professional education. The Finance Department also provides financial management and policy support, analytical services and financial information to the City Manager, departments, the public and other agencies.

#### KEY PERFORMANCE INDICATORS

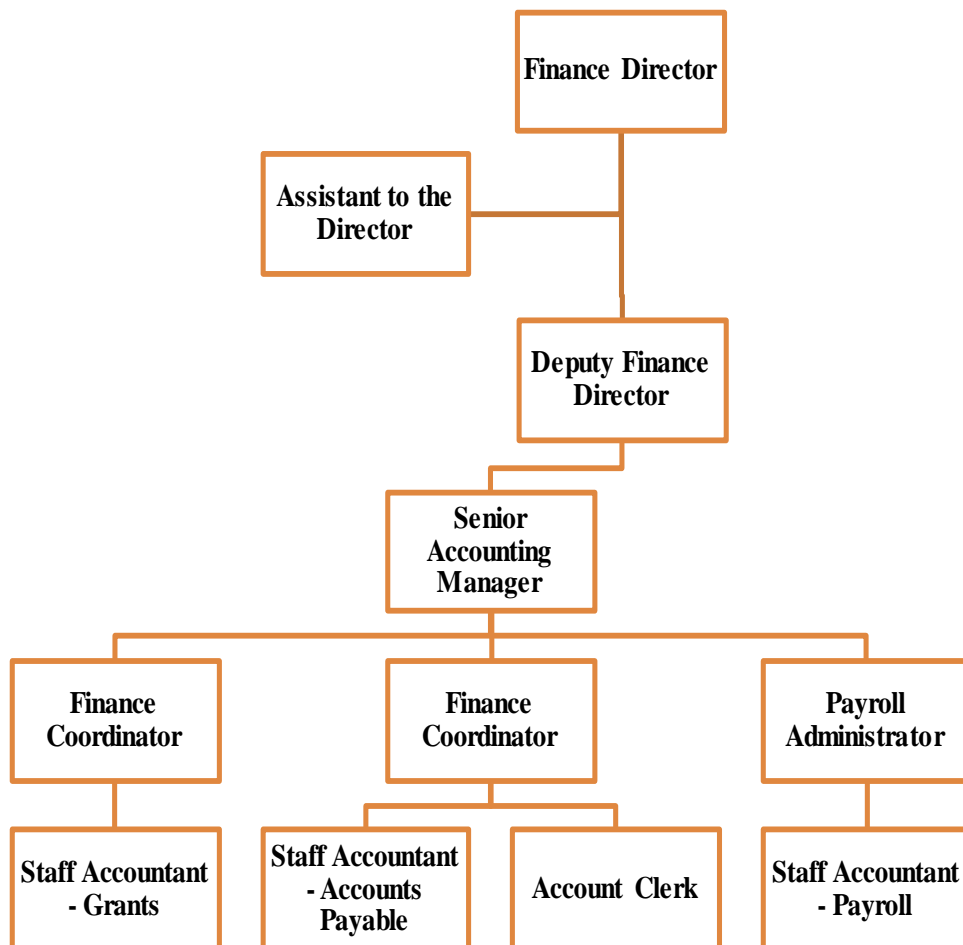
<u>KEY PERFORMANCE INDICATOR</u>	ACTUAL	ESTIMATED	ADOPTED
	FY 2016	ACTUAL FY 2017	BUDGET FY 2018
Timely Quarterly Financial Analysis Reports	1 of 4	3 of 3	3 of 3
Timely Comprehensive Annual Financial Report	No	No	Yes
Unqualified Opinion	Yes	Yes	Yes
Timely Annual Financial Report	Yes	Yes	Yes
Timely Annual Operating Budget	Yes	Yes	Yes
Timely Annual Capital Improvement Plan Budget	Yes	Yes	Yes

# CITY OF NORTH MIAMI BEACH, FLORIDA

## FINANCE DEPARTMENT

FISCAL YEAR ENDING SEPTEMBER 30, 2018

DIVISION NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2016	ADOPTED BUDGET FY 2017	ESTIMATED ACTUAL FY 2017	ADOPTED BUDGET FY 2018
470	SALARIES-FULL-TIME	\$ 802,419	\$ 766,199	\$ 750,875	\$ 866,761
	OTHER WAGES	23,706	10,000	9,800	49,400
	TAXES	63,279	59,839	58,642	71,433
	BENEFITS	235,118	231,794	227,158	212,684
	<b>Salaries and Related Costs</b>	<b>1,124,522</b>	<b>1,067,832</b>	<b>1,046,475</b>	<b>1,200,278</b>
	OPERATING COSTS	103,717	117,200	111,340	105,100
	CAPITAL OUTLAY	10,245	-	-	-
	<b>FINANCE TOTAL</b>	<b><u>\$1,238,484</u></b>	<b><u>\$ 1,185,032</u></b>	<b><u>\$ 1,157,815</u></b>	<b><u>\$ 1,305,378</u></b>





# CITY OF NORTH MIAMI BEACH, FLORIDA

## POLICE DEPARTMENT

FISCAL YEAR ENDING SEPTEMBER 30, 2018

### MISSION STATEMENT

The North Miami Beach Police Department (NMBPD) will provide professional and ethical law enforcement services to the community. We will continue to meet the diverse needs of the City of North Miami Beach (City) and enhance the overall quality of life by providing the best public service.

### SERVICES, FUNCTIONS AND ACTIVITIES

The NMBPD is a professional law enforcement organization that prides itself on delivering the highest level of quality service possible to more than 41,000 residents and nearly 250 businesses. The NMBPD will continue to work in partnership with various departments within the City and with community leaders. The NMBPD will also strive to ensure a safe environment for all residents, visitors and business owners within the City's jurisdiction. The NMBPD is committed to accomplishing its mission to protect the lives and properties of all citizens of NMB by treating every citizen with courtesy, professionalism, and respect; the NMBPD is also committed to enforcing the laws impartially, fighting crime both through deterrence and the relentless pursuit of criminals.

Additionally, the NMBPD responds to the request and needs of the community in various ways. Last year alone, the NMBPD added a Gang Unit, Street Crimes Unit, Economic Crimes Unit, Traffic, a Community Affairs Bureau, and the Police Athletic League. These specialized units work in conjunction with each other to address all aspects of crimes while addressing many qualities of life's needs.

#### **Community Affairs Bureau (CAB)**

In 2016, the NMBPD adopted the Community Affairs Bureau (CAB) to provide the framework for how the CAB deploys staff to meet the City's public safety policy objectives. The plan seeks to provide faster response times, a stronger police presence when responding to calls for service and a smarter use of patrol resources to focus on persistent problems that can affect the quality of life within the City.

The CAB provides the following services to the residents in NMB:

- To allow patrol officers to do more proactive policing by helping to resolve the underlying conditions that create violations of the law and public order.
- Address quality of life issues.
- Target specific areas that require a more personalized approach to solving issues.

The CAB helps to strengthen the officers' sense of ownership of the neighborhoods in which they serve, matches workload to demand, and uses proactive time in a way that is targeted, measured and enhances the NMBPD's ability to achieve public safety outcomes.

As part and as an ongoing effort to keep the streets of NMB safe, the NMBPD continues to develop new ways to reduce crime. Some of the techniques that the NMBPD utilizes are as follows:

- Summer Crimes Reduction Initiative
- Holiday Task Force
- Multi-Agency Probation Sweeps
- Community Events (Shop with a COP, Winter Fest Toy Drive, Chief for the Day)
- Staff Community Walks
- Partnerships with the Community (Club Law & Order and PACT Community Meetings)
- Traffic Enforcement (DUI check points, Click it or Ticket Campaign)
- Community Contact Program, Business and Park Checks
- Explorer Program to Assist in Disseminating Important Public Information and Crime Prevention Tips
- Increase Pro-active Operations
- Adjust Resources and Manpower according to Current Crime Trends
- Increase Pro-active Traffic Enforcement
- Sharing Information and Partnering with Surrounding Agencies
- Work with the Communities to Establish Better Communication

Implementing a comprehensive and sustained enforcement operation utilizing personnel from these units will have a direct impact in the NMBPD’s efforts to deter and decrease crime, traffic crashes and arrest traffic violators. The goal is to continually keep the City safe.

In 2016, the NMBPD was able to reduce residential burglaries by 26% and commercial burglaries by 25%. This sharing of information has helped in suppressing crime by keeping the criminal element out of the City. In addition, the implementation of several target crime initiatives has allowed for increased police visibility which, in turn, deters crime. The NMBPD’s proactive and forward-looking approach is consistent with the 21<sup>st</sup> Century Policing model.

**Crime Rate Comparison:**

	<u>2014</u>	<u>2015</u>	<u>2016</u>
Population	43,227	43,533	44,512
Crime Rate per 100,000	4605.9	4479.4	4466.2

In 2015, the NMBPD had 95 sworn officers and in 2016-2017, the NMBPD was a fully staffed police department with 107 sworn officers. The addition of these officers has allowed for full staffing of uniform patrol, as well as the implementation of specialized units. These units include a designated Gang Unit, Traffic Unit, Economic Crimes Unit, Community Patrol Unit and Crime Analysis Unit, all which supplement uniform patrol efforts. The specialized units respond in real-time to in-progress calls which fall within the scope their respective unit responsibilities. This, in turn, allows uniform patrol to remain available for additional police response. At the conclusion of September 2017 fiscal year, it is anticipated that the NMBPD will be at full staff in all positions (sworn and civilian).

The chart below reflects the response times of the NMBPD.

### **2016 Average Response Times**

<u>Agency</u>	<u>Emergency</u>	<u>Routine</u>
NMBPD	0:02:59	0:07:46

### **NMB GREAT/DARE - GANG RESISTANCE EDUCATION AND TRAINING**

The NMBPD has enhanced its relationship with local schools and students by participating in the Gang Resistance Education and Training (G.R.E.A.T.) program, which is a school-based gang and violence-prevention program with three (3) primary goals: (1) teach youths to avoid gang membership, (2) prevent violence and criminal activity, and (3) assist youths in developing positive relationships with law enforcement. The program is a cognitive-based curriculum that teaches students life skills, such as conflict resolution, responsibility, appreciating cultural diversity, and goal setting. All of these skills are presented with an emphasis on how crime affects victims and how youths can meet basic social needs without resorting to joining a gang.

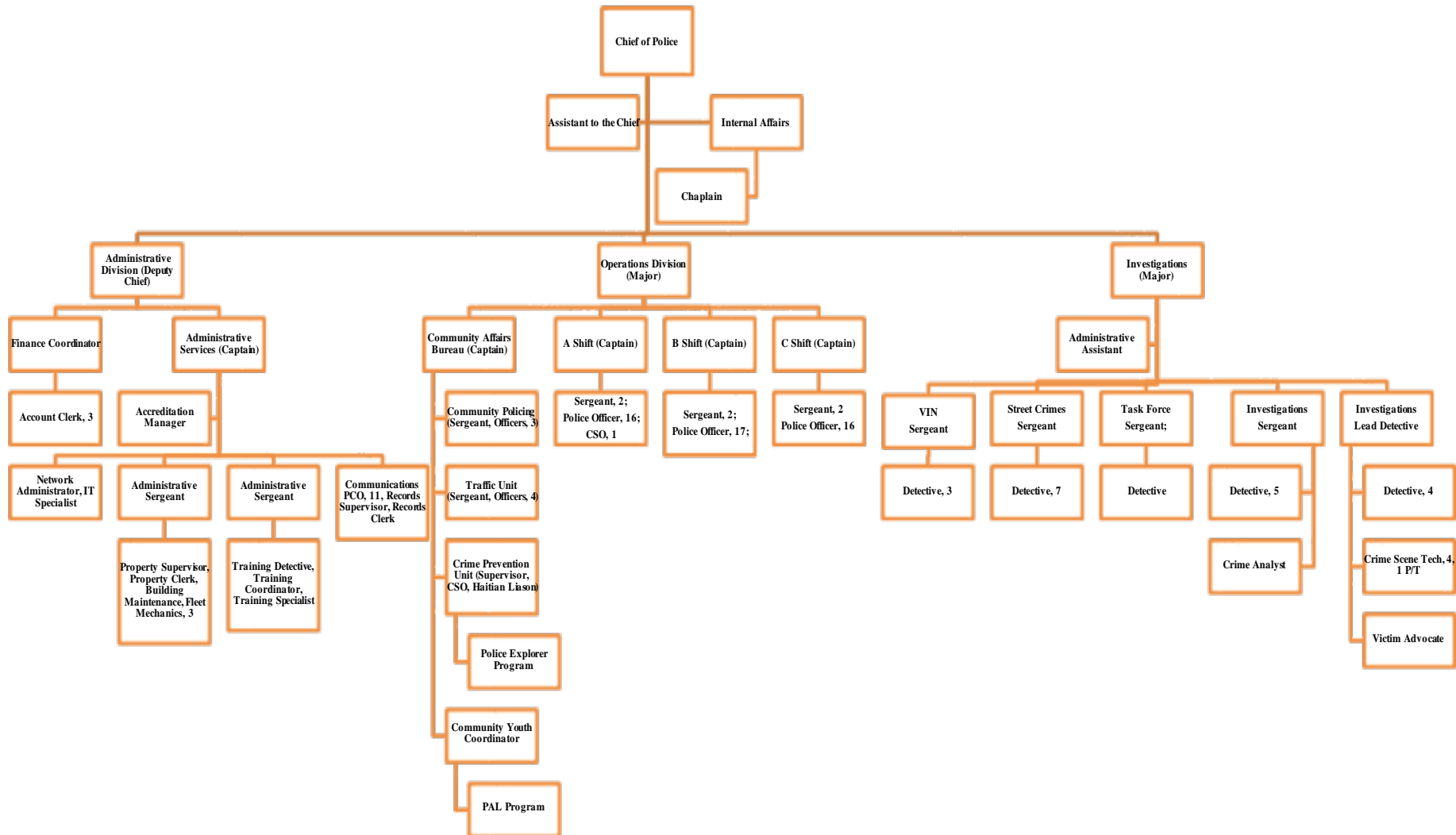
### **AUTISM/CRISIS INTERVENTION TEAM:**

Today's law enforcement officers must meet a wide variety of challenges including a growing mental health crisis. The NMBPD has implemented training for the officers to deal with people who suffer from mental illness and autism. The training includes a 40-hour block of instruction to handle these types of calls. The training prepares the first responding officers to better deal with these types of calls. The skills and knowledge required to effectively deal with these issues requires a higher level of education, as well as extensive and ongoing training in specific disciplines.

# CITY OF NORTH MIAMI BEACH, FLORIDA

## POLICE DEPARTMENT

FISCAL YEAR ENDING SEPTEMBER 30, 2018



# CITY OF NORTH MIAMI BEACH, FLORIDA

## POLICE DEPARTMENT

FISCAL YEAR ENDING SEPTEMBER 30, 2018

DIVISION NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2016	ADOPTED BUDGET FY 2017	ESTIMATED ACTUAL FY 2017	ADOPTED BUDGET FY 2018
500	SALARIES-FULL-TIME	\$ 1,164,226	\$ 1,346,770	\$ 1,319,835	\$ 1,358,274
	OTHER WAGES	111,179	74,250	72,765	53,000
	TAXES	95,631	108,718	106,544	110,440
	BENEFITS	4,520,305	4,339,374	4,252,587	4,175,881
	<b>Salaries and Related Costs</b>	<b>5,891,341</b>	<b>5,869,112</b>	<b>5,751,730</b>	<b>5,697,595</b>
	OPERATING COSTS	695,775	757,770	719,882	788,100
	CAPITAL OUTLAY	457,258	-	-	-
	REPLACED LAPTOPS	-	-	-	65,000
	<b>POLICE ADMINISTRATION TOTAL</b>	<b>\$ 7,044,374</b>	<b>\$ 6,626,882</b>	<b>\$ 6,471,611</b>	<b>\$ 6,550,695</b>
501	SALARIES-FULL-TIME	\$ 68,441	\$ 65,980	\$ 64,660	\$ 65,980
	OTHER WAGES	5,915	4,000	3,920	4,000
	TAXES	3,312	5,347	5,240	5,047
	BENEFITS	14,736	24,421	23,933	26,114
	<b>Salaries and Related Costs</b>	<b>92,404</b>	<b>99,748</b>	<b>97,753</b>	<b>101,141</b>
	OPERATING COSTS	461,039	464,040	440,838	464,040
	CAPITAL OUTLAY	-	-	-	-
	<b>POLICE GARAGE TOTAL</b>	<b>\$ 553,443</b>	<b>\$ 563,788</b>	<b>\$ 538,591</b>	<b>\$ 565,181</b>
510	SALARIES-FULL-TIME	\$ 5,258,544	\$ 5,988,618	\$ 5,868,846	6,275,428
	OTHER WAGES	16,384	-	-	425,000
	TAXES	445,530	425,000	416,500	544,895
	BENEFITS	2,265,031	2,745,161	2,690,258	2,451,794
	<b>Salaries and Related Costs</b>	<b>7,985,489</b>	<b>9,158,779</b>	<b>8,975,603</b>	<b>9,697,117</b>
	OPERATING COSTS	306,252	260,250	247,238	326,250
	CAPITAL OUTLAY	1,368	-	-	-
	LAPTOPS	-	-	-	-
	POLICE VEHICLES	-	-	-	335,769
	<b>UNIFORM SERVICES TOTAL</b>	<b>\$ 8,293,109</b>	<b>\$ 9,419,029</b>	<b>\$ 9,222,841</b>	<b>\$ 10,359,136</b>
512	SALARIES-FULL-TIME	\$ 590,563	\$ 677,823	\$ 664,267	\$ 703,617
	OTHER WAGES	251,344	223,000	218,540	223,000
	TAXES	65,005	62,379	61,131	64,345
	BENEFITS	111,590	149,489	146,499	145,299
	<b>Salaries and Related Costs</b>	<b>1,018,502</b>	<b>1,112,691</b>	<b>1,090,437</b>	<b>1,136,261</b>
	OPERATING COSTS	7,055	10,200	9,690	10,700
	<b>COMMUNICATIONS TOTAL</b>	<b>\$ 1,025,557</b>	<b>\$ 1,122,891</b>	<b>\$ 1,100,127</b>	<b>\$ 1,146,961</b>
530	SALARIES-FULL-TIME	\$ 1,295,895	\$ 1,393,153	\$ 1,365,290	\$ 1,460,762
	OTHER WAGES	199,218	175,000	171,500	175,000
	TAXES	131,359	120,040	117,639	125,482
	BENEFITS	346,308	454,742	445,647	437,977
	<b>Salaries and Related Costs</b>	<b>1,972,780</b>	<b>2,142,935</b>	<b>2,100,076</b>	<b>2,199,221</b>
	OPERATING COSTS	13,907	17,900	17,005	37,900
	<b>DETECTIVE BUREAU TOTAL</b>	<b>\$ 1,986,687</b>	<b>\$ 2,160,835</b>	<b>\$ 2,117,081</b>	<b>\$ 2,237,121</b>

# CITY OF NORTH MIAMI BEACH, FLORIDA

## POLICE DEPARTMENT

FISCAL YEAR ENDING SEPTEMBER 30, 2018

DIVISION NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2016	ADOPTED BUDGET FY 2017	ESTIMATED ACTUAL FY 2017	ADOPTED BUDGET FY 2018
531	SALARIES-FULL-TIME	\$ 16,612	\$ 160,776	\$ 157,560	\$ 160,776
	OTHER WAGES	33,072	25,000	24,500	25,000
	TAXES	14,803	14,397	14,109	14,397
	BENEFITS	207,231	61,923	60,685	68,183
	<b>Salaries and Related Costs</b>	<b>271,718</b>	<b>262,096</b>	<b>256,854</b>	<b>268,356</b>
	OPERATING COSTS	5,220	5,400	5,130	5,400
	<b>CRIME SCENE TOTAL</b>	<b>\$ 276,938</b>	<b>\$ 267,496</b>	<b>\$ 261,984</b>	<b>\$ 273,756</b>
532	SALARIES-FULL-TIME	530,480	\$ 530,680	\$ 520,066	\$ 519,988
	OTHER WAGES	39,117	-	-	-
	TAXES	54,205	41,413	40,585	47,683
	BENEFITS	136,376	159,628	156,435	270,532
	<b>Salaries and Related Costs</b>	<b>760,178</b>	<b>731,721</b>	<b>717,087</b>	<b>838,203</b>
	OPERATING COSTS	3,900	4,500	4,410	4,500
	CAPITAL OUTLAY	-	-	-	-
	<b>TASK FORCES TOTAL</b>	<b>\$ 764,078</b>	<b>\$ 736,221</b>	<b>\$ 721,497</b>	<b>\$ 842,703</b>
533	SALARIES-FULL-TIME	405,809	\$ 429,005	\$ 420,425	\$ 362,194
	OTHER WAGES	34,375	50,000	49,000	50,000
	TAXES	38,854	37,000	36,260	31,895
	BENEFITS	78,134	120,382	117,974	107,804
	<b>Salaries and Related Costs</b>	<b>557,172</b>	<b>636,387</b>	<b>623,659</b>	<b>551,893</b>
	OPERATING COSTS	2,700	3,750	3,563	3,000
	CAPITAL OUTLAY	-	-	-	-
	<b>SPECIAL INVESTIGATION TOTAL</b>	<b>\$ 559,872</b>	<b>\$ 640,137</b>	<b>\$ 627,222</b>	<b>\$ 554,893</b>
555	SALARIES-FULL-TIME	31,248	\$ 31,009	\$ 30,389	\$ 33,494
	OTHER WAGES	1,983	-	-	-
	TAXES	2,466	2,372	2,325	2,564
	BENEFITS	13,829	8,357	8,190	11,088
	<b>Salaries and Related Costs</b>	<b>49,526</b>	<b>41,738</b>	<b>40,903</b>	<b>47,146</b>
	OPERATING COSTS	268,432	322,800	306,660	297,800
	CAPITAL OUTLAY	-	-	-	-
	<b>RED-LIGHT CAMERA TOTAL</b>	<b>\$ 317,958</b>	<b>\$ 364,538</b>	<b>\$ 347,563</b>	<b>\$ 344,946</b>
	SALARIES-FULL-TIME	\$ 9,361,818	\$ 10,623,814	\$ 10,411,338	\$ 10,940,513
	OTHER WAGES	692,587	551,250	540,225	955,000
	TAXES	851,165	816,666	800,333	946,748
	BENEFITS	7,693,540	8,063,477	7,902,207	7,694,672
	<b>Salaries and Related Costs</b>	<b>\$ 18,599,110</b>	<b>\$ 20,055,207</b>	<b>\$ 19,654,103</b>	<b>\$ 20,536,933</b>
	OPERATING COSTS	1,764,280	1,846,610	1,754,415	1,937,690
	CAPITAL OUTLAY	458,626	-	-	400,769
	<b>Total Police Department</b>	<b>\$ 20,822,016</b>	<b>\$ 21,901,817</b>	<b>\$ 21,408,517</b>	<b>\$ 22,875,392</b>

# CITY OF NORTH MIAMI BEACH, FLORIDA

## LIBRARY

FISCAL YEAR ENDING SEPTEMBER 30, 2018

### SERVICES, FUNCTIONS AND ACTIVITIES

The NMB Library is the Learning, cultural and community-building center of our city. As libraries transform from a place of books to a place where community connects with information and creates content, the NMB Library is committed to become a 21<sup>st</sup> Century learning space that equips its residents with the skills needed for success. The Library is part of premier residential community services throughout the world. The NMB Library provides a safe and nurturing educational facility that uses art, science and technology to enhance learning, celebrates events and festivals that result in improved individual understanding of themselves and the community with the goal nurturing a strong community togetherness, and expanding personal and community success to all North Miami Beach residents.

The Department provides a safe and attractive educational environment in which all members of the population may explore, document, learn, and produce media, and art in a manner that will develop critical thinking skills, problem solving, and a love of reading. The North Miami Beach Library produces programs through qualified professionals that enhance the quality of life, education, and the earning potential in our community through measured outcomes and annual target benchmarks for its services and staff.

The Library Department's primary services include year-round operation of the Library lending and acquisition services, educational programs, technology instruction, collaboration with the schools, technology access, early literacy and cultural programs displays as well as the established summer reading, senior engagement and specialty programs outlined by IMLS and the State of Florida Libraries. We provide a place for the community members of all age groups to collaborate and enhance their well-being in a safe, clean, and nurturing environment.

### GOALS AND MEASUREMENTS

#### Financially Sound City Government

The Library Department continues to improve its wide variety of programs that cater to all members of the community with an emphasis on financially sound decision making. During Fiscal-Year 2017, the department enhanced services and implemented programs through collaborative agencies like Florida International University and the City's Multicultural Committee. The library also began offering Citizenship Classes, won a grant from the American Library Association to conduct ESOL classes, developed new adult tech courses, and put on a successful Art Exhibit for Women's History Month. The library also cultivated its entire collection and implemented RFID tags for all materials through 3M. Many new professional staff were hired including a Head of Adult Services, Head of Youth Services, and a Public Services Manager. These new hires have helped enhance the organizational structure of the library to provide better services for the City's citizens, and allowed for better staff efficiencies.



During Fiscal Year 2018, the NMB Library will seek to enhance services by implementing automation technology that will free professional staff to create and provide services instead of performing routine tasks, to develop a Friends of the Library financial support group, and continue to seek private sector engagement and investment as a means to enhance the services provided to our residents. With the enhancement of RFID self-serve checkout will be implemented and this will allow for better inventory processes. By providing services that meet Florida Public Library Standards and joining multi-type library cooperatives and consortia the NMB Library saves and provides the equivalent of \$14.01 return on investment for every tax dollar spent and qualifies for federal funding of various programs. It is our goal to continually look for ways to manage and operate the library to reduce the cost of services while increasing them and their value through knowledgeable staff in the most cost effective an efficient manner.

*The Place to Live: Beautiful, Safe and Livable*

The Library Department has undergone a major facelift on the exterior and has begun to improve its interior facilities. It has engaged security services and implements preventative programs that improve the ambiance, security and a sense of well-being inside and outside the library facility. Through its cultural and gardening programs and the development of art in public places, the library seeks to beautify the city as well as energize its citizenry to do the same, to enhance the overall beauty and property values in our city.

The Library Department offers diverse activities for multigenerational engagement and measured educational outcomes that meet the State of Florida's Public Library Standards. Residents are provided with quality programs, activities, literacy classes, physical and cognitive fitness opportunities, guest lecturers, computer classes, employment and developmental technology classes, art, writing, drama, science, math and engineering/ critical problem solving classes, media creation and audio-visual instruction, introduction to authors and publishing as well as the maintenance and delivery of Wi-Fi, computers, print and digital collection that meets the needs of our residents, and state standards both locally and remotely. Library groups and classes seek to increase volunteering in the city and create positive community engagement such as the TEEN Advisory Group and NMB Book Club Volunteers.

The Department further supports the community by providing educational programming in collaboration with the schools in NMBs feeder pattern, summer reading and educational camp and programs for children, teens, young adults and seniors during the summer months and year round engagement in and outside the library as we support community events such as Washington Park's Heritage Days, Bike 305, and the Heart Health Walk.

*High Performing City Organization Providing Great Customer Service*

The Library Department seeks to make hospitality the cornerstone of our service model. As a learning institution the NMB Library seeks to anticipate the community needs in order to provide top customer service. As our library transforms into 21<sup>st</sup> century services, a lean and professional staff that meets EDGE Library competencies and provides innovative services will continue to attain top satisfaction ratings from the residents via annual surveys, social media, city website, etc. The library will continue to provide top quality events that highlight our multicultural community (i.e. Black History Month, Lunar New Year), increase learning and technological opportunities (i.e. Early Literacy, Tutoring, Creation Spaces, and Internet Safety), produce consistent and improved educational outcomes (i.e. Measured learning); increase the arts and cultural exposure and education (i.e. Audio-visual display, poetry and music), support empowerment programs (i.e. International

Women’s Day, Lean-In groups, Alzheimer Support), observe national and ALA celebrations in manner that enhances education (i.e. Thanksgiving, Mother’s Day, El Dia, Teen Tech) and support of all of our community events such as Bike 305 and Heritage Days.

Revitalized Downtown and Major Corridors

The Library Department is in an anchor location of the North Miami Beach Downtown area major corridor and part of the Hanford Boulevard future redevelopment. The NMB Library’s exterior beautification projects and the community development should serve it to become part of a thriving educational complex and place it at the center of local businesses and homes where it will easily be accessible by its residents.

**KEY PERFORMANCE INDICATOR**

City of NMB Library has a Census estimate of 43,971. This places the library into a medium size library serving over 39,900 – 89,900. The following numbers are guidelines set by Florida Public Library Standards and the Opinion Counts annual compilation.

The City of North Miami Beach Library meets many of the standards, however due to limited staffing programming has been deficient. We have been on an upward trend in the past 2 years and are currently surpassing the Learning Outcomes dictated by the State of Florida.

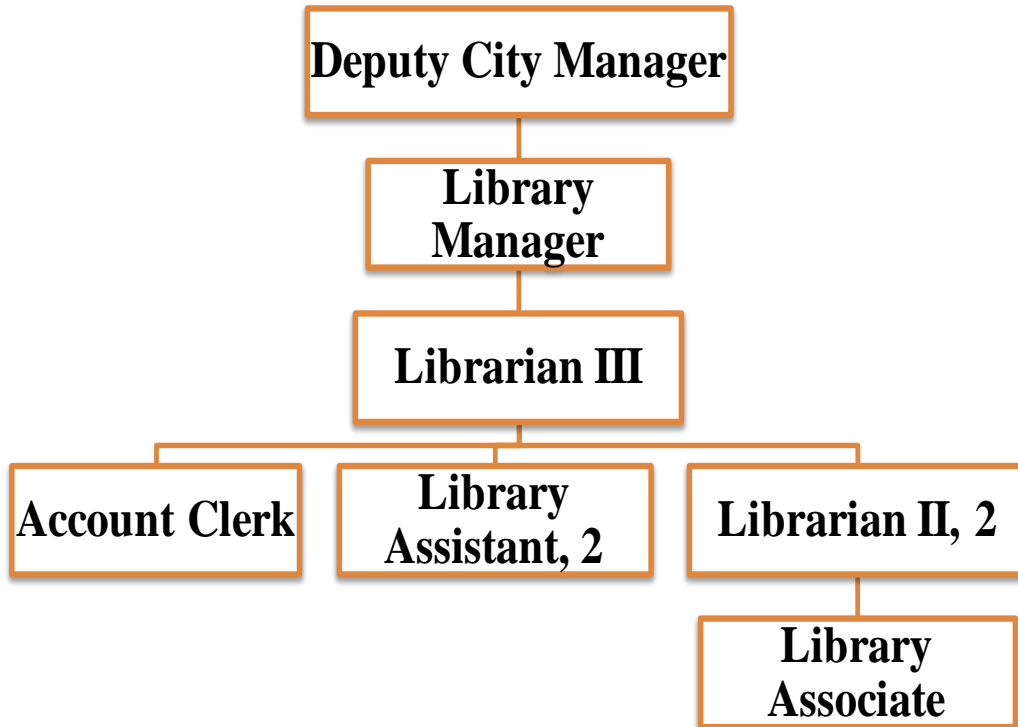
<b>Indicator</b>	<b>Goal</b>	<b>Current</b>
Hours of Public Service per week	62- 85	63
Library Holdings Per Capita	2.2	1.37
Square Feet per Capita	0 .7	0.57
Library Visits per Staff FTE	9,808	12,909
Total Program Attendance Per Capita with learning outcome	0.40 40%	0.11 55%
Percentage of Juvenile Program Attendance with learning outcome	80% 50%	97.6 55%

# CITY OF NORTH MIAMI BEACH, FLORIDA

## LIBRARY

FISCAL YEAR ENDING SEPTEMBER 30, 2018

DIVISION NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2016	ADOPTED BUDGET FY 2017	ESTIMATED ACTUAL FY 2017	ADOPTED BUDGET FY 2018
600	SALARIES-FULL-TIME	269,110	\$ 356,967	\$ 349,828	\$ 379,036
	OTHER WAGES	141,732	162,931	159,672	172,375
	TAXES	31,330	39,909	39,111	46,144
	BENEFITS	62,912	85,319	83,613	84,086
	<b>Salaries and Related Costs</b>	<b>505,084</b>	<b>645,126</b>	<b>632,223</b>	<b>681,641</b>
	OPERATING COSTS	197,048	204,078	193,874	213,895
	CAPITAL OUTLAY	37,300	25,000	23,750	
	SECURITY CAMERAS	-	-	-	5,000
	WRITING IT	-	-	-	6,000
	RFID SELF CHECKOUT STATION	-	-	-	13,500
	BOOKS & MATERIAL FOR REFERENCE	-	-	-	25,000
	<b>LIBRARY TOTAL</b>	<b>\$739,432</b>	<b>\$ 874,204</b>	<b>\$ 849,848</b>	<b>\$ 945,036</b>



# CITY OF NORTH MIAMI BEACH, FLORIDA

## PARKS AND R.E.C. DEPARTMENT

FISCAL YEAR ENDING SEPTEMBER 30, 2018

### SERVICES, FUNCTIONS AND ACTIVITIES

The Parks & R.E.C. Department delivers safe and nurturing recreational, educational and cultural activities to all North Miami Beach residents. The Department provides a safe and attractive park environment in which our community may recreate and enjoy a variety of professionally run programs and activities to enhance the quality of life for City residents, and to provide an appealing setting for the many visitors to our community.

The Parks & R.E.C. Department's primary services include the year-round operation of all City parks, pools, athletic fields, the Julius Littman Performing Arts Theater, and other community facilities; comprehensive recreation and activities for all ages; the provision of summer and winter camps, senior citizen programs, youth programs and educational classes.

### GOALS AND MEASUREMENTS

#### Financially Sound City Government

The Parks & R.E.C. Department continues to improve on its wide variety of programs that cater to all members of the community with an emphasis on financially sound decision making. The Department was able to secure sponsorship dollars for special events such as Snow Fest, Bike 305, and the Heart Health Walk. In addition, scholarships were obtained for North Miami Beach Residents for Summer Camp and Bollettieri Tennis Academy.

#### The Place to Live: Beautiful, Safe and Livable

The Parks & R.E.C. Department has its first system wide approved Master Plan for Parks to improve accessibility, conditions and desirability of parks and amenities. This plan will be a catalyst for future enhancements, acquisitions and construction of parks. Together with the Master Plans for beautification and landscaping, property values in the proximate area will likely be enhanced. The City began implementing the plan in house with small projects, as Public Works Beautification Division transformed Shenkenberger Park with the grand opening in April 2017 on Arbor Day.

During FY17, there were several capital improvement projects that were completed. Renovations on both the Ronald A. Silver Youth Enrichment Services Center and Highland Village Community Center were completed; the installation of Thor Guard lightning prediction and warning systems throughout the park systems was completed; playground structures were reconditioned at 2 parks and at Victory Pool; Musco Green lighting technology was installed at Allen Park field; new lighting was placed in the Gwen Margolis Amphitheater and Challenger Park; Fulford Athletic field was re-sodded; and our second installation of "Art in Public Places" was created by our very own staff for the Bike 305 Event. The department will continue to enhance its infrastructure through public/private partnerships, grants, sponsorships and CIP funding.

The Parks & R.E.C. Department offers a variety of activities for multigenerational participation at all of the City community centers and facilities. Residents are provided with quality programs, activities, classes, physical fitness, computer classes, drama classes, and guest lecturers. During the fiscal year, the Department will continue to seek to enhance development of cultural activities at the Julius Littman Performing Arts Theater and the Gwen Margolis Amphitheater. The Department further supports the community by providing afterschool care, summer and winter camps and programs for children, teens, young adults and seniors.

High Performing City Organization Providing Great Customer Service

The Parks & R.E.C. Department provides top notch service and support to the residents and visitors of the City of North Miami Beach. In May 2017, the City received its second Playful City USA designation. North Miami Beach is one of only 257 cities across the nation to receive this prestigious award. The Department will continue to provide City residents with quality special events, such as: Love In Valentine’s Day Event, Monster Mash Bash Halloween Event, Snow Fest Event, Holiday Lighting Ceremony, Veteran’s Day, Memorial Day, Mother’s Day Breakfast, Youth Symposium, National Day of Prayer, Back to School Health Fair, and Healthy Heart Walk and Event, Bike 305, Bike to Work Day, Kids to Parks Day, and Jazz Festival; as well as programs for Black History, Hispanic Heritage and Haitian Heritage. The Department will continue to seek sponsorships, community partnerships and scholarships to offset the cost of special events, programs and activities for the community.

**KEY PERFORMANCE INDICATORS**

**Key Indicator 1:** Operating Expenditures per capita to “deliver City services in the most effective and efficient manner.”

<b>Fiscal Year</b>	<b>FY 2015</b>	<b>FY 2016</b>
Operating cost per capita	\$96.47	\$101.89

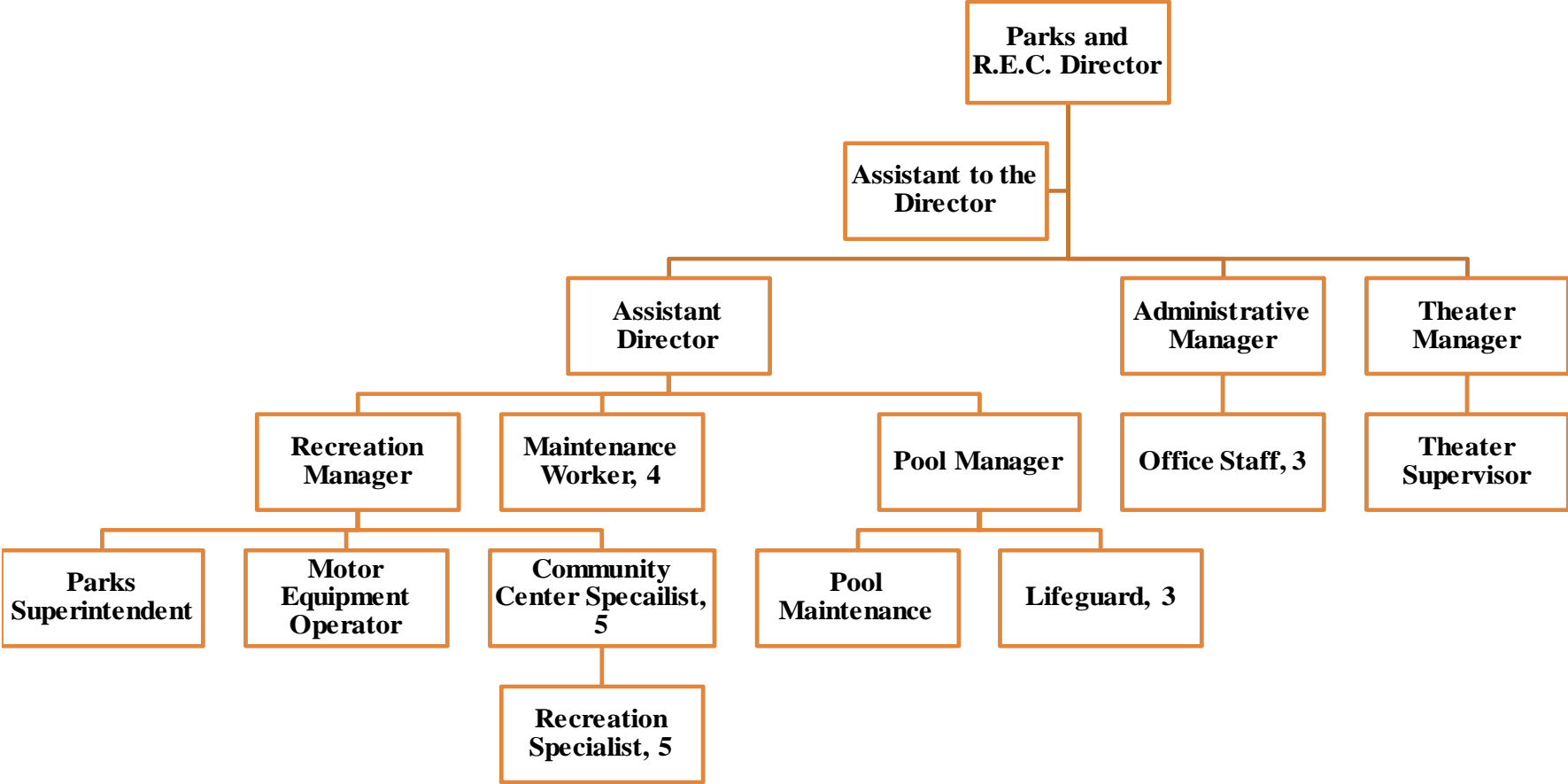
**Key Indicator 2:** Number of Children Registered in Summer Programs/Number of available spaces in Programs “to provide a variety of recreational programs and activities for all.”

<b>Fiscal Year</b>	<b>2015</b>	<b>2016</b>
<b>Summer Camp</b>	Children Registered per Available spaces	
Allen Park Sports Camp	100/107	100/107
Highland Village	75/71	75/67
Uleta Community Center	135/148	135/150
Washington Park	75/70	75/56
YES Center	175/192	175/197
<b>TOTAL</b>	<b>560/588</b>	<b>560/577</b>

**CITY OF NORTH MIAMI BEACH, FLORIDA**

**PARKS AND R.E.C. DEPARTMENT**

FISCAL YEAR ENDING SEPTEMBER 30, 2018



# CITY OF NORTH MIAMI BEACH, FLORIDA

## PARKS AND R.E.C. DEPARTMENT

FISCAL YEAR ENDING SEPTEMBER 30, 2018

DIVISION NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2016	ADOPTED BUDGET FY 2017	ESTIMATED ACTUAL FY 2017	ADOPTED BUDGET FY 2018
710	SALARIES-FULL-TIME	\$ 424,269	\$ 512,443	\$ 502,194	\$ 467,182
	OTHER WAGES	49,976	68,288	66,922	68,288
	TAXES	35,907	44,865	43,968	41,259
	BENEFITS	96,267	169,237	165,852	111,161
	<b>Salaries and Related Costs</b>	<b>606,419</b>	<b>794,833</b>	<b>778,936</b>	<b>687,890</b>
	OPERATING COSTS	214,158	219,350	866,433	399,150
	CAPITAL OUTLAY	242,542	-	-	
	TAYLOR PARK DESIGN				250,000
	CAMERA SURVEILLANCE EQUIPMENT				32,500
	BUS - 77 PASSENGER	-	-	-	113,000
	<b>ADMINISTRATION TOTAL</b>	<b>\$ 1,063,119</b>	<b>\$ 1,014,183</b>	<b>\$ 1,645,369</b>	<b>\$ 1,482,540</b>
712	SALARIES-FULL-TIME	\$ 233,215	\$ 231,096	\$ 226,474	\$ 213,792
	OTHER WAGES	205,072	206,897	202,759	228,416
	TAXES	35,239	36,416	35,688	33,156
	BENEFITS	76,315	90,407	88,599	55,623
	<b>Salaries and Related Costs</b>	<b>549,841</b>	<b>564,816</b>	<b>553,520</b>	<b>530,987</b>
	OPERATING COSTS	148,448	181,150	172,093	181,252
	CAPITAL OUTLAY	7,300	-	-	-
	<b>AQUATICS TOTAL</b>	<b>\$ 705,589</b>	<b>\$ 745,966</b>	<b>\$ 725,612</b>	<b>\$ 712,239</b>
713	OPERATING COSTS	\$ 54,564	\$ 63,400	\$ 60,230	\$ 63,400
	CAPITAL OUTLAY				
	CAMERA SURVEILLANCE EQUIPMENT	-	-	-	10,000
	<b>TENNIS CENTER TOTAL</b>	<b>\$ 54,564</b>	<b>\$ 63,400</b>	<b>\$ 60,230</b>	<b>\$ 73,400</b>
714	SALARIES-FULL-TIME	\$ 65,086	\$ 65,954	\$ 64,635	\$ 63,874
	OTHER WAGES	129,601	118,364	115,997	123,364
	TAXES	15,201	14,602	14,310	14,443
	BENEFITS	27,025	28,746	28,171	21,219
	<b>Salaries and Related Costs</b>	<b>236,913</b>	<b>227,666</b>	<b>223,113</b>	<b>222,900</b>
	OPERATING COSTS	57,745	62,106	59,001	72,418
	<b>MCDONALD/SILVER YES CENTERS TOTAL</b>	<b>\$ 294,658</b>	<b>\$ 289,772</b>	<b>\$ 282,113</b>	<b>\$ 295,318</b>
717	OPERATING COSTS	\$ 3,506	\$ 4,750	\$ 4,513	\$ 4,750
	<b>RESOURCE CENTERS TOTAL</b>	<b>\$ 3,506</b>	<b>\$ 4,750</b>	<b>\$ 4,513</b>	<b>\$ 4,750</b>



# CITY OF NORTH MIAMI BEACH, FLORIDA

## PARKS AND R.E.C. DEPARTMENT

FISCAL YEAR ENDING SEPTEMBER 30, 2017

DIVISION NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2016	ADOPTED BUDGET FY 2017	ESTIMATED ACTUAL FY 2017	ADOPTED BUDGET FY 2018
721	SALARIES-FULL-TIME	\$ 116,490	\$ 115,602	\$ 113,290	\$ 115,602
	OTHER WAGES	50,043	86,764	85,029	83,116
	TAXES	12,228	15,483	15,173	17,119
	BENEFITS	50,694	41,414	40,586	64,150
	<b>Salaries and Related Costs</b>	<b>229,455</b>	<b>259,263</b>	<b>254,078</b>	<b>279,987</b>
	OPERATING COSTS	470,740	622,380	591,261	632,380
	CAPITAL OUTLAY	-	-	-	-
	IRRIGATION FROM POTABLE TO WELL	-	-	-	60,000
	FENCE REPLACEMENTS	-	-	-	50,000
	<b>BUILDING MAINTENANCE TOTAL</b>	<b>\$ 700,195</b>	<b>\$ 881,643</b>	<b>\$ 845,339</b>	<b>\$ 1,022,367</b>
722	SALARIES-FULL-TIME	\$ 94,266	\$ 102,432	\$ 100,383	\$ 103,737
	OTHER WAGES	38,338	36,500	35,770	30,000
	TAXES	10,082	11,564	11,333	10,355
	BENEFITS	31,560	32,146	31,503	25,153
	<b>Salaries and Related Costs</b>	<b>174,246</b>	<b>182,642</b>	<b>178,989</b>	<b>169,245</b>
	OPERATING COSTS	49,987	54,080	51,376	54,080
	CAPITAL OUTLAY	1,600	-	-	-
	NON-OPERATING COSTS	-	-	-	-
	<b>CULTURAL PROGRAMS TOTAL</b>	<b>\$ 225,833</b>	<b>\$ 236,722</b>	<b>\$ 230,365</b>	<b>\$ 223,325</b>
730	SALARIES-FULL-TIME	\$ 72,304	\$ 74,887	\$ 73,389	\$ 125,807
	OTHER WAGES	154,339	94,354	92,467	94,954
	TAXES	17,461	13,031	12,770	15,319
	BENEFITS	30,369	21,421	20,993	33,301
	<b>Salaries and Related Costs</b>	<b>274,473</b>	<b>203,693</b>	<b>199,619</b>	<b>269,381</b>
	OPERATING COSTS	72,362	72,830	69,189	75,762
	CAPITAL OUTLAY	17,749	-	-	-
	MUSCO LIGHT RE-LAMP BASKETBALL GYM	-	-	-	20,250
	<b>ALLEN PARK TOTAL</b>	<b>\$ 364,584</b>	<b>\$ 276,523</b>	<b>\$ 268,808</b>	<b>\$ 365,393</b>

# CITY OF NORTH MIAMI BEACH, FLORIDA

## PARKS AND R.E.C. DEPARTMENT

FISCAL YEAR ENDING SEPTEMBER 30, 2018

DIVISION NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2016	ADOPTED BUDGET FY 2017	ESTIMATED ACTUAL FY 2017	ADOPTED BUDGET FY 2018
731	SALARIES-FULL-TIME	\$ 62,589	\$ 67,810	\$ 66,454	\$ 69,053
	OTHER WAGES	57,960	95,280	93,374	95,780
	TAXES	9,390	12,562	12,311	15,753
	BENEFITS	17,860	20,788	20,372	14,843
	<b>Salaries and Related Costs</b>	<b>147,799</b>	<b>196,440</b>	<b>192,511</b>	<b>195,429</b>
	OPERATING COSTS	21,647	35,110	33,355	38,212
	CAPITAL OUTLAY	9,867	-	-	-
	INSULATE INTERIOR				10,000
	BUILD CLOSET SPACE				3,000
	CAMERA SURVEILLANCE EQUIPMENT	-	-	-	5,000
	<b>HIGHLAND VILLAGE TOTAL</b>	<b>\$ 179,313</b>	<b>\$ 231,550</b>	<b>\$ 225,866</b>	<b>\$ 251,641</b>
732	SALARIES-FULL-TIME	\$ 68,906	\$ 68,206	\$ 66,842	\$ 69,449
	OTHER WAGES	64,366	102,030	99,989	109,468
	TAXES	10,557	13,421	13,153	13,778
	BENEFITS	27,234	26,636	26,103	31,566
	<b>Salaries and Related Costs</b>	<b>171,063</b>	<b>210,293</b>	<b>206,087</b>	<b>224,261</b>
	OPERATING COSTS	48,686	66,730	63,394	68,152
	CAPITAL OUTLAY	-	-	-	-
	RESURFACE BASKETBALL COURTS	-	-	-	12,500
	<b>ULETA TOTAL</b>	<b>\$ 219,749</b>	<b>\$ 277,023</b>	<b>\$ 269,481</b>	<b>\$ 304,913</b>
733	SALARIES-FULL-TIME	\$ 64,776	\$ 70,963	\$ 69,544	\$ 69,050
	OTHER WAGES	29,965	57,155	56,012	58,188
	TAXES	7,907	10,000	9,800	9,779
	BENEFITS	29,311	24,419	23,931	22,067
	<b>Salaries and Related Costs</b>	<b>131,959</b>	<b>162,537</b>	<b>159,286</b>	<b>159,084</b>
	OPERATING COSTS	31,589	46,580	44,251	47,682
	CAPITAL OUTLAY	-	-	-	-
	WASHINGTON PARK DESIGN	-	-	-	250,000
	<b>WASHINGTON PARK TOTAL</b>	<b>\$ 163,548</b>	<b>\$ 209,117</b>	<b>\$ 203,537</b>	<b>\$ 456,766</b>
741	OTHER WAGES	\$ 51,303	\$ 63,540	\$ 62,269	\$ 63,540
	TAXES	3,925	4,861	4,764	4,861
	<b>Salaries and Related Costs</b>	<b>55,228</b>	<b>68,401</b>	<b>67,033</b>	<b>68,401</b>
	OPERATING COSTS	8,226	10,860	10,317	10,860
	<b>B.L.A.S.T AFTERSCHOOL PROGRAM TOTAL</b>	<b>\$ 63,454</b>	<b>\$ 79,261</b>	<b>\$ 77,350</b>	<b>\$ 79,261</b>

# CITY OF NORTH MIAMI BEACH, FLORIDA

## PARKS AND R.E.C. DEPARTMENT

FISCAL YEAR ENDING SEPTEMBER 30, 2018

DIVISION NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2016	ADOPTED BUDGET FY 2017	ESTIMATED ACTUAL FY 2017	ADOPTED BUDGET FY 2018
744	OTHER WAGES	\$ 19,294	\$ 13,840	\$ 13,563	\$ 12,840
	TAXES	<u>1,476</u>	<u>1,060</u>	<u>1,039</u>	<u>982</u>
	Salaries and Related Costs	<b>20,770</b>	<b>14,900</b>	<b>14,602</b>	<b>13,822</b>
	OPERATING COSTS	<u>2,379</u>	<u>3,100</u>	<u>2,945</u>	<u>3,100</u>
	C.A.R.E. AFTERSCHOOL PROGRAM TOTAL	<b><u>\$ 23,149</u></b>	<b><u>\$ 18,000</u></b>	<b><u>\$ 17,547</u></b>	<b><u>\$ 16,922</u></b>
745	OTHER WAGES	12,076	20,120	19,718	20,200
	TAXES	<u>924</u>	<u>1,539</u>	<u>1,508</u>	<u>1,545</u>
	Salaries and Related Costs	<b>13,000</b>	<b>21,659</b>	<b>21,226</b>	<b>21,745</b>
	OPERATING COSTS	<u>3,615</u>	<u>5,480</u>	<u>5,206</u>	<u>5,480</u>
	S.T.A.R. AFTERSCHOOL PROGRAM TOTAL	<b><u>\$ 16,615</u></b>	<b><u>\$ 27,139</u></b>	<b><u>\$ 26,432</u></b>	<b><u>\$ 27,225</u></b>
746	OTHER WAGES	105,443	98,400	96,432	98,400
	TAXES	<u>8,066</u>	<u>7,528</u>	<u>7,377</u>	<u>7,528</u>
	Salaries and Related Costs	<b>113,509</b>	<b>105,928</b>	<b>103,809</b>	<b>105,928</b>
	OPERATING COSTS	<u>17,767</u>	<u>19,350</u>	<u>18,383</u>	<u>19,350</u>
	Y.E.S. AFTERSCHOOL PROGRAM TOTAL	<b><u>\$ 131,276</u></b>	<b><u>\$ 125,278</u></b>	<b><u>\$ 122,192</u></b>	<b><u>\$ 125,278</u></b>
	SALARIES-FULL-TIME	\$ 1,201,901	\$ 1,309,393	\$ 1,283,205	\$ 1,297,546
	OTHER WAGES	967,776	1,061,532	1,040,301	1,086,554
	TAXES	168,363	186,932	183,193	185,877
	BENEFITS	<u>386,635</u>	<u>455,214</u>	<u>446,110</u>	<u>379,083</u>
	Salaries and Related Costs	<b>2,724,675</b>	<b>3,013,071</b>	<b>2,952,810</b>	<b>2,949,060</b>
	OPERATING COSTS	1,205,419	1,467,256	2,051,943	1,676,028
	CAPITAL OUTLAY	<u>279,058</u>	<u>-</u>	<u>-</u>	<u>816,250</u>
	Total Parks & R.E.C	<b><u>\$ 4,209,152</u></b>	<b><u>\$ 4,480,327</u></b>	<b><u>\$ 5,004,753</u></b>	<b><u>\$ 5,441,338</u></b>

# CITY OF NORTH MIAMI BEACH, FLORIDA

## PUBLIC WORKS DEPARTMENT

FISCAL YEAR ENDING SEPTEMBER 30, 2018

### SERVICES, FUNCTIONS AND ACTIVITIES

The Public Works Department is responsible for the general appearance of City owned property, including landscaping on the rights-of-way. It is also responsible for repairs and maintenance of the City's facilities, streets, alleys and fleet. The department is committed to enhancing and delivering excellent quality service that exceeds Public Works standards as well as the expectations of our residents and business owners.

The Public Works Department comprises multiple divisions. The General Fund divisions are addressed in this section. The Solid Waste and Stormwater Funds will be addressed separately in this document. Although an integral part of each fund's budget, a summarized City-wide Capital Improvements Program will also be presented separately in this document.

### GOALS AND MEASUREMENTS

#### Financially Sound City Government

The Public Works Department will continue its ongoing assessment of City facilities with a deliberate approach to addressing infrastructure improvements, including proactive replacement of major HVAC systems and continuing upgrades of exterior lighting systems to LED. These activities will address the City Commission's objective of investing in well planned, well maintained, and upgraded infrastructure, technology, facilities and buildings.

#### The Place to Live: Beautiful, Safe and Livable

The Public Works Department will continue to solidify beautification and landscaping in the City by addressing the needs within the major corridors and entryways to provide overall purpose and continuity. The Streets and Alleys Division will continue to replace sidewalks and mill and resurface streets as provided for in the Roadway Master Plan, with significant funding from the Local Option Gas Tax.

#### High Performing City Organization Providing Great Customer Service

Enhanced training programs in several areas will provide staff with the required knowledge, skills, and abilities to provide exceptional service to our residents. Proactive transition planning will merge the Public Works and Police Fleet Divisions into one stop shopping for all of the City's automotive needs. During fiscal year 2018, a new work order system will be implemented to improve performance measurement such that the Public Works Department will be able to benchmark productivity and service delivery with other similar facilities.

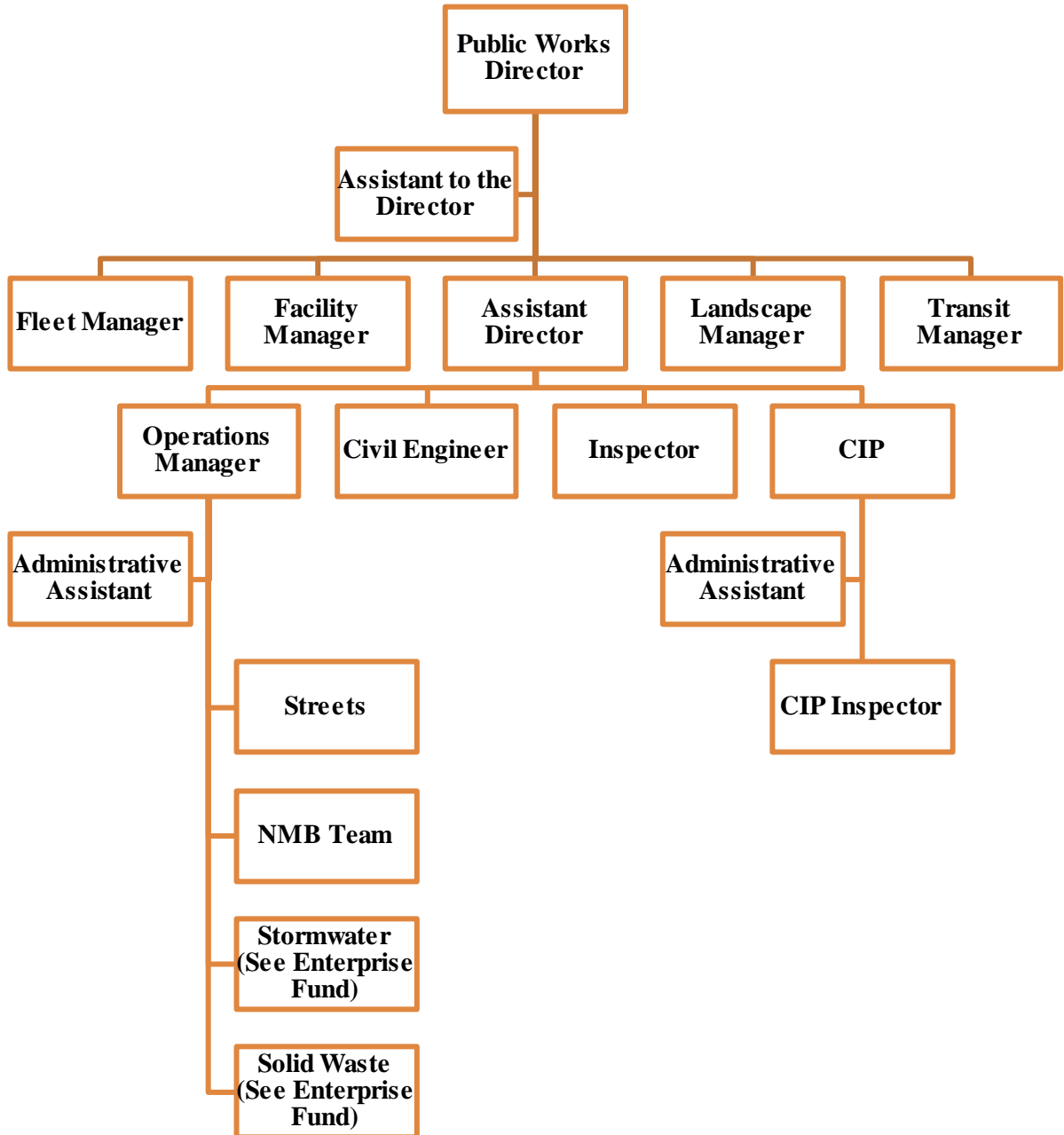
#### Revitalized Downtown and Major Corridors

The Public Works Department's continued efforts to revitalize its major corridors will be evident through new signage, median improvement projects, and roadway resurfacing projects.

# CITY OF NORTH MIAMI BEACH, FLORIDA

## PUBLIC WORKS DEPARTMENT

FISCAL YEAR ENDING SEPTEMBER 30, 2018



# CITY OF NORTH MIAMI BEACH, FLORIDA

## PUBLIC WORKS DEPARTMENT

FISCAL YEAR ENDING SEPTEMBER 30, 2018

DIVISION NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2016	ADOPTED BUDGET FY 2017	ESTIMATED ACTUAL FY 2017	ADOPTED BUDGET FY 2018
800	SALARIES-FULL-TIME	\$ 149,630	\$ 227,851	\$ 223,294	\$ 174,287
	OTHER WAGES	4,314	22,620	22,168	22,620
	TAXES	11,661	19,344	18,957	15,171
	BENEFITS	39,640	76,572	75,041	54,868
	<b>Salaries and Related Costs</b>	<b>205,245</b>	<b>346,387</b>	<b>339,459</b>	<b>266,946</b>
	OPERATING COSTS	50,528	33,920	32,224	75,350
	CAPITAL OUTLAY	2,129	-	-	-
	NON-OPERATING COSTS	-	39,051	39,051	-
	<b>ADMINISTRATION DIVISION TOTAL</b>	<b>\$ 257,902</b>	<b>\$ 419,358</b>	<b>\$ 410,734</b>	<b>\$ 342,296</b>
820	SALARIES-FULL-TIME	\$ 76,962	\$ 119,408	\$ 117,020	\$ 119,408
	OTHER WAGES	2,752	1,000	980	1,000
	TAXES	5,777	9,212	9,028	9,212
	BENEFITS	30,007	46,613	45,681	52,943
	<b>Salaries and Related Costs</b>	<b>115,498</b>	<b>176,233</b>	<b>172,708</b>	<b>182,563</b>
	OPERATING COSTS	1,110,374	1,034,520	982,794	1,104,520
	CAPITAL OUTLAY	744,031	-	-	-
	2 ARROW BOARDS	-	-	-	10,800
	NON-OPERATING COSTS	18,879	18,889	18,889	18,885
	<b>STREETS &amp; ALLEYS DIVISION TOTAL</b>	<b>\$ 1,988,782</b>	<b>\$ 1,229,642</b>	<b>\$ 1,174,391</b>	<b>\$ 1,316,768</b>
831	SALARIES-FULL-TIME	\$ 289,953	\$ 297,991	\$ 292,031	\$ 322,645
	OTHER WAGES	10,434	23,400	22,932	29,400
	TAXES	23,600	25,136	24,633	27,098
	BENEFITS	126,877	108,419	106,251	116,297
	<b>Salaries and Related Costs</b>	<b>450,864</b>	<b>454,946</b>	<b>445,847</b>	<b>495,440</b>
	OPERATING COSTS	581,909	695,949	661,152	734,040
	CAPITAL OUTLAY	889,744	-	-	-
	STUMP GRINDER	-	-	-	23,000
	PICK UP TRUCK FOR LANDSCAPE MANAGER	-	-	-	28,700
	<b>BEAUTIFICATION DIVISION TOTAL</b>	<b>\$ 1,922,517</b>	<b>\$ 1,150,895</b>	<b>\$ 1,106,999</b>	<b>\$ 1,281,180</b>
850	SALARIES-FULL-TIME	\$ 386,518	\$ 441,501	\$ 432,671	\$ 454,284
	OTHER WAGES	17,339	10,000	9,800	10,000
	TAXES	29,966	34,814	34,118	35,677
	BENEFITS	94,355	137,218	134,474	130,819
	<b>Salaries and Related Costs</b>	<b>528,178</b>	<b>623,533</b>	<b>611,062</b>	<b>630,780</b>
	OPERATING COSTS	229,759	332,250	315,638	323,175
	CAPITAL OUTLAY	151,217	-	-	-
	CITY HALL PARKING LOT LED LIGHTING	-	-	-	65,000
	TRACER SUMMIT SYSTEMS	-	-	-	95,000
	5 TON AC UNIT (3)	-	-	-	18,000
	BUCKET TRUCK	-	-	-	130,000
	WORK ORDER SOFTWARE	-	-	-	20,000
	IPADS FOR TECHNICIANS	-	-	-	10,000
	NON-OPERATING COSTS	13,706	13,760	13,760	13,715
	<b>FACILITY MANAGEMENT DIVISION TOTAL</b>	<b>\$ 922,860</b>	<b>\$ 969,543</b>	<b>\$ 940,460</b>	<b>\$ 1,305,670</b>

# CITY OF NORTH MIAMI BEACH, FLORIDA

## PUBLIC WORKS DEPARTMENT

FISCAL YEAR ENDING SEPTEMBER 30, 2018

DIVISION NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2016	ADOPTED BUDGET FY 2017	ESTIMATED ACTUAL FY 2017	ADOPTED BUDGET FY 2018
860	SALARIES-FULL-TIME	\$ 102,155	\$ 134,976	\$ 132,276	\$ 153,956
	OTHER WAGES	2,869	37,700	36,946	-
	TAXES	8,027	13,273	13,008	11,893
	BENEFITS	25,668	44,134	43,251	58,050
	<b>Salaries and Related Costs</b>	<b>138,719</b>	<b>230,083</b>	<b>225,481</b>	<b>223,899</b>
	OPERATING COSTS	17	250	238	25,000
	CAPITAL OUTLAY	67,331	2,068,443	1,965,021	-
	CITY HALL WINDOWS				113,700
	ADA BUILDING TRANSITION PLAN				100,000
	CITY HALL RESTROOMS				210,000
	CITY HALL LOBBY REDESIGN				120,000
	CITY HALL FLOORING (4TH FLOOR)				80,000
	CITY HALL ARCHITECTURAL ASSESSMENT				75,000
	ENCLOSE CONFERENCE ROOM (4TH FLOOR)				60,000
	FRONT ENTRANCE PAVERS				50,000
	CITY HALL CAMPUS LIGHTING BOLLARDS				45,000
	HUMAN RESOURCES OFFICE RENOVATION				150,000
	RETAINING WALL - VICTORY POOL				56,000
	19TH AVE BRIDGE IMPROVEMENTS				75,000
	HAZEL FAZZINO PARK				200,000
	HIGHLAND VILLAGE ENTRY SIGN				100,000
	FULFORD MONUMENT GRANT MATCH				112,500
	PARK RESTORATION				60,000
	FDOT HIGHWAY BEAUTIFICATION & GRANT MATCH				100,000
	ROADWAY RESURFACING				623,000
	HIGHLAND DRIVE DESIGN AND CONSTRUCTION				139,000
	NE 183RD BIKE PATH				318,000
	NON-OPERATING COSTS	-	-	-	-
	<b>CAPITAL IMPROVEMENTS DIVISION TOTAL</b>	<b>\$ 206,067</b>	<b>\$ 2,298,776</b>	<b>\$ 2,190,740</b>	<b>\$ 3,036,099</b>
890	SALARIES-FULL-TIME	\$ 142,408	\$ 295,733	\$ 289,818	\$ 336,302
	OTHER WAGES	1,547	2,000	1,960	21,112
	TAXES	10,845	22,859	22,402	27,544
	BENEFITS	35,272	75,664	74,151	117,406
	<b>Salaries and Related Costs</b>	<b>190,072</b>	<b>396,256</b>	<b>388,331</b>	<b>502,364</b>
	OPERATING COSTS	274,457	250,270	237,757	254,380
	CAPITAL OUTLAY	-	-	-	-
	AMMCO BRAKE LATHE				13,000
	NON-OPERATING COSTS	6,465	6,472	6,472	6,475
	<b>FLEET MANAGEMENT DIVISION TOTAL</b>	<b>\$ 470,994</b>	<b>\$ 652,998</b>	<b>\$ 632,559</b>	<b>\$ 776,219</b>
	SALARIES-FULL-TIME	\$ 1,147,626	\$ 1,517,460	\$ 1,487,111	\$ 1,560,882
	OTHER WAGES	39,255	96,720	94,786	84,132
	TAXES	89,876	124,638	122,145	126,595
	BENEFITS	351,819	488,620	478,848	530,383
	<b>Salaries and Related Costs</b>	<b>1,628,576</b>	<b>2,227,438</b>	<b>2,182,889</b>	<b>2,301,992</b>
	OPERATING COSTS	2,247,044	2,347,159	2,229,801	2,516,465
	CAPITAL OUTLAY	1,854,452	2,068,443	1,965,021	3,200,700
	NON-OPERATING COSTS	39,050	78,172	78,172	39,075
	<b>Total Public Works Department</b>	<b>\$ 5,769,122</b>	<b>\$ 6,721,212</b>	<b>\$ 6,455,883</b>	<b>\$ 8,058,232</b>



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## SPECIAL REVENUE FUNDS

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# CITY OF NORTH MIAMI BEACH, FLORIDA

## GOVERNMENTAL IMPACT FEES FUND

FISCAL YEAR ENDING SEPTEMBER 30, 2018

The Governmental Impact Fees Fund is used to account for the fees required of developers to pay for their proportionate share of the cost of capital facilities necessary to accommodate their development. The fees are collected for the City's beautification, parks and police departments and may only be expended on capital improvements for those departments. This fund is consolidated into the General Fund for financial statement presentation.

ACCOUNT DESCRIPTION	ACTUAL FY 2016	ADOPTED BUDGET FY 2017	ESTIMATED ACTUAL FY 2017	ADOPTED BUDGET FY 2018
<b><u>REVENUES</u></b>				
CARRYOVER FROM PRIOR YEARS	\$ -	\$ -	\$ -	\$ -
BEAUTIFICATION IMPACT FEES	49,789	-	-	-
POLICE IMPACT FEES	10,851	10,000	10,000	10,000
PARK IMPACT FEES	<u>5,982</u>	<u>50,000</u>	<u>50,000</u>	<u>50,000</u>
<b>TOTAL REVENUES</b>	<b><u>\$ 66,622</u></b>	<b><u>\$ 60,000</u></b>	<b><u>\$ 60,000</u></b>	<b><u>\$ 60,000</u></b>
<b><u>EXPENSES</u></b>				
POLICE DATA PROCESSING EQUIPMENT	\$ 35,038	\$ -	\$ 10,000	\$ 10,000
PARKS IMPROVEMENTS OTHER THAN BUILDING	89,709	10,000	-	-
PARKS MACHINERY AND EQUIPMENT	14,858	50,000	50,000	50,000
BEAUTIFICATION IMPROVEMENTS	<u>162,355</u>	<u>-</u>	<u>-</u>	<u>-</u>
<b>TOTAL EXPENSES</b>	<b><u>\$301,960</u></b>	<b><u>\$ 60,000</u></b>	<b><u>\$ 60,000</u></b>	<b><u>\$ 60,000</u></b>

# CITY OF NORTH MIAMI BEACH, FLORIDA

## TRANSIT SURTAX FUND

FISCAL YEAR ENDING SEPTEMBER 30, 2018

The Transit Surtax Fund is a special revenue fund used to account for the City's portion of the Miami-Dade County one-half percent sales tax approved by voters in November 2002. At least twenty percent of the funds must be used for transit purposes and the remainder may only be used for transportation projects.

### Financially Sound City Government

To provide safe, convenient and reliable service to the city's residents and visitors in the most cost effective manner. This will be achieved by our expanded service, new well-equipped vehicles, and the continued engagement of a professional transit operation firm offering a competitive price to operate a full-scale trolley service.

### The Place to Live: Beautiful, Safe and Livable

The NMB Line transit service aims to provide a safe, comfortable and convenient transportation alternative to residents and visitors with vehicles featuring the city colors, an attractive exterior design and amenities such as Wi-Fi and a real-time route tracking app.

### High Performing City Organization Providing Great Customer Service

The transit service's high level of customer service will be evidenced by reliable, on-time service and the ability for riders to track the status of each route trolley in real time. The upgrade from a part-time to a full-time position will be instrumental in achieving this goal. During fiscal year 2018, a new work order system will be implemented to improve performance measurement such that the transit system will be able to benchmark on time performance with similar systems.

## MAJOR ACCOMPLISHMENTS

**Increased Ridership:** Projected to achieve a 22% increase in ridership over the prior year.

**Increased Geographical Coverage:** Tripled the geographical coverage of the system.

**Increased Passenger Capacity:** Increased the passenger seating capacity by six (37 percent).

**Bicycle Racks:** Provided two bicycle racks on each trolley where there were previously none.

**Upgraded Amenities:** Added vehicle amenities not previously provided: Wi-Fi, flat screen TV and real-time route update app.

**Vehicle Safety:** Enhanced vehicle safety by providing four onboard video surveillance cameras.

# CITY OF NORTH MIAMI BEACH, FLORIDA

## TRANSIT SURTAX FUND

FISCAL YEAR ENDING SEPTEMBER 30, 2018

ACCOUNT DESCRIPTION	ACTUAL FY 2016	ADOPTED ADOPTED BUDGET FY 2017	ESTIMATED ESTIMATED ACTUAL FY 2017	ADOPTED BUDGET FY 2018
<b><u>REVENUES</u></b>				
CARRYOVER FROM PRIOR YEARS	\$ -	\$ 180,000	\$ -	\$ 674,982
TRANSIT SYSTEM SURTAX	1,733,203	1,744,000	1,744,000	1,790,000
TRANSFERS FROM GRANTS	-	-	-	-
<b>TOTAL REVENUES</b>	<b><u>\$1,733,203</u></b>	<b><u>\$1,924,000</u></b>	<b><u>\$ 1,746,300</u></b>	<b><u>\$2,464,982</u></b>
<b><u>EXPENSES</u></b>				
<b><u>TRANSPORTATION</u></b>				
OPERATING COSTS	\$ 29,514	\$ 140,000	\$ 137,200	\$ 205,000
CAPITAL OUTLAY	353,001	318,857	312,480	
WAYFINDING SIGNS				200,000
SIDEWALK AND ADA UPRAGES				277,880
CITYHALL CIRCLE TRAFFIC CALMING LIGHTING				50,000
ROADWAY RESURFACING				150,000
NE 13 AVENUE TRAFFIC CALMING CONTINUATION				80,000
NON-OPERATING COSTS	704,358	711,560	711,560	714,706
<b>TRANSPORTATION TOTAL</b>	<b><u>1,086,873</u></b>	<b><u>1,170,417</u></b>	<b><u>1,161,240</u></b>	<b><u>1,677,586</u></b>
<b><u>TRANSIT</u></b>				
SALARIES-FULL-TIME	\$ 1,145	\$ 22,464	\$ 22,015	50,000
OTHER WAGES	17,606	-	-	22,620
TAXES	1,471	1,719	1,685	5,590
BENEFITS	-	-	-	12,886
	20,222	24,183	23,699	91,096
OPERATING COSTS	273,872	698,600	663,670	696,300
CAPITAL OUTLAY	-	30,800	29,260	
NON-OPERATING COSTS	-	-	-	-
<b>TRANSIT TOTAL</b>	<b><u>294,094</u></b>	<b><u>753,583</u></b>	<b><u>716,629</u></b>	<b><u>787,396</u></b>
<b>TOTAL EXPENSES</b>	<b><u>\$1,380,967</u></b>	<b><u>\$1,924,000</u></b>	<b><u>\$ 1,877,869</u></b>	<b><u>\$2,464,982</u></b>

# CITY OF NORTH MIAMI BEACH, FLORIDA

## COMMUNITY REDEVELOPMENT AGENCY

FISCAL YEAR ENDING SEPTEMBER 30, 2018

### SERVICES, FUNCTIONS AND ACTIVITIES

The City created the Community Redevelopment Agency (CRA) in 2004 in accordance with the Florida Community Redevelopment Act after a delegation of authority by the Miami-Dade County Board of County Commissioners (BCC). The CRA's goals are to improve property values, eliminate and prevent the spread of blight, improve infrastructure, and reduce incidents of crime and code violations within the Community Redevelopment Area. The work program for the CRA is defined in the Community Redevelopment Plan (Plan) where comprehensive strategies were formulated to promote redevelopment and rehabilitation of the commercial areas and neighborhoods. This strategy provides for a series of activities over the life-span of the CRA that should be catalysts for the revitalization of the area into a more prosperous part of the City where people can work, live, play, and raise families.

The Redevelopment Area consists of approximately 468 acres and contains commercial, institutional, recreational, mixed-use, and multi-family residential uses. There are about twenty single-family homes in the Redevelopment Area, however, they are within a RO Residential Office District.

An amended 2015 Plan was approved by the City Commission and the Board of County Commissioners. The amended Plan included new financial projections, updates due to changes in State law, a revised capital project list, property improvement programs, the integration of the West Dixie Highway implementation plan, and adjustments to reflect the City's award-winning new mixed-use zoning districts that are within the Area.

The Board meets on the 4th Thursday at 5:30 P.M. in the City Commission Chambers. The City Commission created a CRA Redevelopment Advisory Board, and it meets on the 3rd Thursday at 5:30 P.M. in the 4th floor conference room also located in City Hall.

### GOALS AND MEASUREMENTS

#### Financially Sound City Government

The CRA supports this objective by promoting transparency. The capital projects and programs budget are annually reviewed and approved by the City and the County. The CRA adopted the City's procurement procedures, follows the Florida Redevelopment Association best practices, Florida Special Districts' legislation, and routinely communicates with County staff about ongoing efforts. The CRA experienced a 35% increase in Tax Increment Financing revenue for the current fiscal year.

#### The Place to Work, Live, Entertain, and Raise Families

The CRA will continue to assist existing and new businesses through the Commercial Property Improvement Program, which is a 1:1 grant match up to \$25,000. The CRA desires no fewer than two (2) successful applicants for FY18. The CRA also offers a redevelopment incentive program called the

Tax Increment Finance Recapture Program for major, large scale redevelopment projects. This program is set to expire upon reaching the \$200 million threshold, with \$141 million remaining. The CRA will continue evaluating its new programs that assist commercial property owners with sewer tie-in costs. Lastly, the CRA will extend the development of a targeted industry preference and proactively seek to attract those industries.

High Performing City Organization Providing Great Customer Services

The CRA will continue improving the website (NMBCRA.org) and its functionality to augment transparency, provide superior content, and publicize the business-friendly atmosphere for the City. The CRA will identify resources to assist no fewer than four (4) properties with connections to the Sanitary Sewer System.

Revitalized Downtown and Major Corridors

The CRA will implement a marketing and special events program approved by the CRA Board to attract new businesses and promote existing businesses to downtown. The CRA will work with the County to improve the West Dixie Highway Corridor through the newly adopted West Dixie Highway Implementation Plan that was integrated into the updated and amended Plan. The CRA will continue to seek inter-agency partnerships to promote efficiency.

The CRA also aims to assist with the construction of a passenger rail line on the Florida East Coast Railway tracks to include a parking facility and train station.

ACCOUNT DESCRIPTION	ACTUAL FY 2016	ADOPTED BUDGET FY 2017	ESTIMATED ACTUAL FY 2017	ADOPTED BUDGET FY 2018
<b>REVENUES</b>				
CARRYOVER FROM PRIOR YEARS	\$ -	\$ 855,000	\$ -	\$1,400,000
INTERGOVERNMENTAL	693,508	1,013,821	1,013,821	1,320,830
OTHER INCOME	10,430	9,209	12,000	12,000
TRANSFERS FROM GRANTS	-	-	-	-
<b>TOTAL REVENUES</b>	<b>\$703,938</b>	<b>\$1,878,030</b>	<b>\$ 1,025,821</b>	<b>\$2,732,830</b>
SALARIES-FULL-TIME	\$ 75,990	\$ 81,885	\$ 80,247	\$ 84,270
OTHER WAGES	15,000	-	-	-
TAXES	5,980	6,325	6,199	6,509
BENEFITS	8,881	29,997	29,397	37,764
<b>Salaries and Related Costs</b>	<b>105,851</b>	<b>118,207</b>	<b>115,843</b>	<b>128,543</b>
OPERATING COSTS	72,581	164,397	156,177	1,482,076
CAPITAL OUTLAY	208,955	1,028,750		-
LAND PURCHASE				192,422
WEST DIXIE STREETScape IMPROVEMENTS				225,000
WAYFINDING SIGNAGE				150,000
PASSENGER RAIL STATION FACILITY				100,000
HANDFORD BLVD UPLIGHTING & LANDSCAPING				100,000
NON-OPERATING COSTS	279,534	566,676	566,676	354,789
<b>COMMUNITY REDEVELOPMENT AGENCY TOTAL</b>	<b>\$666,921</b>	<b>\$1,878,030</b>	<b>\$ 838,696</b>	<b>\$2,732,830</b>





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## DEBT SERVICE FUNDS

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# CITY OF NORTH MIAMI BEACH, FLORIDA

## DEBT SERVICE FUNDS - CONSOLIDATED

FISCAL YEAR ENDING SEPTEMBER 30, 2018

In the government-wide financial statements and proprietary fund types in the fund financial statements, long-term debt and other long-term obligations are reported as liabilities in the applicable governmental activities, business-type activities, or proprietary fund type statement of net assets. Long-term obligations related to governmental funds are reporting in debt service funds.

FUND NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2016	ADOPTED BUDGET FY 2017	ESTIMATED ACTUAL FY 2017	ADOPTED BUDGET FY 2018
216	TRANSFER FROM TRANSIT SURTAX FUND	\$ 628,358	\$ 624,360	\$ 624,355	\$ 625,206
	<b>TOTAL REVENUES</b>	628,358	624,360	624,355	625,206
	PRINCIPAL PAYMENTS	582,000	588,000	588,000	599,000
	INTEREST AND OTHER CHARGES	46,358	36,360	20,691	26,206
	<b>TOTAL EXPENSES</b>	628,358	624,360	608,691	625,206
	<b>SERIES 2013 BOND DEBT SERVICE NET</b>	<b>\$ -</b>			
217	TRANSFER FROM GENERAL FUND	23,350	25,257	26,696	28,534
	<b>TOTAL REVENUES</b>	23,350	25,257	26,696	28,534
	PRINCIPAL PAYMENTS	21,672	23,982	23,982	24,276
	INTEREST AND OTHER CHARGES	1,669	1,275	1,275	4,258
	<b>TOTAL EXPENSES</b>	23,341	25,257	25,257	28,534
	<b>2005C BOND DEBT SERVICE NET</b>	<b>\$ 9</b>			
218	TRANSFER FROM CRA	205,450	200,900	206,670	200,700
	<b>TOTAL REVENUES</b>	205,450	200,900	206,670	200,700
	PRINCIPAL PAYMENTS	166,667	166,700	166,700	166,667
	INTEREST AND OTHER CHARGES	38,783	34,200	34,200	34,033
	<b>TOTAL EXPENSES</b>	205,450	200,900	200,900	200,700
	<b>CRA 2007A BOA DEBT SERVICE NET</b>	<b>\$ -</b>			
220	PROPERTY TAX REVENUE	1,068,300	1,072,000	1,072,000	1,087,895
	<b>TOTAL REVENUES</b>	1,068,300	1,072,000	1,072,000	1,087,895
	PRINCIPAL PAYMENTS	540,000	565,000	565,000	605,000
	INTEREST AND OTHER CHARGES	528,216	507,000	506,231	482,895
	<b>TOTAL EXPENSES</b>	1,068,216	1,072,000	1,071,231	1,087,895
	<b>SERIES 2011 GOB DEBT SERVICE NET</b>	<b>\$ 84</b>			
221	PROPERTY TAX REVENUE	787,000	783,360	783,360	779,525
	<b>TOTAL REVENUES</b>	787,000	783,360	783,360	779,525
	PRINCIPAL PAYMENTS	655,000	665,000	665,000	675,000
	INTEREST AND OTHER CHARGES	132,343	118,360	118,023	104,525
	<b>TOTAL EXPENSES</b>	787,343	783,360	783,023	779,525
	<b>SERIES 2012 GOB DEBT SERVICE NET</b>	<b>\$ (343)</b>			
	<b>DEBT SERVICE TOTAL</b>		<b>\$ 2,705,877</b>	<b>\$ 2,713,081</b>	<b>\$ 2,721,860</b>



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# CAPITAL PROJECT FUND

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# CITY OF NORTH MIAMI BEACH, FLORIDA

## ALLEY RESTORATION PROGRAM

FISCAL YEAR ENDING SEPTEMBER 30, 2018

The Alley Restoration Program Fund is a capital project fund used to account for improvements to the City's alley infrastructure in order to facilitate traffic flow of vehicles, stormwater runoff and trash collection. It has been determined that sun setting procedures will commence with this fiscal year's budget. Therefore, the only funding provided will be the remaining fund balances from prior years' operations.

ACCOUNT DESCRIPTION	ACTUAL FY 2016	ADOPTED BUDGET FY 2017	ESTIMATED ACTUAL FY 2017	ADOPTED BUDGET FY 2018
<b><u>REVENUES</u></b>				
PRIOR YEAR CARRYOVER	\$ -	\$ 275,000	\$ -	\$ 224,500
TRF FR FUND 474-SOLID WASTE	<u>300,000</u>	<u>-</u>	<u>-</u>	<u>-</u>
<b>TOTAL REVENUES</b>	<b><u>\$300,000</u></b>	<b><u>\$ 275,000</u></b>	<b><u>\$ -</u></b>	<b><u>\$ 224,500</u></b>
<b><u>EXPENSES</u></b>				
OPERATING EXPENSES	\$ 454	\$ 500	\$ -	\$ 500
ALLEYWAY RESTORATION PROGRAM	<u>289,586</u>	<u>274,500</u>	<u>-</u>	<u>224,000</u>
<b>TOTAL EXPENSES</b>	<b><u>\$290,040</u></b>	<b><u>\$ 275,000</u></b>	<b><u>\$ -</u></b>	<b><u>\$ 224,500</u></b>





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# ENTERPRISE FUNDS

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# CITY OF NORTH MIAMI BEACH, FLORIDA

## STORMWATER FUND

FISCAL YEAR ENDING SEPTEMBER 30, 2018

### SERVICES, FUNCTIONS AND ACTIVITIES

The Stormwater Fund is used to account for the costs associated with the management, construction, maintenance, protection, control, regulation, use and enhancement of stormwater systems and programs. As an enterprise fund, it must be self - supporting through user fees charged for services. The Public Works Department is responsible for the operation of the Stormwater Fund where drainage, flood control, and groundwater quality are managed.

### GOALS AND MEASUREMENTS

#### Financially Sound City Government

In order to support Commission's mission of fiscal sustainability and providing for a sustainable future, a Stormwater Master Plan has been initiated for balancing the competing objectives of investments in infrastructure and maintaining a reasonable fee structure. In addition, the Stormwater Fund is committed to delivering services in a cost-effective and efficient manner.

#### The Place to Live: Beautiful Safe and Livable

Stormwater management and maintenance is critical to ensure the protection of our natural resources. Stormwater runoff is a major source of pollution. It contains high levels of sediments, suspended soils, nutrients (phosphorus and nitrogen), heavy metals, pathogens, toxins, oxygen-demanding substances (organic material) and floatable pollutants that might negatively impact water quality standards. The presence of these pollutants can have devastating effects on aquatic species and may also impact recreational activities. As authorized by the Clean Water Act, the U.S. Environmental Protection Agency (EPA) instituted the National Pollutant Discharge Elimination System (NPDES) in an effort to control the level of pollutant loads to surface waters. This fund constructs, maintains and retrofits drainage structures and storm sewers according to Best Management Practices (BMP's) to comply with the NPDES standards for stormwater discharges.

#### High Performing City Organization Providing Great Customer Service

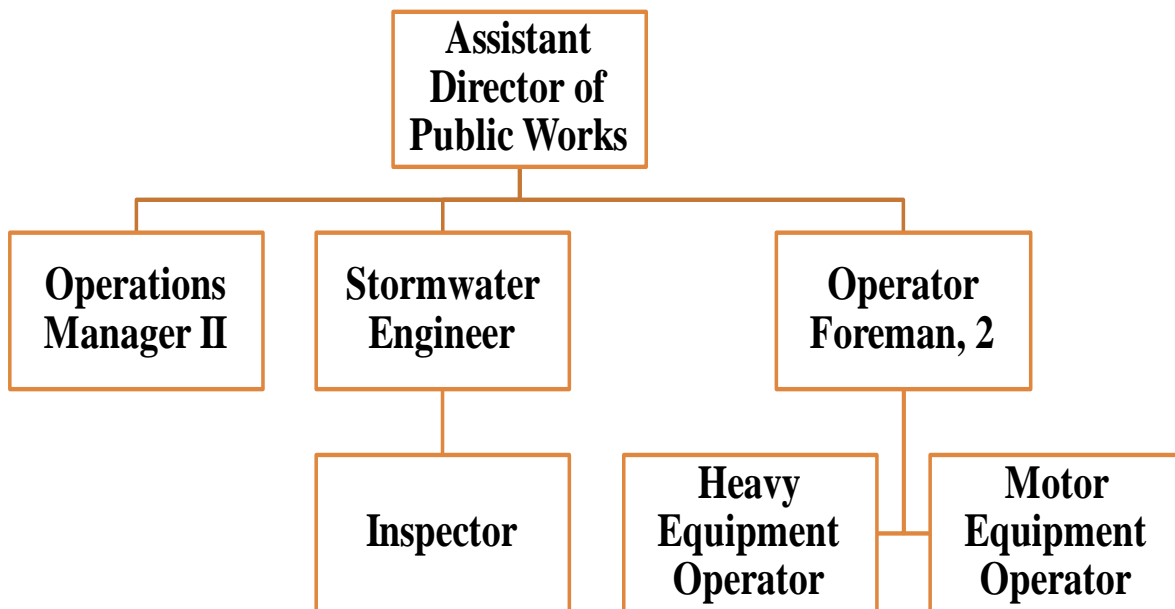
Our focus is on continuously evaluating operations to increase productivity, reduce the cost of service delivery and enhance customer service. We strive for a high level of customer satisfaction and to improve our responsiveness to the community's needs. During fiscal year 2018, a new work order system will be implemented to improve performance measurement such that the Stormwater Fund will be able to benchmark productivity and service delivery with other similar facilities.

# CITY OF NORTH MIAMI BEACH, FLORIDA

## STORMWATER FUND

FISCAL YEAR ENDING SEPTEMBER 30, 2018

DIVISION NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2016	ADOPTED BUDGET FY 2017	ESTIMATED ACTUAL FY 2017	ADOPTED BUDGET FY 2018
<b>REVENUES</b>					
	CARRYOVER FROM PRIOR YEARS	\$ -	\$ 60,704	\$ -	\$ 578,079
	SERVICE REVENUES	1,234,834	1,265,000	1,239,700	1,300,758
	OTHER INCOME	32,338	28,200	27,636	11,000
	<b>TOTAL REVENUES</b>	<b>\$ 1,267,172</b>	<b>\$ 1,353,904</b>	<b>\$ 1,267,336</b>	<b>\$ 1,889,837</b>
<b>EXPENSES</b>					
821	SALARIES-FULL-TIME	\$ 151,884	\$ 161,102	\$ 157,880	\$ 263,421
	OTHER WAGES	7,146	2,500	2,450	2,500
	TAXES	11,368	12,608	12,356	20,512
	BENEFITS	179,615	117,701	115,347	142,174
	<b>Salaries and Related Costs</b>	<b>350,013</b>	<b>293,911</b>	<b>288,033</b>	<b>428,607</b>
	OPERATING COSTS	271,953	571,798	543,208	376,043
	CAPITAL OUTLAY	-	-	-	-
	NE 172ND STREET LIFT STATION REHAB				200,000
	OUTFALL PROJECTS				200,000
	STORMWATER MASTER PLAN PHASE I & PHASE II				190,000
	STORMWATER REVENUE STUDY				8,000
	NON-OPERATING COSTS	562,595	488,195	488,195	487,187
	<b>TOTAL EXPENSES</b>	<b>\$ 1,184,562</b>	<b>\$ 1,353,904</b>	<b>\$ 1,319,436</b>	<b>\$ 1,889,837</b>



# CITY OF NORTH MIAMI BEACH, FLORIDA

## WATER FUND

FISCAL YEAR ENDING SEPTEMBER 30, 2018

### SERVICES, FUNCTIONS AND ACTIVITIES

The Water Fund is part of NMB Water (formerly known as the Public Utilities Department) whose primary purpose is to provide safe and reliable drinking water to our customers. The water system provides services to approximately 33,900 metered connections in North Miami Beach, Sunny Isles, Miami Gardens, Aventura, Golden Beach and portions of unincorporated Miami-Dade County, serving a population base of over 170,000. Approximately 20 percent of the City's service area is within City limits. As an enterprise fund, it must by definition be self-supporting through user fees charged for services.

On May 16, 2017, the City approved a contract for operations, repair, maintenance and capital improvement programming of the water and sewer utilities with CH2M Hill Engineers, Inc. The term of the contract is ten years. The cost of the operations and maintenance portion of the contract is \$19.3 million for the first year and \$18.8 million for each successive year and will be allocated on a 76% water and 24% sewer basis. The cost of the repair and maintenance portion of the contract will be a straight pass-through and determined by the amount of the budget set aside each year for that purpose. The FY 2018 budget includes \$2,280,000 from the water utility and \$720,000 from the sewer utility. The cost of capital improvement programming will be based on the Operational Assessment and Strategic Plan for Operation and Maintenance of NMB Water, dated May 27, 2016, conducted by the Eisenhardt Group, the Water Utility's Master Plan and direction from the City's Director of Public Utilities.

### GOALS AND MEASUREMENTS

#### Financially Sound City Government

The Utility continues to meet current and projected operating, debt service, and capital cost requirements, as well as maintaining adequate working capital. During 2017, the Water Utility Revenue Refunding Bonds, Series 2012 were upgraded to AA- by Fitch Rating Agency.

The CH2M Hill professionals will re-train employees in proper maintenance, asset management, and leadership skills while developing policies and procedures and deploying systems that will extend the useful life of our infrastructure, mitigate risk, and improve efficiencies while improving levels of service and reducing costs for our customers.

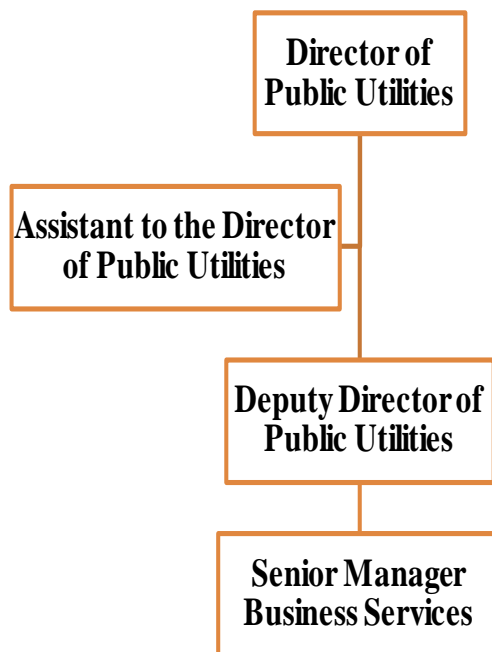
*The Place to Live: Beautiful Safe and Livable*

CH2M Hill will play a major role in meeting the City’s goal of making our service area safe and livable by providing reliable utility services to our customers by:

- Enhancing and modernizing security features throughout the utility to maximize deterrence, detection, assessment, and response capabilities leveraging the latest security technologies
- Ensuring well maintained public buildings and attractive infrastructure
- Providing public education opportunities focused on conservation and the environment to encourage a sustainable future and to protect our natural resources

*High Performing Organization Providing Great Customer Service*

CH2M Hill will undergo continuous evaluation of their operations, comparison with industry benchmarks, and implementation of best management practices. The City’s objective in executing the Operations, Maintenance and Capital Programming contract is to increase productivity and reduce costs while simultaneously improving the level of service provided. A high level of customer satisfaction, and improved responsiveness to the community’s needs are also contemplated in the contract. For example, the contract includes the implementation of a new Customer Billing and Information System providing customers with online access to real-time consumption information that will enable them to conserve water and to identify potential leaks. This same data will assist the utility to more accurately predict water production needs and mitigate lost water from system leaks, thereby reducing their water and sewer utility bills.



**CITY OF NORTH MIAMI BEACH, FLORIDA**  
**WATER FUND**

FISCAL YEAR ENDING SEPTEMBER 30, 2018

DIVISION NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2016	ADOPTED BUDGET FY 2017	ESTIMATED ACTUAL FY 2017	ADOPTED BUDGET FY 2018
<b>REVENUES</b>					
	CARRYOVER FROM PRIOR YEARS	\$ -	\$ 7,515,445	\$ -	\$ 20,346,304
	SERVICE REVENUES	30,644,830	32,373,586	32,049,850	32,178,439
	OTHER INCOME	865,675	167,000	165,330	859,375
	<b>TOTAL REVENUES</b>	<b>\$ 31,510,505</b>	<b>\$ 40,056,031</b>	<b>\$ 32,215,180</b>	<b>\$ 53,384,118</b>
<b>EXPENSES</b>					
900	SALARIES-FULL-TIME	\$ 3,858,417	\$ 5,209,281	\$ 5,105,095	\$ 419,200
	OTHER WAGES	372,626	485,925	476,207	-
	TAXES	319,645	431,957	423,318	25,490
	BENEFITS	3,845,659	2,345,117	2,298,215	1,471,035
	<b>Salaries and Related Costs</b>	<b>8,396,347</b>	<b>8,472,280</b>	<b>8,302,834</b>	<b>1,915,725</b>
	OPERATING COSTS	9,364,303	12,795,052	12,155,299	23,331,669
	CAPITAL OUTLAY	-	3,983,100	3,783,945	-
	WO #9 HYDRAULIC MODELING				49,994
	WO #10 WELLFIELD IMPACT EVALUATION				49,500
	WO #11 UTILITY BILLING SYSTEM UPGRADE				675,000
	WO #14 WTER SYSEM AUDIT				500,000
	WO #15 BOOSTER STATION NO 20 IMPROVEMENTS				50,000
	FDOT RESURFACING ANNUAL ALLOWANCE				75,000
	FACILITIES UPGRADE				304,000
	OPERATIONS CENTER REPUMP STATION UPGRADES				100,000
	POST TREATMENT STRUCTURE VALVE REPLACEMENT				250,000
	UPGRADE I&C AND SCADA				50,000
	WO #7 PLANT REHAB PROJECT				10,031,734
	WO #13 PRESSURE TRANSDUCERS				50,000
	HYDRAULIC MODEL TRANSM SYSTEM WATER QUALITY CALIBRATION				100,000
	NON-OPERATING COSTS	11,087,224	14,111,685	14,111,685	13,040,246
	<b>WATER ADMINISTRATION TOTAL</b>	<b>\$ 28,847,874</b>	<b>\$ 39,362,117</b>	<b>\$ 38,353,764</b>	<b>\$ 50,572,868</b>
906	OTHER WAGES	\$ 17,124	\$ -	\$ -	\$ -
	TAXES	5,380	4,535	4,535	-
	BENEFITS	22,827	14,922	14,922	-
	<b>Salaries and Related Costs</b>	<b>45,331</b>	<b>19,457</b>	<b>19,457</b>	<b>-</b>
	OPERATING COSTS	201,166	349,457	349,457	-
	CAPITAL OUTLAY	-	325,000	325,000	-
	WO #5 SECURITY SYSTEM IMPROVEMENTS				2,811,250
	SECURITY/FENCING IMPROVEMENTS				-
	OPERATIONS CENTER SECURITY IMPROVEMENTS				-
	SECURITY EQUIPMENT REPLACEMENTS	-	-	-	-
	<b>PLANT SYSTEM/SECURITY TOTAL</b>	<b>\$ 246,497</b>	<b>\$ 693,914</b>	<b>\$ 693,914</b>	<b>\$ 2,811,250</b>
<b>WATER FUND TOTAL EXPENSES</b>		<b>\$ 29,094,371</b>	<b>\$ 40,056,031</b>	<b>\$ 39,047,678</b>	<b>\$ 53,384,118</b>

# CITY OF NORTH MIAMI BEACH, FLORIDA

## WASTEWATER FUND

FISCAL YEAR ENDING SEPTEMBER 30, 2018

### SERVICES, FUNCTIONS AND ACTIVITIES

The Wastewater Fund is part of NMB Water (formerly known as the Public Utilities Department). The wastewater collection system dates back to the early 1950's. Today, there are 35 wastewater pump stations, over 80 miles of sanitary sewer lines and over 1,600 manholes in the wastewater collection system. In addition to the traditional wastewater collection system of gravity lines flowing into a master pumping station, NMB Water also utilizes a low pressure wastewater collection system that consists of 62 grinder pump stations and approximately two (2) miles of low-pressure force mains. The wastewater collection system is interconnected with Miami-Dade Water & Sewer Department (MDWASD) for treatment and disposal.

On May 16, 2017, the City approved a contract for operations, repair, maintenance and capital improvement programming of the water and sewer utilities with CH2M Hill Engineers, Inc. The term of the contract is ten years. The cost of the operations and maintenance portion of the contract is \$19.3 million for the first year and \$18.8 million for each successive year and will be allocated on a 76% water and 24% sewer basis. The cost of the repair and maintenance portion of the contract will be a straight pass-through and determined by the amount of the budget set aside each year for that purpose. The FY 2018 budget includes \$2,280,000 from the water utility and \$720,000 from the sewer utility. The cost of capital improvement programming will be based on the Operational Assessment and Strategic Plan for Operation and Maintenance of NMB Water, dated May 27, 2016, conducted by the Eisenhardt Group, the Water Utility's Master Plan and direction from the City's Director of Public Utilities.

### GOALS AND MEASUREMENTS

#### Financially Sound City Government

The CH2M Hill professionals will re-train employees in proper maintenance, asset management, and leadership skills while developing policies and procedures and deploying systems that will extend the useful life of our infrastructure, mitigate risk, and improve efficiencies while improving levels of service and reducing costs for our customers.

#### The Place to Live: Beautiful Safe and Livable

CH2M Hill will play a major role in meeting the goal of making the utility's service area safe and livable by ensuring the public health through efforts focused on minimizing the frequency and severity of sanitary sewer overflows (SSOs). Untreated wastewater from overflows could contaminate surface waters, potentially causing serious water quality degradation. SSOs may also back-up into homes and businesses, potentially causing property damage and risks to public health. Proper wastewater management and system maintenance is vital to the health and safety of the community.



High Performing Organization Providing Great Customer Service

CH2M Hill will undergo continuous evaluation of their operations, comparison with industry benchmarks, and implementation of best management practices. The City's objective in executing the Operations, Maintenance and Capital Programming contract is to increase productivity and reduce costs while simultaneously improving the level of service provided. A high level of customer satisfaction, and improved responsiveness to the community's needs are also contemplated in the contract. For example, the contract includes the implementation of a new Customer Billing and Information System providing customers with online access to real-time consumption information that will enable them to conserve water and to identify potential leaks, thereby reducing their water and sewer utility bills.

DIVISION NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2016	ADOPTED BUDGET FY 2017	ESTIMATED ACTUAL FY 2017	ADOPTED BUDGET FY 2018
<b><u>REVENUES</u></b>					
	CARRYOVER FROM PRIOR YEARS	\$ -	\$ 5,286,514	\$ -	\$ 8,256,047
	SERVICE REVENUES	6,955,566	7,149,389	7,006,401	7,142,946
	OTHER INCOME	113,975	2,800	106,466	17,800
	<b>TOTAL REVENUES</b>	<b>\$ 7,069,541</b>	<b>\$ 12,438,703</b>	<b>\$ 7,112,867</b>	<b>\$ 15,416,793</b>
<b><u>EXPENSES</u></b>					
910	SALARIES-FULL-TIME	\$ 407,943	\$ 524,353	\$ 513,866	\$ 102,862
	OTHER WAGES	51,226	36,680	35,946	-
	TAXES	3,651	43,033	42,172	7,718
	BENEFITS	340,542	251,565	246,534	174,953
	<b>Salaries and Related Costs</b>	<b>803,362</b>	<b>855,631</b>	<b>838,518</b>	<b>285,533</b>
	OPERATING COSTS	3,339,045	5,435,140	5,163,383	7,444,004
	CAPITAL OUTLAY	-	3,572,518	3,393,892	-
	BELL GARDENS FORCE MAIN				910,000
	PUMP STATION IMPROVEMENTS				700,000
	CRAVERO FORCE MAIN REPLACEMENT				250,000
	COMPLIANCE PLAN				100,000
	MASTER PS #4 FORCE MAIN REROUTING				1,200,000
	FACILITIES UPGRADE				96,000
	PS LEVEL TRANSDUCERS INSTALLATION				600,000
	VELDA FARMS FORCE MAIN IMPROVEMENTS				200,000
	PHASE II CORONA DEL MAR EXPANSION				825,000
	NON-OPERATING COSTS	2,812,919	2,575,414	2,575,414	2,806,256
	<b>TOTAL EXPENSES</b>	<b>\$ 6,955,326</b>	<b>\$ 12,438,703</b>	<b>\$ 11,971,207</b>	<b>\$ 15,416,793</b>

# CITY OF NORTH MIAMI BEACH, FLORIDA

## PROPRIETARY IMPACT FEES FUNDS

### CONSOLIDATED

FISCAL YEAR ENDING SEPTEMBER 30, 2018

The Proprietary Impact Fees Funds are used to account for the fees required of developers to pay for their proportionate share of the cost of capital facilities necessary to accommodate the development. The fees are collected for the City's water plant, fireflow demand and specific types of wastewater installations and may only be expended for the cost of upgrades and expansion of those systems. The Water In-Plant Fund and the Fireflow Fund are consolidated into the Water Fund for financial statement presentation. The Wastewater In-Plant Fund is consolidated into the Wastewater Fund for financial statement presentation. All three funds have been consolidated for presentation in this document.

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2016	ADOPTED BUDGET FY 2017	ESTIMATED ACTUAL FY 2017	ADOPTED BUDGET FY 2018
<b><u>REVENUES</u></b>					
420-363232	FIREFLOW IMPACT FEE	\$2,255,395	\$2,395,000	\$ 2,371,050	\$ 7,000,000
430-363233	INPLANT IMPACT FEE	3,000,000	2,832,000	2,803,680	5,540,202
460-363233	INPLANT IMPACT FEE	77,470	52,000	51,480	775,000
	<b>Total Revenues</b>	<b><u>\$5,332,865</u></b>	<b><u>\$5,279,000</u></b>	<b><u>\$ 5,226,210</u></b>	<b><u>\$13,315,202</u></b>
<b><u>EXPENSES</u></b>					
420-992830	IMPROVEMENTS OTHER THAN BUILDINGS	\$ -	\$2,395,000	\$ 2,275,250	\$ 7,000,000
430-993830	IMPROVEMENTS OTHER THAN BUILDINGS	-	2,832,000	2,690,400	5,540,202
460-995830	IMPROVEMENTS OTHER THAN BUILDINGS	-	52,000	49,400	775,000
	<b>Total Expenses</b>	<b><u>\$ -</u></b>	<b><u>\$5,279,000</u></b>	<b><u>\$ 5,015,050</u></b>	<b><u>\$13,315,202</u></b>

# CITY OF NORTH MIAMI BEACH, FLORIDA

## BUILDING FUND

FISCAL YEAR ENDING SEPTEMBER 30, 2018

### SERVICES, FUNCTIONS AND ACTIVITIES

The Building Division provides supervision of construction activities, acceptance of building permit applications, issuance of all building and trade permits, verification of compliance with the Florida Building Code and enforcement of codes promulgated by regulatory agencies such as the Hotel and Restaurant Commission, Miami-Dade County Department of Environmental Resources Management (DERM), State Departments of Health and Professional Regulation, Board of Adjustment and the U.S. Army Corp of Engineers. Building, plumbing, electrical and mechanical officials inspect new and existing structures for compliance.

### GOALS AND MEASUREMENTS

#### Financially Sound City Government

The Building Division is responsible for the issuance of permits, the assessment of permit fees, the control and maintenance of departmental records, and supplying record information to the public via file searches and records requests. The department enforces all State regulations applicable in the microfilming, maintenance and destruction of plans and permits.

The Building Division is committed to delivering services in a cost effective and efficient manner. At the end of the fiscal year, the Building Division will have a surplus of approximately \$1.5 million over budgeted revenues.

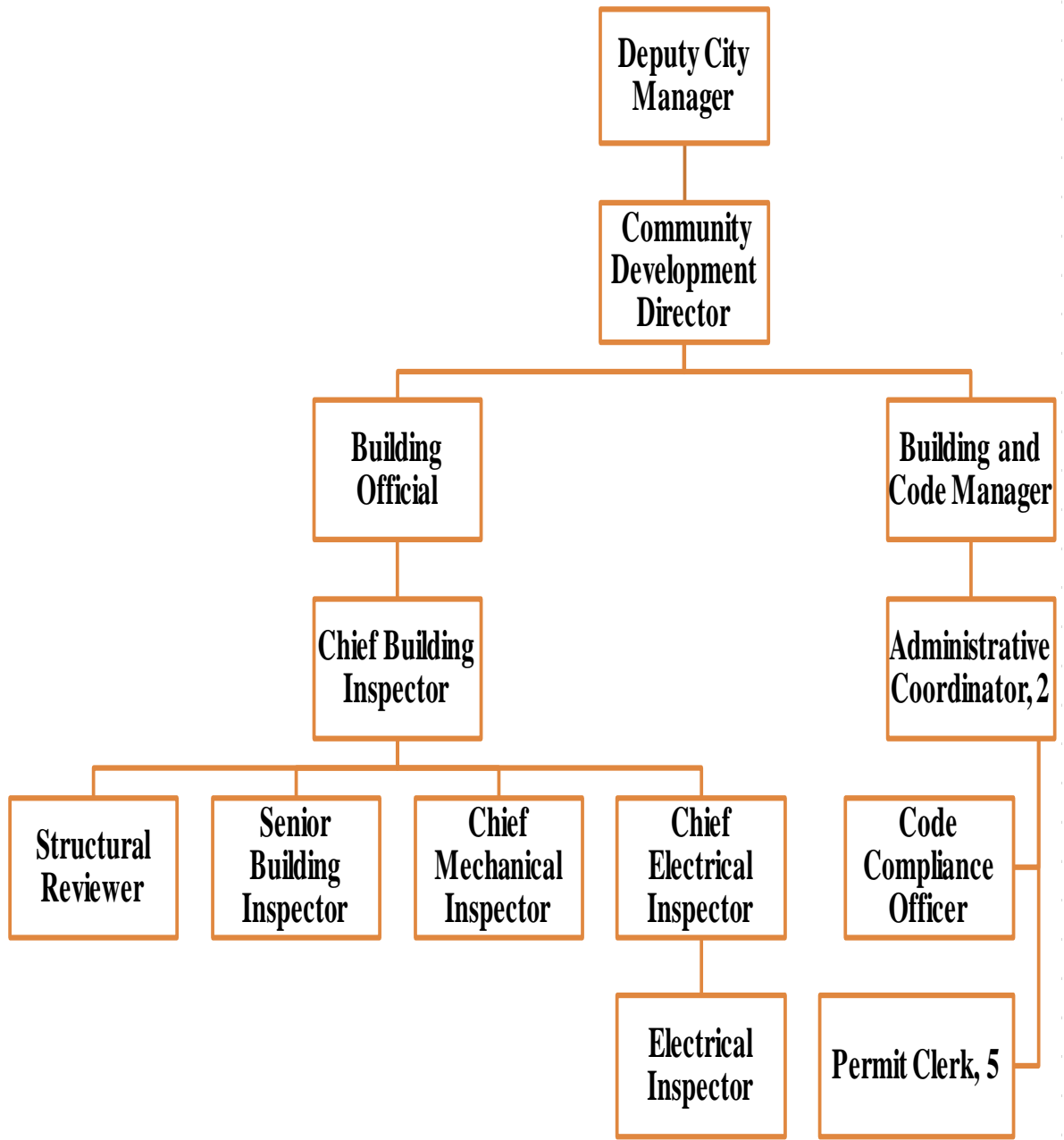
#### The Place to Live: Beautiful, Safe and Livable

The Building Division serves to protect the health, safety and welfare of the public; and to enhance the general quality of life through interpretation and enforcement of the Florida Building Code, as well as other applicable regulations governing construction and land use.

The Building Inspectors are responsible for the protection of life and property from safety hazards related to buildings and their construction. The Building Division also follows up on compliance for unsafe structures by taking cases before the Miami-Dade County Unsafe Structures Board. Many of the projects for the new fiscal year will include, renovations to our Building Division's permit counters and lobby areas, conjoined efforts with the Code Compliance Division to proactively address illegal construction.

High Performing Organization Providing Great Customer Service

- Provide each customer with the highest level of customer service, courtesy, and respect. Provide written responses to customer inquiries within 24 hours.
- Be available to consult with customers in person and in detail regarding their needs.
- Make written summaries to applicant files for each individual meeting.
- Provide timely turnaround of plan review and inspection services to our customers and make information available online utilizing modern and user friendly software.
- Complete Energov implementation.



# CITY OF NORTH MIAMI BEACH, FLORIDA

## BUILDING FUND

FISCAL YEAR ENDING SEPTEMBER 30, 2018

ACCOUNT DESCRIPTION	ACTUAL FY 2016	ADOPTED BUDGET FY 2017	ESTIMATED ACTUAL FY 2017	ADOPTED BUDGET FY 2018
<b><u>REVENUES</u></b>				
SERVICE REVENUES	\$ 3,555,487	\$ 2,740,716	\$ 2,740,716	\$ 2,824,599
OTHER INCOME	48,468	9,000	891,000	375,000
<b>TOTAL REVENUES</b>	<b><u>\$ 3,603,955</u></b>	<b><u>\$ 2,749,716</u></b>	<b><u>\$ 3,631,716</u></b>	<b><u>\$ 3,199,599</u></b>
<b><u>EXPENSES</u></b>				
SALARIES-FULL-TIME	\$ 697,349	\$ 763,913	\$ 748,635	\$ 838,015
OTHER WAGES	292,260	327,434	320,885	334,872
TAXES	74,948	84,077	82,395	64,000
BENEFITS	799,745	356,942	349,803	567,354
<b>Salaries and Related Costs</b>	<b>1,864,302</b>	<b>1,532,366</b>	<b>1,501,719</b>	<b>1,804,241</b>
OPERATING COSTS	222,902	600,687	570,653	483,690
CAPITAL OUTLAY	-	25,000	25,000	-
NON-OPERATING COSTS	468,471	591,663	591,663	911,668
<b>TOTAL EXPENSES</b>	<b><u>\$ 2,555,675</u></b>	<b><u>\$ 2,749,716</u></b>	<b><u>\$ 2,689,034</u></b>	<b><u>\$ 3,199,599</u></b>

# CITY OF NORTH MIAMI BEACH, FLORIDA

## SOLID WASTE FUND

FISCAL YEAR ENDING SEPTEMBER 30, 2018

### SERVICES, FUNCTIONS AND ACTIVITIES

Effective December 1, 2015, this division's former essential functions, the collection and disposal of refuse, including recycling, garbage, and bulk trash, was contracted with Waste Management, Inc. While the Public Works Department staff monitors the contractor's performance continually to ensure our residents and businesses continue to receive excellent service, the core function of this division is now performed by the Neighborhood Maintenance and Beautification Division. This division serves to enhance the goals, mission, and vision of the City's Strategic Plan of being a *High Performing City Organization Providing Great Customer Service*, thereby making this *The Place to Live: Beautiful, Safe and Livable*.

### GOALS AND MEASUREMENTS

#### Financially Sound City Government

Neighborhood Maintenance and Beautification Division personnel will continue to be vigilant with all factors pertaining to our service area. A well-monitored contractor and updated service accounts inventory is critical to maintaining revenues at their maximum, and this will continue to be at the forefront. In addition, assessing and providing supplemental neighborhood maintenance and beautification services at the best prices with qualified personnel will further evidence our fiscal responsibility.

#### The Place to Live: Beautiful, Safe and Livable

Superior service will always be a top priority. Such service will be at the core of an organized beautification effort that supports our strategic plan and will ensure that goals and the overall mission are met. Minimizing litter and emptying street containers; tree trimming and other landscaping maintenance work; pothole repair; sign maintenance; touchup painting; sidewalk repairs; illegal dumping; and the daily presence of dedicated teams of employees within established city zones will solidify predictable daily services in neighborhoods and the addressing of issues with empowered ownership of zones.

The Divisions' vigilance with regard to keeping residential and business districts in good sanitary and aesthetic conditions will promote economic development.

#### High Performing City Organization Providing Great Customer Service

Constant monitoring of the collection of garbage, bulk trash, and recycling will ensure a continued high level of customer service. In addition, we will be able to provide a core of dedicated employees playing a vital role by their daily presence in neighborhoods as we double the beautification efforts within our city.

# CITY OF NORTH MIAMI BEACH, FLORIDA

## SOLID WASTE FUND

FISCAL YEAR ENDING SEPTEMBER 30, 2018

DIVISION NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2016	ADOPTED BUDGET FY 2017	ESTIMATED ACTUAL FY 2017	ADOPTED BUDGET FY 2018
<b><u>REVENUES</u></b>					
474	CARRYOVER FROM PRIOR YEARS	\$ 300,000	\$ -	\$ -	\$ 850,384
	SERVICE REVENUES	9,344,932	9,882,667	9,685,014	9,529,000
	OTHER INCOME	1,472,099	-	-	14,000
	<b>TOTAL REVENUES</b>	<b><u>\$ 11,117,031</u></b>	<b><u>\$ 9,882,667</u></b>	<b><u>\$ 9,685,014</u></b>	<b><u>\$ 10,393,384</u></b>
<b><u>EXPENSES</u></b>					
810	SALARIES-FULL-TIME	\$ 680,865	\$ 626,062	\$ 613,541	\$ 589,481
	OTHER WAGES	54,903	15,000	14,700	15,000
	TAXES	62,942	49,376	48,388	46,559
	BENEFITS	1,038,653	367,596	360,244	395,460
	<b>Salaries and Related Costs</b>	<b><u>1,837,363</u></b>	<b><u>1,058,034</u></b>	<b><u>1,036,873</u></b>	<b><u>1,046,500</u></b>
	OPERATING COSTS	6,607,698	7,144,632	6,787,400	7,077,750
	CAPITAL OUTLAY	-	-	-	-
	75 FT BUCKET TRUC, REPLACEMENT VEHICLE #8452				178,076
	NEW CHIPPER (WORKS WITH BUCKET TRUCK)(NON MOTORIZED)				37,977
	TRAILERT FOR MINI GIANT EXCAVATOR (NEW)				5,988
	MINI GIANT EXCAVATOR (NEW)				58,217
	NON-OPERATING COSTS	2,389,430	1,680,001	1,680,001	1,988,876
	<b>SOLID WASTE MANAGEMENT TOTAL</b>	<b><u>\$ 10,834,491</u></b>	<b><u>\$ 9,882,667</u></b>	<b><u>\$ 9,504,275</u></b>	<b><u>\$ 10,393,384</u></b>
812	SALARIES-FULL-TIME	\$ 50,785	\$ -	\$ -	\$ -
	OTHER WAGES	36,093	-	-	-
	TAXES	6,361	-	-	-
	BENEFITS	40,450	-	-	-
	<b>Salaries and Related Costs</b>	<b><u>133,689</u></b>	<b><u>-</u></b>	<b><u>-</u></b>	<b><u>-</u></b>
	OPERATING COSTS	399	-	-	-
	CAPITAL OUTLAY	-	-	-	-
	NON-OPERATING COSTS	103,444	-	-	-
	<b>ALLEY COLLECTION TOTAL</b>	<b><u>\$ 237,532</u></b>	<b><u>\$ -</u></b>	<b><u>\$ -</u></b>	<b><u>\$ -</u></b>
<b>SOLID WASTE FUND TOTAL EXPENSES</b>		<b><u>\$ 11,072,023</u></b>	<b><u>\$ 9,882,667</u></b>	<b><u>\$ 9,504,275</u></b>	<b><u>\$ 10,393,384</u></b>





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## INTERNAL SERVICE FUNDS

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# CITY OF NORTH MIAMI BEACH, FLORIDA

## LIABILITY SELF-INSURANCE FUND

FISCAL YEAR ENDING SEPTEMBER 30, 2018

### SERVICES, FUNCTIONS AND ACTIVITIES

The City established the Liability Self-Insurance Fund to address risk management for general liabilities. The fund is managed by the Human Resources Department with direct support and input from the City Attorney. Premiums are paid into the fund by the General, Water, Sewer, Solid Waste, Building and Customer Service Funds to cover claims and to maintain adequate reserves. Reserve levels are determined annually by an actuarial review and include estimated amounts for claims that have been incurred but not yet reported. The Liability Self-Insurance Fund is included with the General Fund for financial reporting but is budgeted as a separate and distinct internal service fund.

### GOALS AND MEASUREMENTS

#### *Financially Sound City Government*

The Human Resources Department will continue to monitor and evaluate its risk management function in close conjunction with the City Attorney's office and our third party experts. We will continue to update policies and procedures to ensure that risk is minimized throughout the organization, and we will reinforce through strong communication with management and employees. Recommendations for policy improvements during the current fiscal year include recalibration of fund reserves, and procuring a Law Enforcement Officers Liability Policy.

DIVISION NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2016	ADOPTED BUDGET FY 2017	ESTIMATED ACTUAL FY 2017	ADOPTED BUDGET FY 2018
<b>030</b>	<b>REVENUES</b>				
	CARRYOVER FROM PRIOR YEARS	\$ -	\$ -	\$ -	\$ -
	OTHER REVENUE	\$ 107,028	\$ -	\$ -	\$ -
	TRANSFER FROM:				
	WATER	402,000	534,250	534,250	661,683
	SEWER	106,000	143,750	143,750	178,038
	GENERAL FUND	440,988	547,296	547,296	677,841
	BUILDING	86,000	99,750	99,750	123,544
	SOLID WASTE	148,000	78,500	78,500	97,224
	CUSTOMER SERVICE	119,000	-	-	-
	<b>TOTAL REVENUES</b>	<b>\$ 1,409,016</b>	<b>\$ 1,403,546</b>	<b>\$ 1,403,546</b>	<b>\$ 1,738,330</b>
	<b>EXPENSES</b>				
<b>310/311</b>	SALARIES FULL TIME	\$ -	\$ -	-	\$ 131,319
	TAXES	-	-	-	10,280
	BENEFITS	-	-	-	380,012
	<b>Salaries and Related Costs</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>521,611</b>
	OPERATING COSTS	967,199	1,403,546	1,403,546	1,216,719
	NON-OPERATING COSTS	-	-	-	-
	<b>TOTAL EXPENSES</b>	<b>\$ 967,199</b>	<b>\$ 1,403,546</b>	<b>\$ 1,403,546</b>	<b>\$ 1,738,330</b>

# CITY OF NORTH MIAMI BEACH, FLORIDA

## WORKERS' COMPENSATION FUND

FISCAL YEAR ENDING SEPTEMBER 30, 2018

### SERVICES, FUNCTIONS AND ACTIVITIES

The City established the Workers' Compensation Fund to address risk management related to workers' compensation claims. The fund is managed by the Human Resources Department with direct support and input from the City Attorney. Premiums are paid into the fund by all of the funds from which employees are paid to cover claims and to maintain adequate reserves. Reserve levels are determined annually by an actuarial review and include estimated amounts for claims that have been incurred but not yet reported. The Workers' Compensation Fund is included with the General Fund for financial reporting but is budgeted as a separate and distinct internal service fund.

### GOALS AND MEASUREMENTS

#### Financially Sound City Government

The Human Resources Department intends to continue to make improvements to the risk management function, to minimize risks and contain costs. The Department will continue the process of updating and enforcing safety policies and procedures, implementing safety training and re-training programs, taking corrective action when appropriate, and focusing upon prevention efforts and information with continued emphasis on an effective "Return to Work" program for injured workers.

DIVISION NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2016	ADOPTED BUDGET FY 2017	ESTIMATED ACTUAL FY 2017	ADOPTED BUDGET FY 2018
<b>050</b>	<b>REVENUES</b>				
	OTHER INCOME	\$ 99,468	\$ -	\$ -	\$ -
	TRANSFER FROM:				
	GENERAL FUND	519,397	557,726	557,726	552,820
	COMMUNITY REDEVELOPMENT	272	253	253	251
	SELF INSURANCE	137	141	141	382
	LAW ENFORCEMENT TRUST	-	847	847	848
	STORMWATER	14,615	16,543	16,543	24,220
	WATER	196,816	165,406	165,406	154,395
	SEWER	17,637	17,826	17,826	17,309
	BUILDING	11,603	11,616	11,616	10,747
	SOLID WASTE	57,077	44,061	44,061	43,634
	CUSTOMER SERVICE	25,126	2,140	2,140	1,697
	<b>TOTAL REVENUES</b>	<b>\$ 942,148</b>	<b>\$ 816,559</b>	<b>\$ 816,559</b>	<b>\$ 806,303</b>
	<b>EXPENSES</b>				
<b>310</b>	OPERATING COSTS	\$ 1,238,270	\$ 816,559	\$ 816,559	\$ 806,303
	<b>TOTAL EXPENSES</b>	<b>\$ 1,238,270</b>	<b>\$ 816,559</b>	<b>\$ 816,559</b>	<b>\$ 806,303</b>

# CITY OF NORTH MIAMI BEACH, FLORIDA

## INFORMATION TECHNOLOGIES

FISCAL YEAR ENDING SEPTEMBER 30, 2018

### MISSION

The Department of Information Technology (IT) is responsible for development, implementation and maintenance of information systems and technology for all City departments. Through collaboration and participation with departments, IT provides the highest quality, most cost-effective technical support and services that are critical in meeting the needs of city staff and the residents they serve.

### SERVICES, FUNCTIONS AND ACTIVITIES

The Information Technology (IT) Fund ensures adequate funding for technology components and services on a city-wide basis. The fund is managed by the Public Utilities Department. Premiums are paid into the fund by the General, Water, Sewer, and Building Funds to cover operating and capital expenditures.

The IT Fund provides support to all City departments through the coordination and application of computer and communication technologies and is responsible for all technical projects, equipment and services for the City including computer hardware and software procurements and contracts administration, evaluation, design, development, training and implementation. The Department is also responsible for administering the City's telephone systems/services, Public Utilities radio network and the City's Public Access channel (Channel 77).

### GOALS AND MEASUREMENTS

#### Financially Sound City Government

IT will support Commission's priority of fiscal sustainability by utilizing the most cost effective means of providing services to both internal and external customers. IT partners with its vendors to identify technology benefits and improvements which will help the City lower its cost of doing business.

#### High Performing City Organization Providing Great Customer Service

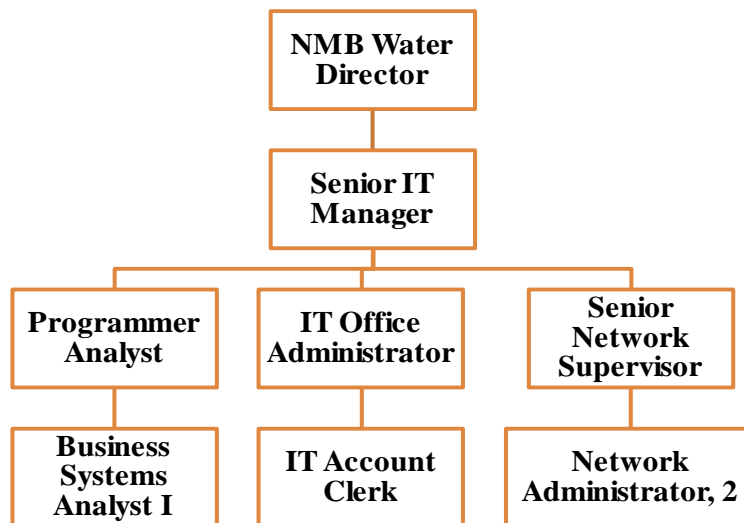
The IT Department is always seeking new ways to increase the productivity of City staff by enabling Cloud technologies, offering better protection from Malware, and by investing in the City's infrastructure to help improve overall network stability and capabilities. The City's goal of government transparency is supported by the IT Department through the provision of more effective ways to connect with its residents.

# CITY OF NORTH MIAMI BEACH, FLORIDA

## INFORMATION TECHNOLOGIES

FISCAL YEAR ENDING SEPTEMBER 30, 2018

ACCOUNT DESCRIPTION	ACTUAL FY 2016	ADOPTED BUDGET FY 2017	ESTIMATED ACTUAL FY 2017	ADOPTED BUDGET FY 2018
<b><u>REVENUES</u></b>				
IT CHARGE - WATER FUND	\$ -	\$ 1,439,733	\$ 1,439,733	\$ 1,485,675
IT CHARGE - SEWER FUND	-	338,760	338,760	333,535
IT CHARGE - BUILDING FUND	-	225,840	225,840	131,893
IT CHARGE - GENERAL FUND	-	818,671	818,671	1,764,699
LEASE PROCEEDS	-	629,000	-	-
<b>TOTAL REVENUES</b>	<b><u>\$ -</u></b>	<b><u>\$ 3,452,004</u></b>	<b><u>\$ 2,823,004</u></b>	<b><u>\$ 3,715,802</u></b>
<b><u>EXPENSES</u></b>				
SALARIES-FULL-TIME	\$ -	\$ 694,642	\$ 680,749	\$ 613,996
OTHER WAGES	-	-	-	90,480
TAXES	-	53,722	52,648	54,498
BENEFITS	-	229,539	224,948	231,260
<b>Salaries and Related Costs</b>	<b>-</b>	<b><u>977,903</u></b>	<b><u>958,345</u></b>	<b><u>990,234</u></b>
OPERATING COSTS	-	918,427	872,506	1,344,155
CAPITAL OUTLAY	\$ -	646,000	150,000	-
WORK ARE FURNITURE				16,650
VARIOUS SYSTEM UPGRADES				131,500
GRANT SOFTWARE				35,000
POE SWITCHES				75,000
VOIP PHONE UPGRADE				250,000
UPDATE PC'S CITYWIDE				125,000
NON-OPERATING COSTS	-	909,674	909,674	748,263
<b>TOTAL EXPENSES</b>	<b><u>\$ -</u></b>	<b><u>\$ 3,452,004</u></b>	<b><u>\$ 2,890,525</u></b>	<b><u>\$ 3,715,802</u></b>



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**CITYWIDE CAPITAL IMPROVEMENTS**

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# CITY OF NORTH MIAMI BEACH, FLORIDA

## CAPITAL IMPROVEMENT PROGRAM (CIP)

FISCAL YEAR ENDING SEPTEMBER 30, 2018

### SERVICES, FUNCTIONS AND ACTIVITIES

The Capital Improvement Plan (CIP) provides a roadmap as well as a monitoring tool for all capital projects. CIP Guidelines are provided in the document immediately following this narrative. The guidelines include key elements of a capital project definition, two of which are: (1) a monetary value greater than \$1,000; and (2) a useful life period of greater than one year.

CIP projects are quite diverse, ranging from construction of new facilities and remodeling/expansion of existing ones to purchases of operating equipment, street construction or reconstruction projects, infrastructure inspection and scheduled replacements and overall design and construction. The budgeting pattern of typical multi-year CIP programs tends to be cyclical. Years of heavy financial investment in an organization's infrastructure, facilities, and equipment are usually followed by a year where project completion rather than high levels of funding is emphasized. In this sense, the classic five-year CIP Plan can be viewed more as a six-year capital plan, where the current fiscal year's mode, whether a heavy project implementation year or one more focused on financial investment, drives the subsequent pattern of annual cycles over the next five years.

### GOALS AND MEASUREMENTS

#### Financially Sound City Government

For Fiscal Year 2018, the overall total CIP budget is \$41,021,888. Last year, the adopted budget was \$13,042,079. The increase is overwhelmingly based on the contract with CH2M Hill for capital programming of the Water and Sewer Utilities. Total investment budgeted for rehabilitation, capital improvements, expansion and increased capacity of the utilities totals \$33,292,680 for the coming fiscal year.

#### The Place to Live: Beautiful Safe and Livable

A robust and well-planned CIP Plan is critical to ensure a safe, beautiful and ultimately livable place to reside in, visit, and conduct business. Roadways and medians that are in great condition, aesthetically pleasing public landscaping, well performing drainage systems, modern, well-equipped public facilities, pipe-replacements, force-main replacements, leak detection, fireflow improvements and other CIP related and system betterment items, are major contributors to this important Strategic Plan Goal.

The FY17 CIP Plan addresses many of the most pressing needs through a wide array of projects, including lighting improvements, roadway and alleyway repairs, American with Disabilities (ADA) upgrades, facility upgrades, and the aforementioned investment in the Water and Sewer Utilities

*High Performing City Organization Providing Great Customer Service*

The Public Works Department's process in updating and being the guardian of the CIP Plan annually and developing the CIP budget entails input from all City departments concerned. When requested, Public Works assists departments participating in the CIP by providing relevant expertise. In addition to administering the City's CIP and developing the annual budget, Public Works updates its own annual CIP Plan by assessing and prioritizing existing and emerging needs throughout the city. This cross-departmental collaboration and global perspective are combined with a long-term outlook to provide an effective plan to meet our ongoing capital needs.

**City of North Miami Beach  
Capital Improvement Projects**

**Six Year CIP**

LINE #	DEPT.	PROJECT NAME	FUNDING SOURCE	Actual	FUTURE COST ESTIMATES FY 18 - FY 22					FIVE-YEAR TOTAL
				FY17	FY18	FY19	FY20	FY21	FY22	
1	390	Alleyway Enhancements	ALLEY	\$ 50,000	\$ 224,000					\$ 224,000
2	700	McDonald / Silver YES Center - Renovate Restrooms (3) VCT Tiles, Paint, LED lights, Kitchen	BBC / GOB	\$ 128,000						\$ -
3	700	McDonald / Silver YES Center - New Camera System	BBC / GOB	\$ 6,045						\$ -
4	865	NE 13 Avenue Traffic Calming	CITT	\$ 80,000	\$ 80,000					\$ 80,000
5	865	Way Finding Signs (Citywide non-CRA)	CITT		\$ 200,000					\$ 200,000
6	865	City Hall Circle Traffic Calming Lighting	CITT		\$ 50,000					\$ 50,000
7	865	Sidewalk and ADA Upgrades	CITT	\$ 138,857	\$ 250,000	\$ 180,000	\$ 180,000	\$ 180,000	\$ 180,000	\$ 970,000
8	865	Roadway Master Plan Phase I	CITT	\$ 114,000						\$ -
9	865	Roadway Resurfacing	CITT	\$ 200,000	\$ 150,000					\$ 150,000
10	865	Highland Drive Roundabout	CITT	\$ 100,000						\$ -
11	700	Locate 2 Kayak Launches with Floating Docks (Matching Grant)	FIND			\$ 50,000				\$ 50,000
12	500	PSI Fire Alarm	GF	\$ 36,000						\$ -
13	500	I.T. Storage	GF	\$ 19,000		\$ 20,000	\$ 20,000		\$ 20,000	\$ 60,000
14	500	Laptops	GF		\$ 65,000	\$ 65,000		\$ 75,000		\$ 205,000
15	500	Vehicles Purchase	GF		\$ 335,769	\$ 264,499	\$ 292,499	\$ 387,967	\$ 292,873	\$ 1,573,607

**City of North Miami Beach  
Capital Improvement Projects**

**Six Year CIP**

LINE #	DEPT.	PROJECT NAME	FUNDING SOURCE	Actual	FUTURE COST ESTIMATES FY 18 - FY 22					FIVE-YEAR TOTAL
				FY17	FY18	FY19	FY20	FY21	FY22	
16	500	Rug Replacement	GF				\$ 120,000			\$ 120,000
17	500	Bathrooms/showers renovation	GF			\$ 140,000				\$ 140,000
18	500	Police Motorcycle	GF			\$ 28,000			\$ 33,000	\$ 61,000
19	600	RFID - Implement Self Checkout / Full RFID Project Completion	GF		\$ 13,500					\$ 13,500
20	600	POS - Create Accountability, reduce service time by completing transactions at counter.	GF			\$ 8,000				\$ 8,000
21	600	Security Cameras - Additional areas that need coverage	GF		\$ 5,000					\$ 5,000
22	600	IT/Wiring, WiFi counter	GF		\$ 6,000					\$ 6,000
23	600	Carpeting, meeting room and entrance areas.	GF			12000				\$ 12,000
24	700	Mischon Park - Install shade structures over (4) sets of bleachers	GF			\$ 75,000				\$ 75,000
25	700	Mischon Park - Mishcon Park Artificial Turf	GF			\$ 250,000				\$ 250,000
26	700	Mischon Park - Musco Light Re-lamp with Green technology	GF			\$ 210,000				\$ 210,000
27	700	Mischon Park - Storage facility / Field maintenance equipment	GF			TBD				\$ -
28	700	Mischon Park - Install Outdoor Security Cameras	GF			\$ 40,000				\$ 40,000
29	700	Mischon Park - Renovate Restroom & Concession Area	GF				\$ 65,000			\$ 65,000
30	700	Mischon Park - Change irrigation from potable to well water	GF		\$ 30,000					\$ 30,000

**City of North Miami Beach  
Capital Improvement Projects**

**Six Year CIP**

LINE #	DEPT.	PROJECT NAME	FUNDING SOURCE	Actual	FUTURE COST ESTIMATES FY 18 - FY 22					FIVE-YEAR TOTAL
				FY17	FY18	FY19	FY20	FY21	FY22	
31	700	Challenger Park - Memorial Install Shade Structure	GF			\$ 75,000				\$ 75,000
32	700	All Parks - Change irrigation from potable to well water (12 parks)	GF		\$ 30,000	\$ 30,000	\$ 30,000			\$ 90,000
33	700	Tennis Center - Musco Lights Re-Lamp 6 west Courts	GF				\$ 115,000			\$ 115,000
34	700	Tennis Center - Install Camera Surveillance System	GF		\$ 10,000					\$ 10,000
35	700	Snake Creek Canal - Replace the exercise equipment	GF			\$ 150,000				\$ 150,000
36	700	Snake Creek Canal - Install (3) solar powered phone charging systems with benches	GF				\$ 10,000			\$ 10,000
37	700	McDonald / Silver YES Center - Install artificial turf @ Playground	GF			\$ 40,000				\$ 40,000
38	700	McDonald / Silver YES Center - Room # 6 & 7 exterior double door	GF	\$ 7,000						\$ -
39	700	Allen Park - Club Cart	GF			\$ 15,000				\$ 15,000
40	700	Allen Park - Install shade structures over (2) sets of bleachers	GF			\$ 35,000				\$ 35,000
41	700	Allen Park - Install artificial turf on field	GF			\$ 1,000,000				\$ 1,000,000
42	700	Install 2 Bleachers on Field	GF	\$ 18,000						\$ -
43	700	Replace outdoor field lights (Musco lights - green technology)	GF	\$ 125,000						\$ -
44	700	Musco Light re-lamp inside basketbll gym	GF		\$ 20,250					\$ 20,250
45	700	Install new Camera System	GF		\$ 7,500					\$ 7,500

**City of North Miami Beach  
Capital Improvement Projects**

**Six Year CIP**

LINE #	DEPT.	PROJECT NAME	FUNDING SOURCE	Actual	FUTURE COST ESTIMATES FY 18 - FY 22					FIVE-YEAR TOTAL
				FY17	FY18	FY19	FY20	FY21	FY22	
46	700	Volleyball Court retrofit on basketball Courts	GF			\$ 7,500				\$ 7,500
47	700	Install Cooled Water fountains on baseball field	GF	\$ 4,500						\$ -
48	700	Replace Indoor gym floor with WOOD	GF			\$ 65,000				\$ 65,000
49	700	Replace Weight Room Equipment	GF			\$ 17,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 47,000
50	700	Install indoor / outdoor PA system	GF				\$ 5,000			\$ 5,000
51	700	Install a pre-fab restroom (SW corner) on the athletic field	GF			TBD				\$ -
52	700	Replace indoor gym lights	GF			\$ 25,000				\$ 25,000
53	700	Install Field Lights	GF			\$ 50,000				\$ 50,000
54	700	Resurface (2) Basketball Courts at Uleta	GF		\$ 12,500					\$ 12,500
55	700	Install lights in the parking lot	GF			\$ 30,000				\$ 30,000
56	700	Install indoor / outdoor PA system	GF			\$ 5,000				\$ 5,000
57	700	Install 2 new Benches on Outside Basketball Courts	GF	\$ 3,000						\$ -
58	700	Replace Indoor gym floor with WOOD	GF			\$ 65,000				\$ 65,000
59	700	Replace indoor & outdoor security cameras	GF	\$ 10,000						\$ -
60	700	Install new Camera Surveillance System	GF		\$ 10,000					\$ 10,000

**City of North Miami Beach  
Capital Improvement Projects**

**Six Year CIP**

LINE #	DEPT.	PROJECT NAME	FUNDING SOURCE	Actual	FUTURE COST ESTIMATES FY 18 - FY 22					FIVE-YEAR TOTAL
				FY17	FY18	FY19	FY20	FY21	FY22	
61	700	Renovate Green Room	GF			\$ 15,000				\$ 15,000
62	700	Replace stage curtains (flame retardant) - General Fund	GF	\$ 75,000						\$ -
63	700	Replace Dimmer Light System	GF			\$ 60,000				\$ 60,000
64	700	NEW LED lighting system	GF			\$ 30,000				\$ 30,000
65	700	Flame retardant velour cover for SW roll-up door	GF			TBD				\$ -
66	700	New speaker equipment	GF			\$ 15,000		\$ 25,000		\$ 40,000
67	700	Renovate Concession	GF			\$ 40,000				\$ 40,000
68	700	Replace sound board	GF			\$ 75,000				\$ 75,000
69	700	Reupholster Seats/ Replace	GF			\$ 150,000				\$ 150,000
70	700	Renovate backstage SE Restrooms (2) & Locker Room	GF			\$ 75,000				\$ 75,000
71	700	Renovate Theater exterior	GF					\$ 1,500,000		\$ 1,500,000
72	700	Paint interior theater walls & Acoustic Panels	GF			\$ 30,000				\$ 30,000
73	700	Install lights at amphitheater	GF	\$ 75,000						\$ -
74	700	Install Stage lights, sound system and cameras at amphitheater	GF			\$ 110,000				\$ 110,000
75	700	Renovate Uleta and Washington Pool Bath House- including plumbing	GF	TBD						\$ -

**City of North Miami Beach  
Capital Improvement Projects**

**Six Year CIP**

LINE #	DEPT.	PROJECT NAME	FUNDING SOURCE	Actual	FUTURE COST ESTIMATES FY 18 - FY 22					FIVE-YEAR TOTAL
				FY17	FY18	FY19	FY20	FY21	FY22	
76	700	Pool Cover for Victory Pool	GF			\$ 60,000				\$ 60,000
77	700	Uleta Pool replace deck furniture	GF			\$ 10,000				\$ 10,000
78	700	Sand blast & resurface the pool at Uleta	GF			\$ 7,500				\$ 7,500
79	700	Install new Camera Surveillance System	GF		\$ 7,500					\$ 7,500
80	700	Victory Pool Shade Structure over bleachers	GF	\$ 50,730						\$ -
81	700	Replace Pool Heaters	GF			\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 80,000
82	700	Victory Pool - Install pop up water feature Splash Pad	GF				\$ 300,000			\$ 300,000
83	700	Replace the 15 passenger van fleet - (3/3/2/2)	GF	\$ 86,000		\$ 86,000	\$ 58,000	\$ 58,000		\$ 202,000
84	700	Purchase (1) Chevy 1500 truck (aquatics Division)	GF			\$ 29,000				\$ 29,000
85	700	Cargo Van - Special Events	GF	\$ 26,500						\$ -
86	700	Replace (2) 77 passenger buses at \$113,000 each for yellow and \$130,000 for White	GF	\$ -	\$ 113,000	\$ 113,000				\$ 226,000
87	700	Purchase (3) Chevy 1500 truck - Rec. Superintendent, Park Ranger & Facility Superintendent also used for special events	GF			\$ 58,000	\$ 29,000			\$ 87,000
88	700	Purchase and replace 3- Chevy 1500 truck with crew cab	GF			\$ 29,000	\$ 29,000	\$ 29,000		\$ 87,000
89	700	Purchase and replace (2) Chevy 2500 truck with crew cab & lift	GF				\$ 35,000	\$ 35,000		\$ 70,000
90	700	Purchase (1) Chevy Equinox - Director	GF			\$ 26,000				\$ 26,000



**City of North Miami Beach  
Capital Improvement Projects**

**Six Year CIP**

LINE #	DEPT.	PROJECT NAME	FUNDING SOURCE	Actual	FUTURE COST ESTIMATES FY 18 - FY 22					FIVE-YEAR TOTAL
				FY17	FY18	FY19	FY20	FY21	FY22	
91	700	Replace / Purchase (2) passenger car - Asst. Director, Rec. Manager	GF			\$ 40,000				\$ 40,000
92	700	Washington Park Design	GF		\$250,000	\$3,000,000	\$ 3,000,000	\$3,000,000		\$ 9,250,000
93	700	Install new Camera Surveillance System	GF		\$7,500					\$ 7,500
94	700	Renovate entire site (parks master plan)	GF				\$ 5,500,000			\$ 5,500,000
95	700	Resurface the shuffle board court	GF			\$ 4,000				\$ 4,000
96	700	Insulate Interior	GF		\$ 10,000					\$ 10,000
97	700	Renovate/Re-do Volleyball Courts	GF			\$ 10,000				\$ 10,000
98	700	Install new lighting/ FPL retrofit for Basketball Courts	GF			\$ 5,000				\$ 5,000
99	700	Build interior Closet Space	GF		\$ 3,000					\$ 3,000
100	700	Install new Camera system	GF		\$ 5,000					\$ 5,000
101	700	Replace Window treatment inside Rec Ctr	GF			\$ 2,000				\$ 2,000
102	700	Replace 2 Indoor Water Fountains	GF			\$ 3,000				\$ 3,000
103	700	Install Swings for Playgrounds- 2 plus ADA	GF			\$ 15,000				\$ 15,000
104	700	New Signage for Prks (6)	GF			\$ 8,000				\$ 8,000
105	700	Musco Light re-lamp retrofit	GF			\$ 25,000				\$ 25,000

**City of North Miami Beach  
Capital Improvement Projects**

**Six Year CIP**

LINE #	DEPT.	PROJECT NAME	FUNDING SOURCE	Actual	FUTURE COST ESTIMATES FY 18 - FY 22					FIVE-YEAR TOTAL
				FY17	FY18	FY19	FY20	FY21	FY22	
106	700	2 Shade Structures, Benches and new Water Fountain	GF			\$ 88,000				\$ 88,000
107	700	New Playgrounds **- Eastern Shores, Shreiber- No shade structures	GF			\$ 200,000				\$ 200,000
108	700	Shade Structure over Playground	GF	\$ 52,500						\$ -
109	700	Install 4 Cooled Water Fountains (Silverman/Challenger/Littman, etc)	GF			\$ 20,000				\$ 20,000
110	700	Taylor Park Design	GF		\$ 250,000	\$ 1,000,000	\$ 2,000,000			\$ 3,250,000
111	700	Citywide Fence Replacement	GF		\$ 50,000	\$ 50,000	\$ 50,000			\$ 150,000
112	820	2 Arrow Boards (New)	GF		\$ 10,800					\$ 10,800
113	831	Replacement Stump Grinder	GF		\$ 23,000					\$ 23,000
114	831	Replacement #8456- Year 2000 Cargo Van	GF	\$ 29,368						\$ -
115	831	Van Cargo (9yrs. 8 mths.) Replacement Vehicle #8462. Year 2008	GF			\$ 32,880				\$ 32,880
116	831	Replacement #8453 - Year 2000 Silverado Pick up Truck	GF	\$ 27,518						\$ -
117	831	New Pick up Truck Landscape Manager (new position)	GF		\$ 28,700					\$ 28,700
118	850	City Hall Parking Lot LED Lighting	GF		\$ 65,000					\$ 65,000
119	850	Tracer Summit System (New), Uleta Park,	GF		\$ 30,000					\$ 30,000
120	850	Tracer Summit System Upgrade, McDonald Center	GF		\$ 25,000					\$ 25,000

**City of North Miami Beach  
Capital Improvement Projects**

**Six Year CIP**

LINE #	DEPT.	PROJECT NAME	FUNDING SOURCE	Actual	FUTURE COST ESTIMATES FY 18 - FY 22					FIVE-YEAR TOTAL
				FY17	FY18	FY19	FY20	FY21	FY22	
121	850	Tracer Summit System Upgrade, City Hall, Yes, Library, Silverman	GF		\$ 40,000					\$ 40,000
122	850	5 Ton Self Contained Unit/With Chilled Water AHU/ 2nd Floor Mechanical Room	GF		\$ 8,000					\$ 8,000
123	850	YES Center -Replacement of 2 -5 TON HVAC SPLIT SYSTEMS (Front and Rear Offices) Parks and Rec.	GF	\$ 17,500	\$ 10,000					\$ 10,000
124	850	Replacement #8519-2006 Pick up w/lift	GF	\$ 30,958						\$ -
125	850	Bucket Truck (18yrs. 2 mths.) Replacement	GF		\$ 130,000					\$ 130,000
126	850	Cargo Van Replacement Vehicle #8584-Year 2002(Electrician)	GF			\$ 32,880				\$ 32,880
127	850	WorkOrder Software	GF		\$ 20,000					\$ 20,000
128	850	Ipads for Technicians to Work Orders and projects 10ea. @\$1,000	GF		\$ 10,000					\$ 10,000
129	860	Victory Pool House-Exterior Painting	GF	\$ 20,000						\$ -
130	860	City Hall 4th Floor Impact Windows	GF		\$ 113,700					\$ 113,700
131	860	City Hall 3rd Floor Impact Windows	GF			\$ 84,000				\$ 84,000
132	860	City Hall 2nd Floor Impact Windows	GF				\$ 103,000			\$ 103,000
133	860	City Hall 1st Floor Impact Windows	GF					\$ 121,725		\$ 121,725
134	860	City Hall Architectural Assessment	GF		\$ 75,000					\$ 75,000
135	860	ADA Building Transition Plan	GF		\$ 100,000					\$ 100,000

**City of North Miami Beach  
Capital Improvement Projects**

**Six Year CIP**

LINE #	DEPT.	PROJECT NAME	FUNDING SOURCE	Actual	FUTURE COST ESTIMATES FY 18 - FY 22					FIVE-YEAR TOTAL
				FY17	FY18	FY19	FY20	FY21	FY22	
136	860	City Hall Lobby Design Remodel	GF		\$ 120,000					\$ 120,000
137	860	City Hall First Floor Restroom	GF		\$ 90,000					\$ 90,000
138	860	City Hall Restroom Remodels (Three Floors)	GF		\$ 120,000					\$ 120,000
139	860	4th Floor Flooring(To Include Legal, Front Elevator Lobby, Manager's, Commissioners)	GF		\$ 80,000					\$ 80,000
140	860	Extend Communication Room and Add Conference Room	GF		\$ 60,000					\$ 60,000
141	860	Front Entrance Pavers (Northwest side)	GF		\$ 50,000					\$ 50,000
142	860	YES Center/City Hall/Police Complex - Replace 38 exterior path lighting electric bollards	GF		\$ 45,000					\$ 45,000
143	860	City Hall/Administration Building Roof Repair	GF	\$ 120,000						\$ -
144	860	Human Resources Office Renovation w/Furniture	GF		\$ 170,000					\$ 170,000
145	860	Retaining wall Victory Pool	GF		\$ 56,000					\$ 56,000
146	860	19th Avenue Bridge Improvements (Light poles, NMB logo's,etc)	GF		\$ 75,000					\$ 75,000
147	860	Hazel Fazzino Park (Phase II & Phase III)	GF	\$ 150,000	\$ 200,000					\$ 200,000
148	860	Highland Village/"South Boundary" Entry Sign	GF		\$ 100,000					\$ 100,000
149	860	Fulford Monument Rehabilitation(Matching Grant Contribution; Total Project Cost \$225,000)	GF	\$ 40,000	\$ 112,500					\$ 112,500
150	860	FDOT Matching Grant Contribution for SR 826(Total \$200,000)	GF	\$ 100,000						\$ -

**City of North Miami Beach  
Capital Improvement Projects**

**Six Year CIP**

LINE #	DEPT.	PROJECT NAME	FUNDING SOURCE	Actual	FUTURE COST ESTIMATES FY 18 - FY 22					FIVE-YEAR TOTAL
				FY17	FY18	FY19	FY20	FY21	FY22	
151	860	Tennis Center - Revamp Existing Drainage System and Regrade Road- Developer at \$50,000	GF			\$ 250,000				\$ 250,000
152	860	Pick Wick Wall Beautification	GF	\$ 50,000						\$ -
153	860	Park Restoration - Arbor Day	GF		\$ 60,000					\$ 60,000
154	860	Roadway Resurfacing Projects	GF	\$ 623,000	\$ 623,000	\$ 623,000	\$ 623,000	\$ 623,000	\$ 623,000	\$ 3,115,000
155	860	Highland Drive Design and Construction	GF	\$ 61,000	\$ 139,000					\$ 139,000
156	860	NE 183rd Bike Path <i>(carryover to FY18)</i>	GF	\$ -	\$ 318,000					\$ 318,000
157	860	FDOT Beautification & Grant Match	GF		\$ 100,000					\$ 100,000
158	890	AMMCO Brake Lathe	GF		\$ 13,000					\$ 13,000
159	700	Install new Awnings	IF	\$ 10,000						\$ -
160	500	AC Pumps	LETF	\$ 16,000						\$ -
161	500	Vehicles Purchase	LETF		\$ 340,000	\$ 270,000	\$ 300,000	\$ 390,000	\$ 300,000	\$ 1,600,000
162	821	NE 172nd Street Lift Station Rehab	STORM		\$ 200,000					\$ 200,000
163	821	Outfall Projects	STORM		\$ 200,000	\$ 200,000				\$ 400,000
164	821	Stormwater Master Plan Phase I & Phase II	STORM	\$ 198,500	\$ 190,000					\$ 190,000
165	821	Stormwater Revenue Study	STORM		\$ 8,000					\$ 8,000

**City of North Miami Beach  
Capital Improvement Projects**

**Six Year CIP**

LINE #	DEPT.	PROJECT NAME	FUNDING SOURCE	Actual	FUTURE COST ESTIMATES FY 18 - FY 22					FIVE-YEAR TOTAL
				FY17	FY18	FY19	FY20	FY21	FY22	
166	810	75 Ft. Bucket Truck, Replacement Vehicle #8452	SW		\$ 178,076					\$ 178,076
167	810	New Chipper (works with Bucket truck)(Non-motorized)	SW		\$ 37,977					\$ 37,977
168	810	Trailer for Mini Giant Excavator (New)	SW		\$ 5,988					\$ 5,988
169	810	Mini Giant Excavator (New)	SW		\$ 58,217					\$ 58,217
170	420	NWTP Expansion	EIF		\$ 7,000,000					\$ 7,000,000
171	430	NWTP Expansion	EIF		\$ 5,540,202					\$ 5,540,202
172	460	Phase II Corona del Mar Expansion	EIF		\$ 775,000					\$ 775,000
173	410	WO # 9 Hydraulic Modeling	410		\$ 49,994					\$ 49,994
174	410	WO # 10 Wellfield Impact Evaluation	410		\$ 49,500					\$ 49,500
175	410	WO # 11 Utility Billing System Upgrade	410		\$ 675,000					\$ 675,000
176	410	WO # 14 Water System Audit	410		\$ 500,000					\$ 500,000
177	410	WO # 15 Booster Station No. 20 Improvements	410		\$ 50,000					\$ 50,000
178	410	FDOT Resurfacing annual allowance	410		\$ 75,000					\$ 75,000
179	410	Facilities Upgrade	410		\$ 304,000					\$ 304,000
180	410	Operations Center repump station upgrades	410		\$ 100,000					\$ 100,000

**City of North Miami Beach  
Capital Improvement Projects**

**Six Year CIP**

LINE #	DEPT.	PROJECT NAME	FUNDING SOURCE	Actual	FUTURE COST ESTIMATES FY 18 - FY 22					FIVE-YEAR TOTAL
				FY17	FY18	FY19	FY20	FY21	FY22	
181	410	Post Treatment Structure Valve Replacement	410		\$ 250,000					\$ 250,000
182	410	Upgrade I&C and SCADA	410		\$ 50,000					\$ 50,000
183	410	WO # 5 Security System Improvements	410		\$ 2,811,250					\$ 2,811,250
184	410	WO # 7 Plant Rehab Project	410		\$ 10,031,734					\$ 10,031,734
185	410	WO # 13 Pressure Transducers	410		\$ 50,000					\$ 50,000
186	410	Hydraulic Model Transmission System Water Quality Calibration	410		\$ 100,000					\$ 100,000
187	450	Bell Gardens Force Main	450		\$ 910,000					\$ 910,000
188	450	Pump Station Improvements	450		\$ 700,000					\$ 700,000
189	450	Cravero Force Main Replacement	450		\$ 250,000					\$ 250,000
190	450	Compliance Plan	450		\$ 100,000					\$ 100,000
191	450	Master PS # 4 Force Main Rerouting	450		\$ 1,200,000					\$ 1,200,000
192	450	Facilities Upgrade	450		\$ 96,000					\$ 96,000
193	450	PS Level Transducers Installation	450		\$ 600,000					\$ 600,000
194	450	Velda Farms Force Main Improvements	450		\$ 200,000					\$ 200,000
195	450	Phase II Corona del Mar Expansion	450		\$ 825,000					\$ 825,000

**City of North Miami Beach  
Capital Improvement Projects**

**Six Year CIP**

LINE #	DEPT.	PROJECT NAME	FUNDING SOURCE	Actual	FUTURE COST ESTIMATES FY 18 - FY 22					FIVE-YEAR TOTAL
				FY17	FY18	FY19	FY20	FY21	FY22	
196	500	Work Area Furniture	500		\$ 16,650					\$ 16,650
197	500	Various System Upgrades	500		\$ 131,500					\$ 131,500
198	500	Grant Software	500		\$ 35,000					\$ 35,000
199	500	POE Switches	500		\$ 75,000					\$ 75,000
200	500	VOIP Phone Upgrade	500		\$ 250,000					\$ 250,000
201	500	Update PC's Citywide	500		\$ 125,000					\$ 125,000
202	CRA	Land Purchase	104		\$ 226,581					\$ 226,581
203	CRA	West Dixie Streetscape Improvements	104		\$ 225,000					\$ 225,000
204	CRA	Wayfinding Signage	104		\$ 150,000					\$ 150,000
205	CRA	Passenger Rail Station Facility	104		\$ 100,000					\$ 100,000
206	CRA	Hanford Blvd Uplighting and Landscaping	104		\$ 100,000					\$ 100,000



**City of North Miami Beach  
Capital Improvement Projects  
Six Year CIP**

<b><u>CIP BUDGET SUMMARY FY18</u></b>	
<b>DEPARTMENTS</b>	<b>GENERAL FUND FY18</b>
Public Works	\$ 3,220,700
Park and Recreation	\$ 816,250
Police	\$ 400,769
Library	\$ 24,500
<b>General Fund Total</b>	<b>\$ 4,462,219</b>
<b>FUNDS</b>	
ALLEYWAY	\$ 224,000
CITT	\$ 730,000
STORMWATER	\$ 598,000
WATER	\$ 15,096,478
SEWER	\$ 4,881,000
ENTERPRISE IMPACT FEES	\$ 13,315,202
SOLID WASTE	\$ 280,258
INFORMATION TECHNOLOGY	\$ 633,150
COMMUNITY REDEVELOPMENT AGENCY	\$ 801,581