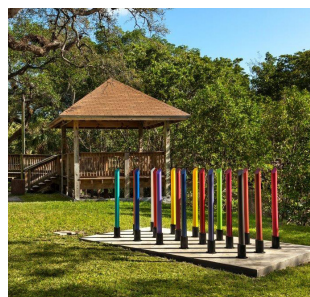


FY 2020-2021 Adopted Annual Budget





CITY OF NORTH MIAMI, FLORIDA

Annual Budget for Fiscal Year 2020-2021

SUBMITTED BY:

**City Manager
Theresa Therilus, Esq.**

PREPARED BY:

**Budget Manager
Roy Brown**

**Assistant to the Budget Director
Terrie A. Boultin**

Elected Officials



Mayor
Philippe Bien-Aime



Councilman
Scott Galvin



Councilwoman
Mary Estimé-Irvin



Councilwoman
Carol Keys, Esq.



Councilman
Alix Desulme, Ed.D.



City Clerk
Vanessa Joseph, Esq.

Executive Staff



City Manager
Theresa Therilus, Esq.



City Attorney
Jeff P. H. Cazeau, Esq.



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

City of North Miami

Florida

For the Fiscal Year Beginning

October 1, 2019

Christopher P. Morrell

Executive Director

The Government Finance Officers Association of the United States and Canada (GFOA) presented the award of Distinguished Budget Presentation to the City of North Miami, Florida for its annual budget for the fiscal year beginning October 1, 2019.

In order to receive this award, a governmental unit must publish a budget document that meets stringent program criteria as a policy document, as an operations guide, as a financial plan, and as a communication device.

This is the seventh consecutive year that the City of North Miami has received this notable award.



The City of North Miami is advancing its commitment to performance management and strategic planning. The FY 2020-21 Budget Book demonstrates its utility as a financial plan, policy document, operations guide, and a communications device that is divided into four sections.

SECTION ONE: INTRODUCTION

The Introduction section provides an overview of the City and the FY 2020-21 Budget. The City Overview includes the City Manager's Transmittal Letter and Strategic Management Plan. The transmittal letter from the City Manager formally submits the budget to the City Council and its residents. It summarizes the significant factors affecting the City of North Miami's budget development and provides an overview of revenue and expenditure highlights. The City's strategic plan identifies the City's overall mission and long-range goals. The City overview also includes the Citywide Organization, City Map, and demographic and economic indicators. The Budget Overview highlights the Budget Process, Policies, and bottom line expenditure and revenue summaries.

SECTION TWO: MAJOR REVENUES

The City's Major Revenue Section was developed to provide a comprehensive reference for primary revenue sources collected by the City. The section provides historical view of trends and forecasting methods. Tracking and reporting this information to the public and its decision makers is vital for responsible planning for the future.

SECTION THREE: DEPARTMENT BUDGETS

This section presents the operating budgets for the following departments: Office of Management and Budget, Building and Zoning, City Attorney, City Clerk, City Manager, Code Compliance, Community Planning & Development, Finance, Housing and Social Services, Information Technology, Library, Mayor/Council, Museum of Contemporary Art, Non-Departmental, Parks & Recreation, Personnel, Police, Public Works, Purchasing, Fleet, CRA, Risk Management, and Utilities. Each department section includes expenditure and staffing charts, prior year accomplishments, upcoming initiatives, performance measures, core responsibilities and planned expenditures.

SECTION FOUR: CIP

This section contains a detailed Capital Improvement Plan (CIP).

SECTION FIVE: APPENDIX

This section includes a glossary of terms and acronyms used throughout the document.



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Section One:

Introduction



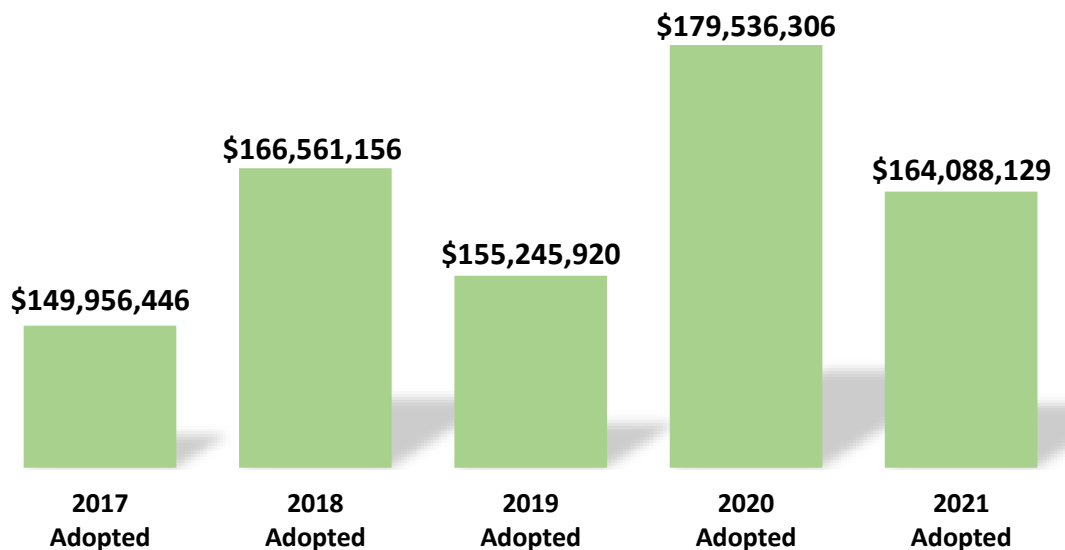
Theresa Therilus, Esq.

City Manager

October 1, 2020

Honorable Mayor and Council:

I am pleased to present a balanced operating budget for the fiscal year beginning October 1, 2020 and ending September 30, 2021. The Adopted Budget for the City of North Miami, Florida is hereby submitted in accordance with the requirements of the City Charter. It presents a financial plan to provide the best possible services to our residents. The citywide Fiscal Year 2020-21 Adopted Budget totals \$164,088,129 and represents a 9.4 percent decrease from the Fiscal Year 2019-20 Adopted Budget of \$179,536,306. As in the previous year, this budget allocates the resources to support the level of service our residents and businesses have come to expect. Please note that funding for capital projects are included in the operating budget. For presentation purposes, they are shown in the Capital Improvement Plan.



Overview of Fiscal Year 2020-21 Budget Book

- Presents major demographics of the City's population, businesses and economy.
- Includes a section on major revenue sources comprised of actual, estimated, budgeted revenues, and revenues forecasted over a three-year period.
- Captures each department's structure through organizational charts and personnel details.
- Defines departments core responsibilities, prior year accomplishments and current year goals and initiatives.

Short-term Factors/Economic Assessment

As the City of North Miami weathered the financial challenges COVID-19 posed, the economy remains uncertain but at times show signs of economic improvement. Recognizing these challenges, our goals in preparing this budget were to:

- Reduce the budget deficit
- Continue to provide basic level of services in the most efficient manner
- Improve the City's water and stormwater infrastructure
- Increase the inventory of affordable housing
- Keep the property tax millage constant

General Fund

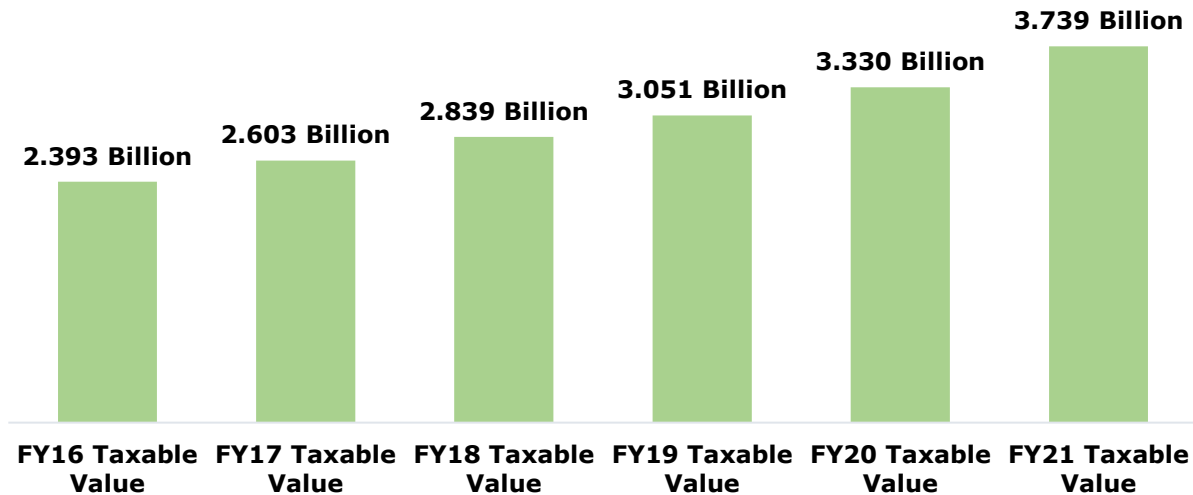
In February 2020 COVID-19 created major uncertainty with revenue lost due to the pandemic. Fiscal Year 2020-21 adopted general fund budget is \$63,867,539 which is a 13.75% decrease from Fiscal Year 2019-20 adopted General Fund budget of \$74,054,204. The decrease is due to:

- 18 full-time positions eliminated from the budget
- 107 part-time employees not included in the budget
- Implementation of 12 furlough days throughout the fiscal year
- Elimination of certain merit increases
- Reduction to special events budget
- Fifty-percent reduction to grants
- Health Cost were assumed to increase by 9%
- Building Department revenue was removed from the General Fund and is now recognized as an individual enterprise fund.

The budget will be reviewed closely throughout the year, specifically for forecasted revenue. If necessary, recommendations to amend the budget to influence additional savings will be given.

Ad Valorem Taxes

For the seventh consecutive year, North Miami realized an increase in the City's assessed taxable value as reported by Miami-Dade Property Appraiser. For Fiscal Year 2020-21 the City's assessed taxable value is \$3.739 billion and represents an 11% increase from the previous year of \$3.330 billion which was confirmed in the June 29th, 2020 memo received from Miami-Dade County Property Appraiser. The majority of the growth took place in the North Miami Community Redevelopment Agency's district.



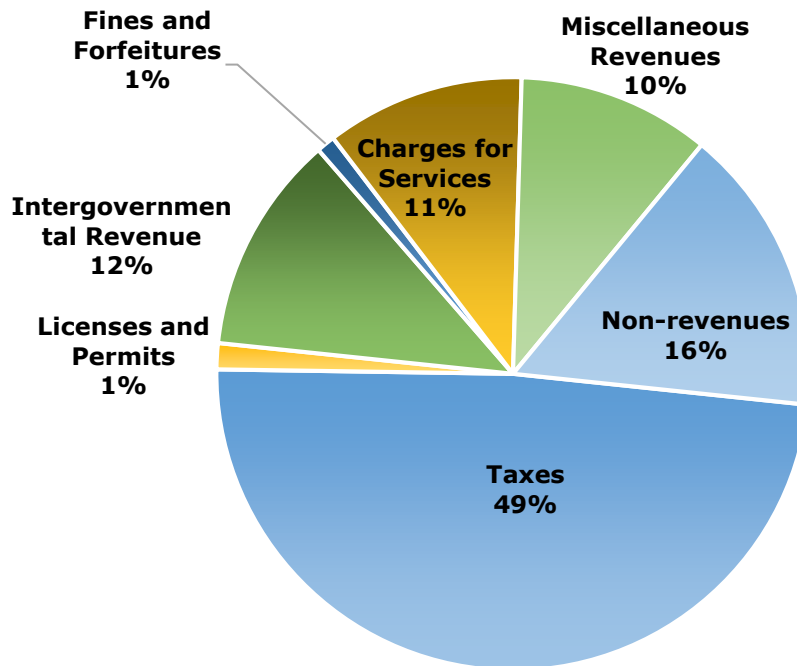
The adopted and operating millage rate for Fiscal Year 2020-21 is 7.5000 per \$1,000 of assessed value. This millage rate is the same as last fiscal year's adopted rate and more than the current calculated rolled-back rate of 7.4449. The rolled-back rate is defined by the Truth in Millage (TRIM) act as the rate that generates the same tax revenue as the current year, less new construction, additions, deletions and rehabilitative improvements.

The 12.3% increase in property values generated \$3.067 million more in property taxes than the prior year with the same millage rate of 7.5000. \$25.397 million was generated in Fiscal Year 2019-20 compared to \$28.047 million in Fiscal Year 2020-21. A portion of the City's ad valorem proceeds are shared with the North Miami Community Redevelopment Agency (NMCRA) in the form of Tax Incremental Financing (TIF). The NMCRA portion increased from \$5.273 million in Fiscal Year 2019-20 to \$6.791 million in Fiscal Year 2020-21. A portion of TIF is given back to the City of North Miami for value increases on the east side of NMCRA boundaries. State law requires all property tax revenue to be budgeted at 95 percent.

FY 2020-21 Adopted Millage Rate and Estimated Ad Valorem Tax Revenue vs. Roll-Back						
	FY 2019-20 Baseline for Comparison	Same Millage Rate 7.5000			Option B: Rolled Back Millage Rate 7.4449	
		Projection	Difference to Baseline	% Change	Projection	Change
Total Taxable Value *	3,330,713,955	3,739,669,946	408,955,991	12.3%	3,739,669,946	12.3%
Millage Rate	7.5000	7.5000	0.00	0%	7.4449	-0.7%
Ad Valorem Taxes at 100%	24,980,355	28,047,525	3,067,170	12.3%	27,841,469	
Ad Valorem Taxes at 95%	23,731,337	26,645,148	2,913,811		26,449,395	

At \$28.047 million, Ad valorem represents 43.9 percent of the general fund budget. Other major categories of general fund revenue include intergovernmental revenues (\$7.6 million), charges for service (\$6.9 million), and miscellaneous revenues (\$6.7 million).

The chart below depicts the breakdown of the various types of general fund revenue with percentages for the Fiscal Year 2020-21 Budget.



Transportation Funds

The Half-Cent transportation surtax was created to provide cities and the County with its prorated share of the surtax proceeds. Allocations are based on each jurisdiction's population and the funds must be used for transportation improvements. Fiscal Year 2020-21 surtax revenue is \$3.7 million, a 13.60 percent increase from last year.

The Three-Cent Local Option Gas Tax, established in 1994 also provides funding for transportation related capital projects. The estimated revenue budgeted from this source is \$352,305.

Transportation Projects		
1/2 Cent Transportation	Sidewalks and ROW Improvements	431,001
Gas Tax	Street Resurfacing	281,102
		712,103

Enterprise Funds

Stormwater

The Fiscal Year 2020-21 budget for the Stormwater Utility fund is \$4.3 million, a 4.03% increase from the prior year's budget of \$4.1 million. For many years the stormwater rate remained at \$6.19 and revenues were used to fund operations, maintenance costs, repairs, billing support, legal support, and vehicle support and maintenance. To begin addressing the infrastructure improvement needs, rates were raised from \$6.19 to \$7.12 per equivalent

residential unit (ERU). Based on 35,000 customers, this increase will generate approximately \$390,600. This increase in revenue will allow the City to leverage dollars and secure additional revenue through grants and other sources.

Water and Sewer Operation and Maintenance

Fiscal Year 2020-21 budget for Water and Sewer operations and maintenance totals \$49.973 million, a decrease of \$9.651 million when compared to Fiscal Year 2019-20. The decrease is primarily due to scaled back capital project expenses and reduced reserves.

On May 21, 2013, the Miami-Dade County Board of County Commissioners authorized execution of a Consent Decree between the County, the United States and the Florida Department of Environmental Protection (EPA), for improvements to the county's wastewater collection and treatment system. The Consent Decree, which includes the City of North Miami, was executed and became effective December 6, 2013. The City has provided its list of infrastructure improvements to the County, which requires approval by the federal EPA. Once approved, the City has a minimum of five years to complete the improvements.

A study on the City's water and sewer rate study is in the works and at its conclusion the City will be able to make recommendations to Council regarding possible rate increases. Despite the challenges of the pandemic, water revenues are not expected to be greatly affected throughout the year.

The water and sewer projects for Fiscal Year 2020-21 are highlighted below:

Water and Sewer Projects		
Water and Sewer	Upgrade of Existing Lime Softening Water Plant	325,000
Water and Sewer	Sanitary Sewer Rehabilitations	100,000
Water and Sewer	Lift Stations Rehabilitation	325,000
Water and Sewer	Water Main Improvements	2,200,000
Water and Sewer	Water Line Replacements	300,000
Water and Sewer	Vehicles & Equipment's	400,000
Water and Sewer	(LMS Grant Approved) Emergency Generator at the Ops Center (\$67,500)	90,000
Water and Sewer	(LMS Grant Approved) Emergency Generator at (4) Lift Stations (\$525,000)	700,000
Water and Sewer	(LMS Grand Approved) Safeguarding Availability of Potable Water (\$243,000)	325,000
		4,765,000

Building Fund

The Fiscal Year 2021 budget for the Building fund is \$3.1 million. For many years Building was included in the General Fund. In the Fiscal Year 2021 Building is reported as an enterprise fund.

Financial Summary

THE PROPOSED OPERATING BUDGET EXPENDITURES OF THE CITY OF NORTH MIAMI IS 8.60% LESS THAN LAST YEAR'S TOTAL OPERATING EXPENDITURES

	GENERAL FUND	SPECIAL REVENUE FUNDS	DEBT SERVICE FUNDS	CAPITAL PROJECTS FUNDS	ENTERPRISE FUNDS	INTERNAL SERVICE FUNDS	TOTALS
Millage Rate Per \$1,000	7.5000						7.5000
ESTIMATED REVENUES:							
Ad Valorem Taxes	21,206,259	11,090,096	-	-	-	-	32,296,355
Other Taxes	9,815,385	-	-	-	-	-	9,815,385
Licenses & Permits	907,257	-	-	-	-	-	907,257
Intergovernmental Revenue	7,634,489	4,130,983	-	352,305	836,200	30,000	12,983,977
Charges for Services	6,923,914	-	-	-	39,334,706	-	46,258,620
Fines & Forfeitures	646,600	280,230	-	-	-	-	926,830
Miscellaneous Revenues	6,710,843	3,078,231	-	-	171,000	2,283,096	12,243,170
Intragovernmental Revenue	8,872,792	-	-	-	-	-	8,872,792
Other Financing Sources	1,150,000	-	1,785,200	-	-	-	2,935,200
TOTAL REVENUES & OTHER FINANCING SOURCES	63,867,539	18,579,540	1,785,200	352,305	40,341,906	2,313,096	127,239,586
Bond Reserves	-	-	-	-	-	4,821,999	4,821,999
Other Reserves	-	9,618,038	-	-	-	2,067,715	11,685,753
Beginning Balances	-	397,412	-	-	19,834,977	108,401	20,340,790
TOTAL ESTIMATED REVENUE SOURCES, RESERVES AND BEGINNING BALANCES	63,867,539	28,594,990	1,785,200	352,305	60,176,883	9,311,211	164,088,128
EXPENDITURES/EXPENSES:							
General Government Service	15,633,490	20,300	-	-	-	-	15,653,790
Public Safety	28,581,445	280,230	-	-	-	-	28,861,675
Physical Environment	3,879,460	4,638,038	-	-	39,141,710	-	47,659,208
Transportation	3,350,058	3,073,995	-	352,305	-	-	6,776,358
Economic Environment	144,975	15,427,521	-	-	-	-	15,572,496
Human Services	258,650	154,906	-	-	-	-	413,556
Culture/Recreation	6,951,984	-	-	-	-	-	6,951,984
Debt Services	-	-	1,785,200	-	427,108	-	2,212,308
Internal Services	1,631,436	-	-	-	-	6,148,429	7,779,865
Other Financing Sources	1,436,041	-	-	-	-	-	1,436,041
TOTAL EXPENDITURES/EXPENSES	61,867,539	23,594,990	1,785,200	352,305	39,568,818	6,148,429	133,317,281
Bond Reserves	-	-	-	-	-	-	-
Other Reserves	2,000,000	5,000,000	-	-	20,608,065	3,162,782	30,770,847
TOTAL APPROPRIATED EXPENDITURES AND RESERVES	63,867,539	28,594,990	1,785,200	352,305	60,176,883	9,311,211	164,088,128

Fiscal Year 2020-21 Budget Highlights and Priorities:

Outlined in the Strategic Management Plan, our major goals are economic development, affordable housing and improving the quality of life of North Miami residents. Some highlights and priorities relating to these goals include:

- Seeking grant opportunities to alleviate spending in governmental funds.
- Resurfacing up to two miles of roadway and sidewalk.
- Continuing the progress of enhancing the City's appearance
- Completing various Parks and Recreation projects including: the North Miami Athletic Stadium Bleachers project and Cagni Park North Project design.
- Continuing progress of reduced crime rates within City limits through community policing and outreach.

- Operating a food pantry in joint partnership with Feeding South Florida and Florida Blue.
- Developing and implementing an effective recovery plan to reduce deficit.
- Increasing the emphasis on technology.
- Continued progress of public information outreach and information.

Respectfully submitted,



Theresa Therilus, Esq.
City Manager



City of North Miami Strategic Plan

PURPOSE:

The City of North Miami's strategic plan aims to address community issues and set long and short-term developmental goals and objectives. Successful implementation of the strategic management plan will ensure that North Miami is positioned to anticipate and respond to the needs of its residents while maintaining diversity, beautiful communities, a vibrant downtown, and opportunities for healthy living, convenient mobility, and small businesses.

MISSION

The Mission of the City of North Miami is to enhance the quality of life, environment, and safety for citizens, businesses, customers, visitors, and employees in an atmosphere of courtesy, integrity, quality and fiscally responsible service.

CORE VALUES

Service: Provide quality service for ultimate customer satisfaction.

Professionalism: Implement policies and regulations with wisdom and impartiality.

Integrity: Set the highest example of honesty in the performance of duties.

Safety: Let prudence remain an operational priority shared by management, supervisors, and employees.

GOALS

- Provide a beautiful, safe, and lovable place to live for all ages
- Revitalize Downtown North Miami and Major Corridors
- Be a financially sound and high performing City Organization that offers outstanding customer service

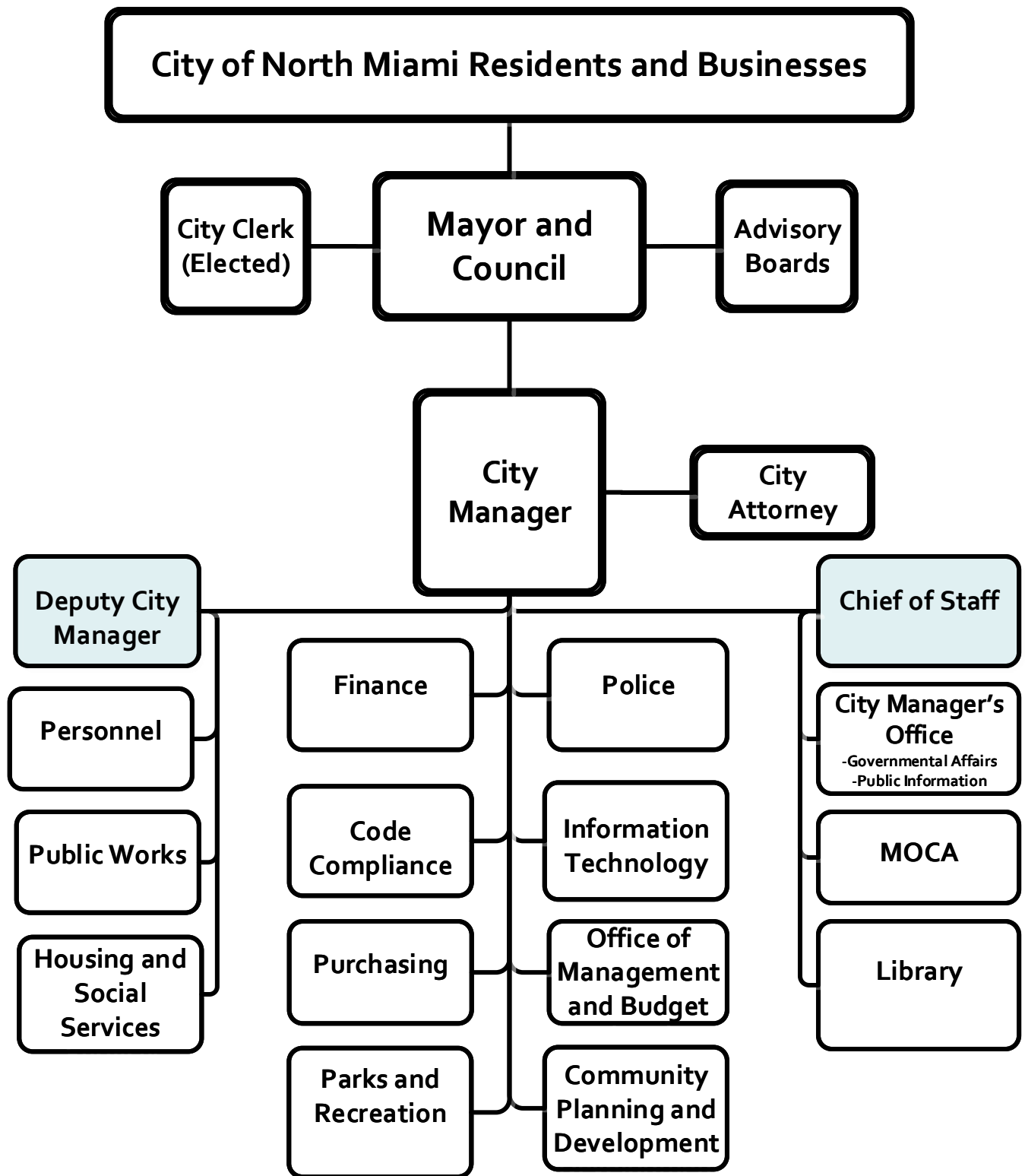


Integration of the Strategic Management Plan and the Budget

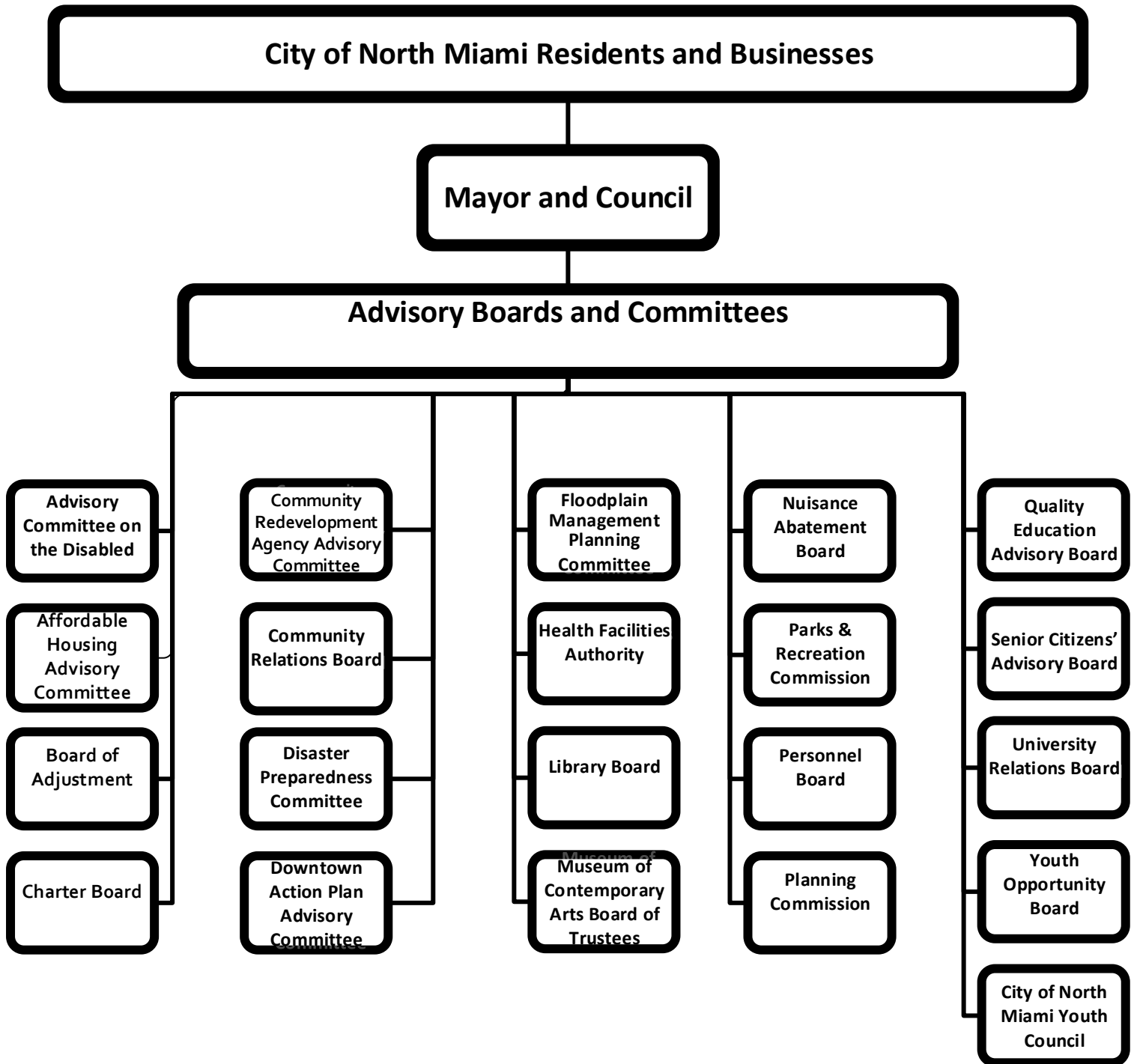
The City's five-year Capital Improvement Plan bridges day-to-day operations with the City's long term financial plan. The City Council and the City Manager are the driving forces for getting buy-in from department directors and residents. Funding is allocated in alignment with the City's Strategic Plan and while we may not be able to fund all priorities in the upcoming fiscal year, we are making strategic investments in our future. Leveraging community partnerships and seizing grant opportunities will maximize results.

The five-year Capital Improvement Plan (CIP) is organized into six categories: Facilities, Parks, Technology, Transportation, Vehicle Replacement, and Water & Sewer projects. The CIP includes ongoing projects, new projects, and projects in progress that require additional funding. The CIP also includes a plan for future projects based on expected revenues and other financing mechanisms. CIP projects are carefully assessed and prioritized by objective criteria to ensure the most pressing needs of the community are addressed to move closer to achieving the City's vision. Ultimately, by aligning the five year CIP with the Strategic Management Plan, the City is able to prioritize on what the organization wants to accomplish in the future.

Many capital improvement projects outlined in the (CIP) have, or will have, corresponding impacts to the operating budget commensurate with the capital investment. Identifying the operation budget impacts are useful for decision-making because it provides a greater understanding of current and future financial obligations associated with the capital investment. New or expanded facilities may increase the annual costs needed to maintain the facility and desired level of service, which can contribute to the growth of annual operation budgets. Other new facilities, such as swimming pools, may generate offsetting revenues from program fees, which provide additional revenue to help support operating expenses related to the new facility. Whether it is upgrades to facilities, infrastructure, or green spaces these improvements help the city achieve its goals by providing a beautiful, safe, and lovable place for all ages.

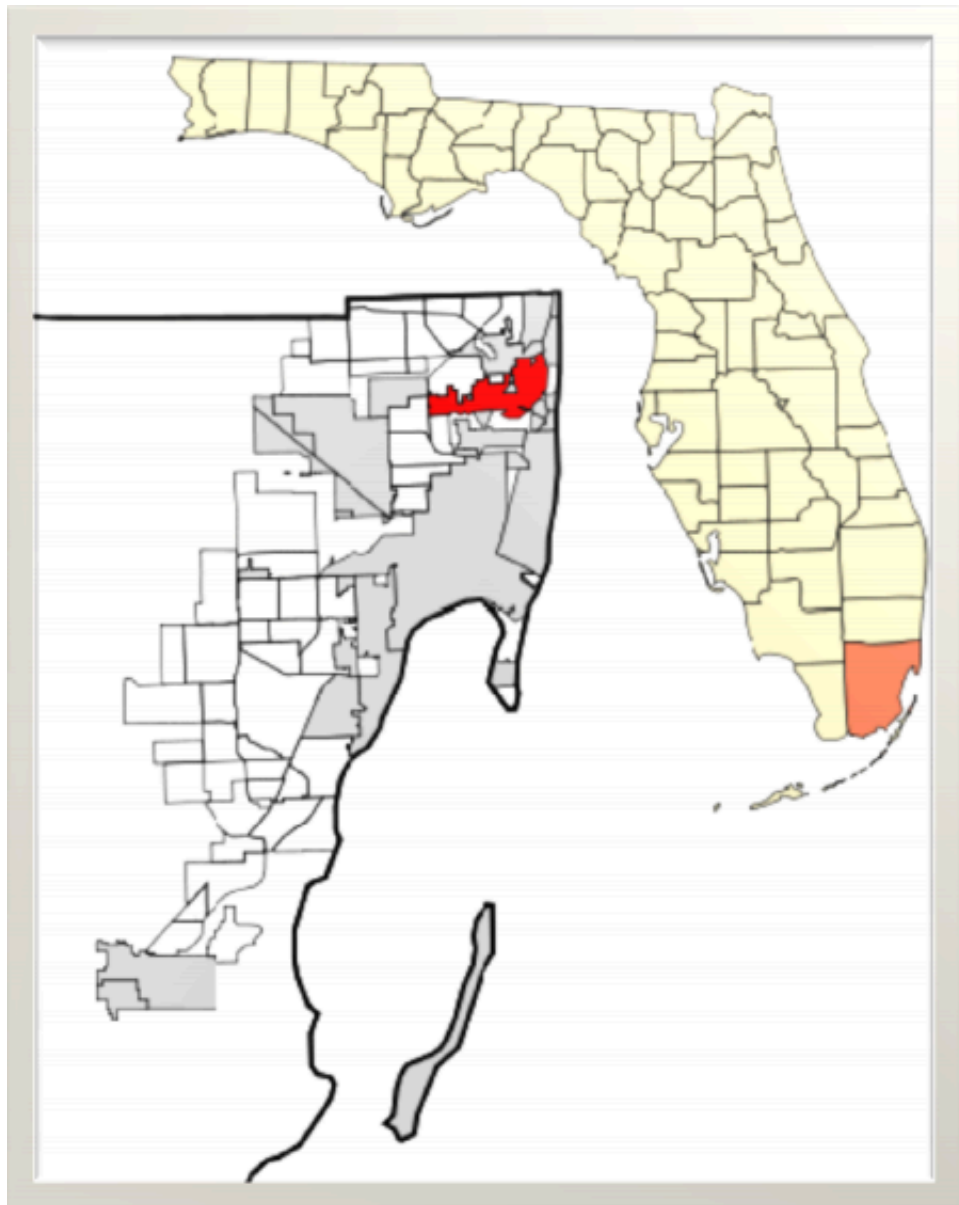


Advisory Boards and Committees



City Overview

The City of North Miami is located in Miami-Dade County, Florida in the northeast part of the county. The City is approximately 10 miles north of the City of Miami. The current land area is 10 square miles, making it the sixth largest city in Miami-Dade County. North Miami offers its visitors and residents the advantages of a moderate climate where the temperature averages 85 degrees with an average rainfall of 66.04 inches per year. Outdoor activities are enjoyed throughout the year and we welcome our residents to our amazing indoor facilities.





About North Miami

North Miami has a rich history dating back to the 1800's. After becoming incorporated on February 5, 1926, the City grew exponentially from then on. A tour through North Miami demonstrates that the City boasts the largest concentration of mid-century modern buildings in South Florida. The city of North Miami is committed to growth in its business community, while also focusing on issues such as education, the arts, leisure activities, and sustainability to provide a viable future for its residents.

As the fastest growing City in Miami-Dade County, North Miami is home to more than 60,000 residents, 800 businesses, and two major universities: Florida International University Biscayne Bay Campus and Johnson and Wales University, and the world-renowned Museum of Contemporary Art (MOCA). As a Florida Green Building Association Silver Green City Award winner, North Miami is focused on climate resiliency and sustainable green initiatives. The City is committed to forward-thinking solutions while maintaining a business-friendly environment.

Our History

Prior to becoming a city on February 5, 1926, (initially known as the "Town of Miami Shores"), North Miami's history dates back to 1856 when a corps of U.S. Army soldiers cut through thick brush on its way from Ft. Lauderdale to Ft. Dallas at the mouth of the Miami River. Tequesta Indians then inhabited the area, and the Army was creating the first passable trail over a unique natural bridge over the Arch Creek. The early pioneers of North Miami included plantation farmers, Mr. Ihle, and Mr. Burr. The area known as Arch Creek quickly became a center of commerce once Henry Flagler's railroad traversed the land and the Arch Creek Depot opened on 125th Street at the Florida East Coast railway as a rail station and trading post. History may repeat itself as the South East Regional Transit Authority is looking into installing passenger rail service on the FEC tracks in the future that would eventually link to Downtown Miami.

Our Government

The City's charter provides for a Mayor, elected city-wide, that serves up to two consecutive two-year terms and four Council members, elected by district to serve up to two consecutive four-year terms. North Miami is also one of few communities in the state that still have a city clerk that is elected city-wide. The City of North Miami operates under a Council-Manager form of government. The city manager and city attorney are each appointed by the city council. The city manager is responsible for the city's day-to-day operations, hiring department heads and preparing the annual budget. Residents and business owners also have the chance to become involved in local government operations by serving on boards and commissions that may act in either advisory or quasi-judicial capacities. As reflected in the city's website, the City of North Miami provides a variety of services to its residents and business owners including Public Works, Police, Parks and Recreation, Housing and Social Services, Economic & Community Development, Transportation, a Contemporary Art Museum, a Public Library and more. North Miami continues to attract residents and businesses to the area because of its ideal location.

Our Community

North Miami is known as a film, art and cuisine capital. North Miami has more than over 70 businesses focused on music, video production and post-production. Major TV series and movies such as HBO's hit series *Ballers* and the iconic classic series *Miami Vice*, have been filmed in North Miami. North Miami offers both pre-production and production incentives for projects that film and do business in the city. Benefits include expenditure reimbursement, free parking, and reserved space for a base camp.

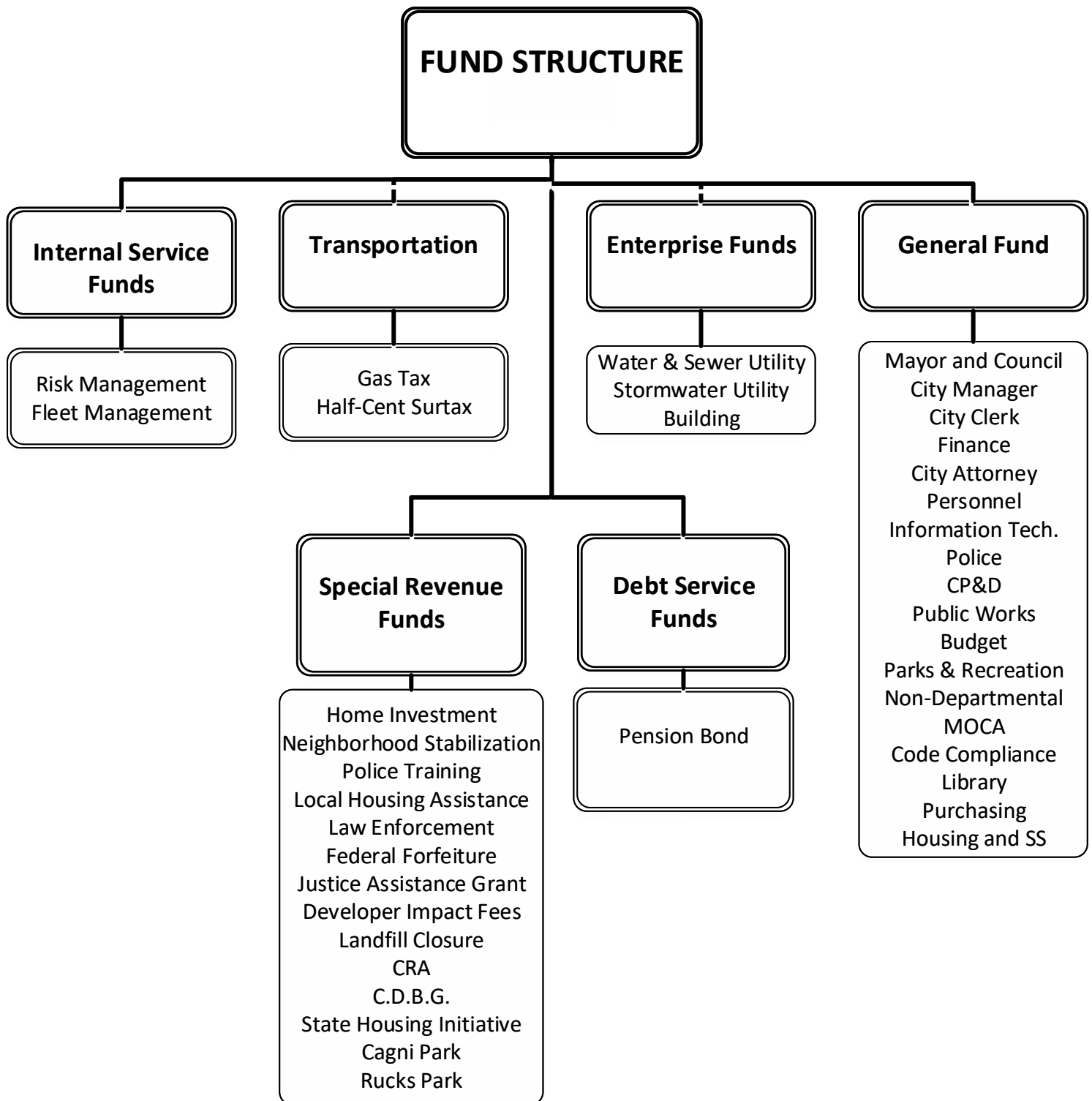
Turnberry Associates and LeFrak broke ground on *SoLeMia Miami* in June 2015. In January 2019, developers began leasing twin 17-story apartment towers called *The Shoreline* with 397 rental units, ranging from studio apartments to three-bedroom penthouses. SoLeMia includes South Florida's first man-made lagoon, a seven-acre blue pool and an exclusive island for the mini-city. The next project phases include the construction of a 33-story condo tower and seven stories of apartments that will be placed up for rent.

In February 2016, The North Miami City Council designated a 16-block area of NW 7th Avenue between NW 119th Street and 135th Street as the Chinatown Cultural Arts and Innovation District. The plan calls for the NMCRA to spend \$3 million on infrastructure, streetscape and business grants.

Since then the plan has changed to reflect a new vision for NW 7th Avenue, now the Innovation and Cultural Arts District. This new vision depicts a possible urban profile, design guidelines and identifies opportunities for potential open and civic public spaces, to promote a truly walkable city.

Exciting projects, a diverse community, customer friendly residential services and a convenient location make North Miami a city of choice for many who like to be close to it all. North Miami is making a transition into a bright future.

City of North Miami Fund Structure





FUND TYPES

MAJOR GOVERNMENTAL FUNDS:

General Fund

The General Fund is the chief operating fund of the City. General tax revenues and other receipts that are not allocated to another fund by law or contractual commitment are accounted for in this fund. General operating expenses and capital improvement costs not paid through another fund are paid from this fund.

The *Landfill Closure Fund* accounts for the costs of remediation and closure of the former Munisport landfill site.

The *CRA Fund* is used as a pass-through for the tax-incremental property tax monies to finance redevelopment projects by carrying out public initiatives that stimulate rehabilitation or development in the CRA area.

The *Community Development Block Grant Fund* is used to account for grant funding received from HUD for housing assistance.

ENTERPRISE FUNDS:

The *Water and Sewer Utility Fund* accounts for the costs of providing water treatment and distribution service, and sewage treatment to all areas within the City limits and certain districts outside the City limits.

The *Solid Waste Services Fund* accounts for the City's sanitation operations inclusive of garbage, trash and recycling. Additionally, it includes animal control, graffiti control and sanitation code enforcement. This fund was closed out during 2011/2012 fiscal year as the activities of the fund were outsourced during the fiscal year.

The *Stormwater Utility Fund* accounts for improvements to the City's stormwater systems and pollution from stormwater runoff.

The *Building Fund* accounts for issuance of permits, the assessment of permit fees, the control and maintenance of department records, and supplying record information to the public. Majority of revenue collected are through permit fees.

OTHER FUNDS

Internal Service Funds account for the cost of insuring the City in the areas of workers' compensation and general liability risks, and to provide fleet management services to other departments on a cost reimbursement basis.

The *Pension Trust Funds* (CTS Plan and Police Pension Plan) are used to account for the City's two single-employer defined benefit pension plans covering substantially all of its employees.

NON-MAJOR GOVERNMENTAL FUNDS

SPECIAL REVENUE FUNDS are used to account for specific revenues that are legally restricted to expenditures for particular purposes.

HOME INVESTMENT PARTNERSHIP - This fund was created to account for expenditures of federal funds to expand safe, decent, and affordable housing opportunities to low and very-low income households.

NEIGHBORHOOD STABILIZATION - This fund is used to account for the City's allocation of federal monies received from the U.S. Department of Housing and Urban Development (HUD) to assist in addressing the effects of abandoned and foreclosed properties within the community.

2005 DISASTER RECOVERY- This fund is used to account for expenditures of federally-funded disaster recovery funds for repairs to homes affected by the 2005 hurricane season. This is a pass through grant from HUD, to the State of Florida Department of Community Affairs, to Miami-Dade County. The City is the recipient of the funding from the County.

POLICE TRAINING - This fund is used to account for expenditures of state police training funds on behalf of the City of North Miami police officer training.

LOCAL HOUSING ASSISTANCE (SHIP) - This fund is used to account for state funds provided for the creation of local housing partnerships, to expand

production of and preserve affordable housing, to further the housing element of the local government comprehensive plan specific to affordable housing and to increase housing-related employment.

LAW ENFORCEMENT - This fund is used to account for confiscated monies awarded to the City under State Statutes to be used for law enforcement related expenditures.

BYRNE STRIKE TEAM - This fund is used to account for the City's allocation under the Edward Byrne Memorial Discretionary grant program

FEDERAL FORFEITURE - This fund is used to account for confiscated monies that involve the City's Police department and federal agencies.

HALF-CENT TRANSPORTATION SURTAX - This fund is used to account for the City's prorated share of the Charter County Transit System Surtax proceeds. The monies received can be used toward projects and programs such as public transportation operations, street lighting, and transit system enhancements.

DEBT SERVICE FUNDS

The **DEBT SERVICE FUNDS** are used to account for the accumulation of resources for, and the payment of general long-term debt principal and interest.

FMLC LOAN (GENERAL OBLIGATION) - This fund is used to account for monies for payment of principal, interest, and other costs related to the loan agreement with the Florida Municipal Loan council. The loan proceeds were funded through a Florida Municipal Loan Council bond issuance (FMLC-Series 2002A). Debt service is financed primarily by Ad Valorem taxes.

TAXABLE PROMISSORY NOTE - SERIES 2010 (PENSION) - This fund is used to account for monies for payment of principal, interest and other costs related to the Series 2010 Taxable Promissory Note issuance. The Note was issued for the purpose of current refunding outstanding Taxable Special Obligation Bonds Series 2002 (pension funding project) and to pay a termination fee with respect to a related interest rate swap. Debt service is financed by non-d Valorem funds budgeted and appropriated by the City on an annual basis.

CAPITAL PROJECTS FUNDS

CAPITAL PROJECTS FUNDS are used to account for the acquisition and construction of major capital facilities other than those financed by proprietary funds.

TRANSPORTATION GAS TAX - This fund is used to account for expenditures for implementing transportation related capital improvements. The local option gas tax is a county imposed tax, collected by the State of Florida, and distributed back to counties and municipalities based on the inter-local agreement in effect for that year.

INTERNAL SERVICE FUNDS

INTERNAL SERVICE FUNDS are used to account for the financing of goods or services provided by one department or agency to other departments or agencies of the government on a cost reimbursement basis.

GENERAL RISK MANAGEMENT - This fund is used to account for the cost of insuring the City in the areas of property and casualty liability, public officials' and law enforcement officers' liability and workers' compensation. Departments of the City are assessed a charge based upon the funding needs of the fund.

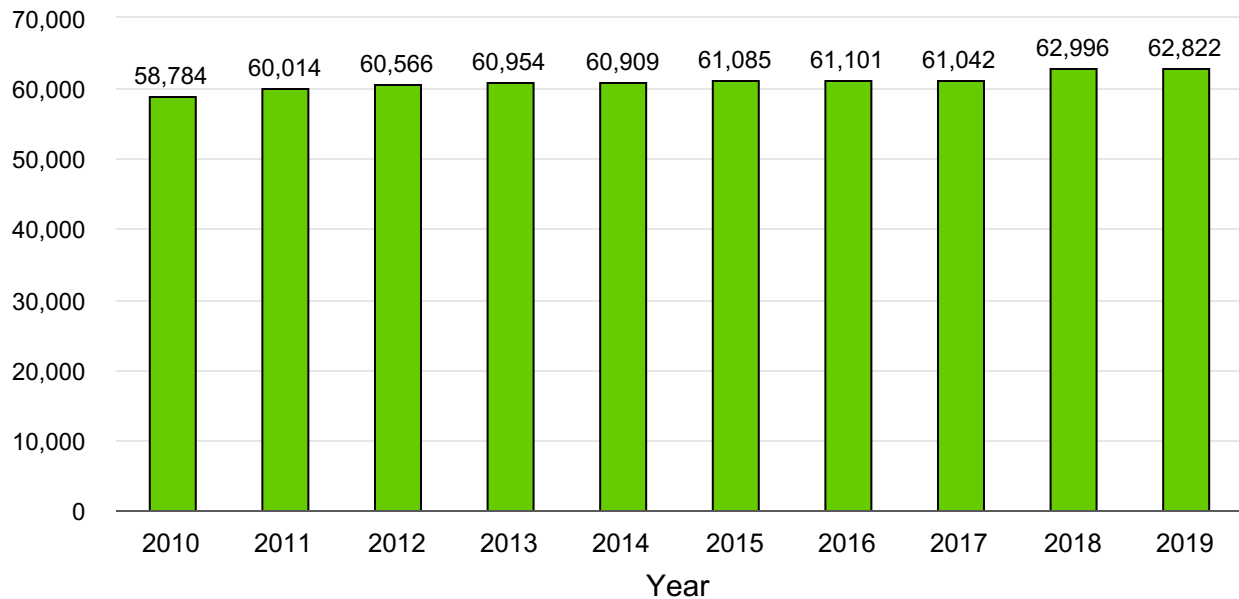
FLEET MANAGEMENT - This fund is used to account for the costs and funding of providing motor vehicles and heavy equipment to other departments.

Relationship Between Departments and Funds

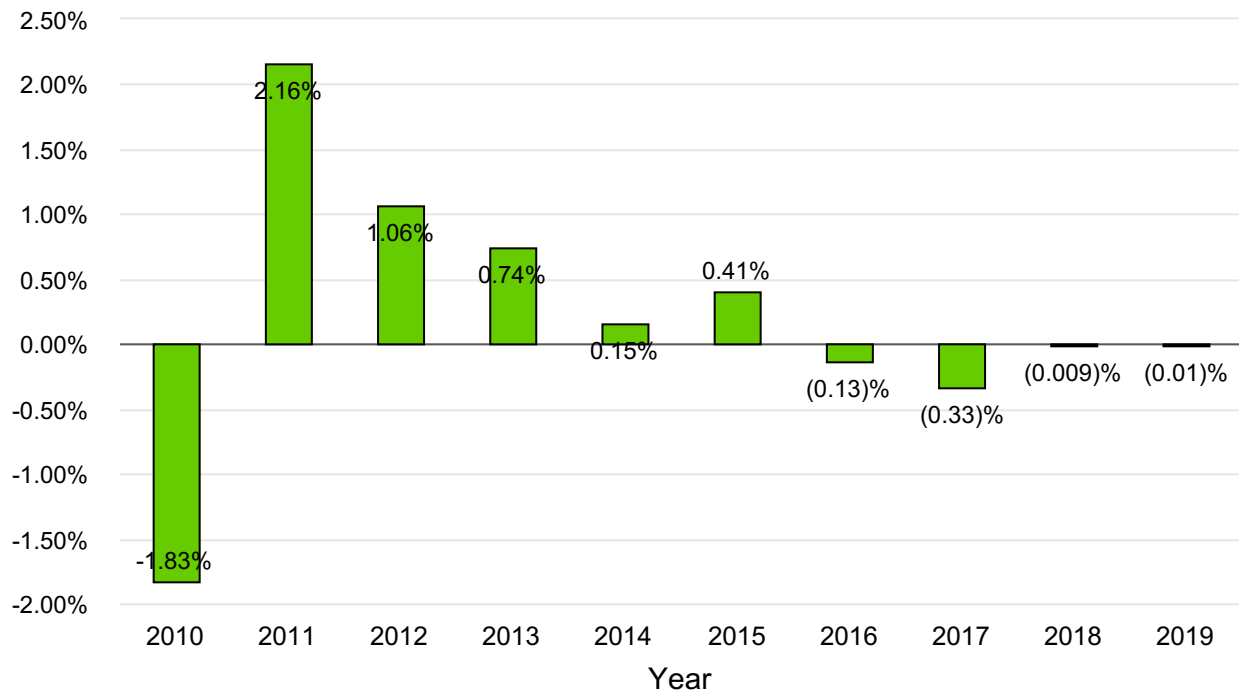
	Mayor/Council	City Manager	City Clerk	Finance	City Attorney	Personnel	Information Technology	Police	Community Planning & Development	Public Works	Budget Office	Parks and Recreation	Non-Departmental	Museum of Contemporary Art	Code Compliance	Library	Purchasing	Social Services
GOVERNMENTAL FUNDS																		
General Fund	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
ENTERPRISE FUNDS																		
Stormwater Utility Fund				X	X	X	X			X								X
Water and Sewer Fund				X	X	X	X			X								X
Building Permit Fund				X	X	X	X											X
HOUSING FUNDS																		
Community Development Block Grant Fund				X			X		X		X						X	X
Home Investment Partnership Program Fund				X			X		X		X						X	X
Neighborhood Stabilization Program Fund				X			X		X		X						X	X
State Housing Initiatives Program Fund				X			X		X		X						X	X
INTERNAL SERVICE FUNDS																		
Fleet Management Fund		X		X	X	X	X	X		X		X		X	X			
Risk Management Fund	X	X	X	X	X	X	X	X	X	X	X	X		X	X	X	X	X
SPECIAL REVENUE FUNDS																		
LETG Special Revenue Fund				X				X			X							
Federal Forfeiture Fund				X				X			X							
Half-Cent Transportation Fund				X						X	X							
Landfill Closure Fund				X						X	X							
Library Aid Grant Fund				X							X					X		
Pension Obligation Loan Repayment				X							X		X					
Transportation Gas Tax Fund										X	X							
Fire Flow Projects Fund										X	X							

ECONOMY AND DEMOGRAPHICS

Population Trend



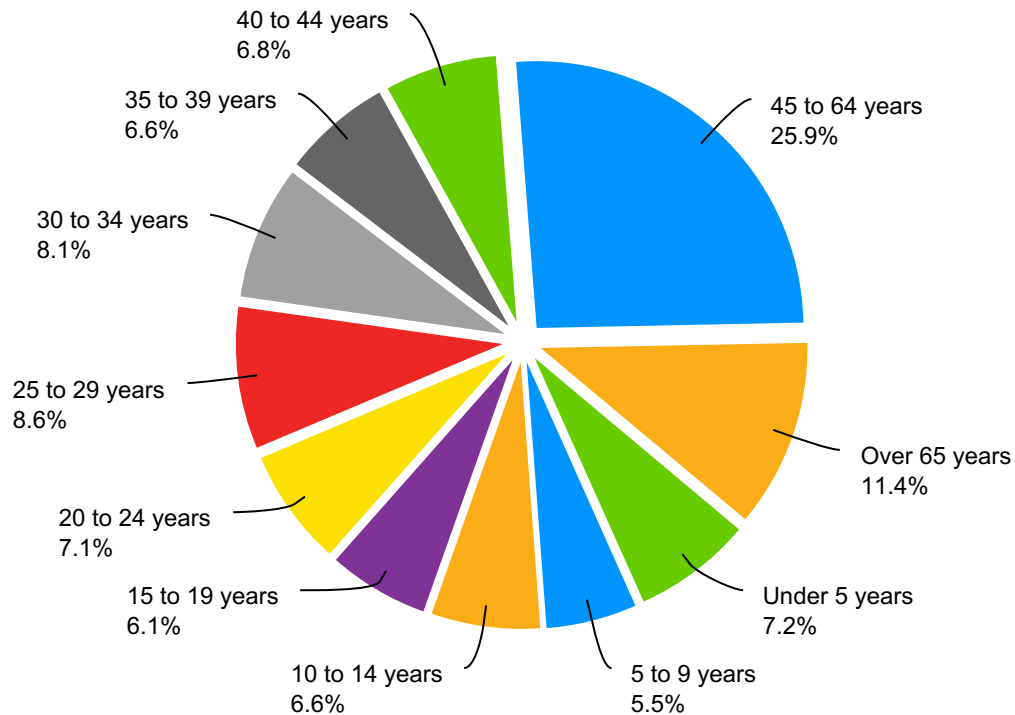
Population Percentage Change



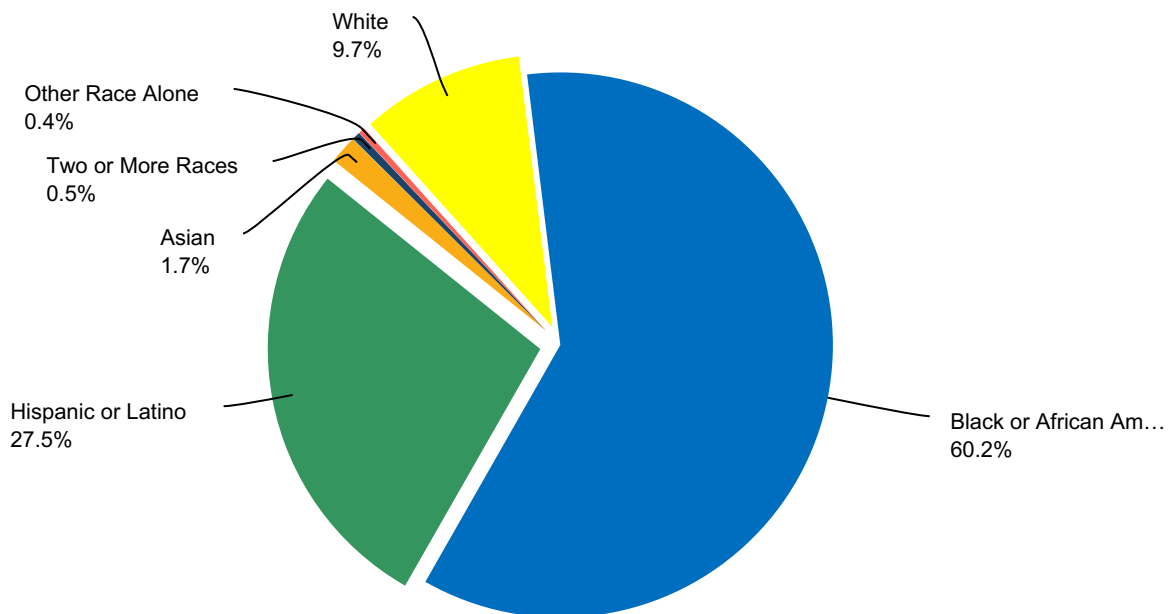
U.S. Census Bureau <http://www.census.gov/en.html>

ECONOMY AND DEMOGRAPHICS

Age Distribution



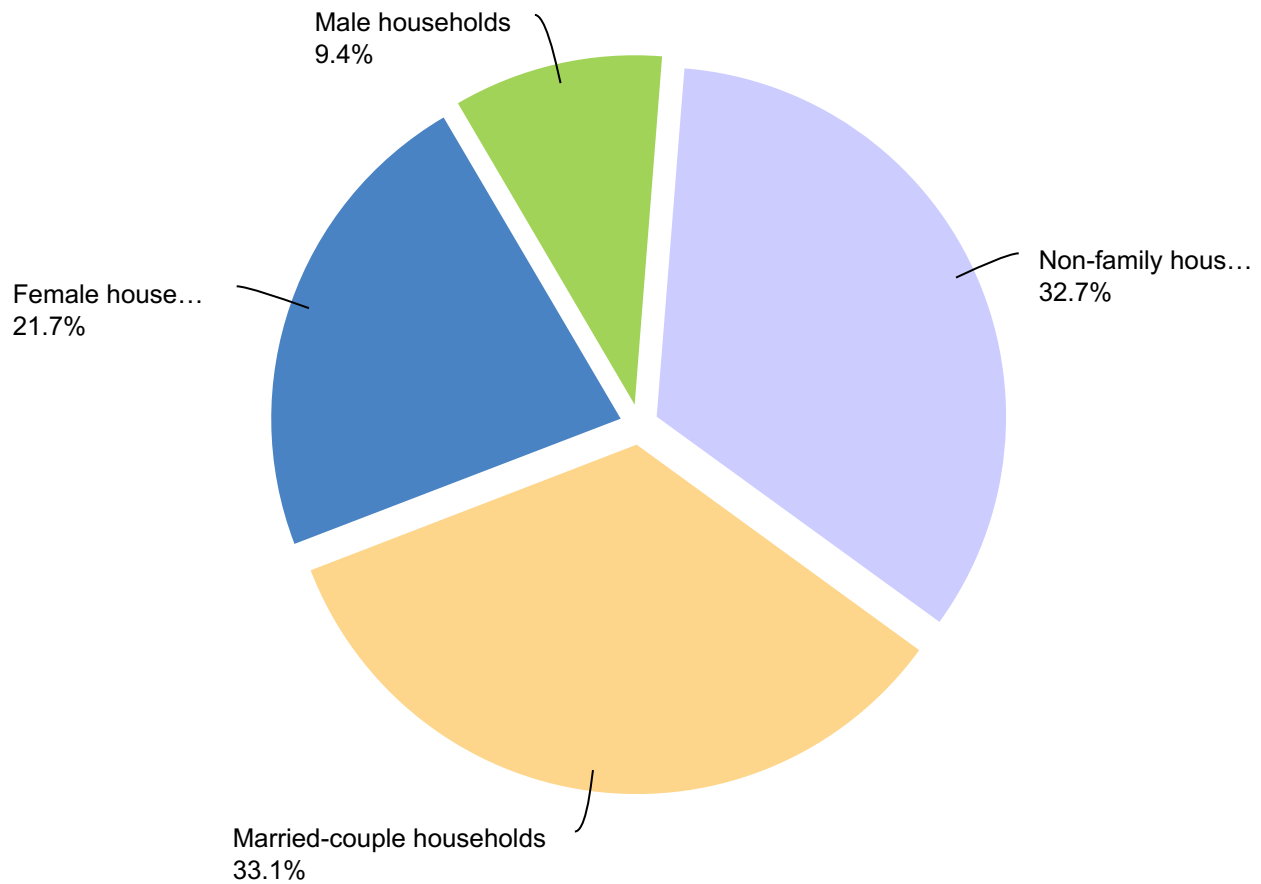
Race Distribution



U.S. Census Bureau <http://www.census.gov/en.html>

ECONOMY AND DEMOGRAPHICS

North Miami Household by Type



Housing Tenure	
Owner-occupied housing units	44.3 %
Renter-occupied housing units	55.7 %

U.S. Census Bureau <http://www.census.gov/en.html>

ECONOMY AND DEMOGRAPHICS

Education
Elementary schools
Arch Creek Elementary School
Benjamin Franklin Elementary School
Biscayne Gardens Elementary School
David Lawrence Jr. K-8
Gratigny Elementary
North Miami Elementary School
Natural Bridge Elementary School
W. J. Bryan Elementary School
Middle schools
Thomas Jefferson Middle School
North Miami Middle School
High schools
Alonzo & Tracy Mourning Senior High
North Miami Senior High School
Colleges and universities
Florida International University (Biscayne Bay Campus)
Johnson & Wales University

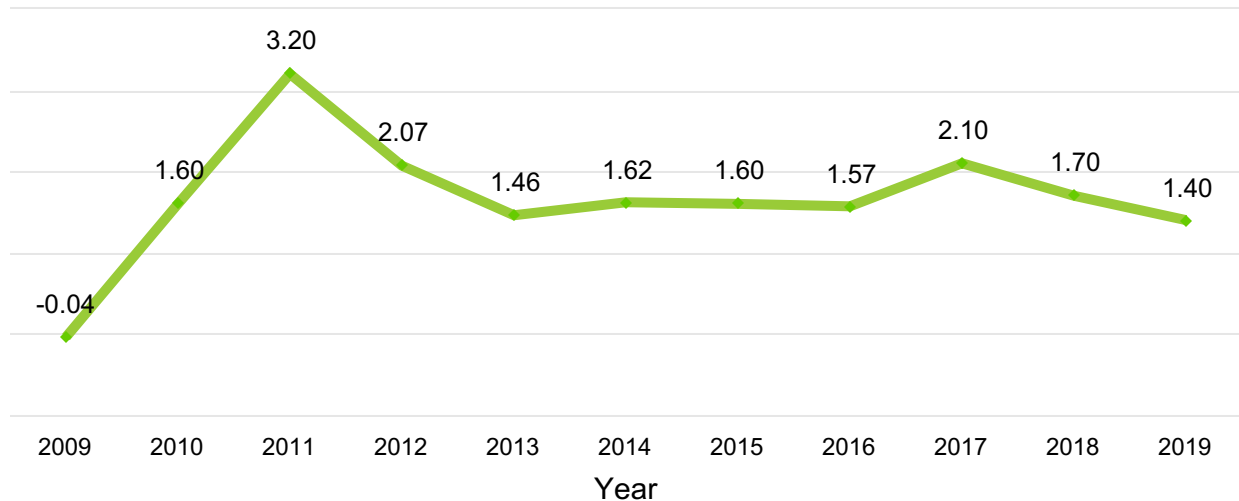
Source: City of North Miami Community Planning & Development

EDUCATION (25 yrs & older)	Percent
Less than 9th grade	12.40 %
9th to 12th grade, no diploma	10.70 %
High school graduate	29.90 %
Some college, no degree	18.80 %
Associates degree	8.00 %
Bachelor's degree	14.30 %
Graduate or professional degree	6.00 %

U.S. Census Bureau <http://www.census.gov/en.html>

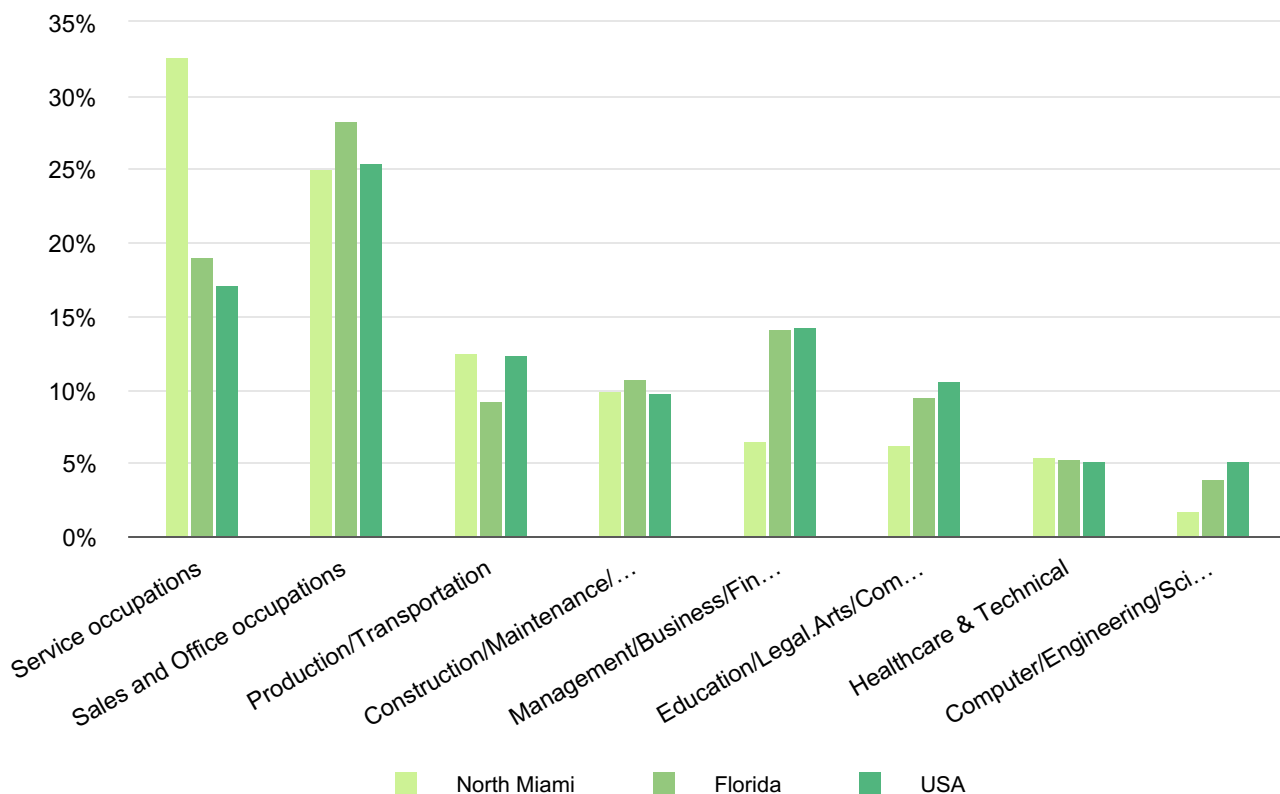
ECONOMY AND DEMOGRAPHICS

**Consumer Price Index
Average Annual Percentage Change**



Bureau of Labor <http://www.bls.gov/cpi/>

Industry



ECONOMY AND DEMOGRAPHICS

2020 North Miami Top Establishments		
Businesses	Totals	Rank
Retail	473	1
Healthcare and Social Services	399	2
Accommodation and Food Services	183	3
Beauty/Barbershops & Manicure/Pedicure Salons	170	4

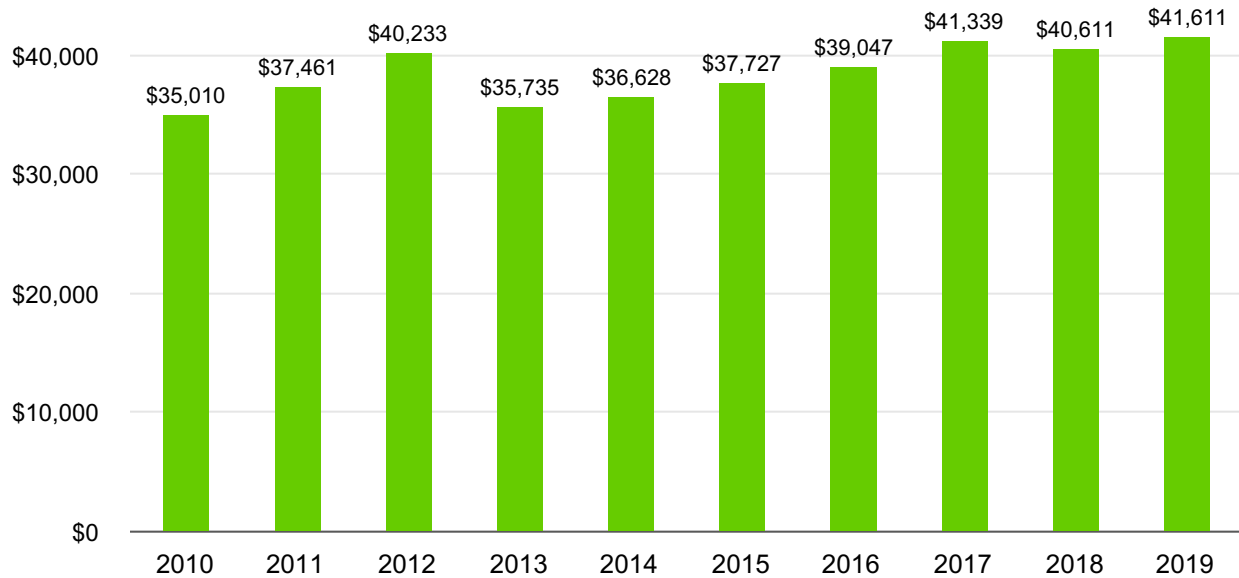
North Miami Community Planning and Development (CP&D) Department's
Economic Development Division

Land Use	Square Feet	Percent
Commercial	15,532,083	7.64 %
Industrial	5,314,928	2.61 %
Planned Development	13,418,776	6.60 %
Parks / Open Space	65,103,849	32.03 %
Bay Shore Zone	39,162	0.02 %
Utility	4,880,829	2.4 %
Total Commercial/Green Space/Industrial Use	104,289,627	
Mixed Use Low	2,078,174	1.02 %
Mixed Use Medium	7,776,295	3.83 %
Mixed Use High	1,703,347	0.84 %
Total Mixed Use	11,557,816	
Low Density Residential	71,409,319	35.13 %
Low Medium Density Residential	2,520,866	1.24 %
Medium Density Residential	7,199,838	3.54 %
High Density Residential	6,274,333	3.09 %
Total Residential	87,404,356	
Total Area	203,251,799	100.00 %

North Miami Community Planning and Development (CP&D) Department's
Planning & Zoning Division

ECONOMY AND DEMOGRAPHICS

North Miami Household Median Income



U.S. Census Bureau <http://www.census.gov/en.html>

SOURCES

U.S. Census Bureau

Bureau of Economic and Business Research

U.S. Department of Commerce Bureau of Economic Analysis

Miami-Dade Property Appraiser

Miami-Dade Tax Collector

City of North Miami Comprehensive Annual Financial Report (CAFR)

City of North Miami CP&D's Economic Development Division

BUDGET OVERVIEW

FUND BALANCE SCHEDULES

GENERAL FUND			
	2019 Actual	2020 YEE	2021 Budget
Revenue Total	60,772,185	75,260,959	63,867,539
Expenditure Total	(67,140,007)	(68,131,721)	(63,867,539)
Total Other Financing Sources (uses)	(146,872)	-	-
Net Change in Fund Balance	(6,514,694)	7,129,238	-
Fund Balances - Beginning	(8,182,442)	(14,844,008)	(7,714,770)
Fund Balances - Ending	(14,844,008)	(7,714,770)	(7,714,770)
LANDFILL CLOSURE			
	2019 Actual	2020 YEE	2021 Budget
Revenue Total	31,946	23,234	9,638,038
Expenditure Total	(307,481)	(3,755,020)	(9,638,038)
Total Other Financing Sources (uses)	-	0	-
Net Change in Fund Balance	(275,535)	(3,731,787)	-
Fund Balances - Beginning	9,893,573	9,618,038	5,886,251
Fund Balances - Ending	9,618,038	5,886,251	5,886,251
CRA			
	2019 Actual	2020 YEE	2021 Budget
Revenue Total	4,028,640	8,635,622	14,117,328
Expenditure Total	(4,426,833)	(8,365,438)	(14,117,328)
Total Other Financing Sources (uses)	(549,440)	0	-
Net Change in Fund Balance	(947,633)	270,184	-
Fund Balances - Beginning	4,220,048	2,722,975	2,993,159
Fund Balances - Ending	2,722,975	2,993,159	2,993,159
OTHER FUNDS			
	2019 Actual	2020 YEE	2021 Budget
Revenue Total	9,481,158	52,621,199	76,465,224
Expenditure Total	(9,486,547)	(61,565,960)	(76,465,224)
Total Other Financing Sources (uses)	994,986	0	-
Net Change in Fund Balance	989,597	(8,944,761)	-
Fund Balances - Beginning	(2,020,332)	(35,749)	(8,980,510)
Fund Balances - Ending	(35,749)	(8,980,510)	(8,980,510)
TOTAL GOVERNMENTAL FUNDS			
	2019 Actual	2020 YEE	2021 Budget
Revenue Total	74,313,929	136,541,014	164,088,129
Expenditure Total	(81,360,868)	(141,818,139)	(164,088,129)
Total Other Financing Sources (uses)	298,674	-	-
Net Change in Fund Balance	(6,748,265)	(5,277,125)	-
Fund Balances - Beginning	3,910,847	(2,538,744)	(7,815,869)
Fund Balances - Ending	(2,538,744)	(7,815,869)	(7,815,869)

BUDGET OVERVIEW

FINANCIAL POLICIES

Structure

The financial statements of the City of North Miami are prepared in conformity with Generally Accepted Accounting Principles (GAAP) as applied to government units. The accounts of the City are organized on the basis of funds and account groups, each of which is considered a separate accounting entity. Each fund contains a set of self balancing accounts that comprise its assets, liabilities, fund equity, revenues and expenditures. Government resources are allocated to and accounted for in individual funds based upon the purposes for which they are to be spent and the means by which spending activities are controlled. The various funds and account groups are reported by generic classification within the financial statements of the Comprehensive Annual Financial Report (CAFR). The basis of budgeting and accounting are consistent. The City's financial policies establish the framework for financial planning and management. The policies set guidelines in which the budget and financial plan are developed and managed. This demonstrates the City's commitment to sound financial planning, management and fiscal integrity.

Operating Management Policies

- All departments share in the responsibility for meeting management and service delivery goals and ensuring long term financial stability. Operating budgets and management plans will be developed using current resources available.
- The budget process is intended to allocate limited resources among competing programs based on policy priorities, efficiency and effectiveness of services and availability of resources.
- Additional personnel and programs will be requested only if necessary to maintain existing service levels due to expansion of service areas or service levels previously approved by the City Council.
- As required by City Charter the budget will be balanced. Current expenditures will be funded by using current revenue sources and revenue growth will be planned in a conservative, prudent manner.
- User fees and charges for services will be reviewed annually to ensure that they cover the cost of the program at the rate determined to be responsible, competitive with other local communities and non-burdensome to program participants. Fees will be adjusted as needed based on this analysis.
- Cash management and investment will be maintained in accordance with the City Charter and State law and will ensure the safety and security of city assets. Funds will be managed prudently and diligently with an emphasis on safety of principal, liquidity and financial return.

Financial Reporting Policies

- The City's accounting and financial reporting systems will be maintained in conformance with Generally Accepted Accounting Principles (GAAP), the Government Accounting Standards Board (GASB) and the Government Finance Officers Association (GFOA).
- An annual audit will be performed by an independent public accounting firm and a CAFR will be published.
- The City's financial report and budget will be submitted to the GFOA for the Certificate of Achievement for Excellence in Financial Reporting and the Distinguished Budget Presentation Award.
- Financial systems will be maintained to monitor revenues, expenditures and program performance on an on-going basis.

The City of North Miami, FL financial policies are:

- | | | |
|--------------------------|--------------------------|-----------------------------------|
| 1. Tuition Reimbursement | 5. Meetings and Travel | 9. Budget Preparation |
| 2. Disaster Pay | 6. Vehicle Replacement | 10. Reserves |
| 3. Discretionary Funds | 7. City Payment | 11. Capital Improvement Plan |
| 4. Risk Management | 8. Deferred Compensation | 12. Cash and Accounts Receivables |

BUDGET OVERVIEW

BUDGET PROCESS

The Budget process is a collaborative effort between City Officials, City Manager, developers, and constituents to maintain a consistent level of service at a reasonable price. Constituents have a chance to express their desire for City services the City should provide through representation at public budget hearings as well as individual committee and City Council meetings throughout the year. The budget process is comprised of six stages: Forecast, Request, Review, Proposed, Adopted, and Monitoring. These stages usually overlap due to the City operating in one fiscal year while developing/forecasting the next.

Forecast Stage: During the first quarter of the fiscal year, the OMB reviews and develops data useful in preparing revenue and expenditure forecasts. This data is compiled and analyzed and used in preliminary budget discussions for the upcoming year with the Mayor/Council and City Manager. In this stage OMB prepares payroll projections, expense and revenue worksheets, the Capital Improvement Plan, and supplemental data.

Request Stage: Prior to budget submittal, departments meet with the City Manager. These staff meetings provide each department head with an opportunity to discuss and justify the requested amounts for the individual departmental budget as submitted. Departments develop revenue projections and expenditure requests based on elected officials priorities, financial trends, needs of the community, and projections.

Review Stage: Budgets are submitted to OMB staff for review. Staff analyzes these budgets for accuracy and content making sure budget guidelines have been followed. In late June/July, OMB staff prepares a tentative budget for review by the City Manager. On July 1, taxable values are received and if necessary, additional department meetings are held and certified revisions are made to the tentative budget.

Proposed Budget Stage: In August, OMB staff prepares the final tentative budget document and submits to the Council for review. Budget workshops are held in August/September. These workshops provide the opportunity to establish millage rates, finalize department budgets, etc.

Adoption Stage: Two public hearings are held to adopt the millage and budget, including the CIP (Capital Improvements Plan). Following the Council's approval of the budget, OMB staff prepares the adopted budget for distribution. The adopted budget becomes effective October 1 through September 30.

Monitoring Stage: This stage is a year round process. In October, the budget and authorized positions are loaded into the Financial Management System. Throughout the year, OMB reviews purchases and personnel requisitions, review and project financial information, and monitor decisions made by Mayor and Council and the City Manager for financial impact.

AMENDMENTS TO THE ADOPTED BUDGET

The budget ordinance approved each year by the City Council, authorizes the City Manager to implement budget amendments to appropriate funds as required during the fiscal year. This authority extends to budget transfers as well as budget amendments.

Budget Amendment - An increase or decrease in budgeted expenditures within the same fund. The budgeted fund total is changed.

Budget Transfer - A transfer of appropriations among two or more accounts within the same fund.

BUDGET OVERVIEW

City of North Miami 2020-21 Budget Calendar Schedule of Activities and Work Plan											
ACTIVITY		January	February	March	April	May	June	July	August	September	October
Office of Management & Budget	2	Train budget users on OpenGov Budget Planning, complete training sign off list, and confirm deadline for Proposed Operating and Capital Budget submission Feb 10 and 11									
	3	Grant Directors and budget users access to OpenGov to start budget planning process Feb 15									
	4	Follow Up training by Budget Staff with All other Departments									
	5	Announce Exp year-end estimate exercise at staff meeting March 17 with due date									
	6	FY22 Payroll projections with HR, IT									
	7	Start Rev Year-end Estimates and future year forecasts on April 1 and complete by 29th									
	8	City Manager Budget Meetings with Departments April 8 through May 7									
	9	Hold Budget Workshop May 19 with Council to get FY22 Priorities									
	10	Compile FY19/20 CAFR reconciliation, FY21 Year-end estimates, and FY22 projections									
	11	Announce Performance Measures at staff meeting May 5th and due the June 2nd.									
	12	Property appraiser June 1st estimates									
	13	Submit Proposed Budget to City Manager by June 30									
	14	Council Agenda Item - June 30, Set Proposed Millage Cap and Budget Hearing									
	15	Property appraiser July 1 values									
		Revisit year-end estimates and revenue projections									
	16	Incorporate CM Comments and Present Final Proposed Budget to the CM July 19									
	17	Trim Process: Calculations, Advertisements, Dates for Budget Hearings (certification due before Aug 4)									
	18	Hold September Budget Hearings									
	19	Prepare and submit TRIM Package to Florida Department of Revenue									
<div>KEY</div> <div>Plan</div> <div>In Progress</div> <div>Complete</div>											

BUDGET OVERVIEW

TRIM PROCEDURES

In 1980, the Florida legislature passed the “Truth-in-Millage” (TRIM) act. This law is designed to inform taxpayers which governmental entity is responsible for the taxes levied and the amount of tax liability owed to each taxing entity. The Notice of Proposed Taxes is known as the TRIM notice.

The Miami-Dade County Property Appraiser’s Office mails out the TRIM notices for Real Estate Tax and Tangible Personal Property Tax during August of each year.

The Florida Constitution requires the Property Appraiser’s Office to assess property based on its market value as of January 1st of each year, so the property value this year is based on sales of comparable properties that occurred during the previous year and what the market represented for that twelve-month period. A simple definition of market value is the typical price a willing buyer would pay to a willing seller.

Truth in Millage establishes the statutory requirements that all taxing authorities levying a millage must follow. These requirements are described below.

- By July 1st of each year the Property Appraiser must certify the City’s tax roll on Form DR-420 (Certification of Taxable Value). The tax roll is an official record of properties subject to property tax within a given jurisdiction. It is used as a basis for formulating the proposed millage rate for the coming year.
- Within 35 days (no later than August 4th) of certification of the tax roll by the Property Appraiser, the City’s Budget Office must return the completed DR-420 to the Property Appraiser; and the City Manager must submit a tentative budget to the City Council.
- Within 65-80 days (September 3rd - 18th) from the date of certification the City must hold a tentative budget and millage hearing. This hearing cannot be held sooner than ten days (August 24th) following the mailing of notices by the property Appraiser (August 24th).
- Within day 95 (September 18th - October 3rd) after the tentative budget and millage hearing, the City must advertise its intent to adopt a final millage and budget.
- Within two to five days of advertisement, a final hearing must be held to adopt the final millage and budget.
- Within three days of the final hearing, the City must forward the Resolution adopting the millage to the Property Appraiser, the Tax Collector and the Florida Department of Revenue.
- Within three days of receiving the final value, the Budget Director completes form DR-422 (Certification of Final Taxable Value and Final Millage) and returns to the Property Appraiser.
- Within thirty 30 days of final millage and budget adoption, the City completes DR-487 (Certification of Compliance) to certify compliance with the provisions of Chapter 200 of the Florida Statutes, and forwards it to the Florida Department of Revenue Property Tax Oversight Office.
- After Value Adjustment Board (VAB) hearings are held, the Property Appraiser certifies the City’s final adjusted tax roll and notifies the Finance Director no later than June 1st.

BUDGET OVERVIEW

DEBT MANAGEMENT

Debt service funds account for long term financing utilized by the City, of which repayment is allocated among the various funds. It does not include voter-approved long-term General Obligation debt and the City does not have plans to issue this type of debt in the immediate future. Below is a description of currently outstanding debt.

FMLC Series 2016 Refunding (Stormwater)

The purpose of this loan was to refund or refinance a bond issued in 2001 because of savings realized from lower interest rates. As of September 30, 2020, the total loan amount outstanding is \$800,000.

Pension Obligation Note - Series 2010

On February 1, 2010, the City issued City of North Miami Promissory Note, Series 2010, (Promissory Note) in the amount of \$17,685,000 for the purpose of refunding the City's outstanding Taxable Special Obligation Refunding Bonds (Pension), Series 2002, and to pay a termination fee due with respect to a related interest rate swap. As of September 30, 2020, the amount outstanding is \$11,520,000.

Drinking Water State Revolving Loan Fund

The purpose of this loan was to provide assistance for the City's water treatment filters rehabilitation project. As of September 30 2020, the total amount outstanding is \$5,332,957.

	Matures	Beginning Balance- October 1, 2020	Reductions	Ending Balance	Due Within One Year
FMLC Series 2016 Refunding	FY 2022	800,000	(395,000)	405,000	405,000
City of North Miami Promissory Note	FY 2029	11,520,000	(1,020,000)	10,500,000	1,095,000
Drinking Water State Revolving Loan	FY 2040	5,332,957	(231,158)	5,101,799	294,978
TOTALS		\$17,652,957	\$(1,646,158)	\$16,006,799	\$1,794,978

BUDGET OVERVIEW

BUDGETARY ACCOUNTING

The annual operating budget balances operating expenditures with operating revenues. The City budgets for governmental funds, which include the General Fund, Special Revenue Funds and Capital Funds, based on the modified accrual basis of accounting. Under this method, revenues (income) are recognized in the period they become measurable and available to finance expenditures of the period and expenditures (expenses) are recorded when incurred with the exception of principal and interest on long-term debt, which are recorded when due. Exceptions to the modified accrual basis of accounting are as follows:

- Sales and use taxes are considered to be revenue when received rather than when earned.
- Project lengths (continuing appropriation or projects that span more than one year) budgets adopted during the year are considered to reduce funds available in the year funds were originally appropriated. Overspending of project length budgets is considered to reduce funds available. The closeout of unspent project length budgets is considered to increase funds available. The budgets for Enterprise Funds are prepared using the accrual basis of accounting except as listed below. Under this method, revenues are recorded when earned and expenses are recorded at the time liabilities are incurred.
- Capital outlay is budgeted as an expense in the year purchased.
- Interest capitalized on construction projects is budgeted as interest expense.
- Proceeds from the issuance of debt are considered to be revenues, not an increase in liabilities.
- Principal payments are shown as expenditures rather than reductions of the liability.
- Receipts of long-term receivables are considered to be revenues, not reductions of the receivable.
- Proceeds from the sale of assets are recognized as revenue; however, the related gain or loss is not.
- Purchases of inventory are considered to be expenses when purchased, not when sold or used.
- Accrued compensated absences are not considered to be expenses until paid.

BUDGET OVERVIEW

The City's Long-Term Goals and Financial Issues Guiding the Creation of the Budget

Long-Term Challenges

The budget for FY 2020-21 has been adopted, however we face a number of long-term challenges. Below is a list of challenges the City will be working to address in future budgets.

1. **Land Use Regulations:** Of the City's total land area, approximately four percent is allocated to commercial uses and approximately three percent to light industrial uses. The City is undergoing redevelopment through the Community Redevelopment Agency (CRA). The CRA incentives will assist in attracting new development at higher intensities that will likely spur economic development. Changes in land use have led to the creation of mixed-use categories encouraging the creation of downtown mixed-use. The completion of a portion of SolèMia and continued development will contribute tremendously to the City's tax base next fiscal year and increase even more in coming years.
2. **Sea level, Climate change:** The City continues to seek funding to conduct a vulnerability study and development of an Adaptation Action Area Plan which will provide a means to identify those areas deemed most vulnerable to sea level rise and other climate change impacts including but not limited to extreme high tides, heavy local rain events and storm surge for the purpose of prioritizing funding and adaptation planning. This budget includes funding to address some of these concerns.
3. **Performance measurement and management:** Access to financial and non-financial performance measures are important as they are one of the tools that help us determine whether we are on track. As a public sector entity, we should publicly report on the City's performance, to demonstrate the responsible use of taxpayer-funded resources. Performance measures should communicate the strategy and plans of the City, track performance against targets in order to take corrective action as necessary, evaluate employee performance and guide senior managers in developing future strategies and operations. Moving forward, we will be reviewing these measures to ensure they are aligned with the aforementioned.
4. **Update the Strategic Management Plan:** The City's strategic plan functions as a guide to future decisions made by aligning goals and initiatives with the vision of Mayor and Council and management. The City is committed to updating the Strategic Plan to better align the City's goals with its long term vision.
5. **Update the City's Revenue Manual:** This document is a comprehensive reference source that discusses all revenues collected by the City.

Financial Issues

The general fund is currently in a deficit position, due primarily to a restatement of revenue in accordance with requirements of the Governmental Accounting Standards Board (GASB). COVID-19 offered new challenges by causing a shortage in revenue needed to maintain services throughout the City. Our plan is to eliminate this deficit within five years or less beginning with this budget. Prior year budgets have included carryover which was not realized. This budget includes no carryover and our revenue and expenditure estimates are prudent. Further steps taken to reduce the expenditure budget include: the elimination of 18 full-time positions, elimination of 107 part-time positions, 12 furlough days implemented, elimination of merit increases for certain bargaining units and a reduction to budgeted special events. The Office of Management and Budget will be monitoring department budgets and as necessary implement savings plans to ensure compliance with its budget allocation.

BUDGET OVERVIEW

The City's Long-Term Goals and Financial Issues Guiding the Creation of the Budget

Immediate Needs of the Next Year Budget

This budget continues to include funding for on-going maintenance and major improvements to our water and sewer and stormwater utility infrastructure. Stormwater and Sanitation rates remained the same since 2013, and the City has experienced difficulty in trying to receive loans for major projects because there is not a strong basis that the City can repay on loans with rates that are below the industry standards. To show lenders the City is capable on paying back large loans, Mayor and Council voted to raise rates. The rate increases are needed to fund critical capital projects.

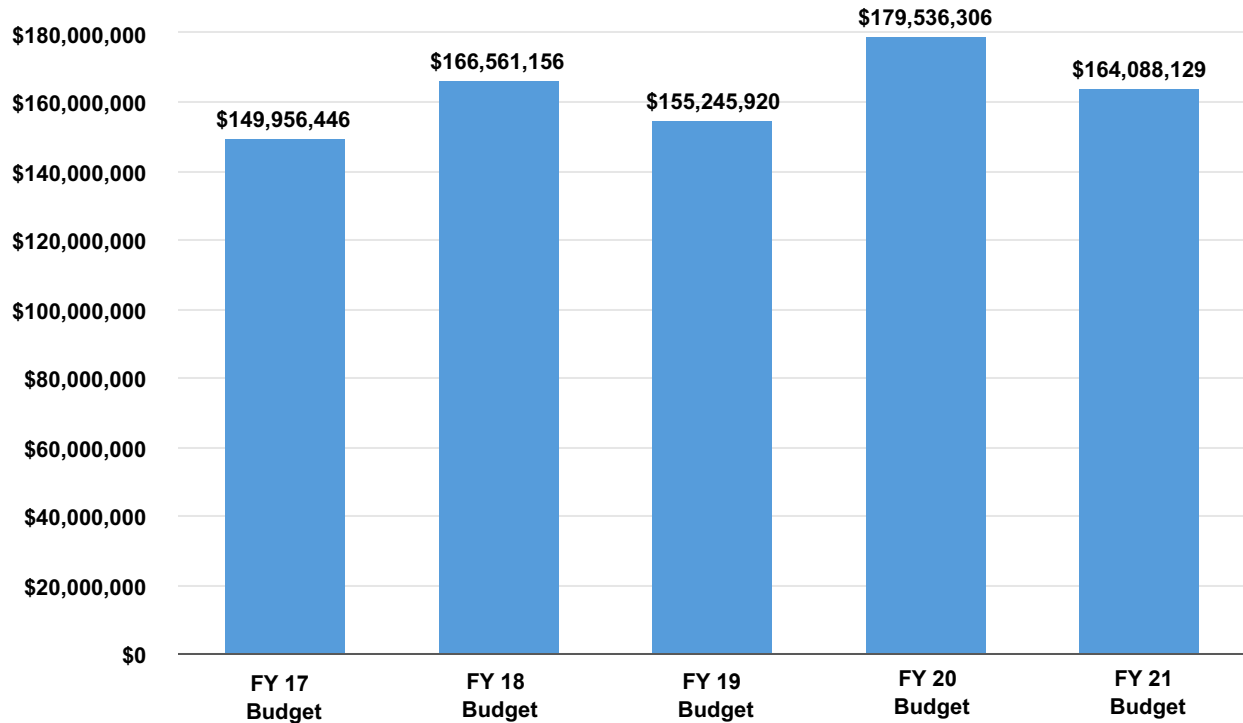
This budget includes new sidewalks and right-of-way improvements, main corridor improvements, street resurfacing, facility improvements and fleet purchases.

Impact on Residents

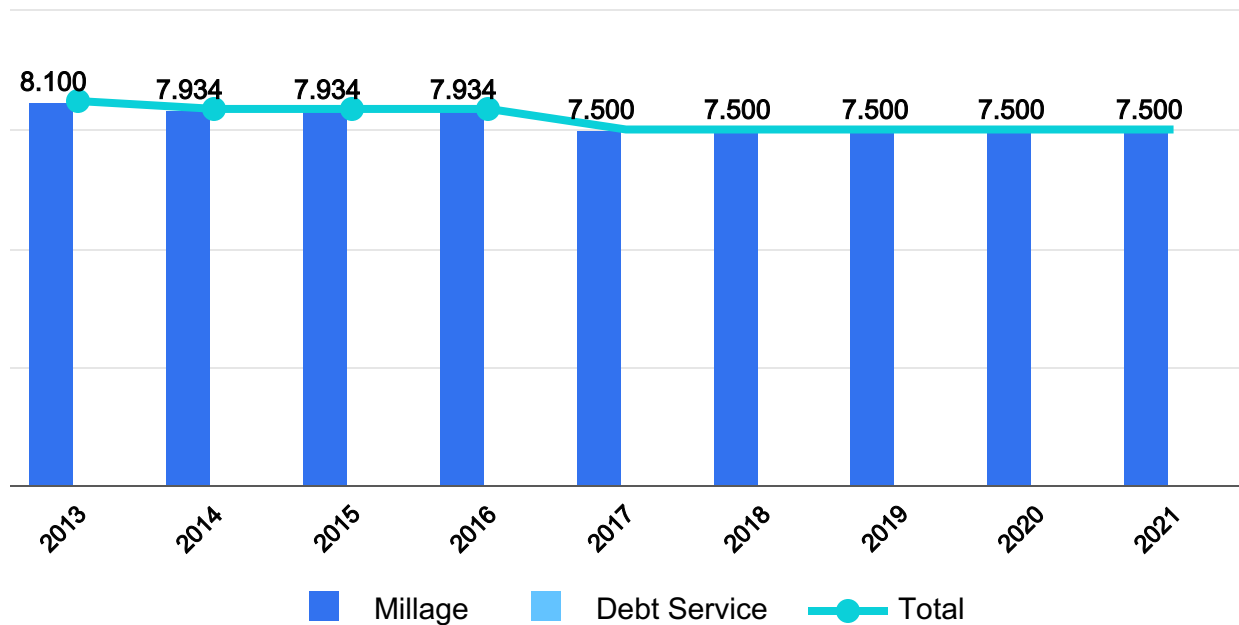
For the fifth consecutive year, the millage rate will remain the same. For the first time since 2013, solid waste, water and sewer and stormwater utility fees will increase. The costs to provide these services have increased and to fund critical projects in the future, these increases are inevitable.

BUDGET IN BRIEF

BUDGET HISTORY



NORTH MIAMI MILLAGE COMPARISON



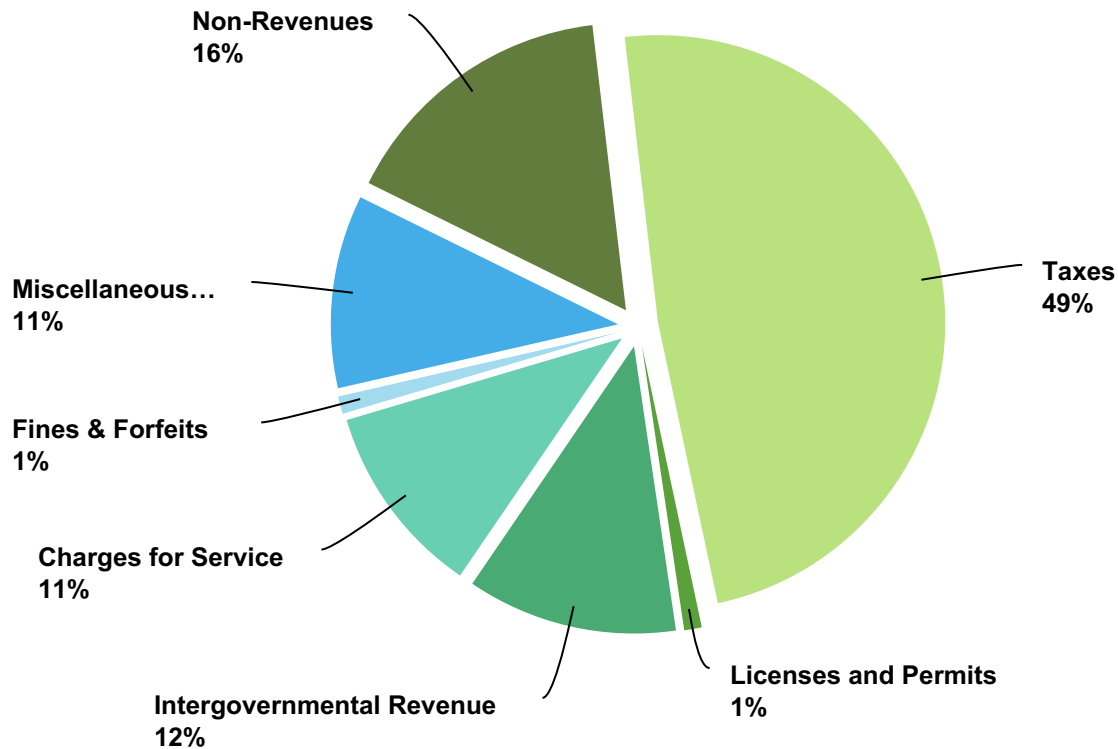
BUDGET IN BRIEF

Revenue

TAXES	FY19 Actuals	FY20 Y/E Estimates	FY21 Budget
Ad Valorem	\$ 18,765,570	\$ 19,765,952	\$ 21,206,259
General Sales and Use Tax	784,648	583,182	682,670
Franchise Fees	4,079,181	3,895,678	4,369,008
Utility Service Taxes	3,616,857	3,504,960	3,763,707
Communications Service Tax	1,073,231	1,039,098	1,000,000
Taxes Total	\$ 28,319,487	\$ 28,788,870	\$ 31,021,644
LICENSES AND PERMITS	FY19 Actuals	FY20 Y/E Estimates	FY21 Budget
Occupational Licenses	\$ 447,748	\$ 450,492	\$ 487,000
Building Permits	2,301,214	1,847,260	60,000
Other Licenses, Fees, & Permits	335,354	359,757	360,257
Licenses & Permits Total	\$ 3,084,316	\$ 2,657,509	\$ 907,257
INTERGOVERNMENTAL REVENUE	FY19 Actuals	FY20 Y/E Estimates	FY21 Budget
Federal Grants	\$ —	\$ —	\$ —
Grants from Local Units	2,000	16,182	—
State Grants	25,125	—	—
State Shared Revenues	7,859,830	6,923,286	7,563,239
Shared Revenue from Local Units	88,457	61,888	71,250
Intergovernmental Revenue Total	\$ 7,975,412	\$ 7,001,356	\$ 7,634,489
CHARGES FOR SERVICE	FY19 Actuals	FY20 Y/E Estimates	FY21 Budget
Charges for Service	\$ 718,403	\$ 555,447	\$ 667,082
Public Safety	1,671,462	1,685,497	1,668,600
Physical Environment	3,100,602	2,805,538	3,736,594
Culture/Recreation	856,889	394,065	851,638
Charges for Service Total	\$ 6,347,356	\$ 5,440,547	\$ 6,923,914
FINES & FORFEITS	FY19 Actuals	FY20 Y/E Estimates	FY21 Budget
Judgments & Fines	\$ 425,746	\$ 377,387	\$ 425,000
Library Fines	2,849	911	2,000
Violation of Local Ordinances	154,622	101,613	129,000
Other Fines/Or Forfeits	99,133	89,871	90,600
Fines & Forfeits Total	\$ 682,350	\$ 569,782	\$ 646,600
MISCELLANEOUS REVENUES	FY19 Actuals	FY20 Y/E Estimates	FY21 Budget
Interest and Other Earnings	\$ 548,188	\$ 473,154	\$ 932,584
Rents & Royalties	2,355,868	1,461,154	1,984,896
Contributions/Donations	67,506	64,376	40,000
Disposition of Fixed Assets	1,756,545	22,700,400	1,750,400
Miscellaneous Revenues	1,541,055	2,014,080	2,002,963
Miscellaneous Revenues Total	\$ 6,269,162	\$ 26,713,164	\$ 6,710,843
NON-REVENUES	FY19 Actuals	FY20 Y/E Estimates	FY21 Budget
Interfund Transfer	\$ 859,592	\$ —	\$ —
Contribution From Enterprise	8,065,212	8,157,098	8,872,792
Non-Operating Sources	54,947	—	1,150,000
Special Revenue (CRA Contribution)	549,440	—	—
Non-Revenues Total	\$ 9,529,191	\$ 8,157,098	\$ 10,022,792
Revenue Sources	FY19 Actuals	FY20 Y/E Estimates	FY21 Budget
Taxes	\$ 28,319,487	\$ 28,788,870	\$ 31,021,644
Licenses and Permits	3,084,316	2,657,509	907,257
Intergovernmental Revenue	7,975,412	7,001,356	7,634,489
Charges for Service	6,347,356	5,440,547	6,923,914
Fines and Forfeits	682,350	569,782	646,600
Miscellaneous Revenues	6,269,162	26,713,164	6,710,843
Non-Revenues	9,529,191	8,157,098	10,022,792
Total General Fund Revenue	\$ 62,207,274	\$ 79,328,326	\$ 63,867,539

BUDGET IN BRIEF

GENERAL FUND REVENUES



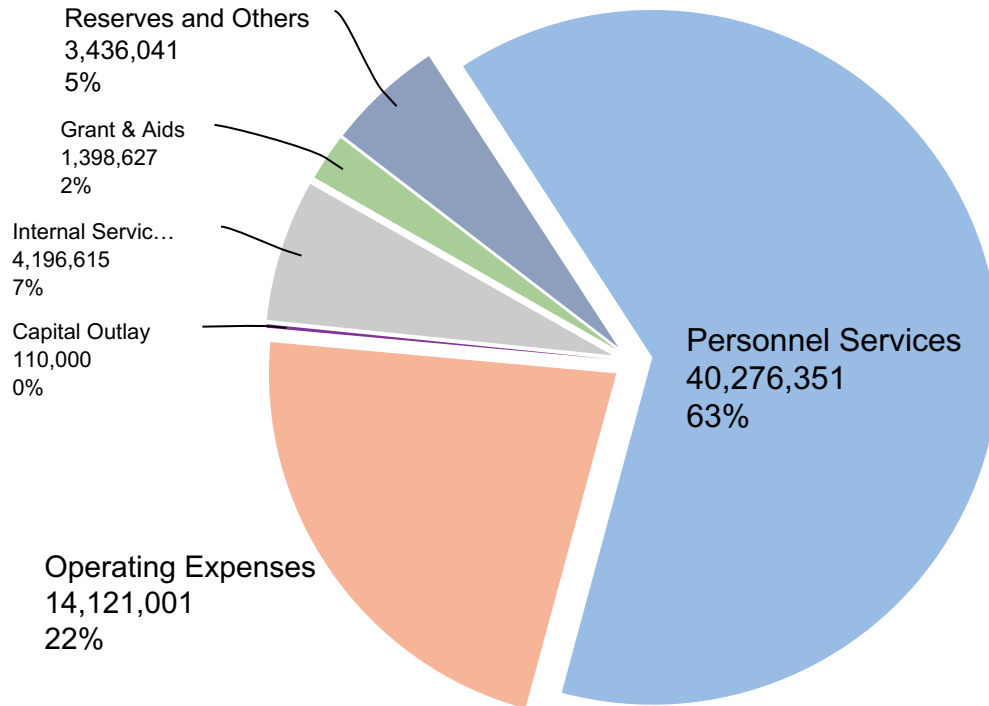
Taxes (includes \$21.2 million Ad Valorem)	\$31,021,644
Non-Revenues	\$10,022,792
Intergovernmental Revenues	\$7,634,489
Miscellaneous Revenues	\$6,710,843
Licenses & Permits	\$907,257
Charges for Service	\$6,923,914
Fines & Forfeitures	\$646,600
Total General Fund Revenues	\$63,867,539

BUDGET IN BRIEF

General Fund

EXPENDITURE CATEGORY	Actual Expend. FY19	Amended Budget FY20	Est. Expend. FY20	Adopted Budget FY21
Personnel Services	44,161,729	42,495,297	43,277,311	38,761,853
Operating Expenses	18,129,845	17,987,957	16,767,568	14,421,001
Internal Services	1,104,071	4,328,660	4,278,137	4,590,017
Operating Budget	63,395,645	64,811,914	64,323,016	57,772,871
Capital Outlay	1,045,841	1,921,453	1,768,820	1,260,000
Debt Service	0	0	0	0
Grants & Aids	2,606,327	2,561,645	1,578,367	1,398,627
Reserves & Other	1,652,898	4,771,511	1,227,815	3,436,041
Total Budget	68,700,711	74,066,523	68,898,018	63,867,539

GENERAL FUND BUDGET BY CATEGORY



BUDGET IN BRIEF

General Fund Departments	FY19 Actual Expense	FY20 Adopted Budget	FY20 Amended Budget	Estimated Expense	FY21 Adopted Budget	Increase (Decrease)	Percent Change
Mayor and Council	1,610,990	1,505,663	1,577,615	1,451,104	1,354,584	(151,079)	-10%
City Manager	3,134,224	3,149,181	3,267,398	3,256,742	2,405,885	(743,296)	-24%
City Clerk	599,913	648,525	648,525	472,305	701,832	53,307	8%
Finance	3,452,998	3,689,114	3,689,114	3,611,553	3,363,544	(325,570)	-9%
City Attorney	1,494,828	1,120,607	1,347,438	1,302,154	1,068,680	(51,927)	-5%
Personnel	864,908	881,037	881,037	856,294	766,563	(114,474)	-13%
Information Technology	2,086,154	1,946,017	2,008,658	2,027,532	2,151,898	205,881	11%
Police	29,647,558	28,784,913	28,882,042	29,880,185	28,916,204	131,291	0%
Community Planning & Development	3,325,023	1,059,066	1,618,675	1,502,096	1,393,330	334,264	32%
Public Works	2,861,885	3,874,739	3,981,191	3,713,372	2,852,753	(1,021,986)	-26%
Office of Management and Budget	311,311	437,077	437,077	458,510	491,299	54,222	12%
Parks and Recreation	8,206,724	6,696,440	7,439,103	7,001,059	6,200,157	(496,283)	-7%
Non-Departmental	671,182	5,918,935	4,282,028	1,121,682	3,148,816	(2,770,119)	-47%
Museum of Contemporary Arts (MoCA)	1,953,775	1,583,044	2,473,724	2,125,994	1,368,354	(214,690)	-14%
Building	1,603,600	1,901,498	1,901,498	1,682,710	0	(1,901,498)	-100%
Code Compliance	5,171,063	5,783,532	5,783,532	5,326,458	5,123,587	(659,945)	-11%
Library	1,119,857	1,201,972	1,262,906	1,081,807	970,058	(231,914)	-19%
Purchasing	609,901	578,964	578,964	555,364	529,294	(49,670)	-9%
Housing and Social Services	0	3,293,881	2,005,996	1,471,097	1,060,701	(2,233,180)	-68%
General Fund Total	68,725,894	74,054,205	74,066,521	68,898,018	63,867,539	(10,186,666)	-14%

Special Revenue Funds	FY19 Actual Expense	FY20 Adopted Budget	FY20 Amended Budget	Estimated Expense	FY21 Adopted Budget	Increase (Decrease)	Percent Change
Cagni Park Project	881	—	1,235,000	—	—	—	0%
C.D.B.G. Entitlement	780,400	757,246	1,920,099	932,493	769,534	12,288	2%
Community Redevelopment Agency	7,476,464	11,946,084	13,079,526	8,783,142	14,117,328	2,171,244	18%
FEMA Disaster Recovery	1,110,569	—	—	—	—	—	0%
Federal Forfeiture	52,092	307,329	307,329	20,824	84,162	(223,167)	-73%
Half-Cent Transportation Surtax	2,682,454	2,731,000	3,511,894	3,133,078	3,073,995	342,995	13%
Home Investment Partnership Program	192,574	269,234	951,293	322,934	298,154	28,920	11%
Justice Assistance Grant	0	—	150,929	142,422	—	—	0%
Landfill Closure Fund	307,481	9,492,360	9,492,360	—	9,638,038	145,678	2%
Law Enforcement Trust Fund	94,394	229,534	229,534	53,960	196,068	(33,466)	-15%
Miscellaneous Grants	199,219	20,300	202,890	200,831	20,300	—	0%
Neighborhood Stabilization Program	156,382	30,000	179,922	163,342	397,412	367,412	1,225%
Police Training Fund	8,078	—	—	—	—	—	0%
State Housing Initiative Program	264,619	53,679	372,593	102,379	—	(53,679)	-100%
Ruck Parks Project Fund	31,289	—	21,724	17,823	—	—	0%
Special Funds Total	13,356,015	25,836,766	31,655,093	13,873,228	28,594,991	2,758,225	11%

Debt Service Funds	FY19 Actual Expense	FY20 Adopted Budget	FY20 Amended Budget	Estimated Expense	FY21 Adopted Budget	Increase (Decrease)	Percent Change
Pension Obligation Bond	1,378,518	1,784,363	1,784,363	1,993,163	1,785,200	837	0%
Debt Service Funds Total	1,378,518	1,784,363	1,784,363	1,993,163	1,785,200	837	0%

Capital Projects Funds	FY19 Actual Expense	FY20 Adopted Budget	FY20 Amended Budget	Estimated Expense	FY21 Adopted Budget	Increase (Decrease)	Percent Change
Transportation Gas Tax	310,433	523,422	523,422	440,000	352,305	(171,117)	-33%
Capital Projects Funds Total	310,433	523,422	523,422	440,000	352,305	(171,117)	-33%

BUDGET IN BRIEF

Enterprise Funds	FY19	FY20			FY21	Increase (Decrease)	Percent Change
	Actual Expense	Adopted Budget	Amended Budget	Estimated Expense	Adopted Budget		
Building	—	—	—	—	3,107,413	3,107,413	0%
Water and Sewer	32,284,127	59,532,531	83,195,207	47,830,229	49,973,082	(9,559,449)	-16%
Water Fire Flow	—	2,121,996	2,141,754	3,726	2,791,191	669,195	32%
Stormwater Utility	2,516,530	4,138,138	5,816,846	3,458,691	4,305,197	167,059	4%
Enterprise Funds Total	34,800,657	65,792,665	91,153,807	51,292,646	60,176,883	(5,615,782)	-9%

Internal Service Funds	FY19	FY20			FY21	Increase (Decrease)	Percent Change
	Actual Expense	Adopted Budget	Amended Budget	Estimated Expense	Adopted Budget		
Risk Management	3,585,105	4,896,424	4,896,424	2,541,895	4,320,811	(575,613)	-12%
Fleet Management	2,669,454	6,648,461	7,620,135	5,492,607	4,990,400	(1,658,061)	-25%
Internal Service Funds Total	6,254,559	11,544,885	12,516,559	8,034,502	9,311,211	(2,233,674)	-19%

All Funds Total	124,826,076	179,536,306	211,699,765	144,531,557	164,088,129	(15,448,177)	-9%
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General Fund Expenditures/Uses Projection

	2018	2019	FY20	2021	2022
	Actual	Actual	Actual	Budget	Forecast
Personnel	40,739,554	44,161,729	43,277,311	38,761,583	39,924,430
Operating	16,191,948	18,129,845	16,767,568	14,421,001	14,781,526
Internal Sevices	2,596,929	1,104,071	4,278,137	4,590,017	4,865,418
Capital Outlay	1,447,390	1,045,841	1,768,820	1,260,000	1,323,000
Grants and Aids	2,771,437	2,606,327	1,578,367	1,398,627	1,538,490
Reserves	10,251,360	1,652,898	1,227,815	3,436,041	5,050,980
Total Expenditures	73,998,618	68,700,711	68,898,018	63,867,269	67,483,845

Fiscal Year 2021-22 budget is forecasted to increase by six percent

BUDGET IN BRIEF

GENERAL FUND FULL-TIME EMPLOYEES (FTE)

Department	FY 16-17	FY 17-18	FY 18-19	FY 19-20	FY 20-21
MAYOR & COUNCIL'S OFFICE	2	3	3	4	4
CITY MANAGER'S OFFICE	8	14	16	18	9
CITY CLERK	4	4	3	5	2
FINANCE	35	38	41	41	33
CITY ATTORNEY'S OFFICE	6	6	6	5	5
PERSONNEL ADMINISTRATION	5	5	6	6	4
INFORMATION TECHNOLOGY	10	6	7	7	11
POLICE	167	168	191	192	153
COMMUNITY PLANNING & DEVELOPMENT	8	9.5	11.5	8	9
PUBLIC WORKS	20	24	24	24	19
OFFICE OF MANAGEMENT AND BUDGET	2	3	3	3	3
PARKS & RECREATION	50	47	51	53	37
MUSEUM OF CONTEMPORARY ARTS	7	2	1	1	1
CODE COMPLIANCE	13	16	20	21	13
LIBRARY	8	9	9	10	7
PURCHASING	3	4	5	5	4
HOUSING AND SOCIAL SERVICES	—	—	—	3	7.5
TOTAL FOR DEPARTMENTS	348	358.5	397.5	406	321.5

(Decrease in FTEs primarily due to eliminated positions that were both filled and vacant)

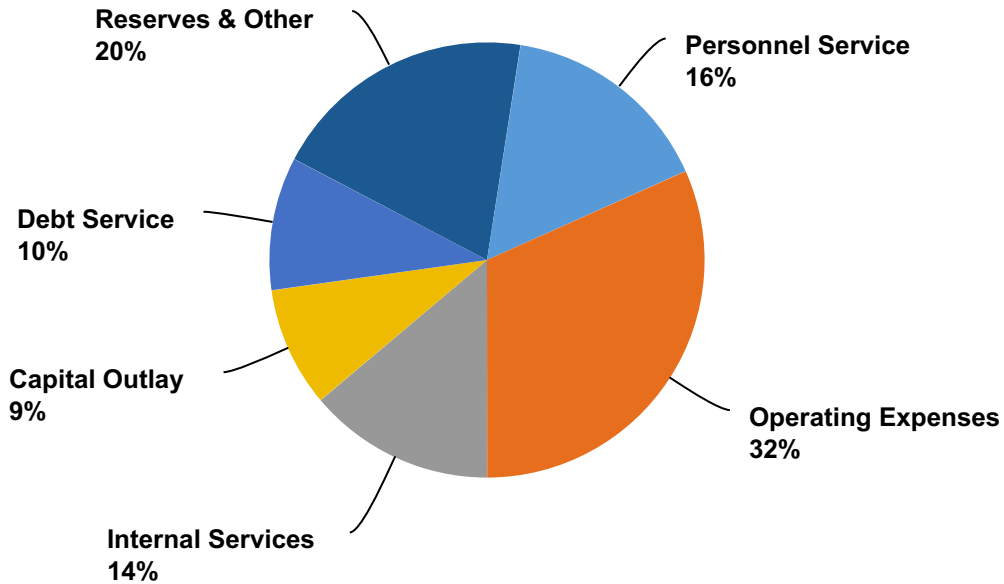
All Other Funds	FY 16-17	FY 17-18	FY 18-19	FY 19-20	FY 20-21
BUILDING *	12	12	13	14	14
STORMWATER	9	9	9	9	9
HOUSING	2	2	3	3	1.5
TRANSPORTATION	5	6	6	2	6
WATER & SEWER	67	67	67	67	64
RISK MANAGEMENT	3	4	4	4	4
FLEET	10	10	10	10	10
COMMUNITY REDEVELOPMENT AGENCY	3	3	4	4	6
TOTAL FOR ALL OTHER FUNDS	111	113	116	113	114.5

*Enterprise Fund as of FY 2020-2021

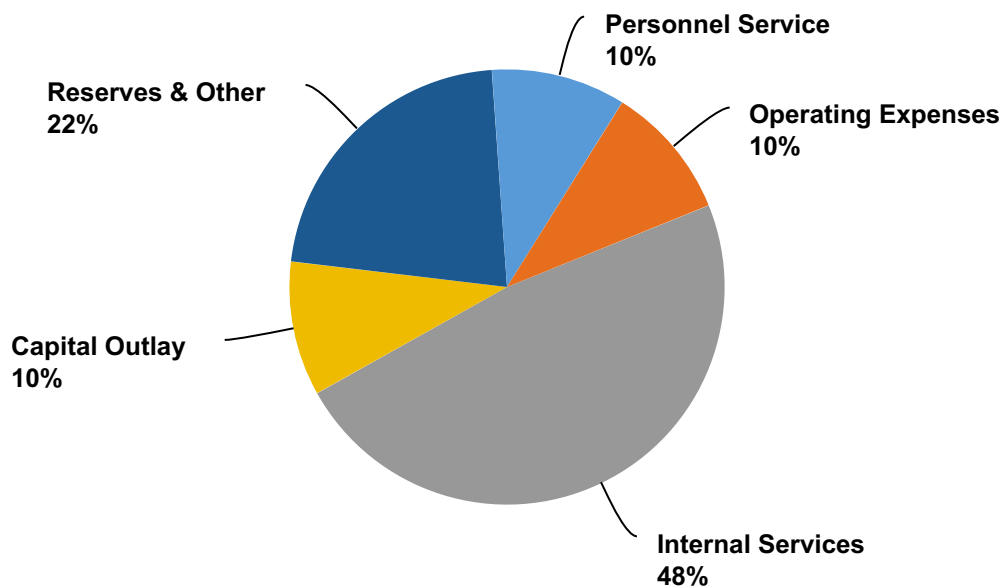
TOTAL CITYWIDE FTE'S	459	472	514	519	436
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BUDGET IN BRIEF

FY20/21 STORMWATER Total Budget : \$4,305,196



FY20/21 WATER & SEWER Total Budget : \$49,973,082



BUDGET IN BRIEF

City of North Miami CAPITAL IMPROVEMENT PROGRAM SCHEDULE (FY 20/21 - 24/25)								
Project	Dept.	Category	FY 20/21	FY 21/22	FY 22/23	FY 23/24	FY 24/25	TOTAL PROJECT ESTIMATE
City Hall Repairs and Improvements	Public Works	Facilities	\$ 76,500	\$ 160,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 386,500
Breezeswept Tot-lot Replacement & Sprayground	Parks and Recreation	Parks	\$ 500,000	\$ —	\$ —	\$ —	\$ —	\$ 500,000
Pedestrian and Bicycle Bridge	1/2 Cent	Transportation	\$ —	\$ 70,000	\$ 900,000	\$ —	\$ —	\$ 970,000
Sidewalks and ROW Improvements	1/2 Cent	Transportation	\$ 431,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 1,231,000
Roadway Sweeper	1/2 Cent	Transportation	\$ —	\$ 325,000	\$ —	\$ —	\$ —	\$ 325,000
Street Resurfacing	Gas Tax	Transportation	\$ 440,000	\$ 352,305	\$ 290,000	\$ 290,000	\$ 290,000	\$ 1,662,305
Lift Station Rehab	W&S	Water	\$ 325,000	\$ 520,000	\$ 1,320,000	\$ 520,000	\$ 1,320,000	\$ 4,005,000
Sanitary Sewer Rehabilitation	W&S	Water	\$ 300,000	\$ 1,400,000	\$ 1,300,000	\$ 2,400,000	\$ 1,300,000	\$ 6,700,000
Emergency Generator at OPS Center	W&S	Water	\$ 90,000	\$ —	\$ —	\$ —	\$ —	\$ 90,000
Safeguarding Availability of Potable Water	W&S	Water	\$ 325,000	\$ —	\$ —	\$ —	\$ —	\$ 325,000
Emergency Generators at 4-Lift Stations	W&S	Water	\$ 700,000	\$ —	\$ —	\$ —	\$ —	\$ 700,000
Water Main Improvements	W&S	Water	\$ 2,200,000	\$ 200,000	\$ 1,200,000	\$ 200,000	\$ 1,200,000	\$ 5,000,000
Water Meter Replacements	W&S	Water	\$ —	\$ 8,000,000	\$ —	\$ —	\$ —	\$ 8,000,000
Water Line Replacements	W&S	Water	\$ 300,000	\$ 300,000	\$ 300,000	\$ 300,000	\$ 300,000	\$ 1,500,000
Upgrade of Existing Lime Softening Water Plant	W&S	Water	\$ —	\$26,000,000	\$ —	\$ —	\$ —	\$ 26,000,000
Stormwater Improvement - Basin Construction	Stormwater	Water	\$ 300,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 4,300,000
Canal Cleaning Improvements	Stormwater	Water	\$ 150,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 170,000
Surge Resistance & Flood Mitigation	Stormwater	Water	\$ —	\$ 500,000	\$ —	\$ —	\$ —	\$ 500,000
Fuel Pump Replacement	Fleet	Vehicle Repl.	\$ —	\$ 4,000	\$ 400,000	\$ 3,500	\$ 3,500	\$ 411,000
Equipment and Vehicle Replacement (Various Depts.)	Fleet	Vehicle Repl.	\$ 1,124,000	\$ 907,000	\$ 777,000	\$ 870,000	\$ 790,000	\$ 4,468,000
TOTAL PROJECTS COSTS			\$ 7,261,500	\$39,943,305	\$ 7,742,000	\$ 5,838,500	\$ 6,458,500	\$ 67,243,805

The City of North Miami defines a “capital expenditure” as the cost(s) associated with the acquisition of land, improvements to land, easements, buildings, vehicles, machinery, equipment, works of art and historical treasures, infrastructures, and other tangible or intangible asserts that are used in operations and that have an initial useful life extending beyond a single reporting period (5 years). Capital expenditures with a minimum dollar threshold of \$5,000 are recognized as depreciable as recommended by the GFOA Best Practices. This year’s total capital budget is forecasted as \$7,261,500.

Section Two:

Major Revenue Sources

Major Revenue Sources

This section presents the City's major revenues to the General Fund in a graph format, over a five-year period. A description and source of the revenue is also provided. Included in this section are revenue projections over a three-year period up to Fiscal Year 2023-24.

Major revenues:

Ad Valorem Taxes

State Shared Revenue

Contributions from Enterprise Operations

Building Permits

Franchise Fees

Utility Service Taxes

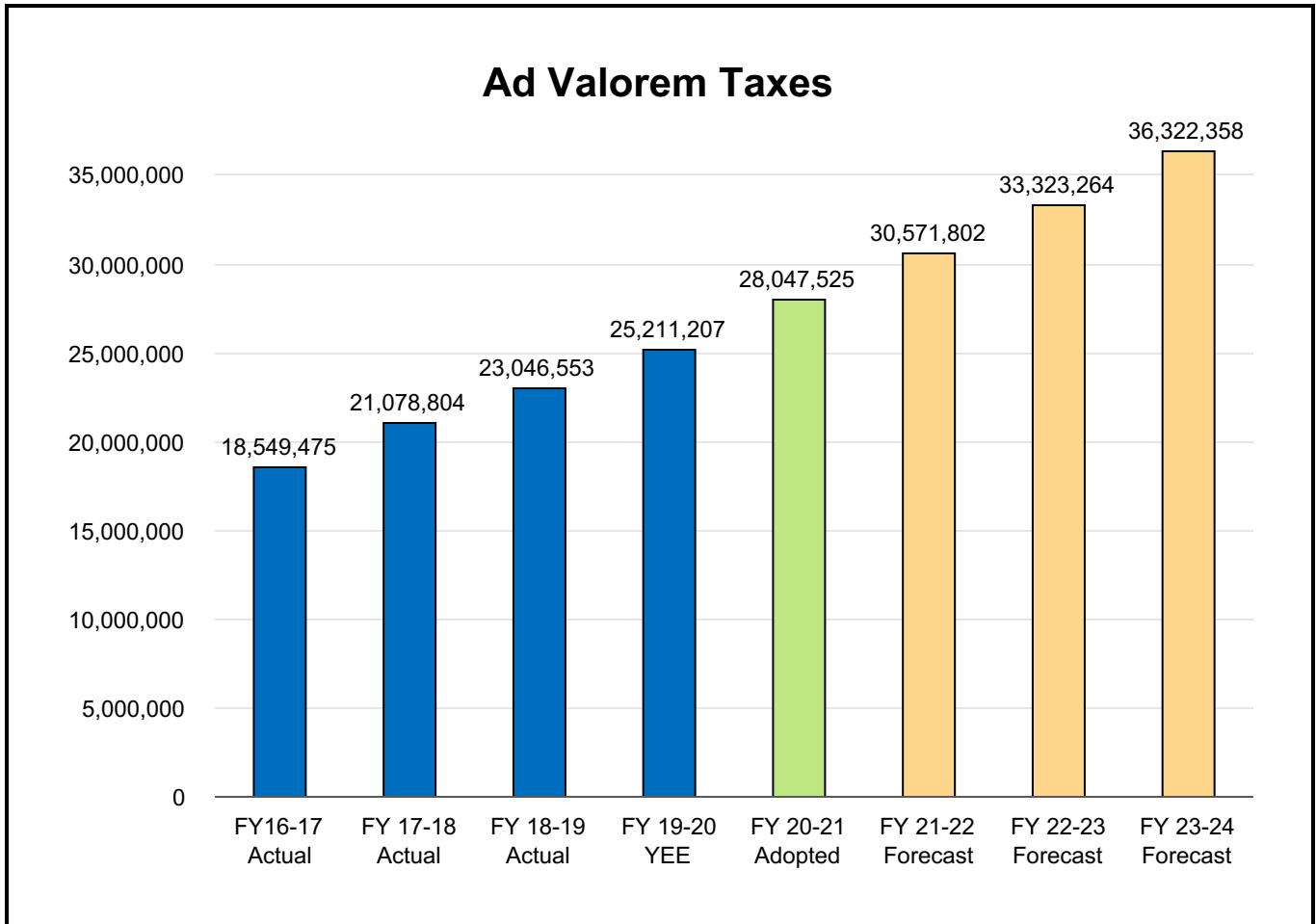
Rents and Royalties

Communications Services Taxes

General Sales & Use Tax

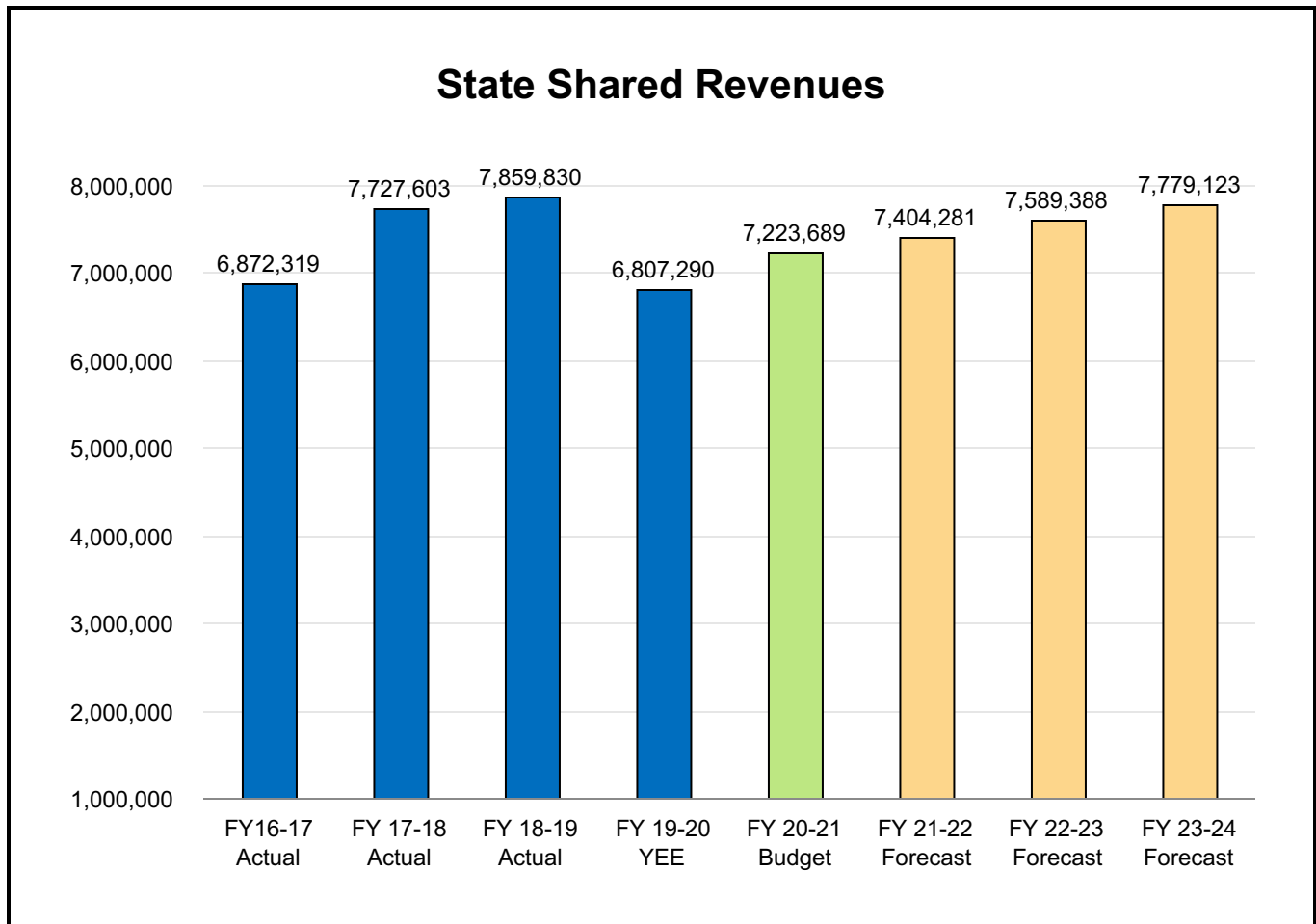
Judgments and Fines

Ad Valorem Taxes



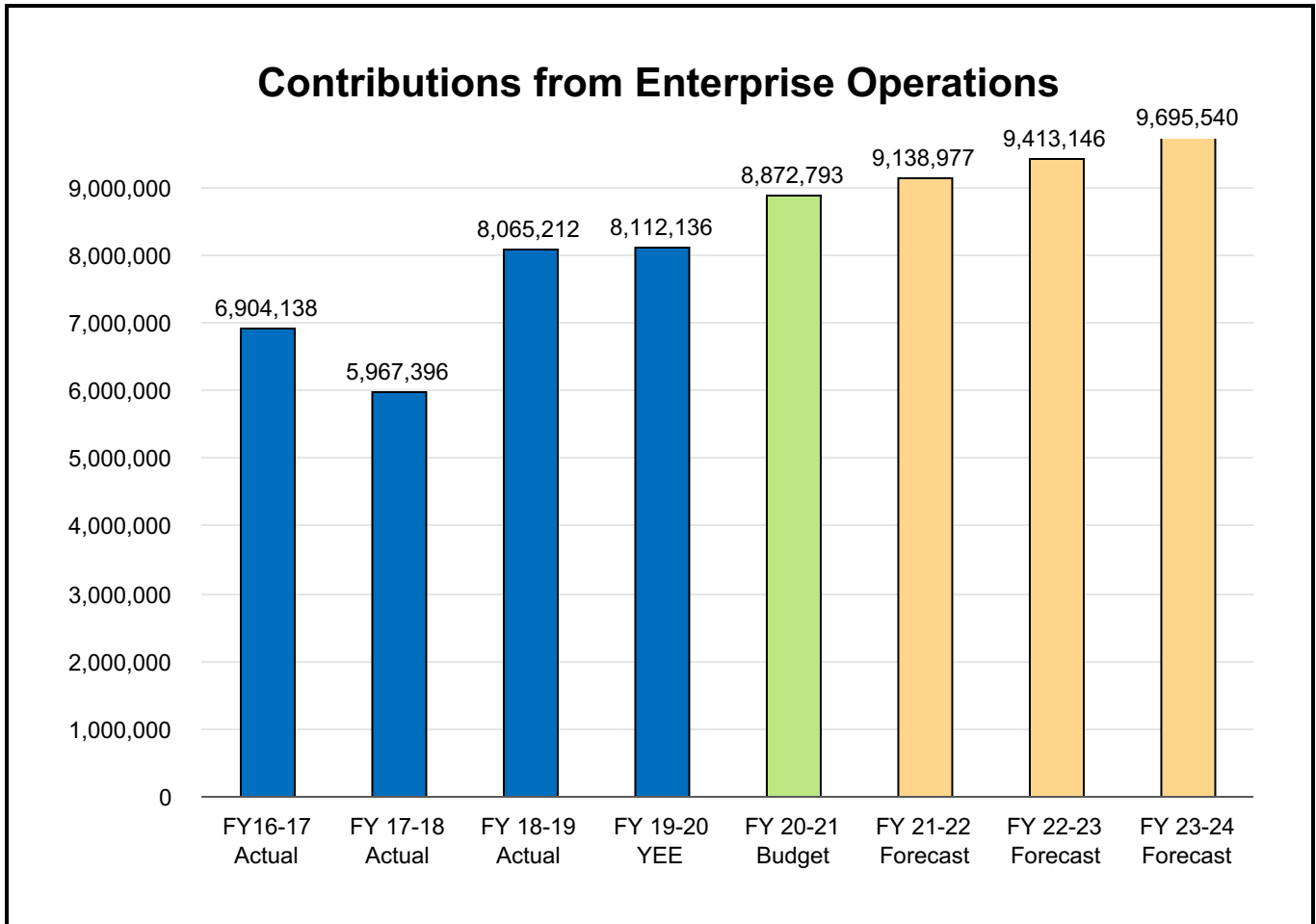
The Ad Valorem Tax is a levy against the taxable value of real and personal property. The City Council sets the millage rate annually prior to October 1st. One mill is \$1 of tax per \$1,000 of taxable assessed value. The adopted operating millage for FY 2020-21 is 7.5000. The adopted rate for the past five years has been 7.5000. The year-end estimate for FY 2019-20 is \$25,211,207. Ad Valorem tax revenue for FY 2020-21 is budgeted at \$28,047,525. This is a 10.4% increase from the prior year-end estimate. Revenue projections for Fiscal Year 2022 through Fiscal Year 2024 are forecasted to increase approximately nine percent every year.

State Shared Revenues



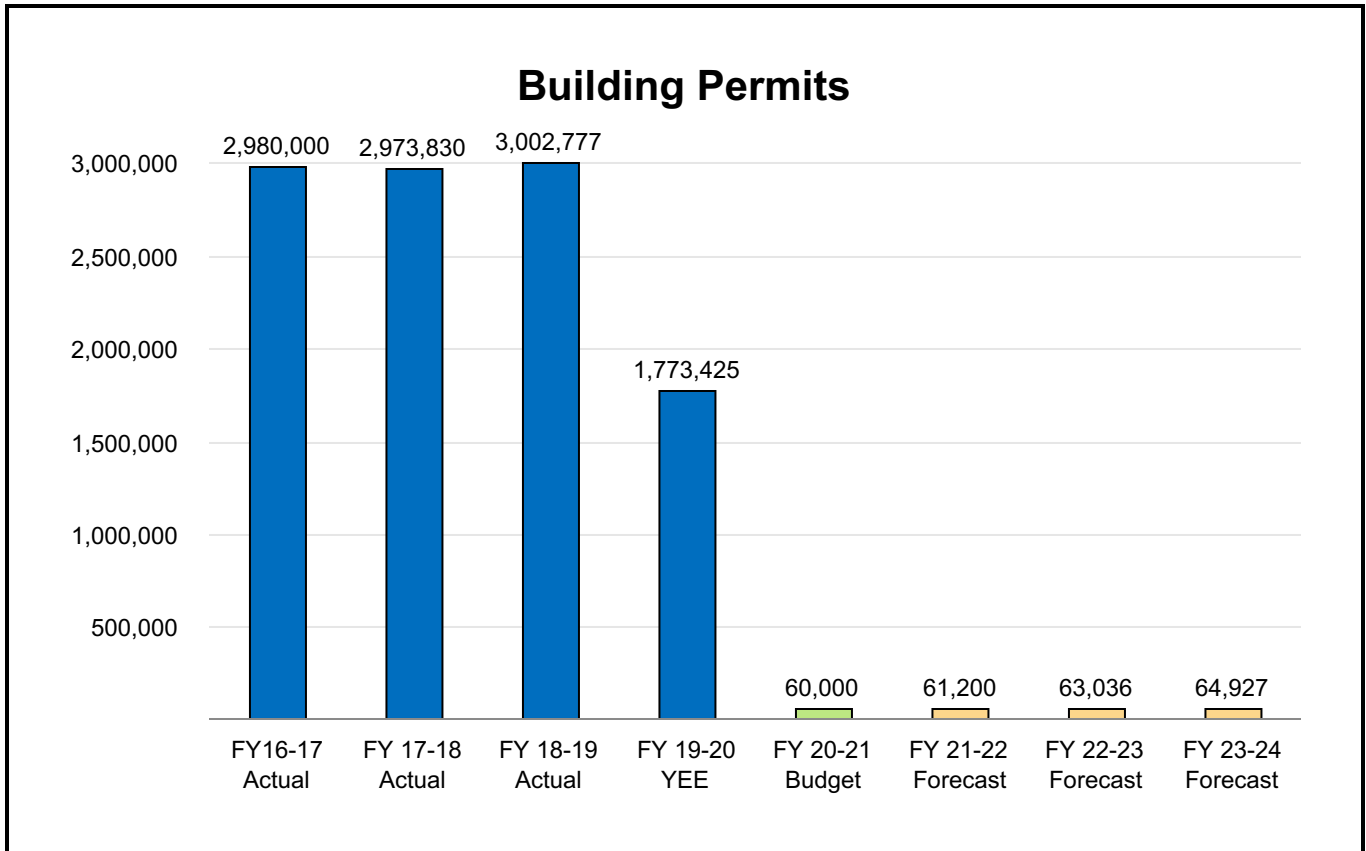
The State of Florida's Department of Revenue administers the Revenue Sharing Program, which shares a net of cigarette tax collections and sales and use tax collections with local governments. The decrease in FY 2019-20 projected revenue is directly related to shortages caused by COVID-19. The City is forecasting revenues for Fiscal Year 2021 to be \$7,223,689, which is a slight increase from prior year-end estimates. After Fiscal Year 2021, revenue projections show a 2.5% increase. Projections in FY 2023-24 show that revenues should stabilize and align with actual revenue received from prior years before the impact of COVID-19.

Contributions from Enterprise Operations



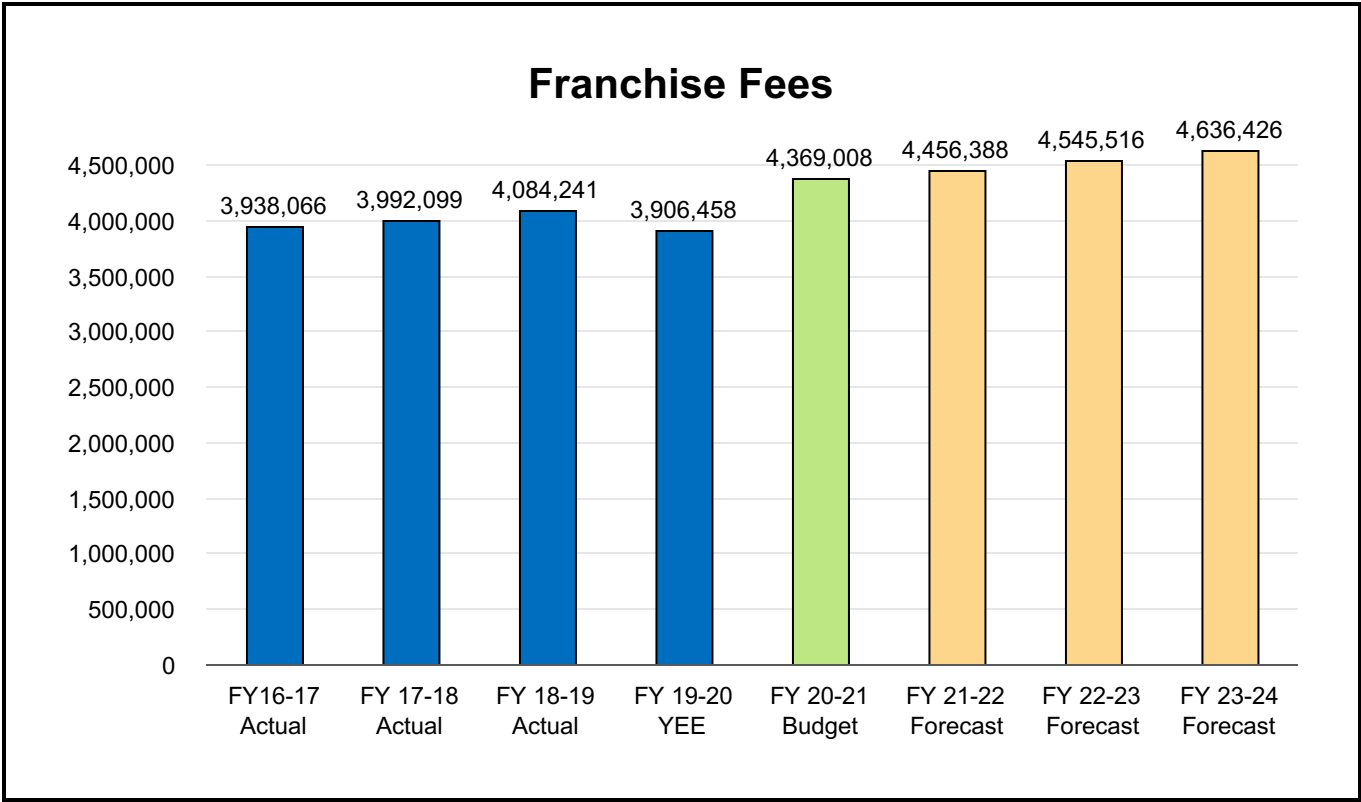
Enterprise funds are used and reported as business-type activities in the government wide financial statements. The City uses enterprise funds to account for its Water and Sewer, Stormwater, and Building Fund operations. Revenue from FY 2019-20 is estimated at \$8,112,136. Revenue from enterprise funds for FY 2020-21 is forecasted at \$8,872,793. Projections beyond FY 2020-21 shows a three percent increase through Fiscal Year 2023-24.

Building Permits



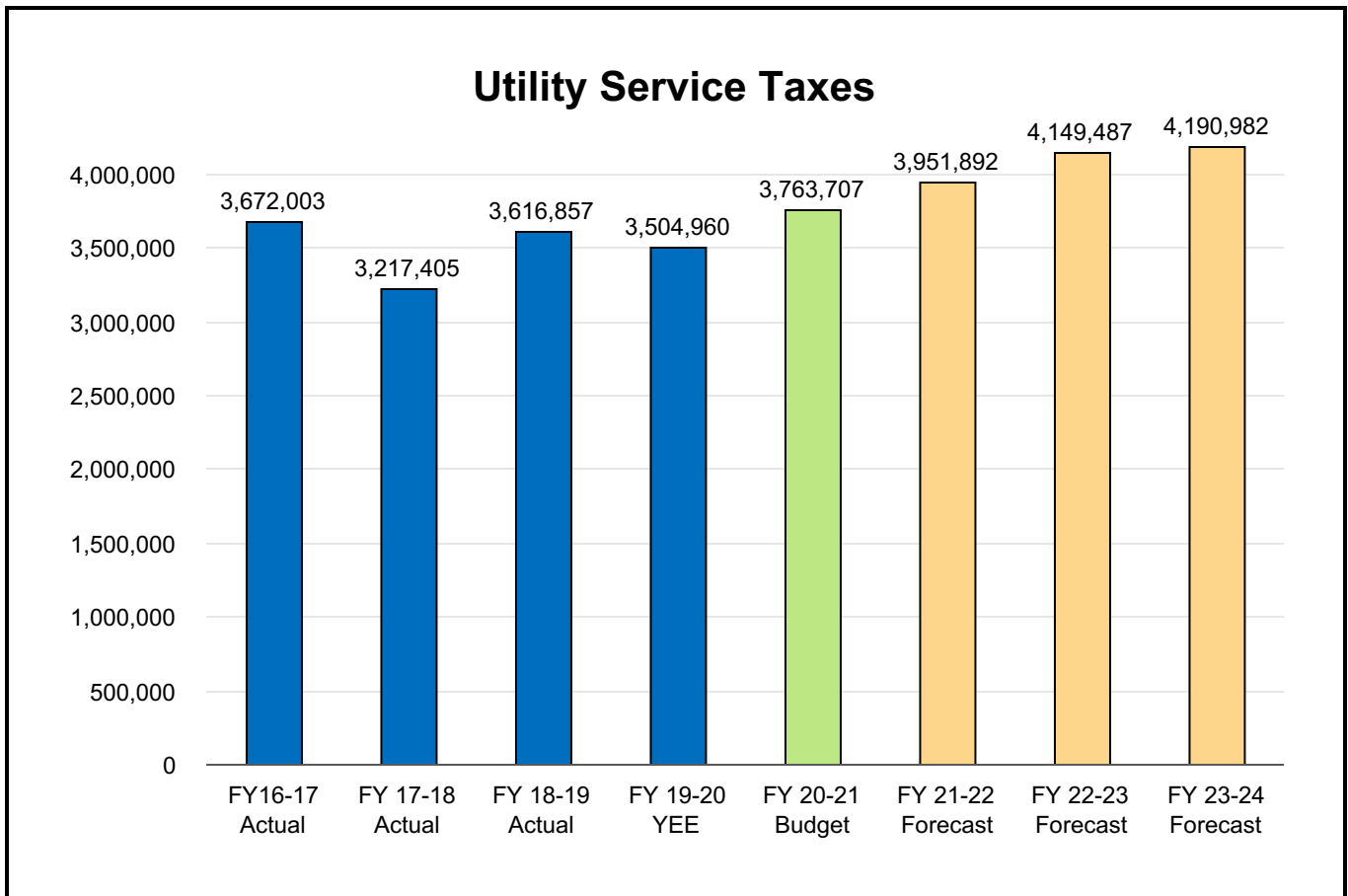
The Building and Minimum Housing Division ensures that any improvements to residential or commercial property such as new construction, interior renovation, structural demolition, or other installations are reviewed prior to the commencement of the work and inspected both during and after the completion of the permitted work. This process ensures that buildings and accessory structures are safe for occupancy and use. Building fund revenue is collected from fees and the sale of permits issued to authorize the renovation, construction, or installation of plumbing, electrical, and plumbing work. Revenues for FY 2020-21 are forecasted at \$60,000. This decrease is due to Building becoming an enterprise fund and no longer being recognized in the General Fund. Projections beyond FY 2020-21 show a three percent increase through FY 2023-24. Although Building permit revenue is no longer a major revenue source for the General Fund, it is important to show the decrease in revenue.

Franchise Fees



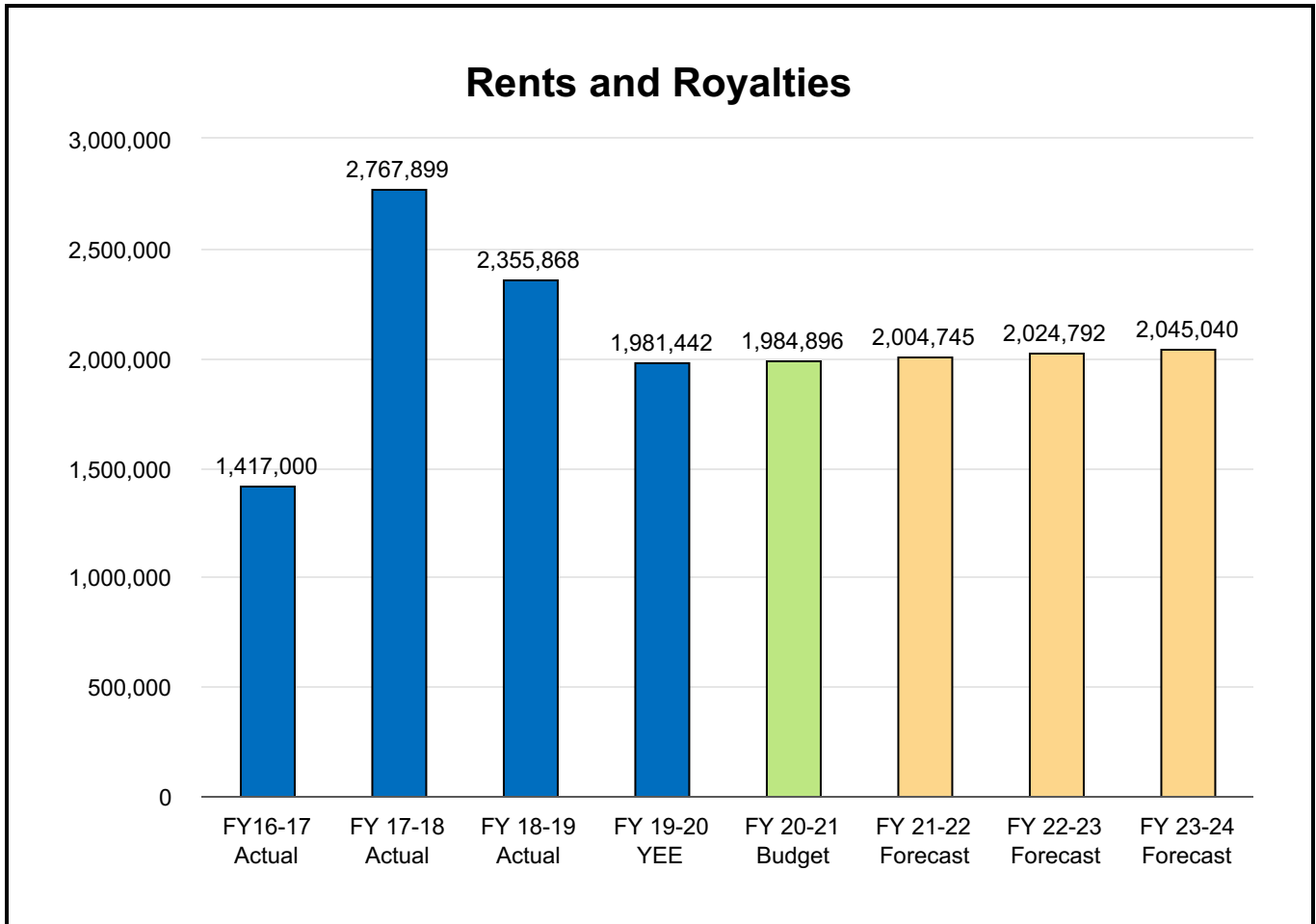
Franchise fees (or taxes) are payments received from electric, gas, telephone, and cable providers within city limits. Payments are made in exchange for each provider's use of public right-of-way to conduct their business within the City. This source is expected to generate \$4,369,008 in FY 2020-21 . This is an increase from revenue collected in prior years. Projections beyond FY 2020-21 show that revenue will continue to increase by approximately two percent every year through FY 2023-24.

Utility Service Taxes



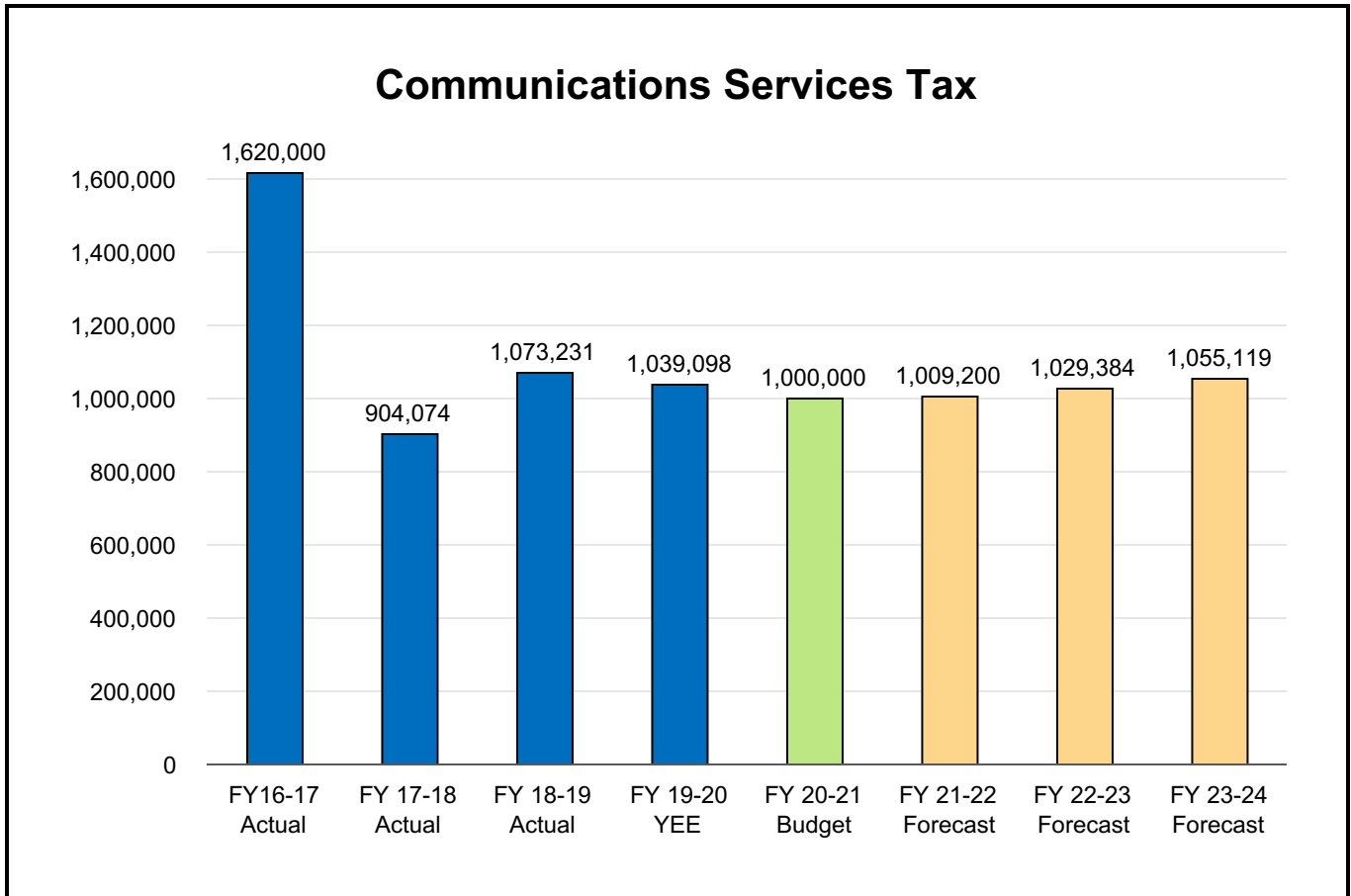
A Utility Service Tax or Public Service Tax is levied on the purchase of electricity. It is derived from taxes on fuel oil, natural gas, and FP&L. Revenue for FY 2020-21 is forecasted at \$3,763,707. Revenue collected during FY 2020-21 were affected by COVID-19. Projections for Utility Service Tax revenue beyond FY 2020-21 are expected to increase by five percent every year until FY 2022-23. Projections for FY 2023-24 only show a one percent increase. These projections are based on current rates and anticipated customer growth.

Rents and Royalties



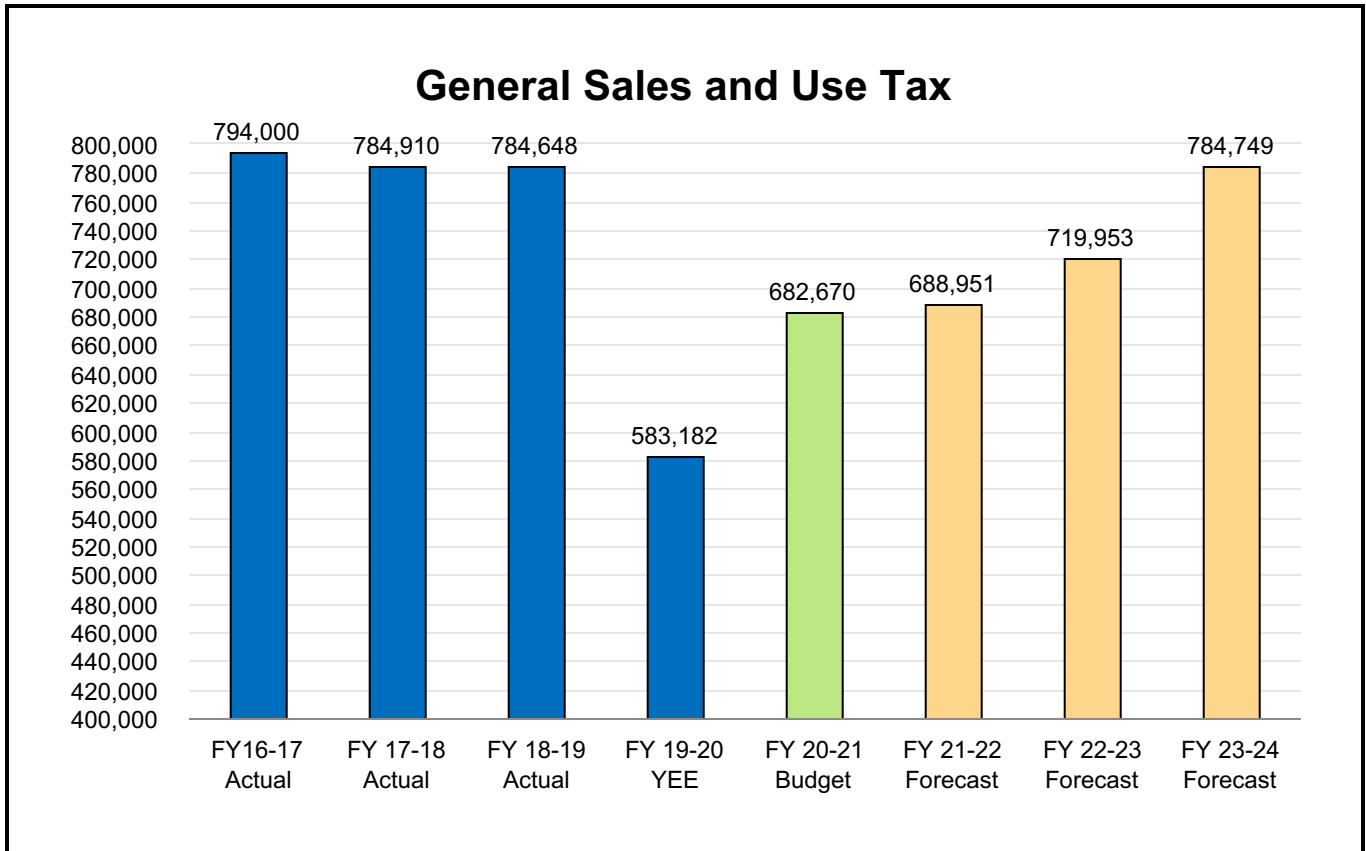
This revenue source includes rents and royalties from City Council approved leases and other agreements. Examples of these agreements include Bellsouth mobility lease, SoleMia lease, and rental revenue from the library. Revenue for FY 2020-21 is expected to decrease to \$1,984,896. The slight decrease in expected revenue this year is due to the sale of SoleMia. Revenue projections beyond FY 2020-21 are expected to increase by one percent every year.

Communications Services Tax



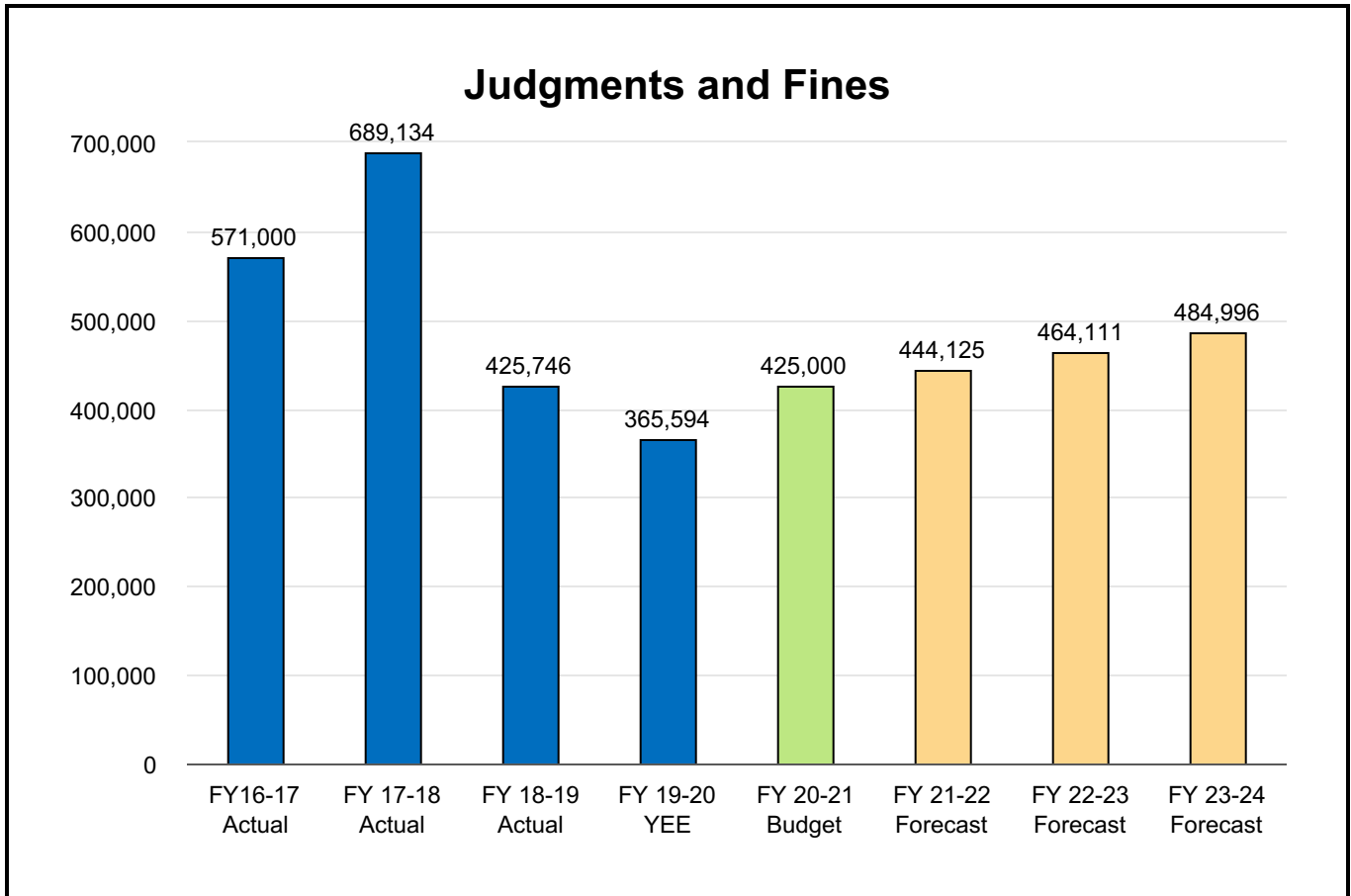
Communication services tax applies to telecommunication, video, direct-to-home satellite, and related communications services. Revenue for FY 2020-21 is forecasted at \$1,000,000. This is a slight decrease from FY 2019-20 projection of \$1,039,098, primarily due to revenues lost because of COVID-19. Projections in FY 2021-22 show that this revenue source is expected to increase by approximately 0.92%. Projections beyond FY 2021-22 show an expected increase of two percent every year through FY 2023-24.

General Sales and Use Tax



General Sales and Use Tax revenue includes the Local Option Gas Tax. This tax is administered by the State and distributed to the Counties. From the County level it is then distributed to the City of North Miami, which has limited authority in administering this tax. This tax is levied on the consumption of fuel. This source is expected to demonstrate an increase from FY 2019-20 estimated revenue of \$583,182 to \$682,670. Projections for FY 2021-22 show a one percent increase and an additional increase of five percent the following year. Revenue projections for FY 2023-24 show that General Sales and Use Tax revenue should be back to normal.

Judgments and Fines



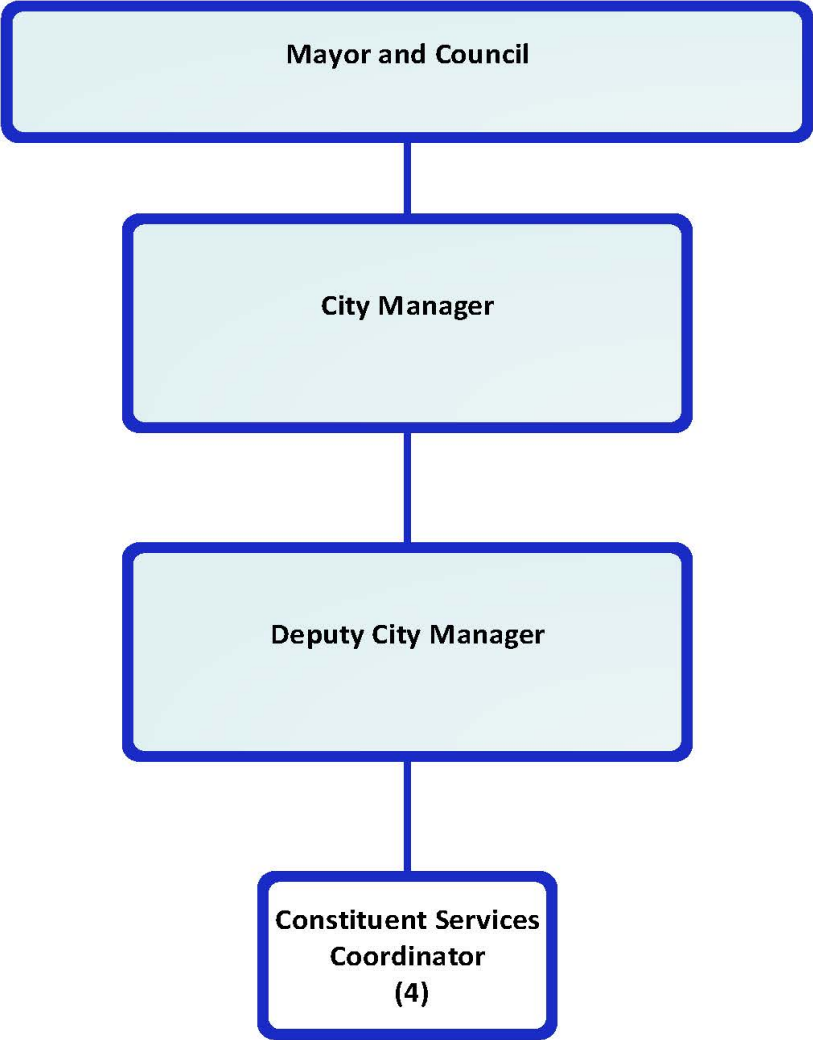
This revenue category includes fines from metro court, code enforcement, special magistrate, and permit penalties. Revenue for FY 2020-21 is forecasted at \$425,000; a slight increase from FY 2019-20 projected revenue of \$365,594. More revenue is expected from Fines and Forfeits and special magistrate fees, therefore, revenue projections beyond FY 2020-21 are predicted to increase by 4.5% every year.

Section Three:

Department Pages

MAYOR & COUNCIL

Mission Statement: The North Miami Office of the Mayor and Council is committed to building and nurturing a progressive city through the adoption of policies that respond to and respect the values and needs of our diverse community.



Budget Summary Form

Department: Mayor/Council
Dept # 01

EXPENDITURE CATEGORY	Actual Expend. FY19	Amended Budget FY20	Est. Expend. FY20	Adopted Budget FY21
Personnel Services	575,705	667,055	581,665	623,442
Operating Expenses	1,026,964	883,941	822,441	704,882
Internal Services	(3,210)	10,597	8,923	11,401
Operating Budget	1,599,459	1,561,593	1,413,029	1,339,725
Capital Outlay	—	4,195	5,920	—
Debt Service	0	0	0	0
Grants & Aids	0	0	0	0
Reserves & Other	11,537	10,577	10,577	14,859
Total Budget	1,610,996	1,576,365	1,429,526	1,354,584

PERSONNEL SERVICES DETAIL:

Classification	Salary Sch.	# of Positions
Constituent Services Coordinator	26	4

Total # of Full-Time Employees 4

2020-21 Operating Budget: 1,339,725
2019-20 Operating Budget: 1,561,593
Dollar Change: (221,868)
Percentage Change: (14.21)%

2020-21 Personnel - F.T.E. 4
2019-20 Personnel - F.T.E. 4
Personnel Change: —

Budget Objectives Form

Department:	Mayor/Council
Division:	Mayor/Council Office
Dept. #:	01
Division #:	400

Objective:

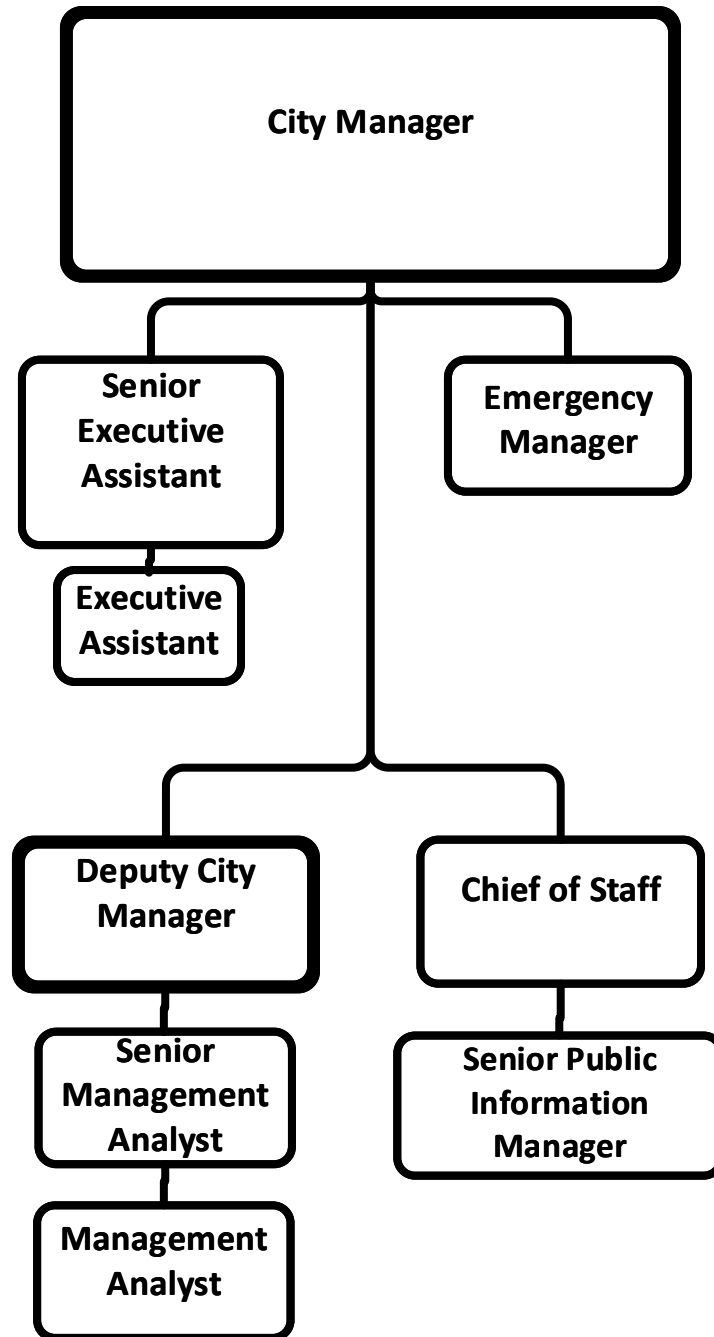
\$ 1,354,584 To provide leadership and policy-making responsive to the needs of North Miami residents. Carry out legislative policies, ensure community services and supervise the City Manager and City Attorney's performance.

ACTIVITIES:

\$ 447,450	001	Mayor/Council Office: provide the necessary support to the City Mayor and Council that facilitates their legislative responsibilities and help them to be more efficient in responding to the needs of North Miami residents.
\$ 204,054	002	Mayor's Office: provide the legislative branch of North Miami's government which determines policy that ensures quality public service at acceptable cost; provides residents with an office in which to seek information on matters of concern.
\$ 160,965	003	District 1 Office: provide policy direction that ensures quality public service at acceptable cost; provides District 1 residents with an office in which to seek information on matters of concern.
\$ 194,519	004	District 2 Office: provide policy direction that ensures quality public service at acceptable cost; provides District 2 residents with an office in which to seek information on matters of concern.
\$ 186,631	005	District 3 Office: provide policy direction that ensures quality public service at acceptable cost; provides District 3 residents with an office in which to seek information on matters of concern.
\$ 160,965	006	District 4 Office: provide policy direction that ensures quality public service at acceptable cost; provides District 4 residents with an office in which to seek information on matters of concern.

CITY MANAGER'S OFFICE

Mission Statement: Provide leadership to the entire City by empowering and equipping staff with all the necessary support and resources needed to better serve the City's residents.



Budget Summary Form

Department: City Manager
Dept # 02

EXPENDITURE CATEGORY	Actual Expend. FY19	Amended Budget FY20	Est. Expend. FY20	Adopted Budget FY21
Personnel Services	2,196,735	2,224,399	2,301,044	1,703,533
Operating Expenses	895,646	805,529	714,422	503,913
Internal Services	(29,842)	76,448	70,846	107,095
Operating Budget	3,062,539	3,106,376	3,086,312	2,314,541
Capital Outlay	0	0	0	0
Debt Service	0	0	0	0
Grants & Aids	0	0	0	0
Reserves & Other	71,691	80,777	80,777	91,344
Total Budget	3,134,230	3,187,153	3,167,089	2,405,885

PERSONNEL SERVICES DETAIL:

Classification	Salary Sch.	# of Positions
City Manager	50-CM	1
Deputy City Manager	48	1
Chief of Staff	44	1
Emergency Manager/Commander	38-SM	1
Senior Public Information Officer	31	1
Executive Assistant to City Manager	29	1
Sr. Executive Asst. to City Manager	29	1
Senior Management Analyst	28	1
Management Analyst	26	1

Total # of Full-Time Employees 9

2020-21 Operating Budget:	2,314,541
2019-20 Operating Budget:	<u>3,106,376</u>
Dollar Change:	<u>(791,835)</u>
Percentage Change:	<u>(25.49)%</u>

2020-21 Personnel - F.T.E.	9.00
2019-20 Personnel - F.T.E.	<u>18.00</u>
Personnel Change:	<u>(9.00)</u>

Budget Summary Form

Department: City Manager
Division: City Manager
Dept / Division #: 02 / 405

EXPENDITURE CATEGORY	Actual Expend. FY19	Amended Budget FY20	Est. Expend. FY20	Adopted Budget FY21
Personnel Services	1,584,250	1,580,234	1,681,264	1,488,292
Operating Expenses	186,515	74,095	127,369	105,538
Internal Services	(14,841)	63,410	59,308	93,618
Operating Budget	1,755,924	1,717,739	1,867,941	1,687,448
Capital Outlay	0	0	0	0
Debt Service	0	0	0	0
Grants & Aids	0	0	0	0
Reserves & Other	47,025	60,882	60,882	65,473
Total Budget	1,802,949	1,778,621	1,928,823	1,752,921

PERSONNEL SERVICES DETAIL:

Classification	Salary Sch.	# of Positions
City Manager	50-CM	1
Deputy City Manager	48	1
Chief of Staff	44	1
Emergency Management/Commander	38-SM	1
Executive Assistant to City Manager	29	1
Senior Executive Assistant to City Manager	29	1
Senior Management Analyst Management	28	1
Analyst	26	1

Total # of Full-Time Employees 8

2020-21 Operating Budget: 1,687,448
2019-20 Operating Budget: 1,717,739
Dollar Change: (30,291)
Percentage Change: (1.76)%

2020-21 Personnel - F.T.E. 8.00
2019-20 Personnel - F.T.E. 10.00
Personnel Change: (2.00)

Budget Objectives Form

Department: City Manager
Division: City Manager
Dept. #: 02
Division #: 405

Objective:

\$ 1,752,921 To implement policies set forth by the City Council, carry out administrative responsibilities, and ensure the proper performance of the day-to-day operations in accordance with Article 1, Section 2 of the City Charter.

ACTIVITIES:

\$ 1,536,686 001 **City Manager's Office:** provide leadership to the City administration, implement the policies and directives of the City Council, manage and supervise City staff and projects, and responds to residents' needs for information and services. Administer the City's Self-Insured Liability and Workers' Compensation Programs.

\$ 216,235 002 **Emergency Management:** create, maintain and update the City's emergency operations plans (EOP, COOP, CEMP). These plans provide the framework for how we respond to emergencies and disasters. Develop and implement training programs that provide the knowledge, skills and abilities necessary to handle the various occurrences we may encounter. Implement a comprehensive outreach program that provides information, training and education to the community as well as our numerous community partners. Provide timely and up to date communications and information to the community across several platforms to ensure sufficient coverage during normal operations as well as during emergency operations. Build working relationships with area businesses, organizations and institutions at the local, state, and federal level to increase our ability to respond to emergencies and disasters. Engage the whole community in our preparedness activities to mitigate the effects of various hazards whether natural or man-made to include natural disasters, terrorist attacks, civil unrest, active shooter incidents, pandemic outbreaks, structural fires, train derailments, plane crashes or any number of hazards that exist in our community.

Budget Summary Form

Department: City Manager
Division: Public Relations
Dept / Division #: 02 / 406

EXPENDITURE CATEGORY	Actual Expend. FY19	Amended Budget FY20	Est. Expend. FY20	Adopted Budget FY21
Personnel Services	574,350	576,662	557,163	213,450
Operating Expenses	401,212	318,772	266,402	209,345
Internal Services	(12,564)	13,038	11,538	12,055
Operating Budget	962,998	908,472	835,103	434,850
Capital Outlay	0	0	0	0
Debt Service	0	0	0	0
Grants & Aids	0	0	0	0
Reserves & Other	20,662	19,895	19,895	23,036
Total Budget	983,660	928,367	854,998	457,886

PERSONNEL SERVICES DETAIL:

Classification	Salary Sch.	# of Positions
Senior Public Information Officer	31	1

Total # of Full-Time Employees 1

2020-21 Operating Budget: 434,850
2019-20 Operating Budget: 908,472
Dollar Change: (473,622)
Percentage Change: (52.13)%

2020-21 Personnel - F.T.E. 1.00
2019-20 Personnel - F.T.E. 7.00
Personnel Change: (6.00)

Budget Objectives Form

Department: City Manager
Division: Public Relations
Dept. #: 02
Division #: 406

Objective:

\$457,886 To provide public relations services for the City of North Miami by working with local media, community/business groups and the City's outreach outlets (i.e. newsletters, email, Ch. 77, website, etc.) Such work includes the coordination of special event promotions, community outreach efforts, media relations and crisis communications.

ACTIVITIES:

\$457,886 001 **Communications:** allow for the dissemination of information to the public and media organizations via press releases, fact sheets or other information tools, coordinate special events, promotions and outreach efforts to various facets of the community.

Budget Summary Form

Department: City Manager
Division: Governmental Affairs Manager
Dept / Division #: 02 / 418

EXPENDITURE CATEGORY	Actual Expend. FY19	Amended Budget FY20	Est. Expend. FY20	Adopted Budget FY21
Personnel Services	38,135	67,503	62,617	1,791
Operating Expenses	307,919	412,662	320,651	189,030
Internal Services	(2,437)	—	—	1,422
Operating Budget	343,617	480,165	383,268	192,243
Capital Outlay	0	0	0	0
Debt Service	0	0	0	0
Grants & Aids	0	0	0	0
Reserves & Other	4,004	0	0	2,835
Total Budget	347,621	480,165	383,268	195,078

PERSONNEL SERVICES DETAIL:

Classification	Salary Sch.	# of Positions
NONE		0
Total # of Full-Time Employees		0

2020-21 Operating Budget:	192,243
2019-20 Operating Budget:	480,165
Dollar Change:	(287,922)
Percentage Change:	(59.96)%

2020-21 Personnel - F.T.E.	0.00
2019-20 Personnel - F.T.E.	1.00
Personnel Change:	(1.00)

Budget Objectives Form

Department: City Manager
Division: Governmental Affairs Manager
Dept. #: 02
Division #: 418

Objective:

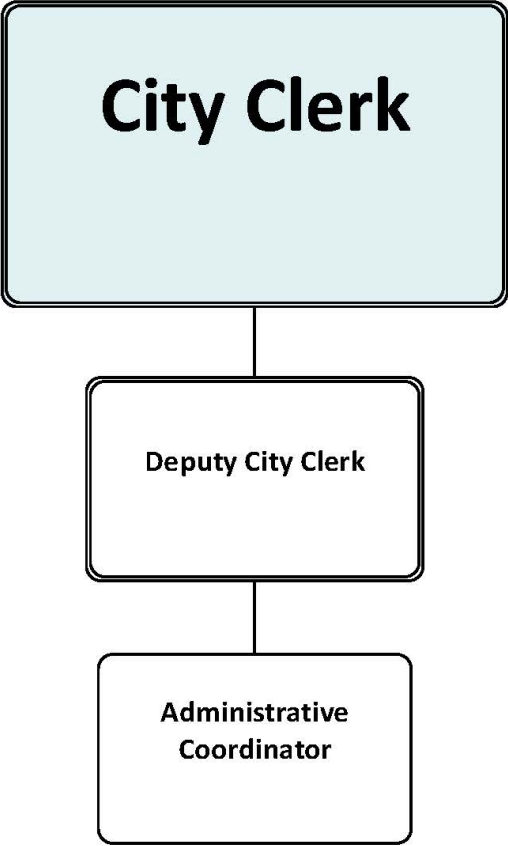
\$ 195,078 Coordinates legislative programs and provide comprehensive grant administration and management for the City; facilitate and promote proactive relations and serve as the external contact for local, state and federal agencies; provide external affairs and protocol support; assist with the interpretation and analysis of legislation to appropriate staff; prepare the legislative agenda; identify and develop intergovernmental resources, coordinate the preparation of grant applications, monitor the implementation of grant funded programs; coordinate projects as assigned by the City Manager.

ACTIVITIES:

\$ 180,848	001	Governmental Affairs: fund salary and operating expenses for the Sister Cities membership and lobbyist professionals, to lobby on behalf of the City, seek funding and promote the Council's legislative agenda at the federal and state levels.
\$ 4,230	002	Keep North Miami Beautiful Program: provide ongoing clean-up efforts and events throughout the year as a Keep America Beautiful affiliate. This is the tenth year of the program.
\$ 10,000	004	Sister Cities International, Inc.: provide funds to support the City's involvement with Sister Cities International, Inc. Founded by President Dwight D. Eisenhower in 1956, Sister Cities International is a 501(c)(3) nonpartisan nonprofit serving as the national membership organization for individual sister cities, counties, and states across the United States. This network unites tens of thousands of citizen diplomats and volunteers in programs in 140 countries on six continents. Sister Cities International advances peace and prosperity through cultural, educational, humanitarian, and economic development exchanges. It serves as a hub for institutional knowledge and best practices in the field of citizen diplomacy. Currently the City of North has an active sister city agreement with Delmas, Haiti.

CITY CLERK'S OFFICE

Mission Statement: Serve as the official municipal record keeper, supervisor of elections, and facilitator of an open government



CITY CLERK'S OFFICE

Core Responsibilities:

- Record, edit and distribute minutes of council meetings.
- Act as a liaison between the City Council and the public.
- Record data and ensure that documents are stored, filed and maintained correctly.
- Prepare and maintain official reports, legal documents, financial records, and reference material.
- Coordinate and supervise municipal elections.
- Transcribe, type and proofread documents.
- Distribute public correspondence and ensure that municipal records are accessible to the public.
- Maintain and index the Minutes, Ordinances, and Resolutions adopted by the legislative body.
- Process passport applications
- Publish and post public notices as required by law
- Serve as the custodian of election documents
- Maintain the Code of Ordinances
- Administer, supervise and certify all City of North Miami elections
- Maintain listings of City Boards, Commissions and Committees
- Issue Public Service Announcements regarding services offered by the City Clerk

FY 20 Major Accomplishments:

- All passport agents have successfully completed their mandatory exam and have been re-certified by the Department of State.
- Increased revenue due to the growth of passports processed.

FY 21 Major Projects and Initiatives:

- Serve as filing officer by processing the City's campaign finance disclosure reports, Statement of Financial Interests, lobbyist registration and reports, and quarterly financial reporting.
- Provide access to the City's official records and legislative documents in as many different mediums as possible.

Performance Measures:

Clerk Performance Measures	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 YEE	FY 2021 Target
Percentage of Commission Minutes transcribed within 3 days	95 %	95 %	98 %	100 %	100 %
% of agendas for regular scheduled meetings available to public by the deadline (≥ 72 hours prior to the meeting)	98 %	100 %	100 %	100 %	100 %
Number of Passports Processed	6,100	6,500	6,500	2,372	7,500

Budget Summary Form

Department: City Clerk

Dept # 03 / 407

EXPENDITURE CATEGORY	Actual Expend. FY19	Amended Budget FY20	Est. Expend. FY20	Adopted Budget FY21
Personnel Services	261,419	442,121	228,242	231,420
Operating Expenses	323,798	177,733	218,970	434,313
Internal Services	186	19,127	14,127	19,778
Operating Budget	585,403	638,981	461,339	685,511
Capital Outlay	0	0	0	0
Debt Service	0	0	0	0
Grants & Aids	0	0	0	0
Reserves & Other	14,512	9,544	9,544	16,321
Total Budget	599,915	648,525	470,883	701,832

PERSONNEL SERVICES DETAIL:

Classification	Salary Sch.	# of Positions
Deputy City Clerk	34	1
Administrative Coordinator	25	1

Total # of Full-Time Employees 2

2020-21 Operating Budget:	685,511
2019-20 Operating Budget:	638,981
Dollar Change:	<u>46,530</u>
Percentage Change:	<u>7.28 %</u>

2020-21 Personnel - F.T.E.	2.00
2019-20 Personnel - F.T.E.	5.00
Personnel Change:	<u>(3.00)</u>

Budget Objectives Form

Department: City Clerk
Division: City Clerk
Dept. #: 03
Division #: 407

Objective:

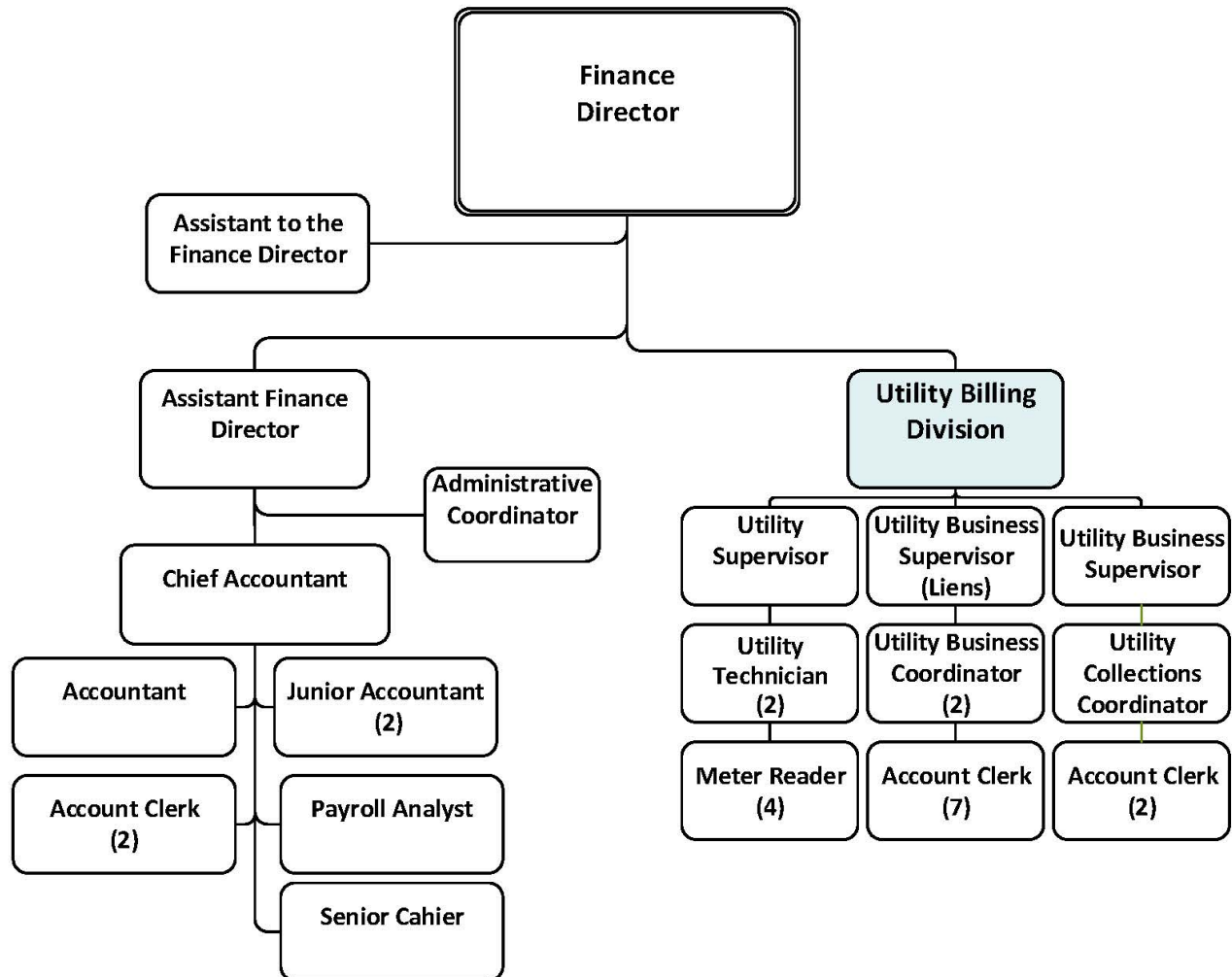
\$ 701,832 To efficiently and effectively carry out the diverse functions and mandated duties of the City Clerk's Office.

ACTIVITIES:

\$ 406,650	001	City Clerk: deposit franchise fees, utility taxes and miscellaneous revenues received by the department; record all Council actions; maintain a record of City Contracts and Agreements; codify and retain Ordinances and Resolutions; notify Council and staff of the Financial Disclosure Law; issue Boat Ramp Permits; research information and furnish data to the public and governmental agencies; provide Notary service.
\$ 80,182	002	City Clerk Administration: one Administrative Coordinator for passport related services
\$ 215,000	003	Elections: one Special Election if called by the City Council pursuant to the City Charter.

FINANCE

Mission Statement: To provide efficient fiduciary control of the City's assets and resources, provide accurate and useful financial information to the City organization and the community, and promote sound strategies to support the City fiscal and operations goals and accountability in government.



FINANCE

Core Responsibilities:

- Provide timely processing of payments to employees, retirees, City vendors and creditors.
- Maintain accounting records and systems to ensure accurate reporting of financial information, tracking of capital assets, compliance with the City's adopted budget and preparation of the City's Comprehensive Annual Financial Report (CAFR).
- Provide assistance and support for grants reporting and compliance.
- Provide accurate and timely billing and quality customer service to utility customers.
- Issue Business Taxes Receipts (BTR's) to commercial enterprises and home-based businesses that conduct business within the City of North Miami.
- Collect and accurately record payments made to the City for taxes, shared revenues, user fees and other revenue sources.
- Prepare liens search request and record, track and collect a lien amounts owed to the City.
- Implement, maintain and monitor the financial and accounting internal controls throughout City operations.

FY20 Major Accomplishments:

- Awarded the Government Finance Officers Association (GFOA) Certificate of Achievement for Excellence in Financial Reporting for a 25th year.
- Implemented user -friendly online payments for Utility Billing customers. No fees, the customer's emails to view statements. The customers also have an option to enroll in paperless billing.

FY21 Major Projects and Initiatives:

- Issue the 2020 CAFR by March 31, 2021.
- Receive the 2020 GFOA Award for Excellence in Financial Reporting.
- Streamline and consolidate the City's lien assessing and collection process.
- Expand the online payment portal to other City services including BTR & Certificates of Use.
- Launch website to have BTR customers view their account online.
- Implement a standard month-end closing process.
- Conduct a city-wide inventory of capital assets including machinery and equipment.
- Update the Investment policy of the City.
- Issue Banking RFP to get a better banking contract for the City.

FINANCE

Performance Measures:

Finance Performance Measures	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 YEE	FY 2021 Target
Invoices processed	19,788	17,946	20,294	17,006	17,500
Days Early (late) in submitting CAFR	0	0	(26)	(62)	0
Invoice Turnaround (days)	35	30	30	30	30
Electronic payments received in Utility Billing	\$ 3,783,318	\$ 3,500,000	\$ 4,559,829	\$ 7,755,615	\$ 7,500,000
Number of vendor payments issued	10,314	9,594	20,127	17,006	17,500
Payroll checks/Direct deposit transactions	31,034	29,882	31,586	28,633	28,000
Current Business Tax Customers	2,731	2,800	6,772	2,776	2,576
Number of new Business Tax Receipts	367	225	300	299	350
Business Tax Revenue	402,810	397,000	413,381	417,111	403,831

Budget Summary Form

Department: Finance
Dept # 04

EXPENDITURE CATEGORY	Actual Expend. FY19	Amended Budget FY20	Est. Expend. FY20	Adopted Budget FY21
Personnel Services	3,039,803	3,104,626	2,907,949	2,769,870
Operating Expenses	350,369	339,158	340,977	349,650
Internal Services	(50,194)	136,507	132,922	123,871
Operating Budget	3,339,978	3,580,291	3,381,848	3,243,391
Capital Outlay	0	0	0	0
Debt Service	0	0	0	0
Grants & Aids	0	0	0	0
Reserves & Other	113,023	108,824	108,824	120,152
Subtotal Budget	3,453,001	3,689,115	3,490,672	3,363,543

PERSONNEL SERVICES DETAIL:

Classification	Salary Sch.	# of Positions
Finance Director	44	1
Assistant Finance Director	37	1
Chief Accountant	33	1
Accountant	29	1
Utility Business Supervisor	28	2
Assistant to the Finance Director	28	1
Payroll Analyst	26	1
Senior Cashier	26	1
Utility Supervisor	28	1
Utilities Collections Coordinator	25	1
Utility Business Coordinator	25	2
Administrative Coordinator	25	1
Junior Accountant	23	2
Account Clerk	21	11
Meter Reader II	19	2
Meter Reader	18	4
Total # of Full-Time Employees		33

2020-21 Operating Budget:	3,243,391
2019-20 Operating Budget:	3,580,291
Dollar Change:	(336,900)
Percentage Change:	(9.41)%
2020-21 Personnel - F.T.E.	33.00
2019-20 Personnel - F.T.E.	41.00
Personnel Change:	(8.00)

Budget Summary Form

Department: Finance
Division: Administration
Dept / Division #: 04 / 409

EXPENDITURE CATEGORY	Actual Expend. FY19	Amended Budget FY20	Est. Expend. FY20	Adopted Budget FY21
Personnel Services	673,616	631,487	633,872	641,815
Operating Expenses	239,583	225,831	222,310	224,488
Internal Services	(6,295)	21,095	19,760	19,194
Operating Budget	906,904	878,413	875,942	885,497
Capital Outlay	0	0	0	0
Debt Service	0	0	0	0
Grants & Aids	0	0	0	0
Reserves & Other	17,636	24,115	24,115	26,303
Total Budget	924,540	902,528	900,057	911,800

PERSONNEL SERVICES DETAIL:

Classification	Salary Sch.	# of Positions
Finance Director	44	1
Assistant Finance Director	37	1
Assistant to the Finance Director	28	1
Administrative Coordinator	25	1
Total # of Full-Time Employees		4

2020-21 Operating Budget: 885,497
2019-20 Operating Budget: 878,413
Dollar Change: 7,084
Percentage Change: 0.81 %

2020-21 Personnel - F.T.E. 4.00
2019-20 Personnel - F.T.E. 5.00
Personnel Change: (1.00)

Budget Objectives Form

Department:	Finance
Division:	Administration
Dept. #:	04
Division #:	409

Objective:

\$ 911,800 To manage the Finance Department's five operating divisions (Administration, Accounting, Utility Billing, Liens, and Business Tax Receipts); and conduct the annual independent audit as required by State law and the City Charter.

ACTIVITIES:

\$ 580,430	001	Finance Administration: the Finance Department was created, and is guided by provisions of the City Charter to ensure a clear division of duties and necessary internal controls over the City's cash and investments, revenues, expenditures, capital assets, utility billing, accounts receivable, accounts payable, accounting, payroll, and administrative support for the City's two pension plans. Ensure efficient financial operations of the City; provide management and administrative support to other Finance divisions; bill and collect for miscellaneous services for operating departments; coordinate the external audit; provide financial administration for grants.
\$ 116,236	002	Annual Independent Audit: contract with an independent audit firm to conduct an annual audit of the City's financial records as required by Florida Statutes (Section 11.45) and the City Charter (Article 11, Section 9(14)). Includes the Federal and State Single Audits. Retain the services of an independent third-party audit firm to conduct internal audits and reviews as needed.
\$ 215,134	003	Business Tax Receipts: process and approve applications for business tax receipts (formerly occupational licenses) and receive payments from businesses requesting to do business in the City. This section also sends out renewal notices to existing BTR customers, and searches for unregistered business to alert them of the City's requirements for compliance.

Budget Summary Form

Department: Finance
Division: Accounting
Dept / Division #: 04 / 410

EXPENDITURE CATEGORY	Actual Expend. FY19	Amended Budget FY20	Est. Expend. FY20	Adopted Budget FY21
Personnel Services	703,598	745,507	715,883	726,242
Operating Expenses	11,156	10,365	8,727	8,865
Internal Services	(10,437)	19,445	19,445	18,075
Operating Budget	704,317	775,317	744,055	753,182
Capital Outlay	0	0	0	0
Debt Service	0	0	0	0
Grants & Aids	0	0	0	0
Reserves & Other	25,782	26,343	26,343	28,659
Total Budget	730,099	801,660	770,398	781,841

PERSONNEL SERVICES DETAIL:

Classification	Salary Sch.	# of Positions
Chief Accountant	33	1
Accountant	29	1
Senior Cashier	26	1
Payroll Analyst	26	1
Junior Accountant	23	2
Account Clerk	21	3
Total # of Full-Time Employees		9

2020-21 Operating Budget: 753,182
2019-20 Operating Budget: 775,317
Dollar Change: (22,135)
Percentage Change: (2.85)%

2020-21 Personnel - F.T.E. 9.00
2019-20 Personnel - F.T.E. 10.00
Personnel Change: (1.00)

Budget Objectives Form

Department: Finance
Division: Accounting
Dept. #: 04
Division #: 410

Objective:

\$ 781,841 To process and record financial transactions accurately and timely, prepare monthly financial reports, invest City funds, reconcile bank accounts, submit required reports to agencies, including other governments, process cash receipts from customers and process payments to vendors and employees on a timely basis.

ACTIVITIES:

\$ 466,317	001	Accounting: prepare financial statements and provide control of funds and payments for the City and ensure the maximum return on investments while minimizing risk. Process accounts payable disbursements and payments on bond indebtedness in a timely manner to maintain City's excellent credit rating. Handle accounting for requisition, disposal, recording, and reporting of fixed assets. Record deposits of revenues from other governmental agencies, business and customers.
\$ 214,089	002	Central Cashier: provide a centralized location for residents and City departments to conduct cash transactions and ensure proper internal controls over financial transaction processing.
\$ 101,435	003	Payroll: prepare weekly payroll for over 500 employees including input, calculation and distribution; manage payroll direct deposits and transmission of data to financial institutions and associated registers; prepare electronic fund transfers to financial institutions for payroll deposits, IRS payroll tax and other deductions to respective county and federal agencies.

Budget Summary Form

Department: Finance
Division: Administration
Dept / Division #: 04 / 412

EXPENDITURE CATEGORY	Actual Expend. FY19	Amended Budget FY20	Est. Expend. FY20	Adopted Budget FY21
Personnel Services	1,387,238	1,438,533	1,303,872	1,107,221
Operating Expenses	99,439	102,462	109,440	116,197
Internal Services	(26,988)	87,358	87,358	79,319
Operating Budget	1,459,689	1,628,353	1,500,670	1,302,737
Capital Outlay	0	0	0	0
Debt Service	0	0	0	0
Grants & Aids	0	0	0	0
Reserves & Other	61,426	48,453	48,453	54,279
Total Budget	1,521,115	1,676,806	1,549,123	1,357,016

PERSONNEL SERVICES DETAIL:

Classification	Salary Sch.	# of Positions
Utility Business Supervisor	28	1
Utility Supervisor	26	1
Utility Business Coordinator	25	2
Account Clerk	21	6
Meter Reader II	19	2
Meter Reader	18	4

Total # of Full-Time Employees 16

2020-21 Operating Budget: 1,302,737
2019-20 Operating Budget: 1,628,353
Dollar Change: (325,616)
Percentage Change: (20)%

2020-21 Personnel - F.T.E. 16.00
2019-20 Personnel - F.T.E. 22.00
Personnel Change: (6.00)

Budget Objectives Form

Department: Finance
Division: Utility Services
Dept. #: 412
Division #: 04

Objective:

\$ 1,357,016 To accurately and efficiently provide meter reading, customer service (in person and telephonically), and billing for the City's approximately 22,000 water, sewer, sanitation, recycling, grease trap, backflow and stormwater utility customers.

ACTIVITIES:

\$ 841,886	001	Customer Service (Office): prepare monthly/quarterly customer utility bills and process new service applications, resolve customer complaints, coordinate field activities, prepare internal annual reports, and collect delinquent accounts.
\$ 470,829	002	Field Operations: provide quarterly/monthly water meter reads. Provide support documents and field surveillance of existing meter area conditions. Provide water meter turn on/off service for initial/conclusion of accounts as required by customer. Investigate leaks, address customer consumption inquiries and minor meter repairs, provide collection assistance for delinquent accounts and field assistance to Public Works.
\$ 44,301	003	Vehicles: provides funds for the daily operation, preventive maintenance, emergency repairs and replacement of vehicles.

Budget Summary Form

Department: Finance
Division: Liens and Collection Processing
Dept / Division #: 04 / 414

EXPENDITURE CATEGORY	Actual Expend. FY19	Amended Budget FY20	Est. Expend. FY20	Adopted Budget FY21
Personnel Services	275,351	289,099	254,322	294,592
Operating Expenses	191	500	500	100
Internal Services	(6,474)	8,609	6,359	7,283
Operating Budget	269,068	298,208	261,181	301,975
Capital Outlay	0	0	0	0
Debt Service	0	0	0	0
Grants & Aids	0	0	0	0
Reserves & Other	8,179	9,913	9,913	10,911
Total Budget	277,247	308,121	271,094	312,886

PERSONNEL SERVICES DETAIL:

Classification	Salary Sch.	# of Positions
Utility Business Supervisor	28	1
Utility Collections Coordinator	25	1
Account Clerks (liens)	21	2
Total # of Full-Time Employees		4

2020-21 Operating Budget:	312,886
2019-20 Operating Budget:	298,208
Dollar Change:	14,678
Percentage Change:	4.92 %
2020-21 Personnel - F.T.E.	4.00
2019-20 Personnel - F.T.E.	4.00
Personnel Change:	0.00

Budget Objectives Form

Department:	Finance
Division:	Liens and Collection Processing
Dept. #:	04
Division #:	414

Objective:

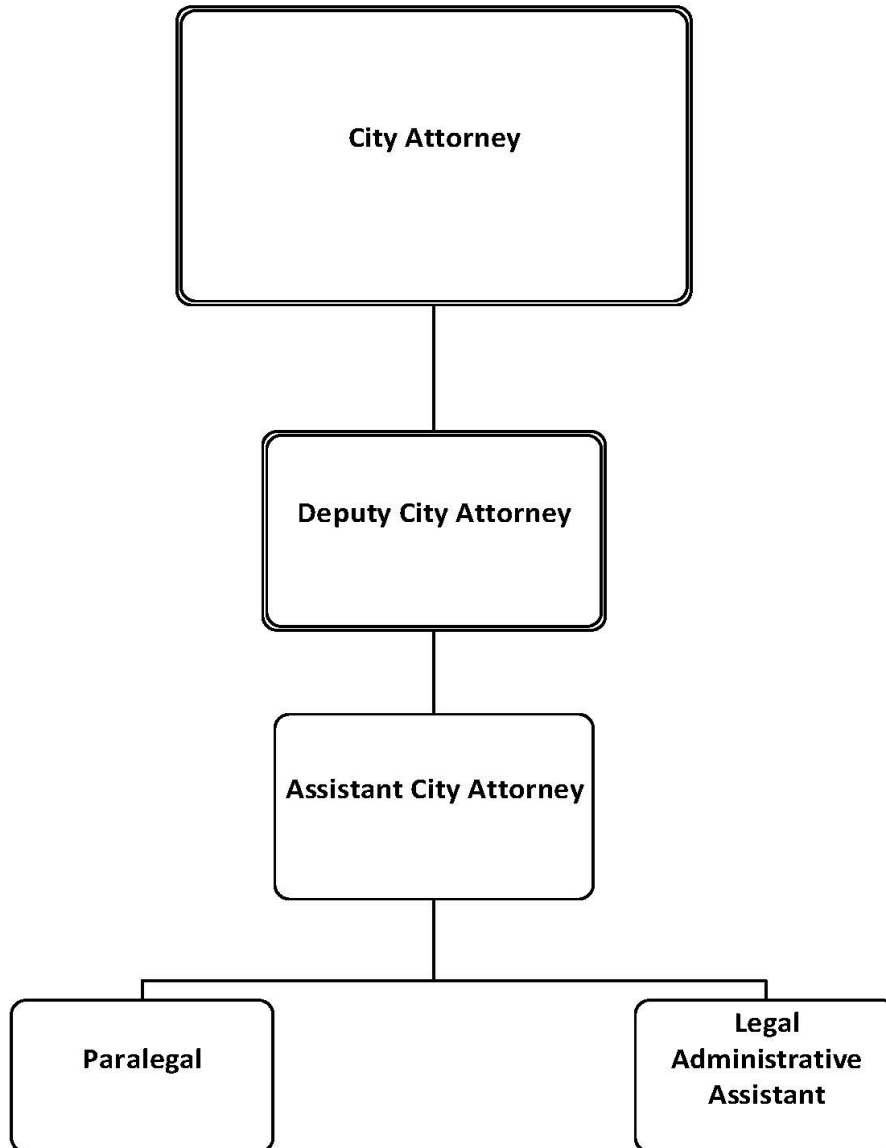
\$ 312,886 To ensure collection of the City's past due/lien receivables including charges for utility services, miscellaneous services and code enforcement violations.

ACTIVITIES:

\$ 312,886	001	Liens and Collection Processing: provide accurate and efficient lien search data to title companies, attorneys and other interested parties. Record and release all certified liens placed by the City against properties serviced or cited. Post and file all legal Miami-Dade County recording information. Compute and post interest receivable on recorded liens through collection date. Collect funds on recorded and past due liens. Correlate and process forms with outside collection services to recover revenues and costs.
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CITY ATTORNEY'S OFFICE

Mission Statement: Provide professional and exceptional legal service, advice and support to the elected officials, administration and employees. Promote open and fair access to government.



CITY ATTORNEY'S OFFICE

Core Responsibilities:

- Serve as the City's legal counsel
- Advise city leaders on matters relating to ethics, personnel, ordinances, contracts, land use, taxes and finance.
- Inform the appropriate elected officials and city staff as laws are being debated in the state legislature or Congress.
- Draft city laws and contracts memoranda to ensure the city's legal interests are not compromised.
- Advises the City Council on the legal issues when changes in city laws are before the Council.
- Stay informed on changes to local, state and federal laws that may impact the city.

FY 20 Major Accomplishments:

- Continued to update the City's Code of Ordinances with the ultimate goal of reorganizing, rewriting and modernizing the Code.
- Modified the City's Land Development Regulations (LDR's) subsequent to the adoption of the Comprehensive Plan with Amendments.
- Continued to reduce paper usage by e-filing all litigation pleadings and utilizing e-storage for litigation files.
- Implemented a new residential parking Ordinance.
- Launched an educational campaign for Clean City Task Force.
- Transitioned from an outdated paper system to new document management software to more efficiently manage and track internal work orders and contracts.
- Implemented new initiatives for the Clean City Task Force.
- Appointed attorneys to each active City Board to avoid conflicts of interest (started in FY18)
- More than \$3.2 million has been collected in code enforcement liens since the commencement of the lien collection initiative in 2010.
- Twenty-Two foreclosure cases involving the City as a named party were addressed by the City Attorney's Office
- Drafted 168 resolutions and 14 ordinances.
- Received 831 internal work orders from various city departments requesting document review; drafting and reviewing documents for legal sufficiency - public records requests, Conditional Certificates of Re-occupancy, Unity of Titles, Releases of Lien, Memorandums of Understanding, Requests for Proposals, Requests for Quotes, IFBs, etc.
- Served as the legal advisor for various boards, including the Planning Commission, Board of Adjustment, Code Enforcement, Personnel, etc.).
- Served as the prosecutor on Ticket Appeal hearings.
- This office has prosecuted (52) appeals of Civil Violation Tickets.
- The office answers and addresses numerous legal issues on a daily basis in the form of phone calls and walk-in inquiries from city officials, city employees and constituents.

CITY ATTORNEY'S OFFICE

FY 21 Major Projects and Initiatives

- Continue to update the City's Code of Ordinances with the ultimate goal of reorganizing, rewriting and modernizing the Code.
- Continue to address legal issues under the Clean City Task Force, including:
 - Illegal dumping
 - Foreclosures
 - Address long standing problematic properties in the City
- Conduct more Public Records Request workshops for City Employees.
- Continue to reduce paper usage by e-filing all litigation pleadings, utilizing e-storage for litigation files, internal work order requests and contracts.

Performance Measures

City Attorney Performance Measures	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Target
# of Contracts	115	81	90	72	80
# of Litigation Matters	21	15	15	4	10
# of Resolutions	158	183	190	168	170
# of Ordinances	13	20	30	14	25

Budget Summary Form

Department: Office of the City Attorney

Dept / Div #: 05 / 415

EXPENDITURE CATEGORY	Actual Expend. FY19	Amended Budget FY20	Est. Expend. FY20	Adopted Budget FY21
Personnel Services	1,029,056	885,052	860,549	851,175
Operating Expenses	446,340	393,770	373,504	155,470
Internal Services	(21,584)	28,298	26,632	23,220
Operating Budget	1,453,812	1,307,120	1,260,685	1,029,865
Capital Outlay	0	0	0	0
Debt Service	0	0	0	0
Grants & Aids	0	0	0	0
Reserves & Other	41,019	40,318	40,318	38,815
Total Budget	1,494,831	1,347,438	1,301,003	1,068,680

PERSONNEL SERVICES DETAIL:

Classification	Salary Sch.	# of Positions
City Attorney	50-CA	1
Deputy City Attorney	46	1
Assistant City Attorney	36	1
Paralegal	29	1
Legal Administrative Assistant	28	1

Total # of Full-Time Employees 5

2020-21 Operating Budget:	1,029,865
2019-20 Operating Budget:	1,307,120
Dollar Change:	(277,255)
Percentage Change:	(21.21)%
2020-21 Personnel - F.T.E.	5.00
2019-20 Personnel - F.T.E.	5.00
Personnel Change:	0.00

Budget Objectives Form

Department:	Office of the City Attorney
Division:	City Attorney
Dept. #:	05
Division #:	415

Objective:

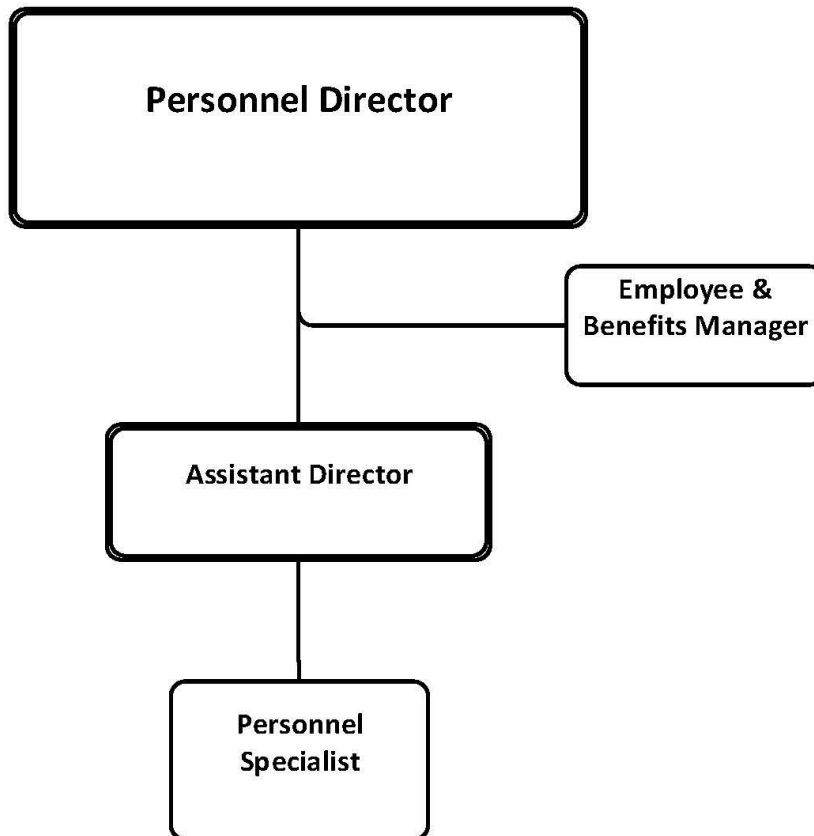
\$ 1,068,680 To provide professional, impartial and ethical legal counsel to the City Council, City Boards, Commissions, City Manager and City Staff.

ACTIVITIES:

\$ 968,680	001	City Attorney's Office: provide in-house legal counsel to the City Council, City Boards, City Manager and City Staff.
\$ 95,000	002	Contractual Outside Counsel/Case Costs In-House and Outside Counsel: provide contractual legal services to advise the City Council and City Manager on legal matters in specialized areas; provides legal services to pursue the collection of City liens; and provides legal counsel to the Code Enforcement, Personnel and Nuisance Abatement Boards and to the Special Magistrate (non-lawyer).
\$ 5,000	003	Contractual Outside Counsel/Liens: provide legal services to pursue the collection of City liens

PERSONNEL

Mission Statement: The Personnel Administration Department is dedicated to recruiting and selecting a diverse workforce as well as enhancing the employment experience of employees by managing the workforce effectively, facilitating employees' professional growth and fostering a quality work environment within the framework of the City's, state and federal regulations.



PERSONNEL

Core Responsibilities:

- Recruit, train and develop employees.
- Conduct strategic workforce planning to proactively anticipate current and future hiring needs.
- Provide consultation to departments relating to human resources issues.
- Administer employee benefits program.
- Performance Appraisal Management.
- Coordinate the City's employee wellness program.
- Employee relations and conflict resolution.
- Oversee labor relations and administration of collective bargaining agreements.
- Administer the Drug Free Workplace Program and Federal Omnibus Transportation Employee Testing.
- Comply with city, state and federal employment regulations.

FY20 Major Accomplishments:

- Conducted and administered the 2020 health, dental, and vision insurance renewal.
- Conducted the 2020 Open Enrollment for all employees and retirees.
- Successfully managed the insurance claims, billing, and reporting without an active Agent of Record.
- Administered Tuition reimbursement to 25 employees.
- Continue implementing COVID-19 procedures to adhere to CDC and City guidelines.
- Shifted the wellness program virtually due to the pandemic.
- Coordinated and hosted the following employee wellness events:
 - Yearly mammogram screening.
 - Quarterly Blood Donor Bank Drive.
 - Sickle Cell awareness blood drive.
- Implemented changes in Laserfiche and DocuSign regarding contract employees.

FY21 Major Projects and Initiatives:

- Continue development and updating of governing documents, including the Civil Service Rules Employee Handbook, Administrative Regulations and Personnel Policies and Procedures.
- Continue partnerships with departments to strengthen practices identified by the Florida Benchmarking Consortium.
- Use Laserfiche to upload newly designed performance evaluations which will make the approval process more efficient.
- Purchase additional Laserfiche licenses to fully integrate the electronic performance evaluation process.
- Begin implementation of the City's Employee Morale Building initiatives.

PERSONNEL

Performance Measures:

Personnel Performance Measures	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 YEE	FY 2021 Target
# Total City Employees	422	432	439	444	426
# Employees Processed (Hired)	36	50	51	24	10
# Applications Received	3,973	3,840	4,484	1,710	500
Turnover Rate	6.6 %	5.32 %	10.7 %	9.5 %	10 %
Number of days to fill an employment request	21	30	30	30	30

Budget Summary Form

Department: Personnel Administration

Dept / Div #: 06 / 417

EXPENDITURE CATEGORY	Actual Expend. FY19	Amended Budget FY20	Est. Expend. FY20	Adopted Budget FY21
Personnel Services	700,925	718,291	700,886	590,301
Operating Expenses	148,827	116,188	94,351	129,147
Internal Services	(9,228)	20,971	20,139	19,335
Operating Budget	840,524	855,450	815,376	738,783
Capital Outlay	0	0	0	0
Debt Service	0	0	0	0
Grants & Aids	0	0	0	0
Reserves & Other	23,794	25,587	25,587	27,780
Total Budget	864,318	881,037	840,963	766,563

PERSONNEL SERVICES DETAIL:

Classification	Salary Sch.	# of Positions
Personnel Administration Director	40	1
Assistant Personnel Admin. Director	34	1
Employment & Benefits Manager	33	1
Personnel Specialist	24	1

Total # of Full-Time Employees	4
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2020-21 Operating Budget:	738,783
2019-20 Operating Budget:	855,450
Dollar Change:	(116,667)
Percentage Change:	(13.64)%

2020-21 Personnel - F.T.E.	4.00
2019-20 Personnel - F.T.E.	6.00
Personnel Change:	(2.00)

Budget Objectives Form

Department: Personnel Administration
Division: Personnel Administration
Dept. #: 06
Division #: 417

Objective:

\$ 766,563 To hire and train qualified employees for all City departments; ensure employees, retirees and elected officials are provided City benefits; ensure all employees are treated fairly and equitably in compliance with federal and state laws, local regulations, City ordinances, and Civil Service Rules.

ACTIVITIES:

\$ 688,027 001 **Personnel Administration Services:** coordinate and implement personnel services including recruiting, testing, interviewing prospective employees, and placement; maintain and/or manage position control listing, classification and pay rates, employee records; and employee benefits and billings; comply with COBRA (Consolidated Omnibus Budget Reconciliation Act), FMLA (Family and Medical Leave Act), ADA (Americans with Disabilities Act), FLSA (Fair Labor Standards Act) and HIPAA (Health Insurance Portability and Accountability Act) regulations; maintain accurate records of participants covered under the health/dental, life insurance, and flexible benefits plans; administer collective bargaining agreements; process Equal Opportunity, discrimination and harassment complaints/charges; oversee Employee Assistance, Violence in the Workplace, and Drug Free Workplace programs; provide assistance during Personnel Board appeal hearings; and comply with the Federal Omnibus Transportation Employee Testing Act of 1991.

\$ 4,035 002 **U.S. DOT Alcohol and Drug Testing Program:** contract with a third party to administer random selection and testing of employees to comply with the U.S. Department of Transportation Alcohol and Drug Testing Program for Commercial Motor Vehicle Drivers; and provide required training for supervisors and employees on an annual basis.

\$ 14,801 003 **Specialized Training:** provide funding for employees to attend seminars and workshops that will improve their job skills and knowledge.

\$ 500 004 **Employee Training Program:** increase employee awareness of City policies and federal, state and local laws. Annual training is provided by City staff and outside consultants.

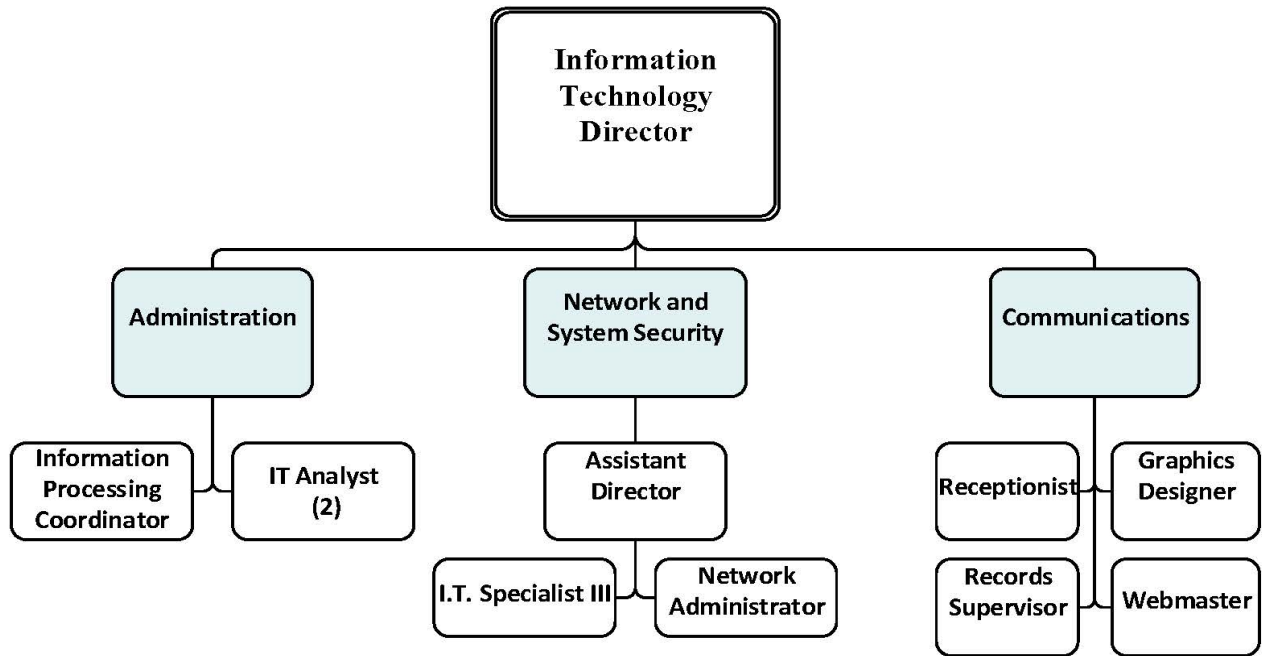
Budget Objectives Form

Department:	Personnel Administration
Division:	Personnel Administration
Dept. #:	06
Division #:	417

\$	50,000	005	Tuition Reimbursement: reimburse collective bargaining unit employees at the in-state undergraduate rate, for completing college coursework or technical classes to increase knowledge and skills, which will prepare them for job promotions. Reimbursement may not exceed 18 semester credits.
\$	200	006	Post Employment Exams, Tests and Evaluations: provide medical exams for all current employees as required, including special medical evaluations as requested, non-CDL (Commercial Driver's License) drug testing program, and background checks for current employees.
\$	4,000	007	Employee Appreciation: purchase service awards to be presented to employees quarterly and annually. Purchase of employee retirement plaques. Provide funds for an annual Employee Appreciation Day.
\$	3,000	010	Supervisory Training: (max. 25 employees per 1 day session)
\$	2,000	011	Wellness Program: provide funding for community event registrations, t-shirts, supplies, health risk assessments, nutrition/health screenings and seminars.

INFORMATION TECHNOLOGY

Mission Statement: To provide strategic IT vision and enterprise solutions to City departments so that they may be able to meet their goals, deliver results and enhance the City's position in alignment with the City's mission and vision.



INFORMATION TECHNOLOGY

Core Responsibilities:

- Network Infrastructure Support - Data Communications, Voice over Internet Protocol (IP) communications, Servers Systems support, Backup Systems Support
- Systems Support - Enterprise Resource Planning (ERP) Systems supports, Desktop Support, Application Support, Microsoft Office Support, and Email Support
- Media/Communications support including NoMi TV (channels 77 and 99) and Electronic Signage

FY20 Major Accomplishments:

- Implemented new Tyler Content Manager System Citywide.
- Implemented dual factor authentication for Police Department.
- Implemented mobile printing for Code Enforcement Department.
- Implemented site to site connectivity at remote facilities.
- Upgraded Server Infrastructure to supported operating system (OS) releases.
- Upgraded New World Systems to Enterprise Edition.
- Implemented Laserfiche Forms Public Portal.
- Converted AT&T Lines to Suncom resulting in substantial savings.
- Upgraded all PCs (personal computers) to Windows 10.

FY21 Major Projects and Initiatives:

- Implement New Storage System Citywide.
- Implement New Transparency Portal.
- Replace electronic signing system citywide.
- Implement New Intranet Website.
- Council Chamber Audio/Video enhancements.
- Network Infrastructure enhancements.
- Virtual Inspections for Building and Code Enforcement.
- Department Forms Enhancements via Laserfiche Forms.
- New Online Video Platform (Vimeo).
- Upgrade ERP Financial System.
- Implement new Permitting and Zoning System.

INFORMATION TECHNOLOGY

Performance Measures:

IT Performance Measures	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 YEE	FY 2021 Target
Number of Tickets per month	275	345	353	300	300	300
Number of tickets completed within 3 days or less	260 (91.6%)	329 (95.5%)	351 (99.4%)	290 (96.6%)	295 (98.3%)	295 (98.3%)
Number of servers	74	80	80	85	80	80
Number of work stations	400	400	450	450	450	450
Percentage Up-time	99 %	99 %	99 %	99.8 %	99.8 %	99.8 %
# of system Down episodes	2	4	2	1	1	0

Budget Summary Form

Department: Information Technology
Dept #: 07

EXPENDITURE CATEGORY	Actual Expend. FY19	Amended Budget FY20	Est. Expend. FY20	Adopted Budget FY21
Personnel Services	769,418	773,529	728,348	976,141
Operating Expenses	1,208,592	1,099,525	955,869	1,084,079
Internal Services	(8,381)	34,928	34,928	30,864
Operating Budget	1,969,629	1,907,982	1,719,145	2,091,084
Capital Outlay	87,086	69,936	168,796	30,000
Debt Service	0	0	0	0
Grants & Aids	0	0	0	0
Reserves & Other	29,441	30,740	30,740	30,814
Total Budget	2,086,156	2,008,658	1,918,681	2,151,898

PERSONNEL SERVICES DETAIL:

Classification	Salary Sch.	# of Positions
Information Technology Director	40	1
Ass't Information Technology Director	34	1
Network Administrator	29	1
Communications Officer	27	1
IT Specialist III	26	1
Webmaster	26	1
IT Analyst	25	2
Graphics Designer	21	1
Records Management Supervisor	20	1
Receptionist	18	1

Total # of Full-Time Employees 11

2020-21 Operating Budget: 2,091,084
2019-20 Operating Budget: 1,907,982
Dollar Change: 183,102
Percentage Change: 9.60%

2020-21 Personnel - F.T.E. 11.00
2019-20 Personnel - F.T.E. 7.00
Personnel Change: 4.00

Budget Summary Form

Department: Information Technology
Division: ERP Systems and Applications
Dept / Division #: 07 / 420

EXPENDITURE CATEGORY	Actual Expend. FY19	Amended Budget FY20	Est. Expend. FY20	Adopted Budget FY21
Personnel Services	229,705	224,598	202,574	424,396
Operating Expenses	494,621	465,640	395,102	538,789
Internal Services	(7,034)	6,500	6,500	4,898
Operating Budget	717,292	696,738	604,176	968,083
Capital Outlay	22,359	58,796	58,796	0
Debt Service	0	0	0	0
Grants & Aids	0	0	0	0
Reserves & Other	11,630	11,078	11,078	9,615
Total Budget	751,281	766,612	674,050	977,698

PERSONNEL SERVICES DETAIL:

Classification	Salary Sch.	# of Positions
Information Technology Director	40	1
Webmaster	26	1
Communications Officer	27	1
Graphics Designer	21	1
Records Management Supervisor	20	1
Receptionist	18	1

Total # of Full-Time Employees **6**

2020-21 Operating Budget: 968,083
2019-20 Operating Budget: 696,738
Dollar Change: 271,345
Percentage Change: 38.95%

2020-21 Personnel - F.T.E. 6.00
2019-20 Personnel - F.T.E. 2.00
Personnel Change: 4.00

Budget Objectives Form

Department: Information Technology
Division: ERP Systems and Applications
Dept. #: 07
Division #: 420

Objective:

\$ 977,698 To provide quality service and guidance using the latest technology and respond efficiently to the growing needs of our community. To provide departments with technical support in the following areas: PC network operation, Network Infrastructure and ERP systems.

ACTIVITIES:

\$ 367,166	001	Administration: manage the administrative functions of the department, including monitoring the department's budget and providing support to department heads. Distribute paper to users Citywide. Operate and maintain the audio system at City Hall Council Chambers.
\$ 360,094	002	Network and Phone Telecommunications: provide phone, fax, Internet and wireless communication services to City facilities and staff. Provide centralized processing of wireless and voice telecommunications.
\$ 70,031	003	Graphics Support: the Graphics Designer is dedicated to visually communicate the City of North Miami's vision and message across all platforms in the most powerful way possible and emphasize ongoing impact of conceptual development, strategic thinking and mastery of technique in expressing artistic ideologies consistent with successful in-house printing, pre-press and print production output, ensuring all projects will be completed on time, within budget and to popular acclaim.
\$ 180,407	004	Web/PTV Webmaster: the Webmaster is responsible for programming and maintaining Progress TV77 and the City's website. The in-house position allows for immediate PTV77 updates and information to the residents of North Miami. They also record and broadcast City Council and other public meetings.

Budget Summary Form

Department: Information Technology
Division: Network and Systems Security
Dept / Division #: 07 / 421

EXPENDITURE CATEGORY	Actual Expend. FY19	Amended Budget FY20	Est. Expend. FY20	Adopted Budget FY21
Personnel Services	539,713	548,931	525,774	551,745
Operating Expenses	713,971	633,885	560,767	545,290
Internal Services	(1,347)	28,428	28,428	25,966
Operating Budget	1,252,337	1,211,244	1,114,969	1,123,001
Capital Outlay	64,727	11,140	110,000	30,000
Debt Service	0	0	0	0
Grants & Aids	0	0	0	0
Reserves & Other	17,811	19,662	19,662	21,199
Total Budget	1,334,875	1,242,046	1,244,631	1,174,200

PERSONNEL SERVICES DETAIL:

Classification	Salary Sch.	# of Positions
Assistant IT Director	34	1
Network Administrator	29	1
IT Specialist III	26	1
IT Analyst	25	2
Total # of Full-Time Employees		5

2020-21 Operating Budget: 1,123,001
2019-20 Operating Budget: 1,211,244
Dollar Change: (88,243)
Percentage Change: (7.29)%

2020-21 Personnel - F.T.E. 5.00
2019-20 Personnel - F.T.E. 5.00
Personnel Change: 0.00

Budget Objectives Form

Department: Information Technology
Division: Network and Programming
Dept. #: 07
Division #: 421

Objective:

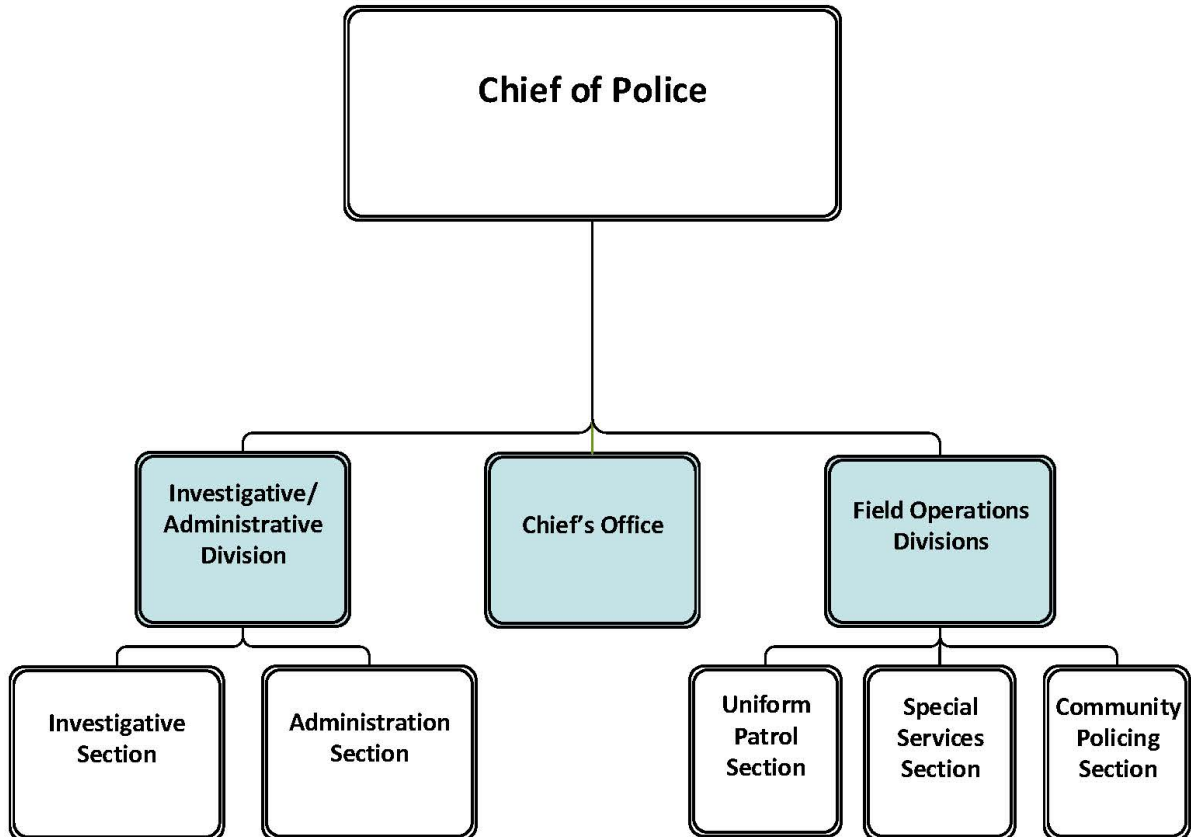
\$ 1,174,200 To facilitate communication and support of existing and emerging information technologies and continued operation of the network system. To provide Internet access support, network support for laptops, monitor the wireless networks and telecommunications. Provide computer applications to user departments and necessary changes.

ACTIVITIES:

\$ 782,968	001	Network and Systems Security: provide continued operation of the City's Network, consisting of City Hall Campus and remote facilities. Monitor network and wireless systems and telecommunications Citywide. Monitor and respond to infrastructure and software threats. Management of Network and Server Infrastructure and Systems.
\$ 375,925	002	ERP Systems and Applications: manage City and Police Department ERP Systems: EDEN, New World and ExecuTime. Manage document management systems Laserfiche and Tyler Content Manager. Manage Agenda system for Council Meeting, CRA, Code, Planning and Board of Adjustment.
\$ 15,307	003	Vehicles: provides funds for the daily operation, preventive maintenance, emergency repairs and replacement of vehicles.

POLICE

Mission Statement: Build community trust through transparency and engagement. Respect the sanctity of life through quality training, de-escalation techniques, community policing, and effective communication. NoMi police will enhance youth opportunities through mentoring and involvement and strengthen our culture through respect and professionalism.



POLICE

Core Responsibilities:

- Maintain our commitment to building community trust through transparency and involvement.
- Respect the sanctity of life through quality training, de-escalation, community policing, and effective communication.
- Enhance youth opportunities through mentoring and involvement.
- Strengthen our Police Department's culture through respect and professionalism, with the goal of always adhering to our motto of "Making a Positive Impact."
- Provide professional and courteous customer service to all, as we respect unity within our community and our police workforce.
- Enhance high standards for supervision, total inclusion, and development.

FY20 Major Accomplishments:

- Achieved accredited status from the Commission for Florida Law Enforcement Accreditation, after an extensive review of the Department's enhanced policies and procedures that are reflective of the highest standards in law enforcement.
- Mounted Patrol was expanded to increase visibility and positive contacts with the community during the pandemic.
- Operated the School Safety Officer Program, where law enforcement officers were stationed at all North Miami elementary and K-8 schools.
- Continued weekly Police "Positive Impact" Bike Rides in the business districts and residential neighborhoods to increase community engagement.
- Improved community engagement through social and other traditional media, focusing on safety and crime prevention.
- Collaborated with local stakeholders, partnered with the public, and mentored our youth, through the Bigs in Blue Program and the Miami Dolphins' Football Unites initiative.
- Implemented various proactive crime prevention details and built community partnerships in an effort to reduce crime and the fear of crime. As a result, crime has been reduced by 9% in 2020.
- Continued to recruit, hire, train, and mentor the most qualified and diverse workforce, which included a creative mixture of ages, ethnicities, skill sets, experiences, and socio-economic statuses.
- Completed a review of the Department's Response to Resistance and Training policies. The enhancements were used to improve accountability and effectiveness, resulting in a significant reduction in complaints and use of force incidents.
- Responded immediately to the rapid changes in law enforcement due to the COVID-19 pandemic, providing all of our men and women with the necessary PPE and training to appropriately protect them and our community.
- Implemented a first-of-its-kind program to provide mental health wellness visits for all personnel, sworn and civilian. This program creates a safe and supportive space for our staff to discuss any concerns or issues they may be struggling with in their personal and/or professional lives.
- The Department broke ground on a new Fallen Police Officers Memorial in front of the police station to honor our three fallen heroes.

POLICE

FY21 Major Projects and Initiatives:

- Reduce crime in the City of North Miami by, at least, five percent.
- Complete Fallen Police Officers Memorial that will feature a granite base with inspiring inscriptions, memorial plaques, and a life-size bronze lion, which represents strength, courage, valor, and the protective role of law enforcement.
- Enhance the knowledge and skills of our sworn and civilian personnel by providing practical training to focus on de-escalation and respecting the sanctity of life.
- Provide opportunities for the youth in North Miami to help them grow and succeed through our community partnerships, including PAL.
- Continue to reduce the fear of crime and improve the quality of life in the city through proactive crime prevention and investigative initiatives.
- Focus on respect, integrity, professionalism, courage, unity, and empathy (the Department's core values) throughout our daily activities within the community and Police Department.
- Develop new partnerships and build upon those we have already established to enhance our community engagement.

Performance Measures:

Police Performance Measures	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 YEE	FY 2021 Target
Grants Applied for	6	6	5	11	5
Part I Crimes	3,129	2,866	2,910	2,733	2,710
Arrests	1,451	1,113	1,218	923	875
Tickets	13,744	15,524	11,876	7,589	7,150
Calls for service	46,610	49,862	48,065	59,111	50,175

Budget Summary Form

Department: Police
Dept # 08

EXPENDITURE CATEGORY	Actual Expend. FY19	Amended Budget FY20	Est. Expend. FY20	Adopted Budget FY21
Personnel Services	24,421,170	22,089,092	23,659,061	22,372,782
Operating Expenses	3,525,696	3,352,633	2,725,466	3,276,878
Internal Services	825,106	2,594,262	2,585,866	2,609,653
Operating Budget	28,771,972	28,035,987	28,970,393	28,259,313
Capital Outlay	103,025	61,171	30,309	10,000
Debt Service	0	0	0	0
Grants & Aids	5,000	7,000	0	0
Reserves & Other	767,571	777,884	777,884	646,891
Total Budget	29,647,568	28,882,042	29,778,586	28,916,204

PERSONNEL SERVICES DETAIL:

Classification	Salary Sch.	# of Positions
Police Chief	44-SM	1
Citizen Investigative Board Director		1
Assistant Police Chief	41-SM	2
Police Major	38-SM	5
Police Commander	36-SM	6
Police Administrator	33	1
Police Sergeants	31S	16
Police Officer	28O	88
Administrative Assistant	28	1
Police Records Supervisor	28	1
Police Communications Supervisor	28	1
Training Specialist	30	1
BWC Administrator	28	1
Grants Writer	25	1
Police Communications Operator	25	9
Crime Scene Technician	26	3
Administrative Coordinator	25	1
Code Compliance Officer	25	1
Crisis Intervention Specialist	25	1
Quartermaster	25	1
Crime Analyst	22	1
Records Technician	19	3
Administrative Specialist	22	1
Public Service Aide	20	3
Clerical Technician	18	3
Total # of Full-Time Employees		153

2020-21 Operating Budget: 28,259,313
2019-20 Operating Budget: 28,035,987
Dollar Change: 223,326
Percentage Change: 0.8 %

2020-21 Personnel - F.T.E. 153.00
2019-20 Personnel - F.T.E. 192.00
Personnel Change: (39.00)

Budget Summary Form

Department: Police
Division: Chief's Office
Dept / Division #: 08 / 423

EXPENDITURE CATEGORY	Actual Expend. FY19	Amended Budget FY20	Est. Expend. FY20	Adopted Budget FY21
Personnel Services	1,453,200	1,274,194	1,177,904	1,253,670
Operating Expenses	182,315	221,415	107,291	40,670
Internal Services	43,425	118,836	118,836	140,790
Operating Budget	1,678,940	1,614,445	1,404,031	1,435,130
Capital Outlay	0	0	0	0
Debt Service	0	0	0	0
Grants & Aids	0	0	0	0
Reserves & Other	51,851	41,101	41,101	45,521
Total Budget	1,730,791	1,655,546	1,445,132	1,480,651

PERSONNEL SERVICES DETAIL:

Classification	Salary Sch.	# of Positions
Police Chief	46-SM	1
Assistant Police Chief	43-SM	2
Commander	38-SM	1
Police Sergeant	31S	1
Administrative Assistant	28	1
Clerical Technician	18	1
Total # of Full-Time Employees		7

2020-21 Operating Budget: 1,435,130
2019-20 Operating Budget: 1,614,445
Dollar Change: (179,315)
Percentage Change: (11.11)%

2020-21 Personnel - F.T.E. 7.00
2019-20 Personnel - F.T.E. 7.00
Personnel Change: 0.00

Budget Objectives Form

Department:	Police
Division:	Chief's Office
Dept. #:	08
Division #:	423

Objective:

\$ 1,480,651 To manage and direct all Police Department operations in compliance with the City of North Miami Ordinances, Miami-Dade Ordinances, Florida Statutes and certain federal laws requiring enforcement of law and order, as well as the protection of life and property.

ACTIVITIES:

\$ 1,480,651 001 **Chief's Office:** provides administrative and support personnel to insure responsibilities of the Chief of Police are fulfilled. The Assistant Chief is assigned responsibilities for all operational units including, Uniform Patrol Section, Community Policing Section, the Investigative Section, and Administrative and Support Services Divisions.

Budget Summary Form

Department: Police
Division: Chief's Office
Dept / Division #: 08 / 425

EXPENDITURE CATEGORY	Actual Expend. FY19	Amended Budget FY20	Est. Expend. FY20	Adopted Budget FY21
Personnel Services	12,191,022	11,092,005	11,959,657	11,123,335
Operating Expenses	1,321,833	1,005,180	996,500	1,073,210
Internal Services	666,852	1,390,466	1,390,466	1,195,855
Operating Budget	14,179,707	13,487,651	14,346,623	13,392,400
Capital Outlay	0	10,000	10,000	10,000
Debt Service	0	0	0	0
Grants & Aids	0	0	0	0
Reserves & Other	357,810	404,453	404,453	346,972
Total Budget	14,537,517	13,902,104	14,761,076	13,749,372

PERSONNEL SERVICES DETAIL:

Classification	Salary Sch.	# of Positions
Police Major	40-SM	1
Police Commander	38-SM	3
Police Sergeant	31S	8
Police Officer	28O	59
Administrative Coordinator	25	1
Public Service Aide	20	3
Total # of Full-Time Employees		75

2020-21 Operating Budget: 13,392,400
2019-20 Operating Budget: 13,487,651
Dollar Change: (95,251)
Percentage Change: (0.71)%

2020-21 Personnel - F.T.E. 75.00
2019-20 Personnel - F.T.E. 101.00
Personnel Change: (26.00)

Budget Objectives Form

Department:	Police
Division:	Patrol
Dept. #:	08
Division #:	425

Objective:

\$ 13,602,097 To provide professional and efficient uniform police services to the City and to ensure the safety of residents/visitors and maintenance of public order in accordance with Florida Statutes, County and City Ordinances, and Department policies.

ACTIVITIES:

\$ 12,941,277	001	Uniform Patrol: protects life and property by patrolling City streets; providing traffic enforcement; responding to calls for police service; and apprehending criminal offenders.
\$ 487,760	002	Canine Unit: police officers are assigned dogs that enhance the officers' ability to engage in specialized functions such as area, building and vehicle searches; tracking of suspects who are at large; as well as regular patrol duties. The canines are trained in the detection of narcotics, explosives, and incendiary devices and significantly reduce the threat posed to officers while conducting investigations.
\$ 173,060	003	Public Service Aides: responsible for handling various police-related duties that do not require a sworn officer such as minor traffic accidents, parking violations, and writing routine reports.

Budget Summary Form

Department: Police
Division: Chief's Office
Dept / Division #: 08 / 426

EXPENDITURE CATEGORY	Actual Expend. FY19	Amended Budget FY20	Est. Expend. FY20	Adopted Budget FY21
Personnel Services	3,477,292	2,982,742	3,430,696	3,408,639
Operating Expenses	273,949	436,499	302,675	742,222
Internal Services	(61,463)	444,296	444,291	409,998
Operating Budget	3,689,778	3,863,537	4,177,662	4,560,859
Capital Outlay	14,290	18,700	18,700	0
Debt Service	0	0	0	0
Grants & Aids	5,000	7,000	0	0
Reserves & Other	101,059	91,815	91,815	86,588
Total Budget	3,810,127	3,981,052	4,288,177	4,647,447

PERSONNEL SERVICES DETAIL:

Classification	Salary Sch.	# of Positions
Police Major	40-SM	1
Police Commander	38-SM	1
Police Sergeant	31S	2
Police Officer	28O	14
Code Compliance Officer	25	1
Administrative Specialist	22	1
Total # of Full-Time Employees		20

2020-21 Operating Budget: 4,560,859
2019-20 Operating Budget: 3,863,537
Dollar Change: 697,322
Percentage Change: 18.05 %

2020-21 Personnel - F.T.E. 20.00
2019-20 Personnel - F.T.E. 20.00
Personnel Change: 0.00

Budget Objectives Form

Department:	Police
Division:	Uniform Support Services
Dept. #:	08
Division #:	426

Objective:

\$ 4,647,447 To provide specialized police and public services, designed to enhance the overall quality of life of residents pertaining to: community and school programs; safety and maintenance of order in City parks; animal control; enforcement of City ordinances; and the continuing participation in the Police Athletic League.

ACTIVITIES:

\$ 985,280	001	Administration: provides management and supervision of the diverse functions of this Section and is responsible for designing, implementing, and coordinating innovative enforcement and public service activities.
\$ 1,540,064	002	Community Services Unit: provides the department with specialized patrol officers to maintain an ongoing awareness of community needs and concerns and to provide appropriate police responses resulting in creating strategies in order to build community partnerships, and for reducing crime and disorder.
\$ 164,397	003	School Resource Officers: SROs increase the visibility and accessibility of police to the school community. Attend and participate in school functions. Work to prevent crime and juvenile delinquency through close contact and positive relationships with students, school staff and parent groups.
\$ 35,498	004	Citizens' Crime Watch Program: provides funds to coordinate Crime Watch Programs and other crime prevention initiatives within the City.

Budget Objectives Form

Department:	Police	
Division:	Uniform Support Services	
Dept. #:	08	
Division #:	426	
\$ 109,537	006	Animal Control: capture and control of stray animals to ensure the safety and well-being of the residents of North Miami; collection of deceased animals to eliminate health hazards; enforcement of City and County Ordinances related to animals.
\$ 1,138,901	007	Traffic Unit: provides the department with specialized patrol officers who are highly trained in traffic investigations, both vehicular and pedestrian. These officers reduce accidents through the selective enforcement of traffic laws; the investigation of hit-and-run accidents; the placement of the speed monitoring units at locations with numerous speeding violations.
\$ 416,161	009	Marine Patrol: patrols City waterways and enforces boating/safety regulations, deters boaters from causing high-speed wakes that damage boats and sea walls, and rescues boaters who are in distress.
\$ 65,160	010	Mounted Patrol: provides high visibility in business and residential areas while building positive community relations and trust. They are also used for special events, parades, festivals, etc.

Budget Summary Form

Department: Police
Division: Citizen Investigative Board
Dept / Division #: 08 / 426

EXPENDITURE	Actual Expend. FY19	Amended Budget FY20	Est. Expend. FY20	Adopted Budget FY21
Operating Budget				
Personnel Services	0	0	0	224,007
Operating Expenses	0	0	0	113,893
Internal Services	0	0	0	2,100
Operating Budget	0	0	0	340,000
 Capital Outlay	 0	 0	 0	 0
Debt Service	0	0	0	0
Grants & Aids	0	0	0	0
Reserves & Other	0	0	0	0
Total Budget	0	0	0	340,000

PERSONNEL SERVICES DETAIL:

Classification	Salary Sch.	# of Positions
Citizen Investigative Board Director	44	1
Clerical Technician	18	1

Total # of Full-Time Employees 2

2020-21 Operating Budget: 340,000
2019-20 Operating Budget: 0
Dollar Change: 340,000
Percentage Change: 0 %

2020-21 Personnel - F.T.E. 2.00
2019-20 Personnel - F.T.E. 0.00
Personnel Change: 2.00

Budget Objectives Form

Department:	Police
Division:	Citizen Investigative Board
Dept. #:	8
Division #:	428

Objective:

\$ 340,000 To manage and direct all Police Department operations in compliance with the City of North Miami Ordinances, Miami-Dade Ordinances, Florida Statutes and certain federal laws requiring enforcement of law and order, as well as the protection of life and property.

ACTIVITIES:

\$ 340,000 001 **CIB Office:** to act as an independent civilian oversight entity for sworn officers of the City of North Miami Police Department; conduct fair, timely and independent investigations concerning complaints of behavior by law enforcement officers, filed by any member of the public or the CIB; provide evaluation concerning reviews or law enforcement policies, procedures, practices and patterns of behavior; and make written reports and recommendations.

Budget Summary Form

Department: Police
Division: Investigative
Dept / Division #: 08 / 430

EXPENDITURE CATEGORY	Actual Expend. FY19	Amended Budget FY20	Est. Expend. FY20	Adopted Budget FY21
Personnel Services	4,462,223	3,724,629	4,252,022	3,716,319
Operating Expenses	150,454	92,605	57,808	49,310
Internal Services	199,028	537,350	532,350	784,723
Operating Budget	4,811,705	4,354,584	4,842,180	4,550,352
Capital Outlay	0	0	0	0
Debt Service	0	0	0	0
Grants & Aids	0	0	0	0
Reserves & Other	164,843	144,086	144,086	106,802
Total Budget	4,976,548	4,498,670	4,986,266	4,657,154

PERSONNEL SERVICES DETAIL:

Classification	Salary Sch.	# of Positions
Police Major	38-SM	1
Police Commander	36-SM	1
Police Sergeant	31S	3
Police Officer	28O	15
Crime Scene Technician	26	3
Crisis Intervention Specialist	25	1
Crime Analyst	22	1
Clerical Technician	18	1

Total # of Full-Time Employees 26

2020-21 Operating Budget: 4,550,352
2019-20 Operating Budget: 4,354,584
Dollar Change: 195,768
Percentage Change: 4.5 %

2020-21 Personnel - F.T.E. 26.00
2019-20 Personnel - F.T.E. 36.00
Personnel Change: (10.00)

Budget Objectives Form

Department: Police
Division: Investigative
Dept. #: 08
Division #: 430

Objective:

\$ 4,657,154 To conduct criminal investigations including family violence cases; recover stolen property and vehicles; identify and apprehend criminal offenders, monitor registered sex offenders, and assist in their prosecution; recover assets in accordance with state and federal forfeiture statutes; identify and collect evidence at crime scenes; and analyze and track crime data and trends.

ACTIVITIES:

\$ 3,177,207	001	General Investigations: conducts criminal investigations and writes investigative reports; identifies and apprehends offenders; assists the State Attorney in the prosecution of criminal offenders; provides support for the Uniform Patrol Section; conducts investigations in cases involving domestic violence, child abuse, sex crimes involving family members, exploitation of the elderly, sexual predators, and missing persons; acts as liaison with authorities, families and schools in an effort to identify and reduce domestic-related crimes.
\$ 1,170,065	002	Crime Suppression Unit: conducts investigations pertaining to vice, narcotics and organized crime, and initiates asset forfeiture proceedings utilizing detectives specially trained in surveillance, infiltration, cultivation of informants, detection of narcotics and vice operations, as well as other major criminal organizations.
\$ 235,648	003	Crime Scene Unit: identify, process and collect evidence at crime scenes; prepare written reports; submit evidence to the crime lab; and assist detectives in solving crimes through the use of physical evidence.
\$ 70,136	004	Crime Analysis: analyzes crime data and other relevant information derived from crime scenes, police reports and other sources; identifies crime similarities and trends and pinpoints "hot spots" of criminal activity; prepares and distributes B.O.L.O. information and crime statistical reports.
\$ 4,098	005	Crisis Intervention Services: provides counseling, referrals and emergency placements to victims of crimes. A specialist, trained in emergency response to crisis and who has the language skills necessary to communicate with our large Haitian community, is needed to aid investigators in the placement, counseling and rehabilitation of the family members. A grant in the amount of \$72,076 has been awarded to offset expenses.

Budget Summary Form

Department: Police
Division: Administration
Dept / Division #: 08 / 435

EXPENDITURE CATEGORY	Actual Expend. FY19	Amended Budget FY20	Est. Expend. FY20	Adopted Budget FY21
Personnel Services	2,837,433	3,015,522	2,838,782	2,646,812
Operating Expenses	1,597,145	1,596,934	1,261,192	1,257,573
Internal Services	(22,736)	103,314	99,923	76,187
Operating Budget	4,411,842	4,715,770	4,199,897	3,980,572
Capital Outlay	88,735	32,471	1,609	0
Debt Service	0	0	0	0
Grants & Aids	0	0	0	0
Reserves & Other	92,008	96,429	96,429	61,008
Total Budget	4,592,585	4,844,670	4,297,935	4,041,580

PERSONNEL SERVICES DETAIL:

Classification	Salary Sch.	# of Positions
Police Major	40-SM	2
Police Administrator	33	1
Police Sergeant	31S	2
Training Specialist	30	1
BWC Administrator	28	1
Police Records Supervisor	28	1
Police Communications Supervisor	28	1
Grants Writer	25	1
Police Communications Operator	25	9
Quartermaster	25	1
Records Technician	19	3
Total # of Full-Time Employees		23

2020-21 Operating Budget: 3,980,572
2019-20 Operating Budget: 4,715,770
Dollar Change: (735,198)
Percentage Change: (15.59)%

2020-21 Personnel - F.T.E. 23.00
2019-20 Personnel - F.T.E. 28.00
Personnel Change: (5.00)

Budget Objectives Form

Department: Police
Division: Administration
Dept. #: 08
Division #: 435

Objective:

\$ 4,041,580 To provide efficient and effective services in the following areas: police records management functions, lobby reception, vehicle fleet, property and evidence control, and building maintenance.

ACTIVITIES:

\$ 1,455,512 001 **Records Unit:** responsible for processing, data entry, and archiving of all police reports and citations into the automated police records management system; provides copies of police reports/documents and statistical information. Processes subpoenas served on police personnel.

\$ 299,563 002 **Property and Evidence/Quartermaster:** orders and issues all uniforms, equipment, and supplies to department personnel; handles the Property Room operations by maintaining an inventory of presently-held property to enable disposal of closed cases, processing incoming property, and facilitating the disposal of unclaimed property as appropriate; stores and issues department-issued firearms and supplies and ensures firearms in evidence are processed under Miami-Dade Police Department's "Drug Fire" Program.

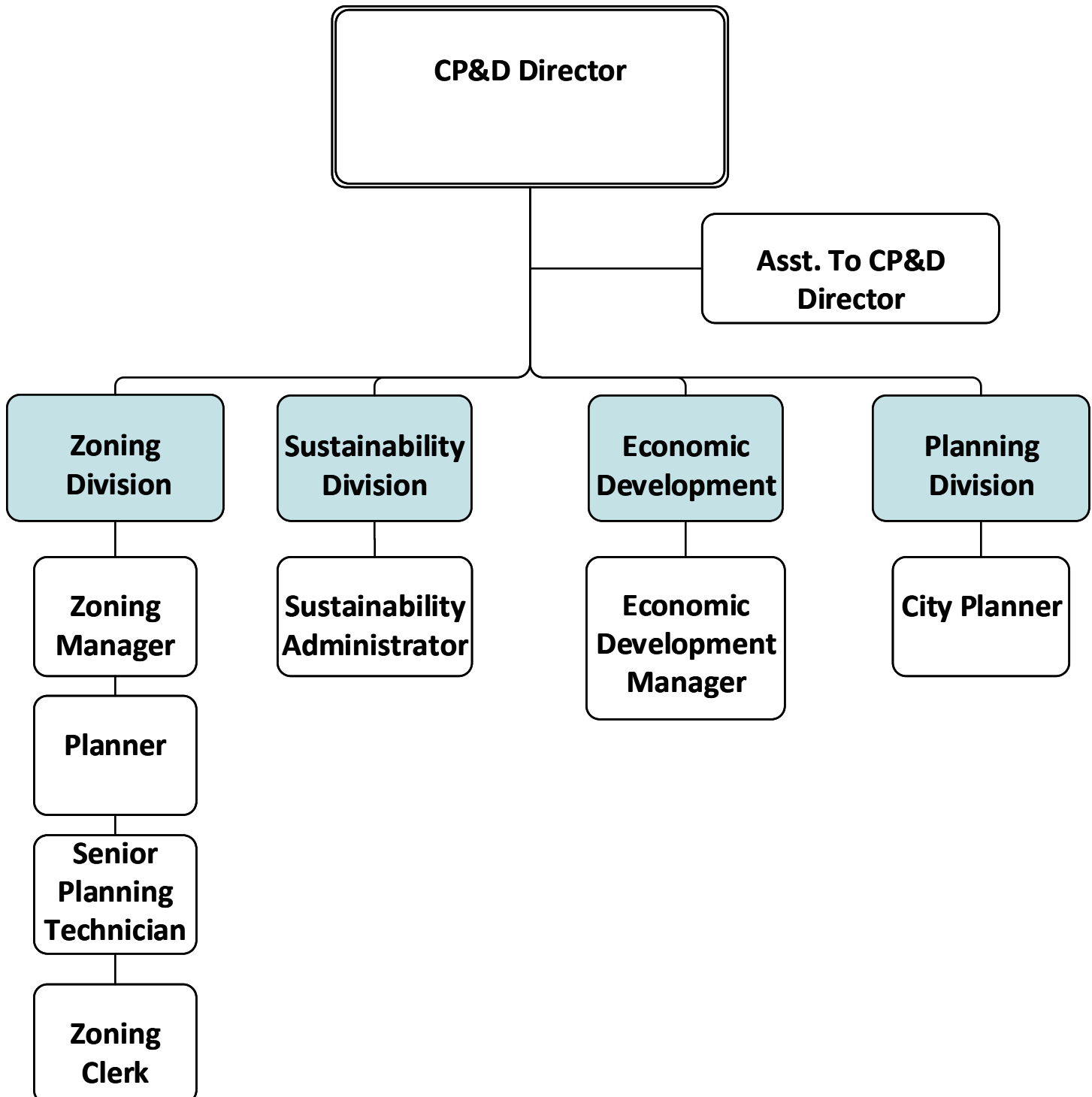
\$ 434,298 003 **Building Operations and Maintenance:** Provides building service contracts, utility fees, and equipment/supplies required to operate and maintain the police facility.

\$ 716,529 005 **Human Resources and Career Development:** provides and coordinates training of department personnel; responsible for personnel recruitment, background investigations, personnel selection, and training of new personnel.

\$ 1,135,678 006 **Communications:** responsible for dispatching police officers to emergencies and to residents requesting police assistance; FCIC/NCIC inquiries and entries; assigning case numbers; and providing important information to officers on patrol.

COMMUNITY PLANNING & DEVELOPMENT

Mission Statement: Collaborate with residents, businesses & community partners to attract quality development, provide quality workforce housing and encourage investments that will guide the City's future.



COMMUNITY PLANNING & DEVELOPMENT

Core Responsibilities:

- Promote sustainable planning and development throughout the City
- Encourage investment and redevelopment to improve the overall quality of life in the City

FY20 Major Accomplishments:

- Increase workforce development initiatives by creating the region's first City-sponsored Contact Tracing Program in partnership with Florida International University.
- Created Covid-19 business recovery grants Smart Grant, Legacy and Standard grants to assist approximately 50 business.
- Secured \$80,000 EDA federal grant funds to complete Target Industry Study in the city's industrial districts.
- Update the City's Land Development Regulations to encourage affordable housing and promote more sustainable development.
- Launched the Resilient Nomi Initiative and produced premiere video of the city's landscapes along with the City's first *City's Guide to Sustainability*, a blueprint that outlines how every resident, business, and visitor can be good custodians of North Miami's fragile ecosystem.
- Acquired \$100,000 in grant funding to support Planning, Sustainability, Flood mitigation initiatives.
- Received a \$50,000 grant from DEP for the Stormwater Park.
- The completion of the 901 NE 141 Good Neighbor Stormwater Park.
- Won a \$75,000 grant from DEP to complete a Vulnerability Assessment and Climate Action Plan.
- Won the ICMA 2020 Local Government Excellence award for "Community Sustainability" for our Green Rehabilitation Programs.
- Implement Resilient NoMi Plan.
- Total site plan of development approved.
 - Total square footage = 1,189,045 square feet.
 - Total number of residential units = 908 units.
- List of noteworthy developments approved this year:
 - Causeway Village - Mixed-use development with 297 units, 10,532 sq. ft. retail, and 5,149 sq. ft. restaurant space located at 1850 NE 123rd Street.
 - Sole Mia Parcel B (Villa Laguna) - 188 units and 13,274 sq. ft. retail located at the SW corner of Sole Mia Way & NE 146th Street.
 - U Health Medical Center - 342,000 sq. ft. medical center, 16,850 sq. ft. energy plant and garage located at the SW corner of Sole Mia Way & NE 146th Street.
 - Mixed-Use Senior Housing - 7-Story, 175 Unit, Senior Living residential apartment building with 70-bed Adult Living Facility (ALF) located at 950 NE 124th Street.
 - Magnolia Office Building - 8,913 sq. ft. office building located at 1830 NE 144th Street.
 - Ground Force Luxury Car Building - 17,540 sq. ft., 2-story private garage with 4,511 sq. ft. office accessory area located at the SW corner of West Dixie Hwy & NE 142nd Street.
- Applied for Near Streets Grant with additional 144 trees planted in the city.
- First EV Charging Stations being installed at MOCA/Police Parking Lot.

COMMUNITY PLANNING & DEVELOPMENT

FY21 Major Projects and Initiatives:

- Partner with CRA to develop a business attraction and retention program tailored to bring in at least 10 new businesses in key target industries as identified as high priority in the City's Target Industry Study.
- Facilitate new development within the city by fast-tracking at least 10 major development projects to increase the city's tax base and improve City North Miami's solvency.
- Support workforce development initiatives by collaborating with area universities and Miami Dade Public Schools to provide skill training for at least 100 residents in high demand fields such as healthcare, information tech, marine science, and research.
- Utilize a \$75,000 grant from the FL Department of Environmental Protection to complete a Vulnerability Assessment and Climate Action Plan.
- Update the City's Comprehensive Plan and Land Development Regulation to encourage affordable housing regulations.
- Acquire at least \$50,000 in grant funding to support planning, Zoning sustainability and economic development initiatives.
- Adopt a master plan with recommendations for resiliency design and repurposing of repetitive loss sites for stormwater parks.
- Elevate the City's sustainability initiatives by advancing the goals of the Resilient Nomi initiative.
- Develop a Septic to sewer conversion program and secure funding to assist at least 200 homeowners.
- Utilize county funds from the Neat Streets grant program to plant at least 150 trees within the city to reduce heat island effect, increase tree canopy, and reduce the greenhouse gas emission.

Performance Measures:

CP&D Performance Measures	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 YEE	FY 2021 Target
Development applications processed	1,098	5,56	1,500	1,246	1,371
Tree mitigation/inspections	110	102,000	150	56	62
Number of annexation applications completed and transmitted.	n/a	4	4	2	2
New Businesses from Certificate of Use (CU) applications	n/a	n/a	n/a	144	158

Budget Summary Form

Department: Community Planning & Development
Dept / Div #: 09 / 439

EXPENDITURE CATEGORY	Actual Expend. FY19	Amended Budget FY20	Est. Expend. FY20	Adopted Budget FY21
Personnel Services	1,160,069	929,445	824,618	934,142
Operating Expenses	1,346,270	577,276	603,387	405,443
Internal Services	(6,699)	28,463	28,012	22,875
Operating Budget	2,499,640	1,535,184	1,456,017	1,362,460
Capital Outlay	0	0	0	0
Debt Service	0	0	0	0
Grants & Aids	721,662	0	0	0
Reserves & Other	103,724	33,491	33,491	30,871
Total Budget	3,325,026	1,568,675	1,489,508	1,393,331

PERSONNEL SERVICES DETAIL:

Classification	Salary Sch.	# of Positions
CP&D Director	40	1
City Planner	33	1
Economic Development Manager	33	1
Sustainability Administrator	26	1
Assistant to CP&D Director	28	1
Zoning Manager	33	1
Senior Planning Technician	24	1
Planner	24	1
Zoning Clerk	19	1
Total # of Full-Time Employees		9

2020-21 Operating Budget: 1,362,460
2019-20 Operating Budget: 1,535,184
Dollar Change: (172,724)
Percentage Change: (11.25)%

2020-21 Personnel - F.T.E. 9.00
2019-20 Personnel - F.T.E. 8.00
Personnel Change: 1.00

Budget Objectives Form

Department:	Community Planning & Development
Division:	Community Planning & Development
Dept. #:	09
Division #:	439

Objective:

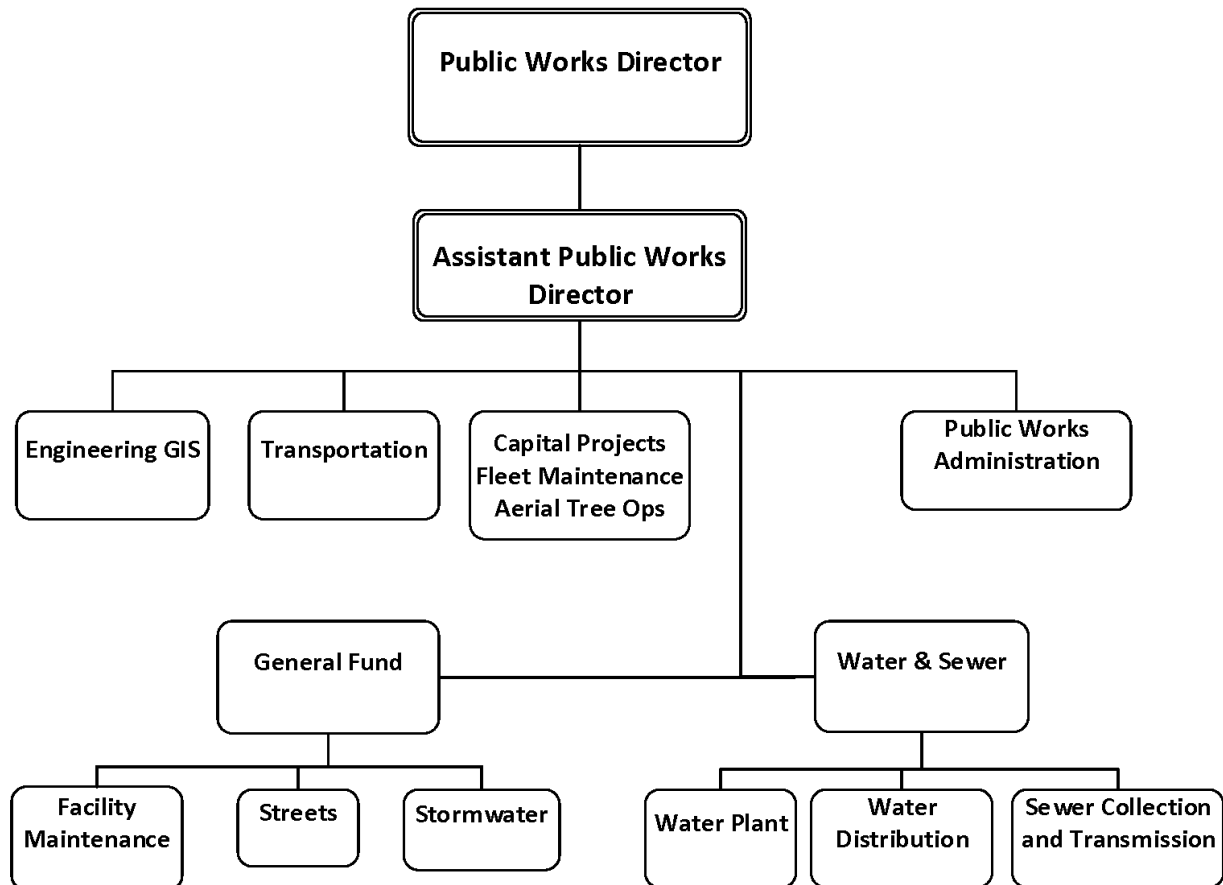
\$ 1,393,331 To oversee and manage the Community Planning and Development Department including Planning, Zoning, Sustainability, and Economic Development divisions. Facilitate the process to provide sustainable development that will raise the City's tax base, create vibrant and attractive, streets, residential neighborhoods, parks and commercial spaces.

ACTIVITIES:

\$ 346,310	001	Administration: oversee and manage the department operations and budget across various divisions such as: Planning, Zoning, Sustainability, Economic and Business Development.
\$ 528,415	002	Planning Services: provide professional support to the Planning Commission, Board of Adjustment, and City Council; update, as needed, and monitor compliance with the Comprehensive Plan and Land Development Regulations; prepare short and long-range neighborhood plans; and work with neighborhood groups on special projects to develop and pursue multi-modal strategies to support the City's transportation initiatives.
\$ 155,449	003	Economic and Business Development Services: provide staff support to the Downtown Action Plan Advisory Committee, as well as to City Council and other City departments as requested; assist business groups as needed; maintain a demographic profile for the City; and work on specific economic development assessments for new projects as directed.
\$ 137,000	004	Sustainability/Green Initiative: implement the Resilient Nomi Initiative to create a more sustainable and resilient city through strategic planning, programming and policy development. These initiatives are aimed to plan, protect and preserve North Miami's environment for future generations to come.
\$ 226,156	007	Denmark Property on NW 7th Ave: this property is currently leased by the City and is located within the Cultural Arts and Innovation District. A solicitation has been issued by the City seeking proposals for its future use and operation.

PUBLIC WORKS

Mission Statement: Enhance the quality of life, and health and safety of all residents by rendering proper and efficient sanitation, street, water, sewer, storm-water, fleet management, and building maintenance services.



PUBLIC WORKS

Core Responsibilities:

- Maintain and repair City streets, City-owned parking lots, bridges, seawalls, sidewalks and potholes.
- Maintain and repair seven City-owned buildings; and oversee the contracted janitorial service provider.
- Comply with the NPDES (National Pollutant Discharge Elimination System) permit requirements: Maintain the City's stormwater system by cleaning leaves and debris from manholes, catch basins and exfiltration systems; sweep curbed roads along streets within the City.
- Maintain 16,000 trees located in the City's right-of-way.

FY20 Major Accomplishments:

- Completed \$440,000 of roadway resurfacing throughout the City
- Installation of Channel Markers

FY21 Major Projects and Initiatives:

- Complete sidewalk improvements and street resurfacing

Performance Measures:

Public Works Performance Measures	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 YEE	FY 2021 Target
Percent of work orders/inspections completed on time (Citywide)	85 %	88 %	90 %	95 %	98 %
Linear feet of sidewalks repaired/installed	5,200 ft.	28,056 ft.	5,000 ft.	26,000 ft.	5,000 ft.
Linear feet of streets repaired/installed	24,969 ft.	15,265 ft.	15,000 ft.	15,200 ft.	10,000 ft.
Number of customer complaints/calls	4,975	4,950	4,000	3,900	2,600

Budget Summary Form

Department: Public Works
Dept #: 001-10

EXPENDITURE CATEGORY	Actual Expend. FY19	Amended Budget FY20	Est. Expend. FY20	Adopted Budget FY21
Personnel Services	1,737,385	1,908,942	1,774,448	1,721,242
Operating Expenses	613,613	1,133,547	1,034,772	616,018
Internal Services	266,778	369,617	369,547	399,948
Operating Budget	2,617,776	3,412,106	3,178,767	2,737,208
Capital Outlay	151,371	505,049	450,000	50,000
Debt Service	0	0	0	0
Grants & Aids	0	0	0	0
Reserves & Other	67,485	64,036	64,246	65,545
Total Budget	2,836,632	3,981,191	3,693,013	2,852,753

PERSONNEL SERVICES DETAIL:

Classification	Salary Sch.	# of Positions
Public Works Director	44	1
Assist. to the PW Director	28	1
Rights-of-Way Supervisor	28	1
Streets Coordinator	25	1
Trades Mechanic	22	2
Heavy Equipment Operator	22	5
Maintenance Mechanic	20	3
Motor Equipment Operator	20	1
General Maintenance Worker	18	3
Custodian	18	1
Total # of Full-Time Employees		19

2020-21 Operating Budget:	2,737,208
2019-20 Operating Budget:	3,412,106
Dollar Change:	(674,898)
Percentage Change:	(19.78)%

2020-21 Personnel - F.T.E.	19.00
2019-20 Personnel - F.T.E.	27.00
Personnel Change:	(8.00)

Budget Summary Form

Department: Public Works
Division: Administration
Dept / Division #: 10 / 443

EXPENDITURE CATEGORY	Actual Expend. FY19	Amended Budget FY20	Est. Expend. FY20	Adopted Budget FY21
Personnel Services	753,993	732,627	692,141	751,938
Operating Expenses	23,096	74,052	33,897	24,021
Internal Services	(7,833)	51,757	51,687	117,805
Operating Budget	769,256	858,436	777,725	893,764
Capital Outlay	0	0	0	0
Debt Service	0	0	0	0
Grants & Aids	0	0	0	0
Reserves & Other	29,008	28,758	28,768	28,977
Total Budget	798,264	887,194	806,493	922,741

PERSONNEL SERVICES DETAIL:

Classification	Salary Sch.	# of Positions
Public Works Director	44	1
Assist. to the PW Director	28	1
Rights-of-Way Supervisor	28	1
Heavy Equipment Operator	22	3
Total # of Full-Time Employees		6

2020-21 Operating Budget: 893,764
2019-20 Operating Budget: 858,436
Dollar Change: 35,328
Percentage Change: 4.12 %

2020-21 Personnel - F.T.E. 6.00
2019-20 Personnel - F.T.E. 7.00
Personnel Change: (1.00)

Budget Objectives Form

Department: Public Works
Division: Administration
Dept. #: 10
Division #: 443

Objective:

\$ 922,741 To manage and coordinate the activities of the Public Works Department various divisions: Administration, Streets, Facility Maintenance, Water and Sewer, Stormwater, Fleet Management, Transportation and Right-of-way/Aerial and Tree Operations.

ACTIVITIES:

\$ 411,847	001	Public Works Administration: establish goals to meet those of the City Council and the residents of North Miami; provide department managers with information, ideas, and support services to enable them to operate and manage their divisions efficiently; prepare and monitor the department's various budgets including: the general fund, two transportation funds, two enterprise funds and the fleet management fund.
\$ 103,189	002	Vehicles Maintenance & Replacement: provides funds for the daily operation, preventive maintenance, emergency repairs and replacement of vehicles.
\$ 407,705	003	Right-of-way/Aerial and Tree Operations: maintain trees on City properties including swales, parkways, medians, monuments, cul-de-sacs, and canal ends; includes trimming, shaping, and repairing trees as well as removing and replacing trees as necessary.

Budget Summary Form

Department: Public Works
Division: Street Maintenance & Construction
Dept / Division #: 10 / 450

EXPENDITURE CATEGORY	Actual Expend. FY19	Amended Budget FY20	Est. Expend. FY20	Adopted Budget FY21
Personnel Services	778,374	982,893	891,148	753,637
Operating Expenses	301,884	775,982	742,198	310,043
Internal Services	265,206	288,745	288,745	255,727
Operating Budget	1,345,464	2,047,620	1,922,091	1,319,407
Capital Outlay	117,288	505,049	450,000	50,000
Debt Service	0	0	0	0
Grants & Aids	0	0	0	0
Reserves & Other	31,330	28,528	28,728	29,144
Total Budget	1,494,082	2,581,197	2,400,819	1,398,551

PERSONNEL SERVICES DETAIL:

Classification	Salary Sch.	# of Positions
Streets Coordinator	25	1
Heavy Equipment Operator	22	2
Maintenance Mechanic	20	3
Motor Equipment Operator	20	1
General Maintenance Worker	18	3
Total # of Full-Time Employees		10

2020-21 Operating Budget: 1,319,407
2019-20 Operating Budget: 2,047,620
Dollar Change: (728,213)
Percentage Change: (35.56)%

2020-21 Personnel - F.T.E. 10.00
2019-20 Personnel - F.T.E. 17.00
Personnel Change: (7.00)

Budget Objectives Form

Department: Public Works
Division: Street Maintenance & Construction
Dept. #: 10
Division #: 450

Objective:

\$ 1,398,551 To maintain the City rights-of-way including streets, alleys, and sidewalks, to provide safe, passable rights-of-way for City residents and visitors; install new curbs, gutters, and sidewalks and resurface City streets and alleyways as approved annually through the budget process; maintain streets, striping, signage, traffic calming devices and City parking lots.

ACTIVITIES:

\$ 108,839	001	Streets Administration: provide supervisory support for the Streets Division including: scheduling projects, communicating with vendors, coordinating and directing work crews, responding to resident complaints and inspecting work done by outside contractors.
\$ 186,677	002	Street Maintenance: perform general maintenance of City streets, City owned parking lots, and City owned vacant lots, as well as bridges and seawalls. This maintenance provides residents with an aesthetically pleasing and safer environment in which to live. Street banners and various decorative light pole banners are hung throughout the year. City owned lots, not under contract, are maintained and those under contract are supervised by this staff. City streets and parking lots are striped, brick pavers are repaired, and graffiti is removed from City structures.
\$ 45,357	003	Patching, Street Repair and Rights-of-Way Maintenance: distributed expenses/costs for employees moved to Transportation in FY 21.
\$ 227,233	004	Permanent Concrete Construction: construct and maintain sidewalks, curbs and gutters, and sidewalk-to-street handicap ramps throughout the City and assist in street maintenance and other street construction projects.
\$ 212,780	005	Contractual Lawn Maintenance: provide and oversee monthly contract for mowing and cleaning services for various City-owned lots to ensure that areas are maintained on a regular basis.
\$ 442,595	006	Storm Drain Construction & Repair: improve the City's stormwater drainage system through minor construction and retrofit projects that are prioritized according to the adopted Stormwater Master Plan II. Major projects will be completed by outside contractors.
\$ 175,070	007	Commercial Corridor Improvement Program: maintain the City's commercial corridors using the City-funded Clean Team.

Budget Summary Form

Department: Public Works
Division: Facility Maintenance
Dept / Division #: 10 / 452

EXPENDITURE CATEGORY	Actual Expend. FY19	Amended Budget FY20	Est. Expend. FY20	Adopted Budget FY21
Personnel Services	205,018	193,422	191,159	215,667
Operating Expenses	288,633	283,513	258,677	281,954
Internal Services	9,405	29,115	29,115	26,416
Operating Budget	503,056	506,050	478,951	524,037
Capital Outlay	34,083	0	0	0
Debt Service	0	0	0	0
Grants & Aids	0	0	0	0
Reserves & Other	7,147	6,750	6,750	7,424
Total Budget	544,286	512,800	485,701	531,461

PERSONNEL SERVICES DETAIL:

Classification	Salary Sch.	# of Positions
Trades Mechanic	22	2
Custodian	18	1
Total # of Full-Time Employees		3

2020-21 Operating Budget: 524,037
2019-20 Operating Budget: 506,050
Dollar Change: 17,987
Percentage Change: 3.55 %

2020-21 Personnel - F.T.E. 3.00
2019-20 Personnel - F.T.E. 3.00
Personnel Change: 0.00

Budget Objectives Form

Department:	Public Works
Division:	Facility Maintenance
Dept. #:	10
Division #:	452

Objective:

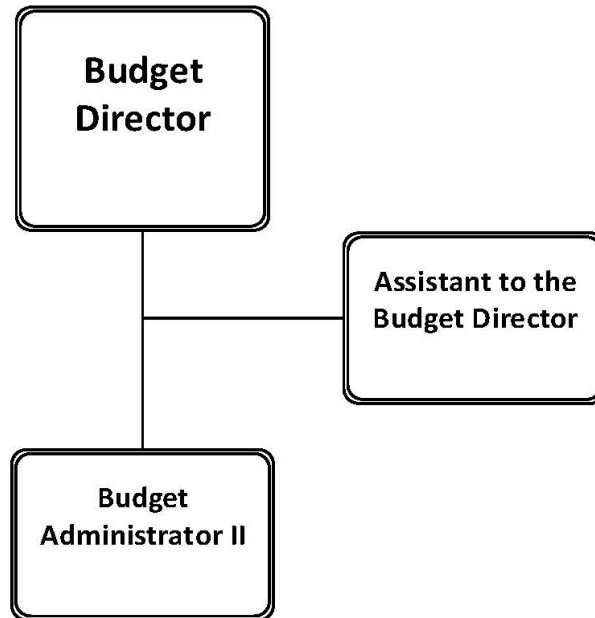
\$ 531,461 To provide facility maintenance and housekeeping services to ensure that residents and employees have an aesthetically pleasing and safe environment.

ACTIVITIES:

\$ 419,493	001	Facility Maintenance & Operation: maintain and repair seven City buildings: City Hall, the Motor Pool, the Water and Sewer Operations Center, Water Plant, the Building and Zoning Annex, the Community Planning and Development (CP&D) Annex and the Library. Services performed include painting, carpentry work, building alterations, furniture restoration, minor electrical and plumbing repairs, ceiling repairs, as well as interior and exterior building maintenance. Provide technical support and advice relating to maintenance of the Police Station and MOCA buildings, when requested.
\$ 89,277	002	Custodial Services: provide daily housekeeping services at three facilities: City Hall, the Building and Zoning Annex and the CP&D Annex. A City staffer is present at City Hall during evening hours to oversee the janitorial service contract.
\$ 22,691	003	Vehicle Maintenance & Replacement: provides funds for the daily operation, preventive maintenance, emergency repairs and replacement of vehicles.

OFFICE OF MANAGEMENT & BUDGET

Mission Statement: As stewards of the City's budget, it is the mission of the Office of Management & Budget to provide fiscally sound financial support to all internal and external customers.



OFFICE OF MANAGEMENT & BUDGET

Core Responsibilities:

- Develop, monitor, and control the City's annual operating budget
- Produce quarterly and annual financial status reports and financial trend analysis
- Provide an efficient and reliable level of service to all of the City Departments
- Forecast and monitor City revenues and expenditures
- Conduct research and analysis for special projects as requested by the City Manager
- Ensure compliance with the truth in millage (TRIM) process
- Produce a tentative and adopted budget book
- Reduce operational expenditures through the increased use of technology

FY20 Major Accomplishments:

- Secured the GFOA budget award for the sixth consecutive year.
- Fully integrated OpenGov and Workforce with Eden.

FY21 Major Projects and Initiatives:

- Fully transition to OPENGOV as our budget development software.
- Update the City's Revenue Manual.
- Improve quarterly reporting so residents can understand the financial status of the City.
- Develop a compact and comprehensive "Guide to the Budget" for residents.

Performance Measures:

OMB Performance Measures	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 YEE	FY 2021 Target
Percentage difference between General Fund ending balance Actual vs. Year-End Estimates	4 %	1.36 %	5 %		5 %
Percentage difference between All Funds actual beginning balance and Final budget beginning balance	16 %	18 %	5 %		
Secured the Government Finance Officers Association Distinguished Budget Award	YES	YES	YES	YES	YES
Create a more robust city reserve	\$ 5,000,000	\$ 5,000,000	\$ 5,000,000	\$ 5,000,000	\$ 2,000,000

Budget Summary Form

Department: Office of Management and Budget
Dept /Div #: 11 / 416

EXPENDITURE CATEGORY	Actual Expend. FY19	Amended Budget FY20	Est. Expend. FY20	Adopted Budget FY21
Personnel Services	340,055	377,956	388,486	424,925
Operating Expenses	(33,780)	40,465	30,035	42,169
Internal Services	(7,810)	6,869	6,869	8,108
Operating Budget	298,465	425,290	425,390	475,202
Capital Outlay	0	0	0	0
Debt Service	0	0	0	0
Grants & Aids	0	0	0	0
Reserves & Other	12,845	11,787	11,787	16,097
Total Budget	311,310	437,077	437,177	491,299

PERSONNEL SERVICES DETAIL:

Classification	Salary Sch.	# of Positions
Budget Director	40	1
Budget Administrator II	33	1
Asst. to the Budget Director	28	1

Total # of Full-Time Employees 3

2020-21 Operating Budget:	475,202
2019-20 Operating Budget:	425,290
Dollar Change:	<u>49,912</u>
Percentage Change:	<u>11.74 %</u>
2020-21 Personnel - F.T.E.	3.00
2019-20 Personnel - F.T.E.	3.00
Personnel Change:	<u>0.00</u>

Budget Objectives Form

Department:	Office of Management and Budget
Division:	Budget Administration
Dept. #:	11
Division #:	416

Objective:

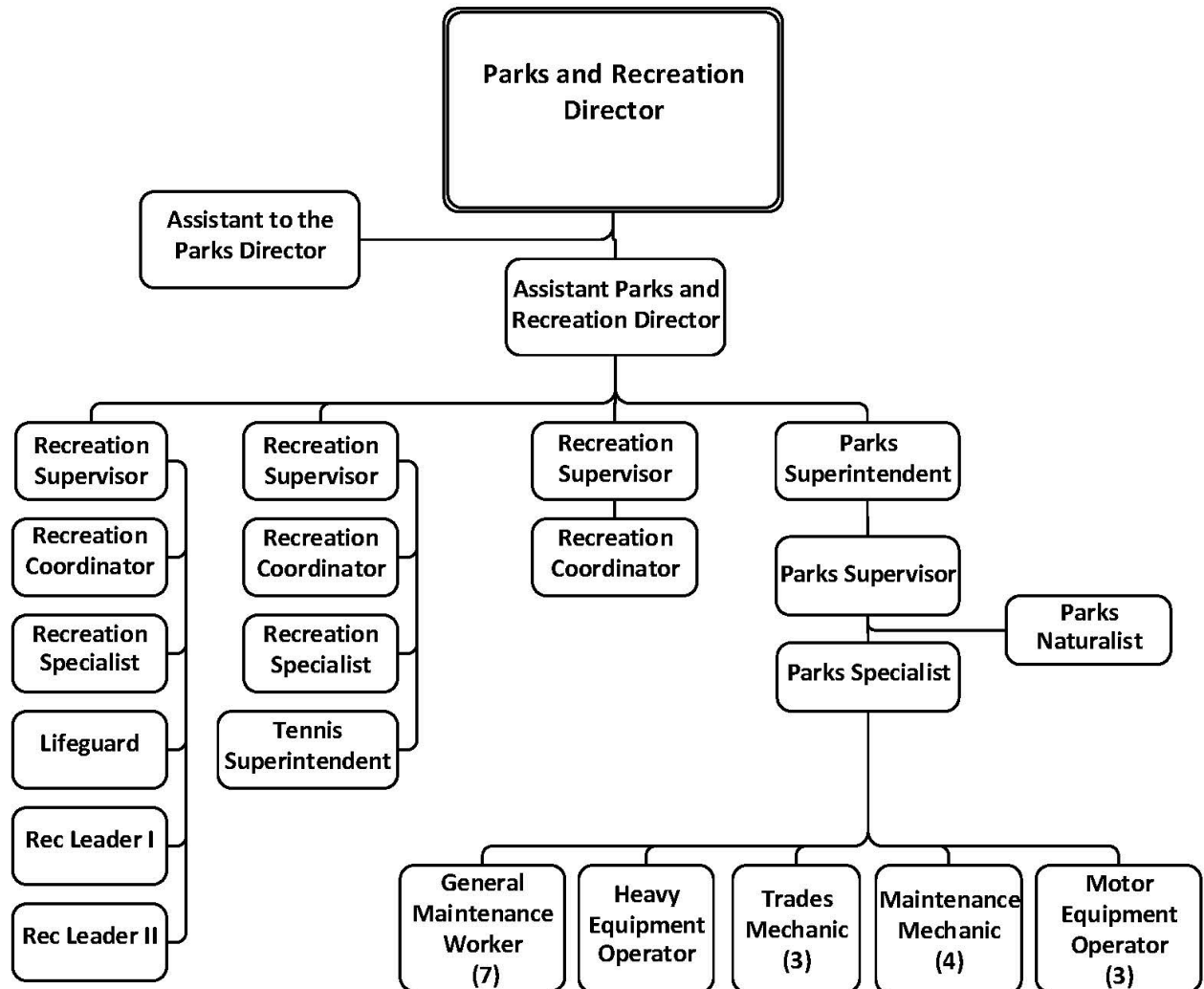
\$ 491,299 To prepare and monitor the City's annual revenue and expenditure budgets.

ACTIVITIES:

\$	491,299	001	Budget Administration: monitors expenditures and revenues to insure City funds are received as anticipated and expended in accordance with authorized appropriations. Reviews and prepares future year's budget for the presentation to, and consideration of the City Manager, City Council and City residents.
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PARKS & RECREATION

Mission Statement: The Parks and Recreation Department shall continue to improve the quality of life, parks, and recreation services and create a connection between the community, its partners and the City.



PARKS & RECREATION

Core Responsibilities:

- Create and provide recreation programs that promote fitness and healthy lifestyles as well as teach fundamentals to youth, teens, adults and senior participants.
- Create and maintain a park system that demonstrates a national model for sustainable management of parks, open spaces and natural areas.
- Develop and provide memorable special events and create a community environment for all involved.
- Develop and implement maintenance schedules and standards for parks and recreational facilities.
- Foster internal and external departmental relationships and establish lasting customer relationships.

FY20 Major Accomplishments:

- Brought back youth girls Softball to North Miami with the Mean Green North Miami Baseball Academy - its first season had 11 participants!
- Continued the USA Soccer Foundation Grant - allowing an increase in the Youth Soccer Program for the third year.
- Successfully hosted two Commemorative Month Celebrations - Black History Month (February), and Hispanic Heritage Month (September).
- Collaboration with Alonso Mourning for the Zoe's Winter Groove event that took place at the North Miami Athletic Stadium for the third year.
- Awarded \$7500 from the USTA Facility Recovery Grant that allowed us to purchase items for both Pepper Park Tennis Center, and San Souci Tennis Center to help defray tennis related expenses for reopening the facilities in 20220.
- Installation of new irrigation system, landscaping and driveway at the North Miami Athletic Stadium.
- Completed the 135th Passive Park Project with the installation of park benches, trash receptacles, landscaping and irrigation modification.

FY21 Major Projects & Initiatives:

- Increase participation in the City of North Miami Youth Competitive Sports Program city-wide by offering a comprehensive youth sports program to include travel and year-round sports specific programs.
- Develop a policy and procedures manual for the Parks and Recreation Department.
- Increase participation in all out of school time activities for school-aged children by 10 percent from the previous year.
- Commence construction of the Cagni Park North Project.
- Complete the Breezeswept Park tot-lot project.
- Increase and improve our social media presence.
- Continue with the Griffing Community Center revitalization project.
- Continue to brand all parks with uniformed signage and landscaping.
- Begin the process of becoming accredited through the Commission for Accreditation of Parks & Recreation Agencies (CAPRA).
- Completion of the North Miami Athletic Stadium bleachers installation.

PARKS & RECREATION

Performance Measures:

Parks and Rec Performance Measures	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 YEE	FY 2021 Target
Total \$ value of all grants/donations/ sponsorships secured	330,755	650,000	850,000	52,500	95,000
# of Special events/Community Events	25	25	42	27	20
% of time active space in use (ball fields, meeting rooms)	85 %	85 %	85 %	65 %	75 %
# of capital improvement projects that included Parks and Recreation Department	7	10	7	5	6
% of increase out of four health related programs available to recreation centers and parks annually	25 %	25 %	25 %	15 %	20 %

Budget Summary Form

Department: Parks & Recreation

EXPENDITURE CATEGORY	Actual Expend. FY19	Amended Budget FY20	Est. Expend. FY20	Adopted Budget FY21
Personnel Services	3,779,299	3,735,862	3,569,755	3,297,864
Operating Expenses	3,286,209	2,358,908	2,185,033	2,207,244
Internal Services	296,063	672,830	671,767	539,375
Operating Budget	7,361,571	6,767,600	6,426,555	6,044,483
Capital Outlay	651,706	507,585	410,185	0
Debt Service	0	0	0	0
Grants & Aids	53,187	13,600	13,600	11,500
Reserves & Other	140,280	143,860	143,860	144,174
Total Budget	8,206,744	7,432,645	6,994,200	6,200,157

PERSONNEL SERVICES DETAIL:

Classification	Salary Sch.	# of Positions
Parks and Recreation Director	40	1
Asst. Parks and Recreation Director	34	1
Tennis Superintendent	31	1
Parks Superintendent	30	1
Parks Supervisor	28	1
Assistant to P&R Director	28	1
Recreation Supervisor	25	3
Parks Specialist	24	1
Parks Naturalist	24	1
Recreation Coordinator	22	1
Trades Mechanic	22	3
Recreation Specialist	21	4
Heavy Equipment Operator	20	1
Recreation Leader II	20	1
Maintenance Mechanic	20	3
Lifeguard	20	1
Motor Equipment Operator	18	3
Recreation Leader I	18	2
General Maintenance Worker	18	7
Total # of Full-Time Employees		37

2020-21 Operating Budget:	6,044,483
2019-20 Operating Budget:	6,767,600
Dollar Change:	(723,117)
Percentage Change:	(10.68)%

2020-21 Personnel - F.T.E.	37.00
2019-20 Personnel - F.T.E.	53.00
Personnel Change:	(16.00)

Budget Summary Form

Department: Parks and Recreation
Division: Administration
Dept / Division #: 12 / 460

EXPENDITURE CATEGORY	Actual Expend. FY19	Amended Budget FY20	Est. Expend. FY20	Adopted Budget FY21
Personnel Services	554,076	512,435	530,872	469,597
Operating Expenses	124,340	78,453	56,797	63,069
Internal Services	(8,533)	33,061	33,061	29,396
Operating Budget	669,883	623,949	620,730	562,062
Capital Outlay	0	0	0	0
Debt Service	0	0	0	0
Grants & Aids	0	0	0	0
Reserves & Other	23,540	22,350	22,350	21,757
Total Budget	693,423	646,299	643,080	583,819

PERSONNEL SERVICES DETAIL:

Classification	Salary Sch.	# of Positions
Parks and Recreation Director	40	1
Asst. Parks and Rec. Director	34	1
Asst. to Parks and Rec Director	28	1

Total # of Full-Time Employees 3

2020-21 Operating Budget:	562,062
2019-20 Operating Budget:	623,949
Dollar Change:	<u>(61,887)</u>
Percentage Change:	<u>(9.92)%</u>

2020-21 Personnel - F.T.E.	3.00
2019-20 Personnel - F.T.E.	5.00
Personnel Change:	<u>(2.00)</u>

Budget Objectives Form

Department: Parks and Recreation

Division: Administration

Dept. #: 12

Division #: 460

Objective:

\$ 583,819 To provide administrative support services, direction, and leadership for the Parks and Recreation divisions whose departmental responsibilities include maintaining over 95 acres of developed park land, 400 landscaped medians, canal ends, and public areas, 23 activity centers, coordinating numerous community events, and providing programming for more than 60,000 residents.

ACTIVITIES:

\$ 536,507 001 **Administration:** oversee, direct, and lead a department consisting of athletics, aquatics, school related programming, parks, facilities, and local rights-of-ways; provide administrative support services to assist staff as well as the public.

\$ 32,905 002 **Office Space:** provide funding for rent and other operating costs for temporary office space.

\$ 14,407 003 **Vehicles:** provides funds for the daily operation, preventive maintenance, emergency repairs and replacement of vehicles.

Budget Summary Form

Department: Parks and Recreation
Division: Recreation Administration
Dept / Division #: 12 / 461

EXPENDITURE CATEGORY	Actual Expend. FY19	Amended Budget FY20	Est. Expend. FY20	Adopted Budget FY21
Personnel Services	207,842	186,447	250,879	210,968
Operating Expenses	14,770	14,160	8,131	12,880
Internal Services	4,595	52,395	52,395	47,103
Operating Budget	227,207	253,002	311,405	270,951
Capital Outlay	0	0	0	0
Debt Service	0	0	0	0
Grants & Aids	0	0	0	0
Reserves & Other	8,041	7,578	7,578	7,740
Total Budget	235,248	260,580	318,983	278,691

PERSONNEL SERVICES DETAIL:

Classification	Salary Sch.	# of Positions
Recreation Supervisor	25	2

Total # of Full-Time Employees 2

2020-21 Operating Budget: 270,951
2019-20 Operating Budget: 253,002
Dollar Change: 17,949
Percentage Change: 7.09 %

2020-21 Personnel - F.T.E. 2.00
2019-20 Personnel - F.T.E. 2.00
Personnel Change: 0.00

Budget Objectives Form

Department:	Parks and Recreation
Division:	Recreation Administration
Dept. #:	12
Division #:	461

\$ 278,691 To provide administrative support, leadership, supervision, and direction for employees responsible for the City's recreation programs, services, and facilities.

ACTIVITIES:

\$ 230,470	001	Recreation Administration: provides overall supervision of the Recreation divisions varied programs and services as well as leadership and direction for the work force of full time and part time employees.
\$ 5,000	002	Marketing and Promotion: produces and distributes three 12 page catalogs for the purpose of detailing programs, activities, and facility operations to reach individuals and groups within the City as well as promote recreational programs through various media sources.
\$ 43,221	003	Vehicles: provides funds for the daily operation, preventive maintenance, emergency repairs and replacement of vehicles.

Budget Summary Form

Department: Parks and Recreation
Division: Athletics
Dept / Division #: 12 / 462

EXPENDITURE CATEGORY	Actual Expend. FY19	Amended Budget FY20	Est. Expend. FY20	Adopted Budget FY21
Personnel Services	403,795	388,211	329,614	435,261
Operating Expenses	761,255	499,724	481,941	572,202
Internal Services	19,684	28,496	28,496	24,161
Operating Budget	1,184,734	916,431	840,051	1,031,624
Capital Outlay	0	0	0	0
Debt Service	0	0	0	0
Grants & Aids	49,159	10,100	10,100	8,000
Reserves & Other	13,679	13,444	13,444	14,089
Total Budget	1,247,572	939,975	863,595	1,053,713

PERSONNEL SERVICES DETAIL:

Classification	Salary Sch.	# of Positions
Recreation Supervisor	25	1
Recreation Specialist	24	3
Recreation Coordinator	22	1

Total # of Full-Time Employees **5**

2020-21 Operating Budget: 1,031,624
2019-20 Operating Budget: 916,431
Dollar Change: 115,193
Percentage Change: 12.57 %

2020-21 Personnel - F.T.E. 5.00
2019-20 Personnel - F.T.E. 5.00
Personnel Change: 0.00

Budget Objectives Form

Department:	Parks and Recreation
Division:	Athletics
Dept. #:	12
Division #:	462

Objective:

\$ 1,053,713 To administer, plan, direct and supervise athletic programs for adults and youth of the community at the City's five major athletic complexes (Pepper, Cagni and Ben Franklin Parks / Joe Celestine Center and Cagni Gymnasium).

ACTIVITIES:

\$ 199,341	001	Claude Pepper Park Operations: provide funding for supervision, facility upkeep/maintenance of basketball courts and baseball fields, in order to accommodate the leisure needs of the residents of North Miami. Including part-time park attendants for youth athletic programs and tournaments.
\$ 150,807	002	Ray Cagni Park Operations: provide funding for supervision, facility upkeep/maintenance of basketball courts, running track and two multipurpose fields, in order to accommodate the leisure needs of the residents of North Miami. Including part-time park attendants for youth athletic programs, rentals and special events/concerts.
\$ 163,537	003	Ben Franklin Park Operations: provide funding for supervision, facility upkeep/maintenance of basketball courts, and two multipurpose fields, in order to accommodate the leisure needs of the residents of North Miami. Including part-time park attendants for youth athletic programs and leagues.
\$ 180,764	004	Youth Sports: administer and coordinate organized team sports; some of the activities offered are football, cheerleading, basketball, soccer, volleyball, softball/baseball, and track and field.
\$ 8,710	005	Youth Athletic Camp: administer, plan, direct, and supervise an athletics themed summer camp for youth 8 – 14 years old.
\$ 15,667	006	Vehicles: provides funds for the daily operation, preventive maintenance, emergency repairs and replacement of vehicles.
\$ 47,236	007	Cagni Park Gymnasium: provide funding for supervision, facility upkeep/maintenance of gymnasium, in order to accommodate the leisure needs of the residents of North Miami. Including part-time park attendants for athletic programs, rentals and events.
\$ 287,651	008	Joe Celestin Community Center: provide funding for supervision, facility upkeep/maintenance of a multipurpose room, game room, library, computer lab and gymnasium in order to accommodate the leisure needs of the residents of North Miami. Including part-time attendants for daily athletic gymnasium programs, rentals and events.

Budget Summary Form

Department: Parks and Recreation
Division: Aquatics
Dept / Division #: 12 / 463

EXPENDITURE CATEGORY	Actual Expend. FY19	Amended Budget FY20	Est. Expend. FY20	Adopted Budget FY21
Personnel Services	166,108	147,218	147,890	153,454
Operating Expenses	252,434	113,124	116,424	141,013
Internal Services	(3,344)	2,910	2,910	2,696
Operating Budget	415,198	263,252	267,224	297,163
Capital Outlay	0	0	0	0
Debt Service	0	0	0	0
Grants & Aids	0	0	0	0
Reserves & Other	5,494	5,017	5,017	5,375
Total Budget	420,692	268,269	272,241	302,538

PERSONNEL SERVICES DETAIL:

Classification	Salary Sch.	# of Positions
Recreation Specialist	24	1
Lifeguard	20	1

Total # of Full-Time Employees 2

2020-21 Operating Budget: 297,163
2019-20 Operating Budget: 263,252
Dollar Change: 33,911
Percentage Change: 12.88 %

2020-21 Personnel - F.T.E. 2.00
2019-20 Personnel - F.T.E. 2.00
Personnel Change: 0.00

Budget Objectives Form

Department:	Parks and Recreation
Division:	Aquatics
Dept. #:	12
Division #:	463

Objective:

\$ 302,538 To provide an aquatic facility and qualified personnel to conduct a variety of recreational and educational aquatic programs in accordance with American Red Cross regulations.

ACTIVITIES:

\$ 295,923	001	Sasso Pool Operation: operate a public swimming pool and Wet-Tot-Lot including upkeep/maintenance of water pumps, chemical feeder controllers and water filters on a year-round basis for open public swimming, swim lessons and party rentals.
\$ 1,615	002	Lifeguard Training Classes: funds to purchase lifeguard-training materials from the American Red Cross for Aquatic Specialist to perform two lifeguard certification classes to the public. Revenue projected to be \$1,700.
\$ 5,000	003	Pre-School Swim Program: provides qualified instruction, and supplies to teach approximately 100 North Miami Residents, ages three to fourteen years old children how to swim.

Budget Summary Form

Department: Parks and Recreation
Division: Tennis
Dept / Division #: 12 / 464

EXPENDITURE CATEGORY	Actual Expend. FY19	Amended Budget FY20	Est. Expend. FY20	Adopted Budget FY21
Personnel Services	209,259	112,073	165,875	147,236
Operating Expenses	505,738	360,646	353,776	405,335
Internal Services	(4,839)	4,251	4,251	3,902
Operating Budget	710,158	476,970	523,902	556,473
Capital Outlay	0	0	0	0
Debt Service	0	0	0	0
Grants & Aids	0	0	0	0
Reserves & Other	7,957	7,330	7,330	7,779
Total Budget	718,115	484,300	531,232	564,252

PERSONNEL SERVICES DETAIL:

Classification	Salary Sch.	# of Positions
Tennis Superintendent	31	1

Total # of Full-Time Employees 1

2020-21 Operating Budget: 556,473
2019-20 Operating Budget: 476,970
Dollar Change: 79,503
Percentage Change: 16.67 %

2020-21 Personnel - F.T.E. 1.00
2019-20 Personnel - F.T.E. 2.00
Personnel Change: (1.00)

Budget Objectives Form

Department: Parks and Recreation

Division: Tennis

Dept. #: 12

Division #: 464

Objective:

\$ 564,252 To provide tennis instruction, programs, tournaments, leagues, and tennis services for Penny Sugarman Tennis Center, Pepper Park and Cagni Park.

ACTIVITIES:

\$ 561,242 001 **Penny Sugarman and Cagni Tennis Facilities:** provide funding for supervision, facility upkeep/maintenance of 13 tennis courts in order to accommodate the leisure needs of the residents of North Miami. Including USTA sanction tournaments and events.

\$ 3,010 002 **Pepper Park Tennis Operation:** provide funding for supervision, facility upkeep/maintenance of 12 tennis courts in order to accommodate the leisure needs of the residents of North Miami. Including USTA tournaments and events.

Budget Summary Form

Department: Parks and Recreation
Division: Facility Operations
Dept / Division #: 12 / 465

EXPENDITURE CATEGORY	Actual Expend. FY19	Amended Budget FY20	Est. Expend. FY20	Adopted Budget FY21
Personnel Services	231,927	380,426	238,905	278,680
Operating Expenses	244,042	205,304	198,108	203,706
Internal Services	(6,346)	5,688	5,688	6,051
Operating Budget	469,623	591,418	442,701	488,437
Capital Outlay	0	0	0	0
Debt Service	0	0	0	0
Grants & Aids	0	0	0	0
Reserves & Other	10,428	9,807	9,807	14,067
Total Budget	480,051	601,225	452,508	502,504

PERSONNEL SERVICES DETAIL:

Classification	Salary Sch.	# of Positions
Recreation Leader II	20	1
Recreation Leader I	18	2
Total # of Full-Time Employees		3

2020-21 Operating Budget: 488,437
2019-20 Operating Budget: 591,418
Dollar Change: (102,981)
Percentage Change: (17.41)%

2020-21 Personnel - F.T.E. 3.00
2019-20 Personnel - F.T.E. 6.00
Personnel Change: (3.00)

Budget Objectives Form

Department:	Parks and Recreation
Division:	Facility Operations
Dept. #:	12
Division #:	465

Objective:

\$ 502,504 To operate programs in Sunkist Grove Community Center, Keystone Community Center, and Griffing Adult Center.

ACTIVITIES:

\$ 121,866	001	Sunkist Grove Community Center: operate Sunkist Grove Community Center, including a computer lab, drop-in evening program, weekend rentals, and camps.
\$ 160,078	002	Griffing Adult Center: operate the Griffing Adult Center for senior adult programming, after school programs, weekend rentals, community meetings, adult fitness classes, and events. Provide staff and supplies for operation of various classes for senior adults, and after school programming.
\$ 108,532	003	Keystone Center and School Skills Program: operation of Keystone Community Center, which includes youth programming, adult fitness classes, community meetings, weekend rentals, and camps.
\$ 112,028	004	Teen Programming: plan, administer and direct teen programming, youth summer camps, weekend rentals and community meetings.

Budget Summary Form

Department: Parks and Recreation
Division: Parks Administration
Dept / Division #: 12 / 466

EXPENDITURE CATEGORY	Actual Expend. FY19	Amended Budget FY20	Est. Expend. FY20	Adopted Budget FY21
Personnel Services	83,177	104,206	65,782	2,731
Operating Expenses	75,223	40,830	39,783	37,403
Internal Services	1,517	4,111	4,111	11,271
Operating Budget	159,917	149,147	109,676	51,405
Capital Outlay	0	0	0	0
Debt Service	0	0	0	0
Grants & Aids	0	0	0	0
Reserves & Other	0	3,640	3,640	4,323
Total Budget	159,917	152,787	113,316	55,728

PERSONNEL SERVICES DETAIL:

Classification	Salary Sch.	# of Positions
Total # of Full-Time Employees		0

2020-21 Operating Budget: 51,405
2019-20 Operating Budget: 149,147
Dollar Change: (97,742)
Percentage Change: (65.53)%

2020-21 Personnel - F.T.E. 0.00
2019-20 Personnel - F.T.E. 1.00
Personnel Change: (1.00)

Budget Objectives Form

Department:	Parks and Recreation
Division:	Parks Administration
Dept. #:	12
Division #:	466

Objective:

\$ 55,728 To provide administrative support for the Parks Division and the operations of the parks maintenance office.

ACTIVITIES:

\$ 21,642	001	Parks Administration: provide administration, operational control, coordination, and clerical support to the Parks Division.
\$ 26,883	002	Parks Operations Center Expenses: provide funding for operating expenditures including utilities (water and sewer, telephones, electricity, and sanitation collection charges), contractual services (maintenance of the air conditioning and burglar alarm) and office machines.

Budget Summary Form

Department: Parks and Recreation
Division: North Miami Athletic Stadium
Dept / Division #: 12 / 467

EXPENDITURE CATEGORY	Actual Expend. FY19	Amended Budget FY20	Est. Expend. FY20	Adopted Budget FY21
Personnel Services	7,204	2,291	5,271	5,128
Materials, Supplies & Services	149,689	79,975	116,672	120,163
Internal Services	0	0	0	0
Operating Budget	156,893	82,266	121,943	125,291
Capital Outlay	0	0	0	0
Debt Service	0	0	0	0
Grants & Aids	0	0	0	0
Non-Operating	0	0	0	0
Total Budget	156,893	82,266	121,943	125,291

PERSONNEL SERVICES DETAIL:

Classification	Salary Sch.	# of Positions
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Total # of Full-Time Employees 0

2020-21 Operating Budget:	125,291
2019-20 Operating Budget:	82,266
Dollar Change:	<u>43,025</u>
Percentage Change:	<u>52.3 %</u>
2020-21 Personnel - F.T.E.	0.00
2019-20 Personnel - F.T.E.	0.00
Personnel Change:	<u>0.00</u>

Budget Objectives Form

Department:	Parks and Recreation
Division:	North Miami Athletic Stadium
Dept. #:	12
Division #:	467

Objective:

\$ 125,291 To provide the staff and supplies/equipment to maintain the North Miami Athletic Stadium.

ACTIVITIES:

\$ 125,291 001 **Stadium Operations:** provide funding for supervision, facility upkeep/maintenance of bathrooms, locker rooms, track and synthetic turf; including funds for grounds, electrical, scoreboard, lighting, bleachers and fencing repairs. As well as part-time park attendants for daily activities of public use, athletic rentals and major semi-pro/professional athletic events.

Budget Summary Form

Department: Parks and Recreation
Division: Parks Operations
Dept / Division #: 12 / 468

EXPENDITURE CATEGORY	Actual Expend. FY19	Amended Budget FY20	Est. Expend. FY20	Adopted Budget FY21
Personnel Services	712,504	660,633	653,251	593,866
Operating Expenses	181,696	170,499	149,923	135,552
Internal Services	31,774	109,060	109,060	110,154
Operating Budget	925,974	940,192	912,234	839,572
Capital Outlay	607,259	507,585	410,185	0
Debt Service	0	0	0	0
Grants & Aids	0	0	0	0
Reserves & Other	25,489	25,278	25,278	25,372
Total Budget	1,558,722	1,473,055	1,347,697	864,944

PERSONNEL SERVICES DETAIL:

Classification	Salary Sch.	# of Positions
Parks Superintendent	30	1
Trades Mechanic	22	2
Maintenance Mechanic	20	2
General Maintenance Worker	18	2

Total # of Full-Time Employees 7

2020-21 Operating Budget: 839,572
2019-20 Operating Budget: 940,192
Dollar Change: (100,620)
Percentage Change: (10.7)%

2020-21 Personnel - F.T.E. 7.00
2019-20 Personnel - F.T.E. 9.00
Personnel Change: (2.00)

Budget Objectives Form

Department: Parks and Recreation
Division: Parks Operations
Dept. #: 12
Division #: 468

Objective:

\$ 864,944 To maintain four major park facilities, 11 passive parks, a pool and seven recreation centers. Support City events and activities budgeted in other decision units as well as respond to emergencies and complaints.

ACTIVITIES:

\$ 767,517 001 **Facility Operations:** maintain the City's Parks and Recreation facilities, which include buildings, grounds, pools, and playgrounds.

\$ 97,427 002 **Vehicles:** provides funds for the daily operation, preventive maintenance, emergency repairs and replacement of vehicles.

Budget Summary Form

Department: Parks and Recreation
Division: Rights-of-Way Operations
Dept / Division #: 12 / 469

EXPENDITURE CATEGORY	Actual Expend. FY19	Amended Budget FY20	Est. Expend. FY20	Adopted Budget FY21
Personnel Services	988,459	985,378	978,146	869,831
Operating Expenses	124,593	86,180	97,394	69,995
Internal Services	255,101	410,505	410,505	273,983
Operating Budget	1,368,153	1,482,063	1,486,045	1,213,809
Capital Outlay	44,447	0	0	0
Debt Service	0	0	0	0
Grants & Aids	0	0	0	0
Reserves & Other	39,223	39,840	39,840	36,405
Total Budget	1,451,823	1,521,903	1,525,885	1,250,214

PERSONNEL SERVICES DETAIL:

Classification	Salary Sch.	# of Positions
Parks Supervisor	28	1
Parks Specialist	24	1
Heavy Equipment Operator	22	1
Trades Mechanic	22	1
Maintenance Mechanic	20	1
Motor Equipment Operator	20	3
General Maintenance Worker	18	5

Total # of Full-Time Employees 13

2020-21 Operating Budget: 1,213,809
2019-20 Operating Budget: 1,482,063
Dollar Change: (268,254)
Percentage Change: (18.1)%

2020-21 Personnel - F.T.E. 13.00
2019-20 Personnel - F.T.E. 19.00
Personnel Change: (6.00)

Budget Objectives Form

Department:	Parks and Recreation
Division:	Rights-of-Way Operations
Dept. #:	12
Division #:	469

Objective:

\$ 1,250,214 To maintain all landscaping in rights-of-way areas in the City, which include medians, swales, courtyards, parkways, circles, canal ends, cul-de-sacs, fountains, and monuments.

ACTIVITIES:

\$ 790,187	001	Rights-of-Way Operations: provide rights-of-way turf maintenance and grounds care including irrigation repairs and installation, fertilizing, mowing, spraying, landscaping renovations, annual plantings, annuals replacements, and monitoring of landscape contracts.
\$ 204,305	002	Landscaping Operations: maintain landscaping and ground maintenance on City properties including swales, parkways, medians, monuments, cul-de-sacs, and canal ends. Work performed includes trimming, shaping, and repairing as well as removing and replacing landscape as necessary.
\$ 255,722	004	Vehicles: provides funds for the daily operation, preventive maintenance, emergency repairs and replacement of vehicles.

Budget Summary Form

Department: Parks and Recreation
Division: Enchanted Forest Elaine Gordon Park
Dept / Division #: 12 / 471

EXPENDITURE CATEGORY	Actual Expend. FY19	Amended Budget FY20	Est. Expend. FY20	Adopted Budget FY21
Personnel Services	103,130	99,790	93,088	95,310
Operating Expenses	70,149	74,682	72,692	58,606
Internal Services	(2,958)	5,227	5,227	1,722
Operating Budget	170,321	179,699	171,007	155,638
Capital Outlay	0	0	0	0
Debt Service	0	0	0	0
Grants & Aids	0	0	0	0
Reserves & Other	6,429	5,910	5,910	3,434
Total Budget	176,750	185,609	176,917	159,072

PERSONNEL SERVICES DETAIL:

Classification	Salary Sch.	# of Positions
Parks Naturalist	24	1

Total # of Full-Time Employees 1

2020-21 Operating Budget: 155,638
2019-20 Operating Budget: 179,699
Dollar Change: (24,061)
Percentage Change: (13.39)%

2020-21 Personnel - F.T.E. 1.00
2019-20 Personnel - F.T.E. 2.00
Personnel Change: (1.00)

Budget Objectives Form

Department: Parks and Recreation
Division: Enchanted Forest Elaine Gordon Park
Dept. #: 12
Division #: 471

Objective:

\$ 159,072 To provide daily maintenance, supervision, programming, and operation of over a 22 acre facility which includes a one mile recreation trail, two rental shelters, a nature center, two tot-lot playgrounds, a community building, and a concession pony/stable facility.

ACTIVITIES:

\$ 158,217 001 **Facility Operations and Maintenance:** provide funding for the operation, programming, and maintenance of the park grounds, facilities, and structures.

\$ 855 002 **Facility Programming:** provide nature programming and maintenance of nature exhibits at the facility including guided tours, various workshops, and special nature-related events.

Budget Summary Form

Department: Parks and Recreation
Division: Summer Camps
Dept / Division #: 12 / 475

EXPENDITURE CATEGORY	Actual Expend. FY19	Amended Budget FY20	Est. Expend. FY20	Adopted Budget FY21
Personnel Services	6,215	4,858	1,306	4,535
Operating Expenses	97,693	83,300	15,503	66,980
Internal Services	0	0	0	0
Operating Budget	103,908	88,158	16,809	71,515
Capital Outlay	0	0	0	0
Debt Service	0	0	0	0
Grants & Aids	0	0	0	0
Reserves & Other	0	0	0	0
Total Budget	103,908	88,158	16,809	71,515

PERSONNEL SERVICES DETAIL:

<u>Classification</u>	<u>Salary Sch.</u>	<u># of Positions</u>
None		

Total # of Full-Time Employees 0

2020-21 Operating Budget:	71,515
2019-20 Operating Budget:	88,158
Dollar Change:	<u>(16,643)</u>
Percentage Change:	<u>(18.88)%</u>
2020-21 Personnel - F.T.E.	0.00
2019-20 Personnel - F.T.E.	0.00
Personnel Change:	<u>0.00</u>

Budget Objectives Form

Department:	Parks and Recreation
Division:	Summer Camps
Dept. #:	12
Division #:	475

Objective:

\$ 71,515 To provide cooperative programming for residents and non-residents during the public school system breaks.

ACTIVITIES:

\$ 71,515 001 **Summer Camps:** provide children ages 6-14 with a place to go during the summer while their parents or guardians are at work. The camps are hosted at Enchanted Forest Elaine Gordon Park, Keystone Community Center, and Sunkist Grove Community Centers.

Budget Summary Form

Department: Parks and Recreation
Division: Community Events
Dept / Division #: 12 / 478

EXPENDITURE CATEGORY	Actual Expend. FY19	Amended Budget FY20	Est. Expend. FY20	Adopted Budget FY21
Personnel Services	101,596	147,978	105,617	28,546
Operating Expenses	600,721	493,843	414,194	250,988
Internal Services	9,412	17,126	16,063	28,936
Operating Budget	711,729	658,947	535,874	308,470
Capital Outlay	0	0	0	0
Debt Service	0	0	0	0
Grants & Aids	0	2,500	2,500	2,500
Reserves & Other	4,028	3,666	3,666	3,833
Total Budget	715,757	665,113	542,040	314,803

PERSONNEL SERVICES DETAIL:

Classification	Salary Sch.	# of Positions
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Total # of Full-Time Employees **0**

2020-21 Operating Budget: 308,470
2019-20 Operating Budget: 658,947
Dollar Change: (350,477)
Percentage Change: (53.19)%

2020-21 Personnel - F.T.E. 0.00
2019-20 Personnel - F.T.E. 1.00
Personnel Change: (1.00)

Budget Objectives Form

Department: Parks & Recreation
Division: Community Events
Dept. #: 12
Division #: 478

Objective:

\$ 314,803 To coordinate staff and implement events sponsored and/or run by the City of North Miami. These events include the WinterNational Parade, July 4th Celebration, Halloween Haunted Event, and various civic events.

ACTIVITIES:

\$ 35,434	001	Special Events Staff: supervises and coordinates special events as well as administers the implementation of activities supported by the City. The supervisor also serves as departmental liaison for various community service organizations.
\$ 9,096	003	July 4th Celebration: promote and produce North Miami's annual family Independence Day celebration featuring a major fireworks display, live entertainment, games and activities.
\$ 225,517	005	Community Events: these events give the City the opportunity to recognize various heritage months, holidays and cultural days by bringing the community, its residents and local schools/ universities together for a common purpose.
\$ 13,437	006	City Events: provide support for various community events held throughout the City such as Veterans and Memorial Day ceremonies, and North Miami Concert Band concerts.
\$ 4,306	007	Civic Group Events: provide staff support for various annual events; some of the events include Little League, relay for Life and other civic events.
\$ 27,013	009	Vehicle: provides funds for the daily operation, preventive maintenance, emergency repairs and replacement of vehicles.

Budget Summary Form

Department: Parks and Recreation
Division: Gwen Margolis Community Center
Dept / Division #: 12 / 479

EXPENDITURE CATEGORY	Actual Expend. FY19	Amended Budget FY20	Est. Expend. FY20	Adopted Budget FY21
Personnel Services	4,007	1,508	3,259	2,721
Operating Expenses	82,013	54,288	61,695	67,452
Internal Services	0	0	0	0
Operating Budget	86,020	55,796	64,954	70,173
Capital Outlay	0	0	0	0
Debt Service	0	0	0	0
Grants & Aids	0	0	0	0
Reserves & Other	0	0	0	0
Total Budget	86,020	55,796	64,954	70,173

PERSONNEL SERVICES DETAIL:

Classification	Salary Sch.	# of Positions
None		

Total # of Full-Time Employees 0

2020-21 Operating Budget: 70,173
2019-20 Operating Budget: 55,796
Dollar Change: 14,377
Percentage Change: 25.77 %

2020-21 Personnel - F.T.E. 0.00
2019-20 Personnel - F.T.E. 0.00
Personnel Change: 0.00

Budget Objectives Form

Department: Parks and Recreation
Division: Gwen Margolis Community Center
Dept. #: 12
Division #: 479

Objective:

\$ 70,173 To provide a facility for public assembly activities including private, non-profit, government, civic and educational functions.

ACTIVITIES:

\$ 70,173 001 **GMCC Operations:** provide part-time staff for facility functions, including rentals, community meetings and events. Provide funding for facility upkeep/maintenance; including landscaping, building, air conditioning, appliances and contractual cleaning.

Budget Summary Form

Department: Parks and Recreation
Division: Youth Programs
Dept / Division #: 12 / 483

EXPENDITURE CATEGORY	Actual Expend. FY19	Amended Budget FY20	Est. Expend. FY20	Adopted Budget FY21
Personnel Services	0	2,410	0	0
Operating Expenses	1,853	3,900	2,000	1,900
Internal Services	0	0	0	0
Operating Budget	1,853	6,310	2,000	1,900
Capital Outlay	0	0	0	0
Debt Service	0	0	0	0
Grants & Aids	0	1,000	1,000	1,000
Reserves & Other	0	0	0	0
Total Budget	1,853	7,310	3,000	2,900

PERSONNEL SERVICES DETAIL:

Classification	Salary Sch.	# of Positions
None		

Total # of Full-Time Employees 0

2020-21 Operating Budget:	1,900
2019-20 Operating Budget:	6,310
Dollar Change:	<u>(4,410)</u>
Percentage Change:	<u>(69.89)%</u>
2020-21 Personnel - F.T.E.	0.00
2019-20 Personnel - F.T.E.	0.00
Personnel Change:	<u>0.00</u>

Budget Objectives Form

Department: Parks and Recreation
Division: Youth Programs
Dept. #: 12
Division #: 483

Objective:

\$ 2,900 To provide specialized programs for North Miami's youth as recommended by the Youth Opportunity Board and the City Council.

ACTIVITIES:

\$ 1,950 002 **Recognition and Scholarship Programs:** the Bill Carr Youth Recognition Program provides awards to exemplary students at all grade levels (K through 12) which are presented at City Council meetings three times a year. The Lou Schick Scholarship Program provides cash scholarships for North Miami residents who are graduating from high school and plan to enroll in college.

\$ 950 004 **Essay Contests:** provide awards for North Miami High School and middle school students who participate and are selected winners in essay contests expressing the meaning of Memorial Day and Veterans Day holidays.

Budget Summary Form

Department: Non-Departmental
Division: Non-Departmental Expenses
Dept / Division #: 13 / 480

EXPENDITURE CATEGORY	Actual Expend. FY19	Amended Budget FY20	Est. Expend. FY20	Adopted Budget FY21
Personnel Services	44,817	6,695	942	-1,501,390
Materials, Supplies & Services	386,762	680,774	1,063,454	1,237,869
Internal Services	(175,830)	0	0	14,587
Operating Budget	255,749	687,469	1,064,396	-248,934
Capital Outlay	0	0	0	1,150,000
Debt Service	0	0	0	0
Grants & Aids	323,957	335,000	335,000	247,750
Reserves & Other	91,476	3,389,553	0	2,000,000
Total Budget	671,182	4,412,022	1,399,396	3,148,816

PERSONNEL SERVICES DETAIL:

Classification	Salary Sch.	# of Positions
None		

Total # of Full-Time Employees 0

2020-21 Operating Budget:	(248,934)
2019-20 Operating Budget:	687,469
Dollar Change:	<u>(936,403)</u>
Percentage Change:	<u>(136.21)%</u>
2020-21 Personnel - F.T.E.	0.00
2019-20 Personnel - F.T.E.	0.00
Personnel Change:	<u>0.00</u>

Budget Objectives Form

Department: Non-Departmental
Division: Non-Departmental Expenses
Dept. #: 13
Division #: 480

Objective:

\$ 3,148,816 To provide for employee benefits for General Fund employees; for the General Fund's contribution to the Risk Management Fund to operate its liability programs; for the General Fund Contingency; for property insurance and bonds premiums; and for legislative lobbyists.

ACTIVITIES:

\$ 871,066	001	Miscellaneous Expenses & Reserves: Provides funds for reimbursement to Florida Unemployment Compensation Fund for benefits paid.
\$ 2,000,000	002	Miscellaneous Expenses & Reserves: Provides funds for accrued sick leave and vacation upon retirement for employees; contingency funds for emergency or unforeseen expenses that cannot be anticipated during the budget process and are authorized by the City Manager.
\$ 30,000	004	Biscayne Landing Maintenance
\$ 247,750	Sup	Civic Grants

FY21 Supplemental/CIP Request

Project Description:	Grants to Others		
Department:	Non-Departmental	Project #	
Division:	Grants to Others	Totals \$	247,750
Account Number:	001-13-486000-519-XXX	Request Type	Additional Funds
Project Location:		Priority Level	Reg. Requirements

Objective:

To assist various civic and non-profit entities in the City that provide services to segments of the City's population by providing grant funds for their use in providing services

Justification:

The City provides grant funds to entities for their use in providing services to the residents of this community. The grants for FY21 are listed below:

Project Estimates:

Object Code	Description	Prior Years	FY 20/21	FY 21/22	FY 22/23	FY 23/24	FY 24/25	Total Estimate
801	NoMi Fdtn for Sr Citizens	\$ 115,500	\$ 57,750					\$ 57,750
810	NoMi Chamber of Commerce	\$ 75,000	\$ 37,500					\$ 37,500
810	NoMi Haitian Chamber of Commerce	\$ 20,000	\$ 10,000					\$ 10,000
818	PAL Grant and PAL Tutoring	\$ 195,000	\$ 95,000					\$ 95,000
820	First Generation Scholarship Fund	\$ 10,000	\$ 5,000					\$ 5,000
820	Take Stock in Children Scholarship	\$ 10,000	\$ 5,000					\$ 5,000
820	Adult Continuing Education	\$ 50,000	\$ 25,000					\$ 25,000
825	Assoc. Haitian Educators of Dade	\$ 25,000	\$ 12,500					\$ 12,500
Total		\$ 500,500	\$ 247,750					\$247,750

Funding Source	Fund #	% Funding	Prior Years	FY 20/21	FY 21/22	FY 22/23	FY 23/24	FY 24/25	Total Estimate
General Fund	001	100%	\$ 500,500	\$ 247,750					\$ 247,750
Total		100%	\$ 500,500	\$ 247,750					\$ 247,750

Budget Office Use Only

<input checked="" type="checkbox"/>	Funded
<input type="checkbox"/>	Not Funded
<input type="checkbox"/>	Partially Funded
<input type="checkbox"/>	Pending

FY 21 Operating Cost:	\$	247,750
FY 21 Capital Cost:	\$	0
Future Years' Estimated Annual Cost:	\$	247,750

MUSEUM OF CONTEMPORARY ARTS

Mission Statement: The Museum of Contemporary Art (MOCA) is dedicated to making contemporary art accessible to diverse audiences – especially underserved populations - through the collection, preservation, and exhibition of the best of contemporary art and its art historical influences.

Executive Director

MOCA, Inc.

MUSEUM OF CONTEMPORARY ARTS

Core Responsibilities:

- Present the best local, national and international contemporary art to a diverse community.
- Present exhibitions that will engage the public for a greater understanding of contemporary art and its influences.
- Continue to collect the best examples of contemporary art.
- Research and publish scholarly articles, catalogs, and books about artists, works and trends that reflect contemporary art.
- Offer educational and public programming that will engage audiences of all ages, provide a basic understanding of the basics of visual art, and share deeper knowledge of critical issues and movements in contemporary art.
- Cultivate a membership, donor and corporate support base to provide financial sustainability and ensure the continued development of exhibitions and programming for the community.
- Create and maintain an environment that values the works of emerging and experimental artists.

FY20 Major Accomplishments:

- Presented eight contemporary art exhibitions and projects, both onsite and virtually, including:
 - 05/11/19-11/24/19 *AFRICOBRA: Nation Time*
 - 09/05/19-10/20/19 *South Florida Cultural Consortium Exhibition*
 - 09/05/19-10/20/19 *Collection Focus: Works on Paper from the 1960s-1980s*
 - 11/26/19-03/13/20 *Alice Rahon: Poetic Invocations*
 - 11/26/19-03/13/20 *Cecilia Vicuña: About to Happen*
 - 02/09/20-03/13/20 *Liene Bosqué: HamacaS*
 - 05/29/20-08/31/20 *Corporal DADE: ProjectArt Miami Resident Artist Exhibition*
 - 06/15/20-09/30/20 *Art on the Plaza: I AM A MAN*
- Provided educational experiences to 3,500 children and families onsite and virtually, and increased public programming:
 - Held MOCA's first Family Fun Day in October 2019, sponsored by the South Florida Auto Dealers Association.
 - Continued successful educational programs, including
 - Teen Art Force
 - MOCA MiniMakers
 - Art Camps
 - Sunday Stories
 - Continued to grow public programming, including Conversations at MOCA and MOCA Moving Images, along with performances and curatorial talks.
 - After the COVID-19 pandemic, shifted all programming to virtual platforms to continue to engage with the public. This included:
 - Virtual MOCA MiniMakers (twice monthly on Facebook Live)
 - Virtual Summer Art Camps, provided free of charge with free art supplies
 - Virtual Conversations at MOCA
 - MOCA at Home, a section of MOCA's website dedicated to providing accessible content to guests free of charge, including VR exhibitions, art projects, and digital catalogues.

MUSEUM OF CONTEMPORARY ARTS

- Increased public awareness of MOCA via local, national and international press:
 - MOCA's 2019-2020 showcase exhibition, *Cecilia Vicuña: About to Happen*, achieved national and international recognition online and in print. The December 2019 PR report showed 77 national and international media placements and 147,840,157 media impressions. The exhibition earned exposure in national and international publications including PBS Art Loft, Hyperallergic, National Geographic, Vive Miami News, and more.
- MOCA, Inc. secured contributed revenue over \$750,000 despite the COVID-19 pandemic.
 - Major support includes
 - Knight Foundation (Knight Arts Challenge - \$75,000)
 - Green Family Foundation (\$50,000)
 - Miami Foundation (\$32,500)
 - South Florida Auto Dealers Association (\$15,000)
 - Funding Arts Network (\$10,000)
 - Rejoined the Major Cultural Institutions grant program - Miami-Dade County's top grant level for cultural institutions - and increased support from \$175,000 to \$200,000
- Successfully completed the American Alliance of Museums re-accreditation process and was granted re-accreditation in October 2019.
- Launched a strategic planning process in July 2020, hiring Washington, D.C.-based firm Chora Creative to lead museum trustees and leadership through the creation of a five-year plan. Funding for this process was granted in FY18-19 by the Knight Foundation.
- Successfully replaced MOCA's roof, which was original to the building when it opened in 1996.
- Exhibited selections from the museum's permanent collection and continued the creation of written scholarship about these artworks.

FY21 Major Projects and Initiatives:

- Present four to five provocative and innovative exhibitions examining the art of our time.
- Provide challenging and interactive educational and interpretive art programming to all ages, both onsite and virtually.
- Protect and conserve MOCA's collection of nearly 500 works of contemporary art.
- Continue to grow the Board of Trustees.
- Expand collaborations with local, national and international artists, collectors, galleries, and museums.
- Continue the growth of educational programming, focusing on virtual engagement during the COVID-19 pandemic.
- Build additional partnerships with schools and adult centers to increase the number of participating youth and adults in weekly educational initiatives.
- Develop targeted membership campaigns to cultivate new members.
- Continue to grow MOCA, Inc. contributed revenue.

MUSEUM OF CONTEMPORARY ARTS

Performance Measures:

MOCA Performance Measures	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 YEE	FY 2021 Target
Exhibits organized (#)	8	7	7	8	5
MOCA membership	102	116	150	200	400
Children/Families served via MOCA Education Programs	3,100	3,100	3,500	3,500	4,000

Budget Summary Form

Department: Museum of Contemporary Art
Dept # 14 / 482

EXPENDITURE CATEGORY	Actual Expend. FY19	Amended Budget FY20	Est. Expend. FY20	Adopted Budget FY21
Personnel Services	235,872	233,541	238,254	216,841
Operating Expenses	196,969	196,436	184,588	187,543
Internal Services	5,184	19,457	17,640	16,942
Operating Budget	438,025	449,434	440,482	421,326
Capital Outlay	0	628,946	628,946	0
Debt Service	0	0		0
Grants & Aids	1,506,549	1,375,921	1,125,313	939,377
Reserves & Other	9,201	7,138	7,138	7,651
Total Budget	1,953,775	2,461,439	2,201,879	1,368,354

PERSONNEL SERVICES DETAIL:

Classification	Salary Sch.	# of Positions
MOCA Director	40	1
Total # of Full-Time Employees		1

2020-21 Operating Budget:	421,326
2019-20 Operating Budget:	449,434
Dollar Change:	(28,108)
Percentage Change:	(6.25)%
2020-21 Personnel - F.T.E.	1.00
2019-20 Personnel - F.T.E.	1.00
Personnel Change:	0.00

Budget Objectives Form

Department: Museum of Contemporary Art
Division: MOCA
Dept. #: 14
Division #: 482

Objective:

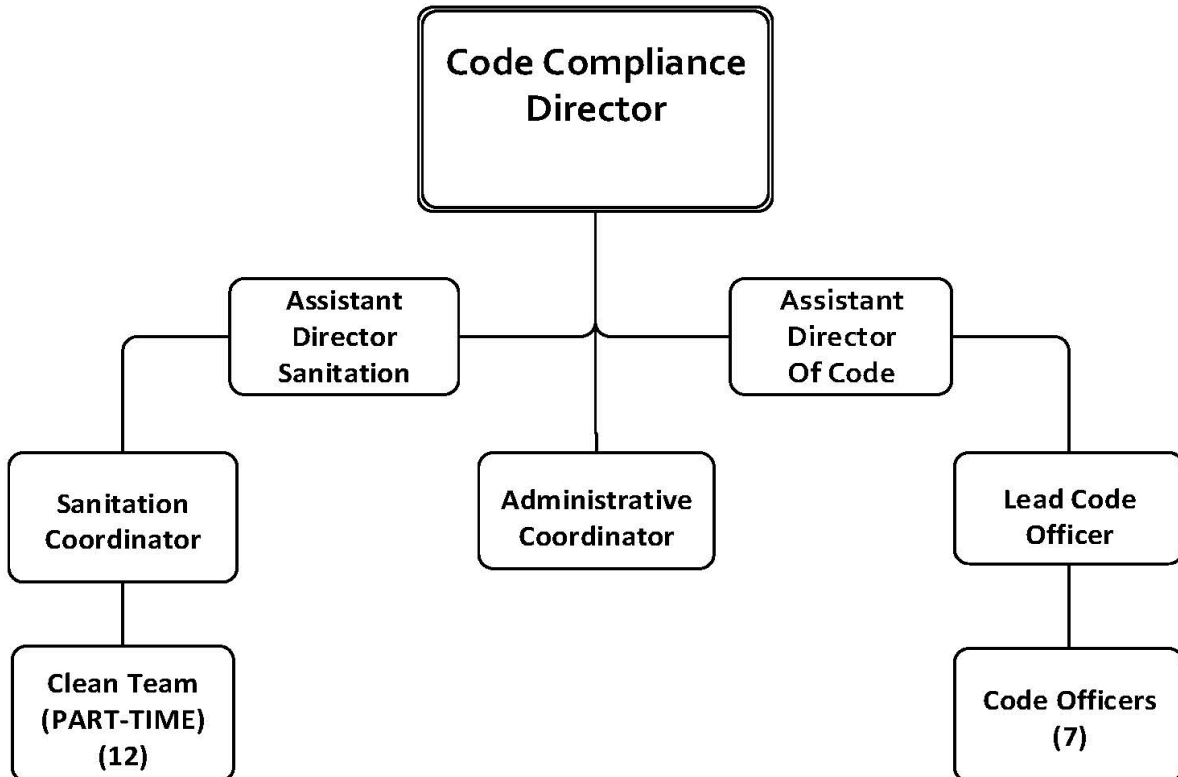
\$ 1,368,354 The Museum of Contemporary Art (MOCA) is dedicated to making contemporary art accessible to diverse audiences, especially under-served populations, through the collection, preservation and exhibition of the best of contemporary art and its art historical influences.

ACTIVITIES:

\$ 229,847	001	MOCA Administrative Staff: provide management and coordination of the exhibits and programs offered throughout the year by the Museum of Contemporary Art including exhibitions, Jazz at MOCA concerts, lectures, cultural events, children's classes, teen programs, and other art programming – both onsite and virtually.
\$ 894,977	002	Museum Specialized Services: provide for the services required of a first-class museum including curatorial, preparatory, development, educational, communications, and operational services.
\$ 183,026	003	Building Operations: provide the maintenance and upkeep of the 23,000 square foot MOCA building, including utilities, security and other contractual building services.
\$ 52,400	004	Jazz at MOCA: provide outdoor jazz concerts in the MOCA Plaza at no charge for the entertainment and enjoyment of City residents and visitors (virtually if conditions warrant).
\$ 8,104	005	Vehicles: provides funds for the daily operation, preventive maintenance, emergency repairs and replacement of vehicles.

CODE COMPLIANCE

Mission Statement: The purpose of the Code Compliance Department is to maintain and improve the appearance of our community, protect the health, safety, and welfare of our citizens, and enhance the economic setting through education and enforcement of the standards set by the City of North Miami Code of Ordinances.



CODE COMPLIANCE

Core Responsibilities:

- Improve the safety, quality of life and cleanliness in the City of North Miami.
- Investigate complaints and enforce violations of municipal, county and state codes; and rules and laws relating to residential, commercial, waterways, and multi-family properties.
- Enforce building codes and land development, certificate of use and business tax regulations.
- Educate residents and business owners on municipal, county and state codes, in order to bring about voluntary compliance.
- Educate residents on the safe and humane treatment of animals to increase compliance and improve public awareness; investigate complaints and enforce violations of the City's code, relating to the treatment of animals.
- Improve public awareness of the Abandoned Real Property Registration Program and its benefits.
- Reduce the number of false alarm calls received and increase compliance and public awareness through the False Alarm Reduction Program.
- Enforce sanitation rules and encourage compliance by educating residents and business owners.

FY20 Major Accomplishments:

- Amended Chapter 21 of the Code of Ordinances, titled Code Compliance, creating more efficiency, strengthened enforcement processes and streamlined procedures.
- Re-branded the Department by implementing community outreach initiatives, uniforms representative of the City's colors cultivating a working relationship between the city and the community.
- Added educational literature, assisting the community with clarity on rules and regulations.
- Implementation of Virtual Special Magistrate hearings as a result of COVID-19.
- Enforcement of Emergency Orders and continued management of community concerns during the COVID-19 pandemic.

FY21 Major Projects and Initiatives:

- Community outreach through increased presence via the Code webpage, TV, and social media.
- Implementation of new code compliance procedures as recently adopted in Chapter 21.
- Implementation of Residential Controlled Parking Permit Division.
- Implementation of Virtual Inspections.
- National Code Enforcement Accreditation

CODE COMPLIANCE

Performance Measures:

Code Compliance Performance Measures	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 YEE	FY 2021 Target
Average number of days cases are open	119	100	52	58	60
Number of cases initiated by a Citizen	1,196	1,216	574	789	800
Number of cases initiated by a Code Compliance Officer	8,576	9,436	7,673	4,404	7,000
Number of courtesy notices issues	737	647	1,586	1,410	3,500
Overall compliance rate	95 %	95 %	86 %	70 %	100 %
Abandoned property registration compliance rate	46 %	79 %	88 %	94.6 %	100 %

Budget Summary Form

Department: Code Compliance
Dept / Div #: 16 / 440

EXPENDITURE CATEGORY	Actual Expend. FY19	Amended Budget FY20	Est. Expend. FY20	Adopted Budget FY21
Personnel Services	1,219,098	1,443,799	1,106,606	1,030,097
Operating Expenses	3,831,820	4,100,491	4,023,257	3,870,084
Internal Services	65,596	178,580	168,880	170,617
Operating Budget	5,116,514	5,722,870	5,298,743	5,070,798
Capital Outlay	0	0	0	0
Debt Service	0	0	0	0
Grants & Aids	0	0	0	0
Reserves & Other	54,552	60,662	60,662	52,789
Total Budget	5,171,066	5,783,532	5,359,405	5,123,587

PERSONNEL SERVICES DETAIL:

Classification	Salary Sch.	# of Positions
Code Compliance Director	40	1
Assistant Code Compliance Director	34	1
Asst. Code Compliance Director (Sani.)	34	1
Lead Code Compliance Officer	27	1
Administrative Coordinator	25	1
Code Compliance Officer	25	7
Sanitation Coordinator	22	1
Total # of Full-Time Employees		13

2020-21 Operating Budget:	5,070,798
2019-20 Operating Budget:	5,722,870
Dollar Change:	(652,072)
Percentage Change:	(11.39)%
2020-21 Personnel - F.T.E.	13.00
2019-20 Personnel - F.T.E.	21.00
Personnel Change:	(8.00)

Budget Objectives Form

Department:	Code Compliance
Division:	Code Compliance
Dept. #:	16
Division #:	440

Objective:

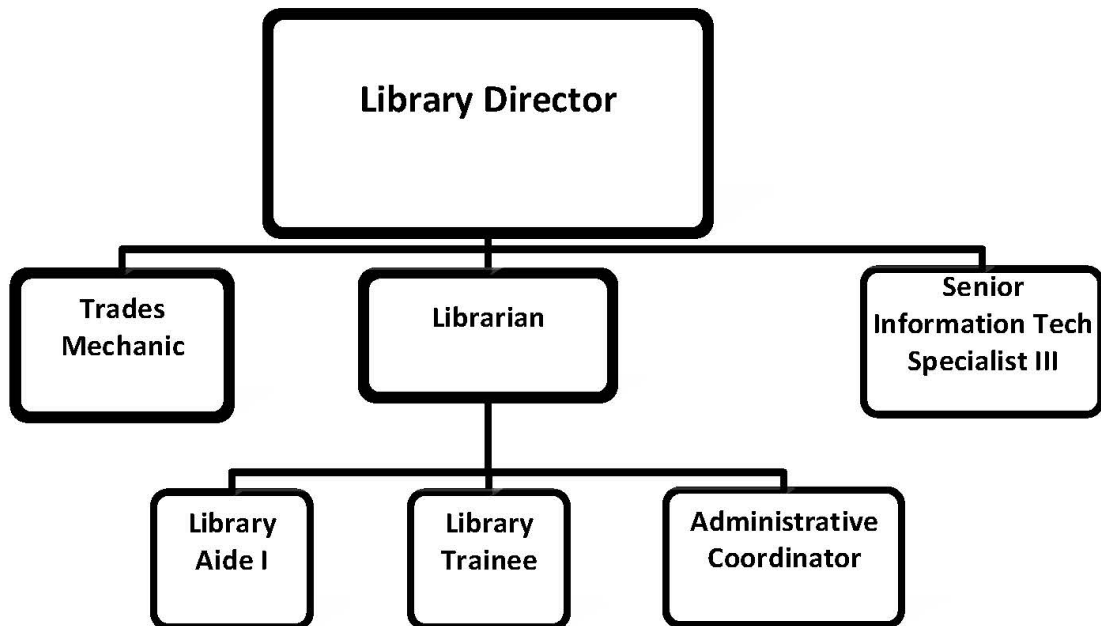
\$ 5,123,587 To ensure consistent, thorough and responsive code enforcement services to North Miami residential and business communities.

ACTIVITIES:

\$ 1,090,733	001	Code Compliance: enforces residential and commercial code regulations; undertake education and outreach initiatives to promote an enhanced quality of life for the residents; promote a more aesthetically pleasing environment in the City's business districts; preserve and increase property values and the elimination of blight; and provide staff support to the Special Magistrate.
\$ 18,600	002	Special Magistrate: presides over code compliance and minimum housing Cases.
\$ 119,937	003	Vehicles: provides funds for the daily operation, preventive maintenance, emergency repairs and replacement of vehicles.
\$ 3,894,317	005	Sanitation Services: addresses daily complaints and requests for replacement trash & recycling carts, garbage, recycling and bulk waste from residential customers, and ensures resolution within 24 to 48hrs. The Clean Team addresses sanitary issues that involve the removal of litter and debris, as well as illegal dumping from public right of ways, which enhances the image and quality of life within the City of North Miami.

LIBRARY

Mission Statement: Provide open and free access to information and technology, while fostering independent lifelong learning, personal growth and development, intellectual stimulation, cultural enrichment, and a love of reading.



LIBRARY

CORE RESPONSIBILITIES:

- Promote lifelong learning by establishing the library as a leading community center for early learning through educational play spaces, programs and materials such as early learning computers, pre-school story times, and outreach visits to local pre-schools and day care centers.
- Offer an array of cultural and educational programs such as homework assistance, after school tutoring, arts and crafts, book clubs, family nights, special events.
- Collaborate with the City in all library-related City-wide initiatives and programs.
- Offer personalized services to meet individual needs for computer instruction, job search, e-government access, and other one-on-one support.
- Continue growing and improving the library's virtual presence for those who access library resources, programs, and services online.
- Apply innovative library technologies to streamline processes and enhance patrons' library experience.
- Provide library collections that introduce ideas, build skills, support lifelong learning and spark creativity.
- Develop a collection in all formats, housed in the library and online.
- Collaborate with public and private schools in the North Miami Feeder School Pattern and vicinity to serve the needs of the students, educators, and parents by coordinating efforts and maintaining continued reciprocal communication.
- Play an active role in the preservation of the City's historical records in collaboration with the Greater North Miami Historical Society.

FY 20 MAJOR ACCOMPLISHMENTS:

- **E-Books and Digital Resources:** Increased the e-book collection by shifting \$6,000 from the print collection in response to library closure during the pandemic and to meet the hike in demand for e-books and online resources.
- **Curbside and personalized services in response to COVID-19 Closure:** Shifted all functions of the library to remote access and virtual services. Provided personalized library services and curbside delivery of library materials.
- **New Registrations and E-Cards:** Increased the number of library card registrations by 25% during the months of May-June by allowing patrons to sign up remotely and obtain their e-cards.
- **Online Summer Reading Program:** Implemented a successful Online/Virtual Summer Reading Program with more than 500 youth participating.
- **Online Teen Programming:** Created, implemented, and completed the Messy Apron Summer Programming Series for teens and tweens. This was a virtual art and cooking series funded by a grant from the Children's Trust.
- **After School Teen Programs:** Expanded and created new and innovative Teen programs throughout the year featuring daily activities, special programs and partnerships with the High School, and much more.
- **Digitization Project:** Finalized the North Miami Memory Project resulting from digitization of the Greater North Miami Historical Society archived photographs and the collection of oral stories, that were curated with funds from a Florida Humanities Council grant. The exhibit is on permanent display at the Library and the oral stories can be accessed online.

LIBRARY

- **Butterfly and Vegetable Gardens:** Planted a Library's Butterfly Garden and a Library Vegetable Garden. These were intergenerational programs sponsored by the Friends of the North Miami Library. Students that came after school to the library joined elder adults to hand-in-hand in these projects.
- **Senior Programming Series:** Offered programs for older adults such as Restorative Yoga, a meditation and nutrition series, and the English Café.
- **ESL and Adult Education:** Partnered with the North Miami Sr. High School Adult Education Program to offer ESL classes. Adult ESL students joined the Library's English Café as an enhancement to their program.
- **Art Appreciation:** Featured major literature and art appreciation programs honoring Black History, Haitian and Hispanic Heritage months while transitioning from on-site to virtual programming. On-site art programs were in partnership with MOCA (Museum of Contemporary Art) and other organizations, to contribute to the cultural enrichment of families and youth in our community. Children from neighboring schools visited the exhibits on field trips to the library.

FY 21 MAJOR PROJECTS AND INITIATIVES:

- Continue plan of revamping and modernizing prioritized sections by allocating 15% of the materials budget to kick start each prioritized section with an "opening day collection," focusing this year on computers, Urban/African American collection, and juvenile biography sections.
- Provide and encourage ongoing training for Reference Staff in public service skills and effective Seek grant opportunities for innovative technologies relating to library services and new community partners in support of early literacy, adult ESL (English as a Second Language) programs, and adult literacy.
- Continue growing the library's French-Creole and Spanish language collections, to improve our city's ethnic, linguistic, and economic diversity print collection.
- Increase the number of new library card holders by 5% while maintaining an active patron records in the database.
- Develop virtual homework help/peer tutoring program in both virtual and on-site formats to address the needs of students and families for tutoring and media coaching.
- Implement volunteer based programming addressing computer literacy and career development such as resume preparation, job searching skills, and completion of job applications.
- Bring at least one major on-site or virtual/interactive exhibit and art appreciation program that will contribute to the cultural enrichment of families and youth in our community, seeking partnership with MOCA or other institutions/organizations.
- Further develop the Online Summer Reading programming experience by making it possible for youth to sign up and keep track of their summer reading online through the ReadSquared App.
- Offer an array of on-site as well as virtual summer performances and programming for children and teens to support school readiness and encourage learning and reading for the joy of it.

LIBRARY

Performance Measures:

Library Performance Measures	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 YEE	FY 2021 Target
Number of new registered borrowers	3,840	5,500	5,625	1,367*	1,500*
Average number of library visits per door count per month	5,760	10,800	11,254/monthly	5,032*	2,500*
Total Circulation of library materials	57,502	65,000	46,735	33,372*	33,372**
Total annual number of patrons attending library programs	21,827	25,727	13,424	29,998**	30,000**
Number of computer hours	11,915	15,825	29,972	17,771*	15,000*

*FY20 YEE - These figures were negatively impacted by COVID-19 closure and transition from in-person to virtual services, resources, and programs.

**FY20 YEE - These figures were positively impacted by COVID 19 transition to virtual programming, resources and services.

*FY21 Target - These figures reflect a negative impact on projections based on following reduced occupancy guidelines, and CDC recommendations of limiting gatherings.

**FY21 Target - These figures reflect positive projections based on increased reach of virtual program attendance and creating greater awareness of the Library's digital collections, and resources, including awareness of e-card registration.

Budget Summary Form

Department: Library
Division: Library - General Fund
Dept / Division #: 17 / 490

EXPENDITURE CATEGORY	Actual Expend. FY19	Amended Budget FY20	Est. Expend. FY20	Adopted Budget FY21
Personnel Services	829,328	876,168	759,540	679,181
Operating Expenses	224,746	209,067	193,196	217,180
Internal Services	(18,624)	17,841	18,106	18,404
Operating Budget	1,035,450	1,103,076	970,842	914,765
Capital Outlay	52,653	132,286	70,892	20,000
Debt Service	0	0	0	0
Grants & Aids	0	0	0	0
Reserves & Other	31,758	29,342	29,342	35,293
Total Budget	1,119,861	1,264,704	1,071,076	970,058

PERSONNEL SERVICES DETAIL:

Classification	Salary Sch.	# of Positions
Library Director	40	1
Senior Information Tech. Specialist	28	1
Librarian	25	1
Administrative Coordinator	25	1
Trades Mechanic	22	1
Library Aide I	18	1
Librarian Trainee	25	1

Total # of Full-Time Employees 7

2020-21 Operating Budget: 914,765
2019-20 Operating Budget: 1,103,076
Dollar Change: (188,311)
Percentage Change: (17.07)%

2020-21 Personnel - F.T.E. 7.00
2019-20 Personnel - F.T.E. 10.00
Personnel Change: (3.00)

Budget Objective Form

Department:	Library
Division:	Library
Dept. #	17
Division #:	490

Objective:

\$ 970,058 To manage the Public Library and provide necessary materials, technology and public services.

ACTIVITIES:

\$	686,717	001	Department Administration: manage and administer the department to optimize funding, staff output, patron satisfaction, facility maintenance, safety, and security.
\$	127,927	002	Collection Development: identify, procure, catalog, process, organize and store print, non-print, and subscription materials appropriate for a multicultural community.
\$	129,433	003	Public Services: assist patrons with their needs for recreational, informational, cultural and educational materials by: 1) answering reference questions in person, over the phone, via fax or email; 2) retrieving, interpreting and teaching the use of printed and online information; 3) circulating materials to all patrons including those medically unable to come to the Library; and 4) presenting programs and informational support to the various user groups in the City - general public, school, business, civic, institution and government.
\$	25,981	004	Internet and Technological Services: provide public, governmental and community-center access to the Internet via the Library; computerized access to the Library's holdings; remote access to the Florida Virtual Library; user education of electronic information; and educational software for students.

Budget Summary Form

Department: Library
Division: Library State Aid
Dept / Division #: 17 / 491

EXPENDITURE CATEGORY	Actual Expend. FY19	Amended Budget FY20	Est. Expend. FY20	Adopted Budget FY21
Personal Services	79,236	0	0	0
Operating Expenses	119,542	197,618	0	15,863
Internal Services	440	1,305	0	1,156
Operating Budget	199,218	198,923	0	17,019
Capital Outlay	0	3,967	0	3,281
Debt Service	0	0	0	0
Grants & Aids	0	0	0	0
Reserves & Other	0	0	0	0
Total Budget	199,218	202,890	0	20,300

PERSONAL SERVICES DETAIL:

Classification	Salary Sch.	# of Positions
None		

Total # of Full-Time Employees 0

2020-21 Operating Budget:	17,019
2019-20 Operating Budget:	198,923
Dollar Change:	<u>(181,904)</u>
Percentage Change:	<u>(91.44)%</u>
2020-21 Personnel - F.T.E.	0.00
2019-20 Personnel - F.T.E.	<u>0.00</u>
Personnel Change:	<u>0.00</u>

Budget Objective Form

Department: Library
Division: Library State Aid
Dept. # 17
Division #: 491

Objective:

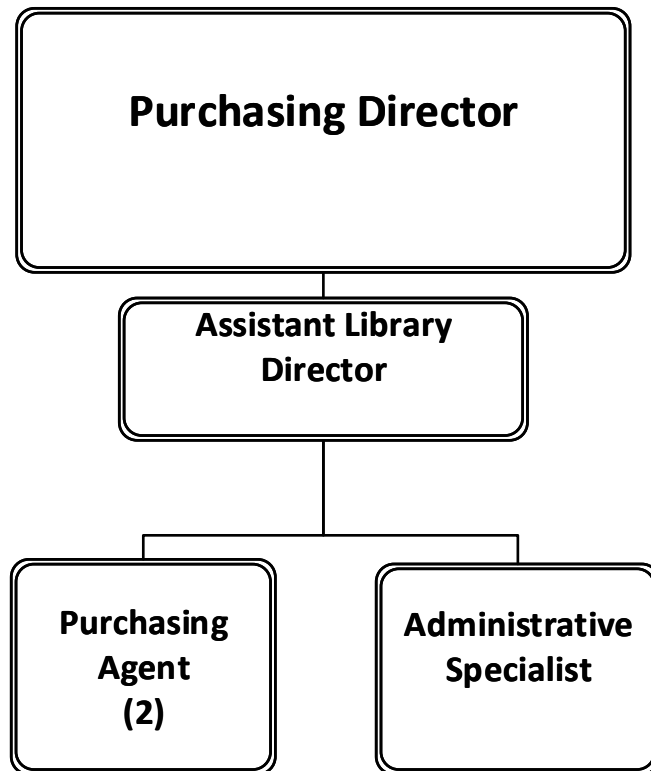
\$ 20,300 To use state funds to enhance library services to the citizens of North Miami.

ACTIVITIES:

- \$ 5,700 1 **Administrative Cost:** to enhance services to the public by providing staff trained in the latest library technology applications, relevant programs, and services. To keep up with the latest development in the Library field through memberships and networking.
- \$ 14,600 2 **Public Services:** assist patrons with their needs for recreational, informational, cultural and educational materials by: presenting programs and informational support to the varied user groups in the City - general public, school, business, civic, institution and government.

PURCHASING

Mission Statement: Provide the City's administration with an efficient, professional and competitive procurement process to ensure the best value for all goods, equipment and services needed by City staff to successfully carry out their duties to the residents and business members of the community.



PURCHASING

Core Responsibilities:

- The Purchasing Department is in charge of the City's centralized purchasing system and is responsible for all procurement initiatives, vendor selection, negotiation, award, disposal of surplus property and logistical support for all client departments while ensuring compliance with all applicable Federal, State and local laws and City ordinances.
- The primary goal of the Department is to provide timely and effective service to our client departments, to serve as a resource and provide them with guidance regarding the City's Procurement Code, to encourage broad participation and competition among potential vendors, to procure quality products and services for the City at the most competitive prices and to ensure equal opportunity to all qualified vendors and contractors seeking to do work for the City.
- The Department is also responsible for preserving the public's trust by adhering to the highest professional standards and always striving for fair competition, integrity and transparency in the performance of our duties. The Department is also committed to promoting contracting opportunities for small and disadvantaged business firms, as well as for local businesses located within North Miami.

FY20 Major Accomplishments:

- Implemented an online system for vendors to register electronically via the Purchasing website which has resulted in a more streamlined tracking and response process for staff and vendors.
- Participated in vendor outreach efforts and networking events such as the Southeast Florida Chapter of National Institute of Governmental Purchasing (NIGP) Reverse Trade Show.
- As part of the Department's commitment to its ongoing professional development, our staff now has the distinction of having one of only three (3) procurement professionals within the State of Florida to earn the inaugural Certified Procurement Professional (CPP) certification issued this past year by the NIGP.
- Due to the impact of the Covid-19 pandemic, the total number of solicitations, agenda items and contracts issued by the Department on behalf of the City and the North Miami Community Redevelopment Agency (CRA), was significantly reduced from FY19 to FY20. Nonetheless, the Department did issue several solicitations resulting in major City contracts during FY20, such as a new Franchise Agreement for Solid Waste Services, a new recreational complex at the Cagni Park North site, the selection of a developer for affordable housing project at Rucks Park, and the award of a Sanitary Sewer System Repairs and Rehabilitation project.

FY21 Major Projects and Initiatives:

- To solicit and implement an electronic bidding system which will allow for posting of solicitations, vendor registration and notification, receipt of quotes, bids, or other types of responses online utilizing the City's ERP platform, thereby reducing a significant amount of paperwork, reducing the cost of bidding on City contracts and making the process much more seamless and efficient for staff and vendors alike.
- To amend the City's Code of Ordinances to allow for e-bidding, as well as adopt new administrative regulations needed to implement procedures for electronic bidding.
- To convert the purchasing request process for our internal client departments and other stakeholders from the current paper format to a digital format via the City's Laserfiche system, thereby streamlining the purchasing request process and reducing the amount of paperwork.
- To continue its active membership and participation in professional associations such as the National Institute of Governmental Purchasing (NIGP), Southeast Florida Chapter of NIGP Inc., and the Southeast Florida Governmental Purchasing Cooperative, to further our professional development.

PURCHASING

Performance Measures:

Purchasing Performance Measures	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Target
P-card purchase dollar amount	400,000	762,189	833,192	553,878	450,00
Number of solicitations issued	70	63	57	30	50
# Bids Issued	45	51	40	25	40
#RFPs/RFQs Issued	25	12	17	5	10
Total purchasing department purchasing dollar volume	\$ 75,400,000	\$ 64,363,628	\$ 93,604,433	\$ 33,670,800	\$ 50,000,000
Total value of all solicitations	\$ 40,000,000	\$ 31,588,762	\$ 68,171,409	\$ 4,545,830	\$ 40,000,000

Budget Summary Form

Department: Purchasing
Dept / Div #: 18 / 411

EXPENDITURE CATEGORY	Actual Expend. FY19	Amended Budget FY20	Est. Expend. FY20	Adopted Budget FY21
Personnel Services	584,274	524,787	481,946	479,143
Operating Expenses	14,185	16,619	12,596	15,697
Internal Services	(7,841)	16,800	15,238	14,073
Operating Budget	590,618	558,206	509,780	508,913
Capital Outlay	0	0	0	0
Debt Service	0	0	0	0
Grants & Aids	0	0	0	0
Reserves & Other	19,284	20,758	20,758	20,381
Total Budget	609,902	578,964	530,538	529,294

PERSONNEL SERVICES DETAIL:

Classification	Salary Sch.	# of Positions
Purchasing Director	40	1
Purchasing Agent	28	2
Administrative Specialist	22	1

Total # of Full-Time Employees 4

2020-21 Operating Budget: 508,913
2019-20 Operating Budget: 558,206
Dollar Change: (49,293)
Percentage Change: (8.83)%

2020-21 Personnel - F.T.E. 4.00
2019-20 Personnel - F.T.E. 5.00
Personnel Change: (1.00)

Budget Objectives Form

Department:	Purchasing
Division:	Purchasing
Dept. #:	18
Division #:	411

Objective:

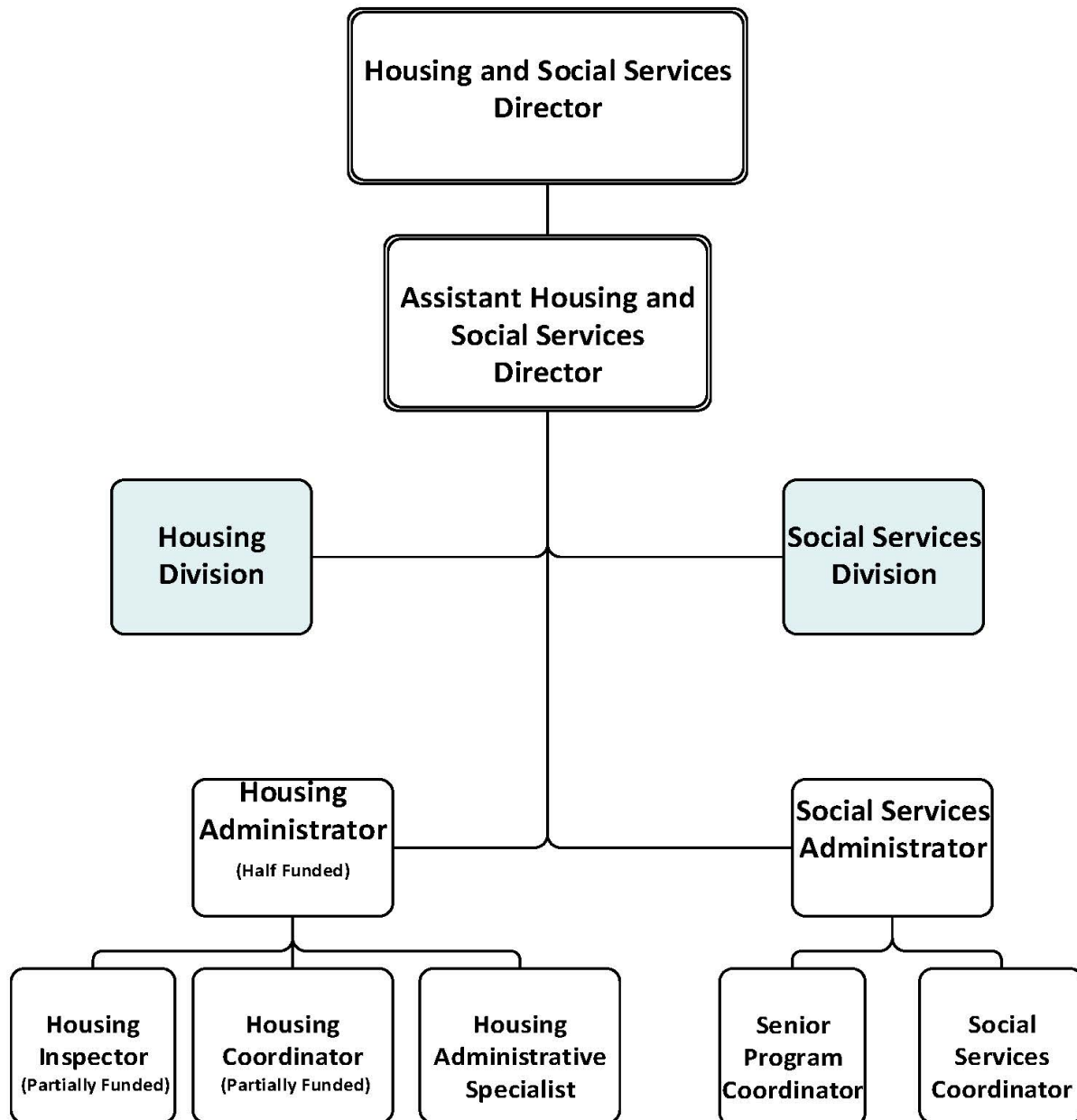
\$ 529,294 To support the City's operations with an uninterrupted flow of goods and services through a procurement process that emphasizes ethics, impartiality, accountability, professionalism, service and transparency in accordance with the City's Procurement Code and other applicable laws and regulations. Provide assistance to departments in obtaining necessary commodities in the most efficient and cost-effective manner by striving to obtain maximum competition and encouraging new sources of supply, as well as promote local vendor participation in the award of contracts for the City's purchases of all goods and services.

ACTIVITIES:

\$ 529,294 001 **Purchasing:** develop and provide specifications for the procurement of commodities and services for all City departments. To ascertain the best quality at the lowest price.

HOUSING AND SOCIAL SERVICES

Mission Statement: Partner with philanthropists, federal and state agencies and local organizations to improve the quality of life of North Miami residents.



HOUSING AND SOCIAL SERVICES

Core Responsibilities:

- Partner with residents, businesses and developers to maintain existing housing stock through the City's rehabilitation and beautification program; increase the inventory of affordable housing while improving the overall quality of life of City residents.
- Focus on prevention as well as remediation of housing and social services issues within the community.
- Provide direct social services programs to older adults, youth and North Miami residents through partnerships with local organizations.

FY20 Major Accomplishments:

- Adoption of the Local Housing Assistance Plan (LHAP) for the State Housing Initiatives Program (SHIP).
- Rehabilitated nineteen (19) homes using Community Development Block Grant Program (CDBG), Home Investment Partnerships Program (HOME) and State Housing Initiatives Program (SHIP) funds.
- Rehabilitated eleven (11) homes in the City through the Housing Improvement Program also known as the Beautification Program using North Miami Community Redevelopment Area and General Funds.
- Provided social services to approximately 100 senior residents, including meals, field trips, computer classes, health screening, health prevention measures, cognitive games and legal and social service referrals. Social services activities interrupted because of COVID-19. The department continue to assist by providing home delivery food assistance to the seniors.
- Distributed food to approximately six hundred (600) residents bi-monthly thru curbside pickup and home delivery.
- Assist thirty-one (31) residents through the Emergency Tenant Based Rental Assistance.

FY21 Major Projects and Initiatives:

- Implement and adopt the U.S. Housing and Urban Development Department (HUD) five-year Consolidated Plan.
- Assist thirty (30) residents through the Housing Beautification program in partnership with the North Miami Community Redevelopment Agency (NMCRA).
- Provide home rehabilitation assistance to 20 twenty single-family homeowners using Federal grant funding.
- Provide emergency rehabilitation assistance to 10 elderly homeowners using HUD funding.
- Provide residents with continued assistance, counseling and education through various programs in partnership with Community Based Organizations CBOs' recipients.
- Three (3) affordable housing units for low- to moderate income and older North Miami residents (55 years and older) will be available through a Community Housing Development Organization (CHDO) sponsored project in collaboration with the NMCRA.
- Continue to provide social services assistance to registered North Miami residents through the North Miami Food Pantry and other programs.
- Continue to provide assistance to North Miami residents desirous of acquiring a skill/trade or learn English as a Second Language (ESOL) through a variety of classes offered at North Miami Senior High School thru a City grant funded program
- Update and adopt citywide housing guidelines.

HOUSING AND SOCIAL SERVICES

Performance Measures:

Housing and Social Services Performance Measures	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 YEE	FY 2021 Target
Program Assistance applications processed	1,098	556	1,500	963	1,000
Federal housing funds expended	\$900,000	\$645,000	\$1,053,888	\$779,961	\$1,093,548
Units rehabbed or applicants assisted	56	42	97	19	57
Number of residents assisted through Community Based Organizations	n/a	n/a	1,522	1,919	1,500
Number of youth assisted through YOB (Youth Opportunity Board)	n/a	n/a	33	0	20
Number of senior citizens served	0	0	110	125	150
Family served by the NOMI Food Pantry	n/a	n/a	n/a	564	700

Budget Summary Form

Department: Housing and Social Services
Dept / Div #: 22 / 493

EXPENDITURE CATEGORY	Actual Expend. FY19	Amended Budget FY20	Est. Expend. FY20	Adopted Budget FY21
Personnel Services	0	275,197	662,434	684,948
Operating Expenses	0	848,566	695,983	122,273
Internal Services	0	27,029	27,429	28,906
Operating Budget	0	1,150,792	1,385,846	836,127
Capital Outlay	0	0	0	0
Debt Service	0	0	0	0
Grants & Aids	0	830,124	188,254	200,000
Reserves & Other	0	11,807	11,807	24,574
Total Budget	0	1,992,723	1,585,907	1,060,701

PERSONNEL SERVICES DETAIL:

Classification	Salary Sch.	# of Positions
Housing & Social Services Director	40	1
Asst. Housing & Social Services Director	34	1
Housing Coordinator	26	.5
Social Services Coordinator	26	1
Senior Program Coordinator	25	1
Housing Administrator	28	.5
Housing Inspector	27	.5
Contract Compliance Specialist	24	1
Social Services Administrator	24	1

Total # of Full-Time Employees 7.5

2020-21 Operating Budget: 836,127
2019-20 Operating Budget: 1,150,792
Dollar Change: (314,665)
Percentage Change: (27.34)%

2020-21 Personnel - F.T.E. 7.50
2019-20 Personnel - F.T.E. 4.00
Personnel Change: 3.50

Budget Objectives Form

Department: Housing and Social Services
Division: Housing and Social Services
Dept. #: 22
Division #: 493

Objective:

\$ 1,060,701 To assist City Administration in its quest to improve the quality of life of North Miami residents through the different housing and social services programs available, while working with different partners, federal and state agencies, as well as local organizations, to serve the community at large.

ACTIVITIES:

\$ 860,701 001 **Social Services:** oversees and manages the daily operations and activities of the department, ensuring that program guidelines are updated and monitors compliance with all federal, state, local and city regulations related to the different programs. This level also provide services to the North Miami community by organizing different activities for the senior citizens to assure their wellbeing and improve their quality of life. The youth community throughout the different programs made available to them. The division also manages and coordinates food distribution citywide through the food pantry to assure that no one goes hungry in the community.

\$ 200,000 002 **Housing Rehab:** manages City funded programs through the General funds or in partnership with the North Miami Community Redevelopment Agency (CRA). The division also provides services to North Miami Residents through the various grant-funded programs under the Community Development Block Grant (CDBG), the HOME Investment Partnership Program (HOME), the Neighborhood Stabilization Program (NSP) and the State Housing Initiatives Partnership (SHIP).

Housing Funds

C.D.B.G Entitlement Fund

Core Responsibilities:

- Administration of Community Development Block Grant (CDBG) funding from the Federal government by promoting integrated approaches that provide decent housing, suitable living environment and expand economic opportunities for low- and moderate-income persons. We also develop partnerships with other levels of government and the private sector, including for-profit and nonprofit organizations to continue to serve city residents at all levels.

FY20 Major Accomplishments:

- Rehabilitation of nineteen (19) homes using Community Development Block Grant Program (CDBG), Home Investment Partnerships Program (HOME) and State Housing Initiatives Program (SHIP) funds.
- Assistance (counseling, prepared meals, health fair, workforce training, job placement, etc.) to approximately fifteen hundred (1,500) residents through public service using regular CDBG program year funding awarded to community based organization.
- Assist thirty-one (31) residents through the CDBG-CV Emergency Tenant-Based Rental Assistance Program.
- Grant business assistance to six (6) small businesses/microenterprises and workforce training to forty-six (46) North Miami residents through the CDBG-CV Workforce and Business Initiative Assistance Program.

FY21 Major Projects and Initiatives:

- Rehabilitation assistance to twenty (20) single-family homeowners using Federal and State grant funding sources.
- Emergency rehabilitation assistance to ten (10) elderly homeowners using regular CDBG Grant funding.
- Emergency repair assistance to ten (10) homeowners using CDBG Grant funding.
- Housing counseling, financial literacy and education to first-time homebuyers and single-family homeowners through HUD accredited contractors using Federal and state grant funding.
- Public service assistance in the form of counseling, mentoring, food and meals distribution, education, etc. through various programs in partnership with Community Based Organizations CBOs' recipients.
- Emergency rental assistance to approximately one hundred fifty (150) residents through the CDBG-CV Emergency Tenant-Based Rental Assistance program.
- Food assistance to approximately two hundred (200) residents through the CDBG-CV Emergency Hot Meals Assistance Program.
- Grant business assistance to twenty-five (25) small businesses/microenterprises and workforce training to forty (40) North Miami residents through the CDBG-CV Workforce and Business Initiative Assistance Program.
- Mental health assistance to approximately one hundred (200) residents through the CDBG-CV Mental Health Assistance Program.

C.D.B.G Entitlement Fund

Performance Measures:

C.D.B.G. Performance Measures	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 YEE	FY 2021 Target
Program Assistance applications processed	—	—	—	144	500
Federal housing funds expended	—	—	—	557,127	750,000
Units rehabbed or applicants assisted	56	42	97	19	65
Number of residents assisted through Community Based Organizations	n/a	n/a	1,522	1,919	1,500
Number of small businesses/microenterprises	n/a	n/a	—	1	10
Number of youths assisted through YOB (Youth Opportunity Board)	n/a	n/a	33	0	20

Budget Summary Form

Department: H&SS - C.D.B.G. Entitlement Fund
Dept #: 115-22

EXPENDITURE CATEGORY	Actual Expend. FY19	Amended Budget FY20	Est. Expend. FY20	Adopted Budget FY21
Personnel Services	144,419	105,160	90,515	96,637
Operating Expenses	75,376	574,219	118,527	232,279
Internal Services	3,874	13,430	13,430	16,200
Operating Budget	223,669	692,809	222,472	345,116
Capital Outlay	37,327	25,000	25,000	0
Debt Service	0	0	0	0
Grants & Aids	499,155	1,199,099	685,021	424,418
Reserves & Other	0	0	0	0
Total Budget	760,151	1,916,908	932,493	769,534

PERSONNEL SERVICES DETAIL:

Classification	Salary Sch.	# of Positions
Housing Administrator	28	1
Housing Inspector	27	1
Housing Coordinator	26	1

Total # of Full-Time Employees 3

2020-21 Operating Budget: 345,116
2019-20 Operating Budget: 692,809
Dollar Change: (347,693)
Percentage Change: (50.19)%

2020-21 Personnel - F.T.E. 3.00
2019-20 Personnel - F.T.E. 2.00
Personnel Change: 1.00

Budget Summary Form

Department: C.D.B.G. Housing and Social Services
Division: C.D.B.G. Programs
Dept / Div #: 115-22 / 625

EXPENDITURE CATEGORY	Actual Expend. FY19	Amended Budget FY20	Est. Expend. FY20	Adopted Budget FY21
Personnel Services	144,419	105,160	90,515	96,637
Operating Expenses	75,376	574,219	118,527	232,279
Internal Services	3,874	13,430	13,430	16,200
Operating Budget	223,669	692,809	222,472	345,116
Capital Outlay	0	0	0	0
Debt Service	0	0	0	0
Grants & Aids	469,155	1,052,239	655,021	424,418
Reserves & Other	0	0	0	0
Total Budget	692,824	1,745,048	877,493	769,534

PERSONNEL SERVICES DETAIL:

Classification	Salary Sch.	# of Positions
Housing Administrator	28	.5
Housing Inspector	27	.5
Housing Coordinator	26	.5

Total # of Full-Time Employees 1.5

2020-21 Operating Budget: 345,116
2019-20 Operating Budget: 692,809
Dollar Change: (347,693)
Percentage Change: (50.19)%

2020-21 Personnel - F.T.E. 3.00
2019-20 Personnel - F.T.E. 2.00
Personnel Change: 1.00

Budget Objectives Form

Department: C.D.B.G. Housing and Social Services
Division: C.D.B.G. Programs
Dept #: 115-22
Division #: 625

Objective:

\$ 769,534 To address the existing housing stock of low-to moderate-income residents living in the City of North Miami and coordinate, implement, monitor and ensure all related U.S. Department of Urban Development (HUD) criteria are met, including amending the Consolidated Plan, Action Plan, Citizen Participation Plan, Fair Housing, and applying for federal grants.

ACTIVITIES:

\$ 153,906	001	Program Administration: this funding includes the partial cost of services of the Housing Administrator and Housing Coordinator, who provide the required technical assistance to implement the program. Funding is also included to obtain consulting services for Fair Housing activities, Consolidation Plan, CBOs monitoring and other administrative costs related to the delivery of the program. The Housing Service Aide is also included in this activity.
\$ 435,198	002	Housing Rehabilitation: this includes funding for the housing rehabilitation programs offered to North Miami residents thru grants and/or deferred loans. Funding also includes the partial cost of services of the Housing Inspector, delivery and/or rehabilitation costs as well as administrative costs related to rehabilitation program. The Housing Inspector assists with the implementation of the grants.
\$ 130,430	003	Public Services: this includes funding for the Public Services activity which includes grants to Community Based Organizations and a Summer youth employment training Program.
\$ 50,000	004	Recovery/Emergency Elderly: this includes funding for the most-at-risk residents, the elderly, to provide emergency repairs assistance and allow them to live comfortably in their homes.

Budget Summary Form

Department: C.D.B.G. Housing and Social Services
Division: C.D.B.G. Projects
Dept / Div #: 115-22 / 626

EXPENDITURE CATEGORY	Actual Expend. FY19	Amended Budget FY20	Est. Expend. FY20	Adopted Budget FY21
Personnel Services	0	0	0	0
Operating Expenses	0	0	0	0
Internal Services	0	0	0	0
Operating Budget	0	0	0	0
Capital Outlay	37,327	25,000	25,000	0
Debt Service	0	0	0	0
Grants & Aids	30,000	146,860	30,000	0
Reserves & Other	0	0	0	0
Total Budget	67,327	171,860	55,000	0

PERSONNEL SERVICES DETAIL:

Classification	Salary Sch.	# of Positions
None		

Total # of Full-Time Employees 0

2020-21 Operating Budget:	0.00
2019-20 Operating Budget:	0.00
Dollar Change:	0.00
Percentage Change:	100 %
2020-21 Personnel - F.T.E.	0.00
2019-20 Personnel - F.T.E.	0.00
Personnel Change:	0.00

HOME Investment Partnership Program

Core Responsibilities:

- Administration of HOME Investment Partnerships (HOME) Program grant funding designed to create affordable housing for low-income households and provide assistance to first-time homebuyers and renters.

FY20 Major Accomplishments:

- Rehabilitation of nineteen (19) homes using Community Development Block Grant Program (CDBG), Home Investment Partnerships Program (HOME) and State Housing Initiatives Program (SHIP) funds.
- Assisted one (1) displaced family with rental assistance using regular HOME program year funding.

FY21 Major Projects and Initiatives:

- Rehabilitation assistance to twenty (20) single-family homeowners using Federal and State grant funding sources.
- Provision of housing counseling, financial literacy and education to first time homebuyers and single-family homeowners through HUD accredited contractors using HUD grant funding.
- Three (3) affordable housing units for low- to moderate income and older North Miami residents (55 years and older) to be made available through a HOME/Community Housing Development Organization (CHDO) sponsored project in collaboration with the CRA.
- Assistance to one (1) first time homebuyer.
- Assistance to eight (8) displaced families with regular tenant-based rental assistance (TBRA).
- Assistance to thirty (30) households with emergency tenant-based rental assistance using regular HOME program year funding reallocated for this purpose.

Performance Measures:

H.I.P.P. Performance Measures	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 YEE	FY 2021 Target
Program assistance applications processed	—	—	—	66	75
Federal housing funds expended	—	—	—	241,962	500,000
Units rehabbed or applicants assisted	—	—	—	19	35
Residents assisted with First Time Homebuyer Assistance	—	—	—	0	1
Residents assisted with Tenant-Based Rental Assistance (TBRA)	—	—	—	1	8
Number of Community Housing Development Organization (CHDO) Projects	—	—	—	0	1

Budget Summary Form

Department: HIPP Housing and Social Services
Dept / Div #: 116-22 / 540

EXPENDITURE CATEGORY	Actual Expend. FY19	Amended Budget FY20	Est. Expend. FY20	Adopted Budget FY21
Personnel Services	8,649	9,663	11,663	19,253
Operating Expenses	22,933	15,550	15,550	10,562
Internal Services	87	1,710	1,710	0
Operating Budget	31,669	26,923	28,923	29,815
Capital Outlay	0	0	0	0
Debt Service	0	0	0	0
Grants & Aids	160,905	905,751	294,011	268,339
Reserves & Other	0	0	0	0
Total Budget	192,574	932,674	322,934	298,154

PERSONNEL SERVICES DETAIL:

Classification	Salary Sch.	# of Positions
Housing Inspector	27	.5

Total # of Full-Time Employees .5

2020-21 Operating Budget: 29,815
2019-20 Operating Budget: 26,923
Dollar Change: 2,892
Percentage Change: 10.74 %

2020-21 Personnel - F.T.E. 1.00
2019-20 Personnel - F.T.E. 1.00
Personnel Change: 0.00

Budget Objectives Form

Department: Housing and Social Services
Division: HOME Investment Partnership Program
Dept #: 116-22
Division #: 540

Objective:

\$ 298,154 To expand the supply of decent, safe, sanitary and affordable housing for low-to moderate-income residents tailored to meet the needs of our community for single-family rehabilitation, multi-family rehabilitation, homeownership, and new construction. To develop a fiscal partnership with non-profit housing group, Community Housing Development Organization (CHDO) for project-specific housing activities.

ACTIVITIES:

\$ 29,815 001 **Program Administration:** this funding includes the partial cost of services of the Housing Inspector as well related administrative costs to deliver the program activities.

\$ 40,000 003 **Down payment Assistance Program to First-Time Homebuyers:** this includes funding to eligible homebuyers for acquisition, or acquisition/rehabilitation of homes. Funds are for assistance to very low, low and moderate-income first-time homebuyers to assist in closing costs and/or down payment.

\$ 56,723 007 **Tenant-Base Rental Assistance (TBRA):** this funding provides a one-time assistance to individual households to help cover urgent rental housing activities such as security deposit or first month rent.

Neighborhood Stabilization Program

Core Responsibilities:

- Administration of city-owned properties acquired using Neighborhood Stabilization Program (NSP) funding under the NSP 1 and NSP 3 programs, subsequently rehabilitated and made available for rental to low- and moderate-income residents. City continues the management of these properties using revenues collected from rents.

Budget Summary Form

Department: H&SS - Neighborhood Stabilization Program Grant
Dept. #: 118-22

EXPENDITURE CATEGORY	Actual Expend. FY19	Amended Budget FY20	Est. Expend. FY20	Adopted Budget FY21
Personnel Services	0	0	0	0
Operating Expenses	30,901	97,693	81,038	51,610
Internal Services	12	8,699	8,699	5,400
Operating Budget	30,913	106,392	89,737	57,010
Capital Outlay	125,470	73,530	73,605	340,402
Debt Service	0	0	0	0
Grants & Aids	0	0	0	0
Reserves & Other	0	0	0	0
Total Budget	156,383	179,922	163,342	397,412

PERSONNEL SERVICES DETAIL:

Classification	Salary Sch.	# of Positions
None		

Total # of Full-Time Employees 0

2020-21 Operating Budget:	57,010
2019-20 Operating Budget:	106,392
Dollar Change:	<u>(49,382)</u>
Percentage Change:	<u>(46.42)%</u>
2020-21 Personnel - F.T.E.	0.00
2019-20 Personnel - F.T.E.	0.00
Personnel Change:	<u>0.00</u>

Budget Summary Form

Department: H&SS - Neighborhood Stabilization Program Grant
Dept / Div #: 118-22 / 547

EXPENDITURE CATEGORY	Actual Expend. FY19	Amended Budget FY20	Est. Expend. FY20	Adopted Budget FY21
Personnel Services	0	0	0	0
Operating Expenses	3,559	23,032	23,032	24,850
Internal Services	12	3,699	3,699	200
Operating Budget	3,571	26,731	26,731	25,050
Capital Outlay	32,239	35,740	35,740	245,402
Debt Service	0	0	0	0
Grants & Aids	0	0	0	0
Reserves & Other	0	0	0	0
Total Budget	35,810	62,471	62,471	270,452

PERSONNEL SERVICES DETAIL:

Classification	Salary Sch.	# of Positions
None		

Total # of Full-Time Employees 0

2020-21 Operating Budget:	25,050
2019-20 Operating Budget:	26,731
Dollar Change:	(1,681)
Percentage Change:	0 %

2020-21 Personnel - F.T.E.	0.00
2019-20 Personnel - F.T.E.	0.00
Personnel Change:	0.00

Budget Objectives Form

Department: Housing and Social Services
Division: Neighborhood Stabilization Program
Dept #: 118-22
Division #: 547

Objective:

\$ 270,452 To manage City-owned properties acquired under the Neighborhood Stabilization Program (NSP) through the NSP1 program while coordinate, implement, monitor and ensure that all grant guidelines and criteria for the program are met.

ACTIVITIES:

\$ 1,700	001	Program Administration: this funding covers limited administrative costs for the administration of the NSP1 properties.
\$ 23,350	002	Renter Activities: provides funding for the maintenance of existing rental properties owned by the City under the NSP1 program to low and moderate income individuals and families.
\$ 245,402	003	Rental Properties: this include funding for the rehabilitation of existing rental properties under the NSP1 program.

Budget Summary Form

Department: H&SS - Neighborhood Stabilization Program Grant
Dept / Div #: 118-22 / 548

EXPENDITURE CATEGORY	Actual Expend. FY19	Amended Budget FY20	Est. Expend. FY20	Adopted Budget FY21
Personnel Services	0	0	0	0
Operating Expenses	27,342	74,661	58,006	26,760
Internal Services	0	5,000	5,000	5,200
Operating Budget	27,342	79,661	63,006	31,960
Capital Outlay	93,231	37,790	37,865	95,000
Debt Service	0	0	0	0
Grants & Aids	0	0	0	0
Reserves & Other	0	0	0	0
Total Budget	120,573	117,451	100,871	126,960

PERSONNEL SERVICES DETAIL:

Classification	Salary Sch.	# of Positions
None		

Total # of Full-Time Employees 0

2020-21 Operating Budget: 31,960
2019-20 Operating Budget: 79,661
Dollar Change: (47,701)
Percentage Change: (59.88)%

2020-21 Personnel - F.T.E. 0.00
2019-20 Personnel - F.T.E. 0.00
Personnel Change: 0.00

Budget Objectives Form

Department: Housing and Social Services
Division: Neighborhood Stabilization Program
Dept #: 118-22
Division #: 548

Objective:

\$ 126,960 To manage City-owned properties acquired under the Neighborhood Stabilization Program (NSP) through the NSP3 program while coordinate, implement, monitor and ensure that all grant guidelines and criteria for the program are met.

ACTIVITIES:

\$	1,900	001	Program Administration: this funding covers limited administrative costs for the administration of the NSP3 properties.
\$	114,060	002	Renter Activities: provides funding for the maintenance of existing rental properties owned by the City under the NSP3 program to low and moderate income individuals and families.
\$	11,000	003	Rental Properties: this include funding for the rehabilitation of existing rental properties under the NSP3 program.

State Housing Improvement Fund

FY20 Major Accomplishments:

- Adoption of the Local Housing Assistance Plan (LHAP) for the State Housing Initiatives Program (SHIP).
- Rehabilitation of (2) homes using combined funding from Community Development Block Grant Program (CDBG), Home Investment Partnerships Program (HOME) programs.

FY21 Major Projects and Initiatives:

- Rehabilitation assistance to four (4) single-family homeowners using combined funding from Community Development Block Grant Program (CDBG), Home Investment Partnerships Program (HOME) programs.
- Provision of housing counseling, financial literacy and education to first time homebuyers and single-family homeowners through HUD accredited contractors using HUD grant funding.
- Assistance to two (2) first time homebuyers.

Performance Measures:

SHIP Performance Measures	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 YEE	FY 2021 Target
Program assistance applications processed	—	—	—	66	75
State housing funds expended	—	—	—	\$ 38,500	\$ 101,000
Units rehabbed or applicants assisted	—	—	—	2	2
Residents assisted with First Time Homebuyer Assistance	—	—	—	0	2

Budget Summary Form

Department: H&SS - State Housing Initiative Program
Dept / Div #: 125-22 / 618

EXPENDITURE CATEGORY	Actual Expend. FY19	Amended Budget FY20	Est. Expend. FY20	Adopted Budget FY21
Personnel Services	0	0	0	0
Operating Expenses	6,757	45,897	5,268	0
Internal Services	123	50	100	0
Operating Budget	6,880	45,947	5,368	0
Capital Outlay	0	0	0	0
Debt Service	0	0	0	0
Grants & Aids	257,739	154,146	97,011	0
Reserves & Other	0	0	0	0
Total Budget	264,619	200,093	102,379	0

PERSONNEL SERVICES DETAIL:

Classification	Salary Sch.	# of Positions
None		

Total # of Full-Time Employees 0

2020-21 Operating Budget: 0.00
2019-20 Operating Budget: 45,947
Dollar Change: (45,947)
Percentage Change:

2020-21 Personnel - F.T.E. 0.00
2019-20 Personnel - F.T.E. 0.00
Personnel Change: 0.00

Budget Objectives Form

Department: Housing & Social Services
Division: State Housing Initiative Program/Local Housing Assistance
Dept.# 125-22
Division #: 618

Objective:

\$ — To provide affordable housing assistance to very low and moderate income residents of the City of North Miami.

\$ — 002 **Home Ownership and Single-Family Rehabilitation Strategies:** to provide low and moderate income residents with emergency and quality of life assistance through rehabilitation of owner-occupied dwelling units. The Plan also includes Down Payment and/or Closing Cost Assistance for first-time homebuyers and Homebuyer Education Program.

Transportation

Project Funds

Half-Cent Transportation Surtax

Core Responsibilities:

- Manage transportation projects including traffic calming studies and implementation, bicycle network plans and construction, bus bench and shelter management, roadways, and right-of-way maintenance, the employee transportation options program and NoMi Express - North Miami's free bus service.

FY20 Major Accomplishments:

- Completed \$440,000 of roadway resurfacing throughout the City.
- Installed two traffic circles located at Northeast 10th Avenue and 131st Street and Northeast 14th Avenue and 131st Street.

FY21 Major Projects and Initiatives:

- Repair Bridge #2 located in Keystone neighborhood.
- Complete sidewalk improvements and street resurfacing throughout the city.
- NE 125 Street Downtown Roadway Improvement

Budget Summary Form

Department: 1/2 Cent Transportation Surtax
Dept #: 09

EXPENDITURE CATEGORY	Actual Expend. FY19	Amended Budget FY20	Est. Expend. FY20	Adopted Budget FY21
Personnel Services	436,607	219,430	215,329	438,221
Operating Expenses	1,366,762	1,235,806	1,237,235	1,712,882
Internal Services	2,186	51,569	51,519	44,802
Operating Budget	1,805,555	1,506,805	1,504,083	2,195,905
Capital Outlay	876,899	2,005,089	335,000	431,001
Debt Service	0	0	0	0
Grants & Aids	0	0	0	0
Reserves & Other	0	0	0	447,089
Total Budget	2,682,454	3,511,894	1,839,083	3,073,995

PERSONNEL SERVICES DETAIL:

Classification	Salary Sch.	# of Positions
Transportation Manager	33	1
Transportation Specialist	24	1
Heavy Equipment Operator	22	3
Motor Equipment Operator	20	1
Total # of Full-Time Employees		6

2020-21 Operating Budget:	2,195,905
2019-20 Operating Budget:	1,506,805
Dollar Change:	689,100
Percentage Change:	45.73 %

2020-21 Personnel - F.T.E.	6.00
2019-20 Personnel - F.T.E.	2.00
Personnel Change:	4.00

Budget Summary Form

Department: 1/2 Cent Transportation Surtax
Division: Transportation Administration
Dept / Div #: 09 / 550

EXPENDITURE CATEGORY	Actual Expend. FY19	Amended Budget FY20	Est. Expend. FY20	Adopted Budget FY21
Personnel Services	191,316	185,940	181,819	205,310
Operating Expenses	706,494	802,176	785,078	950,069
Internal Services	1,083	4,277	4,227	2,662
Operating Budget	898,893	992,393	971,124	1,158,041
Capital Outlay	0	0	0	0
Debt Service	0	0	0	0
Grants & Aids	0	0	0	0
Reserves & Other	0	0	0	439,510
Total Budget	898,893	992,393	971,124	1,597,551

PERSONNEL SERVICES DETAIL:

Classification	Salary Sch.	# of Positions
Transportation Manager	33	1
Transportation Specialist	24	1

Total # of Full-Time Employees 2

2020-21 Operating Budget: 1,158,041
2019-20 Operating Budget: 992,393
Dollar Change: 165,648
Percentage Change: 16.69 %

2020-21 Personnel - F.T.E. 2.00
2019-20 Personnel - F.T.E. 2.00
Personnel Change: 0.00

Budget Objectives Form

Department: 1/2 Cent Transportation Surtax
Division: Transportation Administration
Dept #: 09
Division #: 550

Objective:

\$ 1,597,551 To provide comprehensive professional/technical guidance, direction, and management for the City's transportation system as well as coordinate transportation related issues between the City Manager's Office, Community Planning and Development, Parks and Recreation, and Public Works.

ACTIVITIES:

\$ 596,224 001 **Transportation Manager:** responsible for the administration and monitoring of all transit related programs and projects the City is involved in. Additionally, this position will develop and manage the annual operating budgets and transit related grants as well as ensure compliance with federal, state, and municipal regulatory practices.

\$ 951,327 002 **NoMi Express:** operate a transit circulatory service within the City to make it easier for residents to move about on public transportation.

\$ 50,000 003 **Transportation Options Program:** provide discount bus passes on Miami-Dade County buses to increase transit ridership.

Budget Summary Form

Department: 1/2 Cent Transportation Surtax
Division: Public Works Projects
Dept / Div #: 09 / 551

EXPENDITURE CATEGORY	Actual Expend. FY19	Amended Budget FY20	Est. Expend. FY20	Adopted Budget FY21
Personnel Services	245,291	33,490	33,510	232,911
Operating Expenses	660,268	433,630	452,157	762,813
Internal Services	1,103	47,292	47,292	42,140
Operating Budget	906,662	514,412	532,959	1,037,864
Capital Outlay	876,899	2,005,089	335,000	431,001
Debt Service	0	0	0	0
Grants & Aids	0	0	0	0
Reserves & Other	0	0	0	7,579
Total Budget	1,783,561	2,519,501	867,959	1,476,444

PERSONNEL SERVICES DETAIL:

Classification	Salary Sch.	# of Positions
Heavy Equipment Operator	22	3
Motor Equipment Operator	20	1
Total # of Full-Time Employees		4

2020-21 Operating Budget: 1,037,864
2019-20 Operating Budget: 514,412
Dollar Change: 523,452
Percentage Change: 101.76 %

2020-21 Personnel - F.T.E. 4.00
2019-20 Personnel - F.T.E. 0.00
Personnel Change: 4.00

Budget Objectives Form

Department: 1/2 Cent Transportation Surtax
Division: Transportation Administration
Dept #: 09
Division #: 551

Objective:

\$ 1,476,444 To provide comprehensive professional/technical guidance, direction, and management for the City's transportation system as well as coordinate transportation related issues between the City Manager's Office, Community Planning and Development, Parks and Recreation, and Public Works.

ACTIVITIES:

\$ 1,045,443 001 **Patch Repair:** general Patching Street Repair, and Rights-of-Way maintenance throughout the City.

\$ 431,001 **Sup Streets/Alley/Sidewalks Improvements**

Budget Summary Form

Department: Transportation - Gas Tax
Division: Public Works Projects
Dept / Div #: 09 / 620

EXPENDITURE CATEGORY	Actual Expend. FY19	Amended Budget FY20	Est. Expend. FY20	Adopted Budget FY21
Personnel Services	0	0	0	0
Operating Expenses	0	0	0	0
Internal Services	0	0	0	0
Operating Budget	0	0	0	0
Capital Outlay	310,433	440,000	440,000	352,305
Debt Service	0	0	0	0
Grants & Aids	0	0	0	0
Reserves & Other	0	83,422	0	0
Total Budget	310,433	523,422	440,000	352,305

PERSONNEL SERVICES DETAIL:

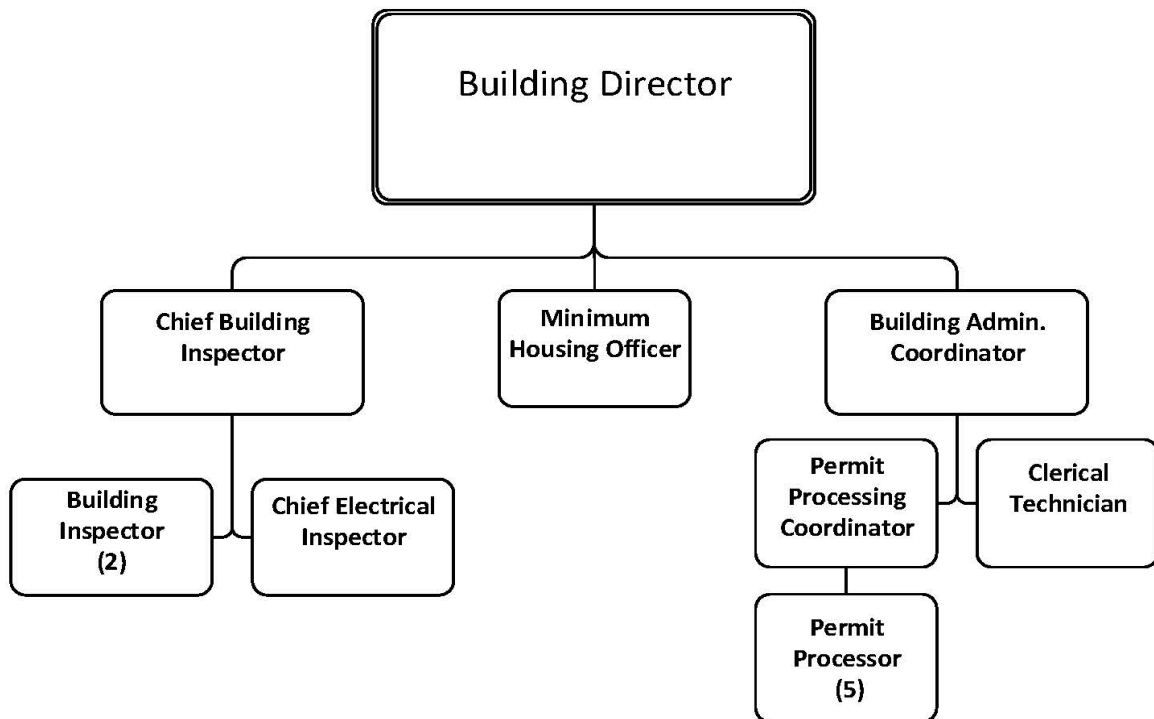
Classification	Salary Sch.	# of Positions
None		
Total # of Full-Time Employees		0

2020-21 Operating Budget:	0
2019-20 Operating Budget:	0
Dollar Change:	0
Percentage Change:	0
2020-21 Personnel - F.T.E.	0
2019-20 Personnel - F.T.E.	0
Personnel Change:	0

Enterprise Funds

BUILDING FUND

Mission statement: To safeguard the health, safety, and welfare of City residents and the business community through the enforcement of building codes and standard. To this end, the department issues building permits based on approvals of plans for residential and commercial projects.



BUILDING FUND

Core Responsibilities:

- Protect the lives and property of everyone that lives, works or visit the City of North Miami built environment.
- Provide plan review for all applications presented for permitting.
- Provide inspection services for all permitted work.
- Enforce the requirements of the Florida Building Code, Florida Statutes, Miami Dade County Ordinances and the ordinances of the City of North Miami dealing with the built environment and contracting.
- Confirm that construction sites are maintained in a safe condition.
- Educate residents and business owners about sanitation rules and the enforcement of the rules.
- Ensure that the minimum housing standards are maintained to protect health, safety and welfare of all citizens.
- Administer the provisions of the Code of Federal Regulations dealing with flood plain requirements to ensure compliance with the National Flood Insurance Program.

FY20 Major Accomplishments:

- Started implementation of online permitting.
- Lowered the Building Department ISO rating to 3/3.
- Started inspection services on the SOLE MIA Villa Sole project.
- Provided inspection services for large renovation of Miami Dade Waste Water Plant.
- Provided customer support to over 22,000 visitors in the Building Department office.
- Standard Operating Procedures revised for compliance with new FEMA requirements.

FY21 Major Projects and Initiatives:

- Continuation of plan review and inspection for SolēMia project, including the downtown parcel.
- Provide inspection services for multiple large residential projects.

Performance Measures:

Building Performance Measures	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 YEE	FY 2021 Target
Building Inspections	10,692	11,689	11,500	10,350	12,000
Building Permits Applied	3,100	3,081	3,100	2,790	3,200
Building Permits Issued	2,892	2,757	2,900	2,650	3,000
Certificate of use inspection	440	353	400	400	400
Re-Occupancy Applies	982	831	850	700	850

Budget Summary Form

Department: Building
Dept Div #: 120-15 / 444

EXPENDITURE CATEGORY	Actual Expend. FY19	Amended Budget FY20	Est. Expend. FY20	Adopted Budget FY21
Personnel Services	1,236,708	1,285,269	1,147,398	1,243,925
Operating Expenses	336,814	495,855	378,893	1,385,405
Internal Services	(15,598)	75,554	74,053	428,937
Operating Budget	1,557,924	1,856,678	1,600,344	3,058,267
Capital Outlay	0	0	0	0
Debt Service	0	0	0	0
Grants & Aids	0	0	0	0
Reserves & Other	45,677	44,820	44,820	48,862
Total Budget	1,603,601	1,901,498	1,645,164	3,107,129

PERSONNEL SERVICES DETAIL:

Classification	Salary Sch.	# of Positions
Building Director	40	1
Chief Electrical Inspector	30	1
Chief Building Inspector	30	1
Building Admin. Coordinator	25	1
Building Inspector	29	2
Clerical Technician	18	1
Minimum Housing Officer	25	1
Permit Processor	20	5

Total # of Full-Time Employees 13

2020-21 Operating Budget: 3,058,267
2019-20 Operating Budget: 1,856,678
Dollar Change: 1,201,589
Percentage Change: 64.72 %

2020-21 Personnel - F.T.E. 13
2019-20 Personnel - F.T.E. 14
Personnel Change: (1.00)

Budget Objectives Form

Department: Building
Division: Building Services
Dept. #: 120-15
Division #: 444

Objective:

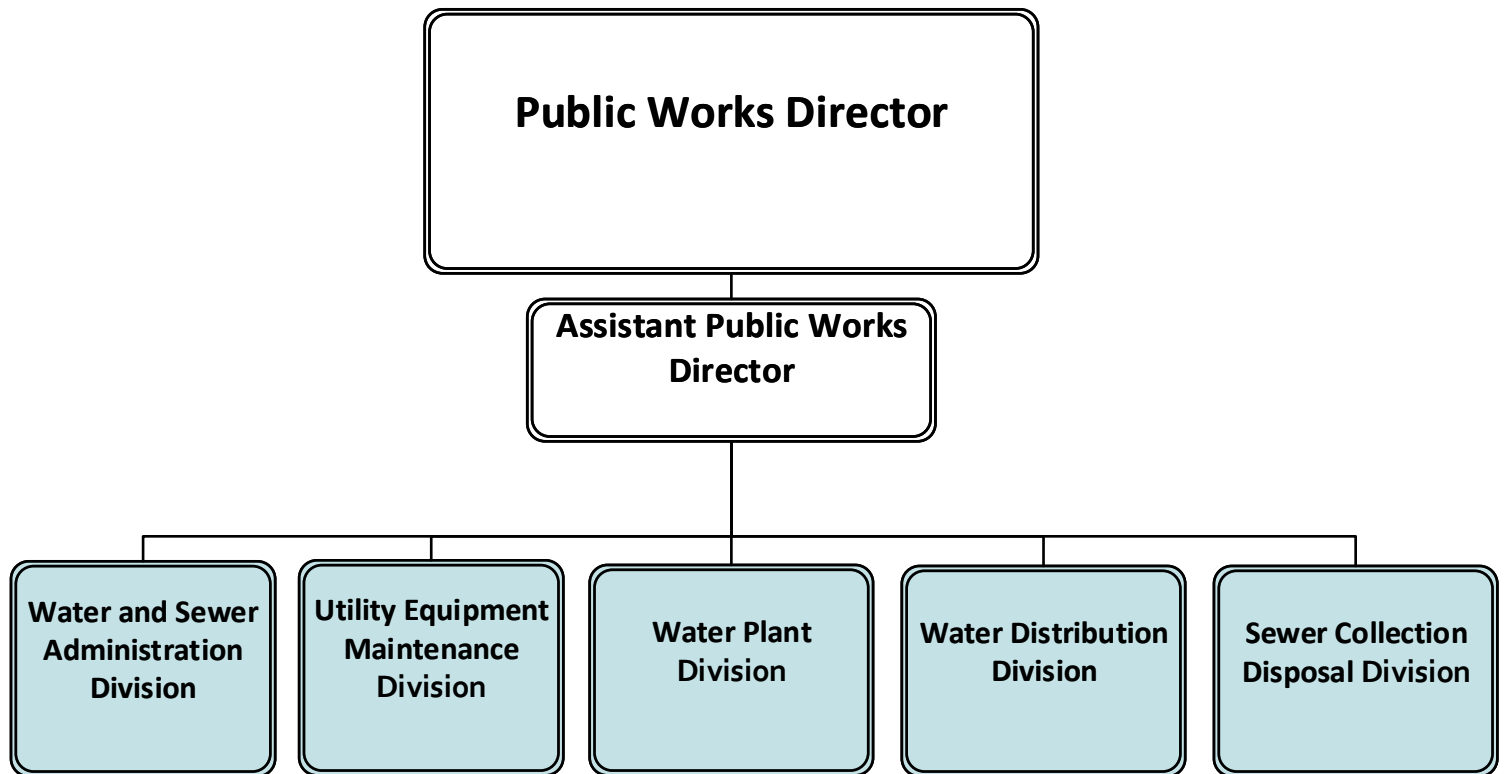
\$ 3,107,129 To protect the life, health, safety and general welfare of not only residents but those the public through enforcement of the Florida Building Code, Accessibility Codes, Flood Management measures and related standards in conjunction with the built environment. In addition to protect lives and property from fire and other hazards, natural or manmade through the permit and inspection process

ACTIVITIES:

\$ 2,882,092	001	Building Services: provide property owners inspection services to verify compliance with the Florida Building Code and required standards to protect lives and property in the disciplines of building, roofing, electrical, mechanical, structural.
\$ 140,320	002	Minimum Housing: enforce the Minimum Housing, Re-Occupancy and BNP (Building No Permit) issues to protect lives and property of the public at large.
\$ 31,317	003	Building Costs: pay operational expenses the offices that house the Department's staff including utilities, pest control, mats and rent to the Water and Sewer Enterprise.
\$ 53,400	004	Vehicle: provides funds for the daily operation, preventive maintenance, emergency repairs and replacement of vehicles.

WATER AND SEWER

Mission Statement: Provide high quality drinking water and wastewater utility services to present and future customers.



Water and Sewer Fund

Core Responsibilities:

- Provide engineering, project management, GIS/CADD (Geographic Information Systems/ Computer Aided Design and Drafting) services, and financial analysis to ensure the City's needs are met in an efficient manner.
- Ensure pumping and treatment of raw water and potable water meet all federal, state and local requirements to ensure all customers have clean and pleasant drinking water.
- Operate and maintain 44 sanitary sewer lift stations, which collect and transport wastewater from customers to a Miami-Dade County sewer treatment facility.
- Install, repair and maintain water meters, water mains, service lines and fire hydrants for over 90,000 customers.
- Repair and maintain the sewer gravity mains, sewer force mains and address all emergency sewer line backups and breaks.

FY20 Major Accomplishments:

- Upgraded Sans Souci SS1 Lift Station
- Upgraded Sans Souci SS3 Lift Station

FY21 Major Projects and Initiatives:

- Upgrade "A" Lift Station
- Upgrade "Hospital" Lift Station
- Upgrade the Winson Water Plant.
- Water Main Improvement Projects - NW 8th Avenue and NE 5th Avenue
- SRF Sanitary Sewer Lining Projects
- Force Main Improvement on NE 135th Street
- Force Main Improvement on NW 12th Avenue

Budget Summary Form

Department: Public Works-Water & Sewer

Dept#: 10

EXPENDITURE CATEGORY	Actual Expend. FY19	Amended Budget FY20	Est. Expend. FY20	Adopted Budget FY21
Personnel Services	4,596,411	5,709,013	4,439,922	5,160,309
Operating Expenses	4,765,484	4,975,206	4,684,140	4,979,949
Internal Services	20,507,893	22,032,162	21,048,405	23,924,269
Operating Budget	29,869,788	32,716,381	30,172,467	34,064,527
Capital Outlay	-1	37,947,468	16,476,879	4,830,000
Debt Service	23,115	111,000	390,775	332,457
Grants & Aids	0	0	0	0
Reserves & Other	215,257	12,420,358	171,191	10,746,098
Total Budget	30,108,159	83,195,207	47,211,312	49,973,082

PERSONNEL SERVICES DETAIL:

Classification	Salary Sch.	# of Positions
Assistant Public Works Director	41	1
City Engineer	35	2
Operations Chief	32	2
Sr. Civil Engineer	30	1
Utility Superintendent	30	1
Water Plant Superintendent	30	1
Water Plant Supervisor	28	1
GIS Specialist	28	1
Senior Electrician	27	1
Electricians	25	2
Scada Technician	23	1
Utility Coordinator	25	5
Water Plant Operator	23	9
Heavy Equipment Operator	22	7
Trades Mechanic	22	9
Storekeeper	22	1
Leak Detection Technician	21	3
Maintenance Mechanic	20	4
Motor Equipment Operator	20	2
Administrative Specialist	22	2
General Maintenance Worker	18	7
Administrative Coordinator	25	1
Total # of Full-Time Employees		64

2020-21 Operating Budget	34,064,527
2019-20 Operating Budget	32,716,381
Dollar Change:	1,348,146
Percentage Change:	4.12%

2020-21 Personnel - F.T.E.	64.00
2019-20 Personnel - F.T.E.	67.00
Personnel Change:	(3.00)

Budget Summary Form

Department: Public Works-Water & Sewer
Division: Administration
Dept / Division #: 10 / 643

EXPENDITURE CATEGORY	Actual Expend. FY19	Amended Budget FY20	Est. Expend. FY20	Adopted Budget FY21
Personnel Services	1,026,748	1,418,074	1,084,702	1,134,846
Operating Expenses	2,956,693	3,108,475	2,976,241	3,031,505
Internal Services	4,341,477	4,469,192	4,425,952	4,688,760
Operating Budget	8,324,918	8,995,741	8,486,895	8,855,111
Capital Outlay	0	388,413	0	490,000
Debt Service	0	0	0	0
Grants & Aids	0	0	0	0
Reserves & Other	56,718	12,271,902	50,948	10,588,275
Total Budget	8,381,636	21,656,056	8,537,843	19,933,386

PERSONNEL SERVICES DETAIL:

Classification	Salary Sch.	# of Positions
Assistant Public Works Director	41	1
City Engineer	35	2
Operations Chief	32	2
Sr. Civil Engineer	30	1
GIS Specialist	28	1
Administrative Specialist	22	2
Administrative Coordinator	25	1
Total # of Full-Time Employees		10

2020-21 Operating Budget 8,855,111
2019-20 Operating Budget 8,995,741
Dollar Change: (140,630)
Percentage Change: -1.56%

2020-21 Personnel - F.T.E. 10.00
2019-20 Personnel - F.T.E. 11.00
Personnel Change: -1.00

Budget Objectives Form

Department: Public Works-Water & Sewer
Division: Administration
Division #: 643

Objective:

\$ 19,933,386 To provide operational, administrative, engineering, GIS and clerical support to the Water & Sewer Division of the Public Works Department.

ACTIVITIES:

\$ 1,505,435	001	Water & Sewer Administration: provide administrative, engineering, GIS, dispatch, clerical and other operational services for the Water & Sewer Division. Ensure the needs of utility customers are met in an efficient manner.
\$ 5,000	002	Public Relations: provide for public relations services, promotional expenses for Water & Sewer projects/programs and/or cost of advertisements for Water & Sewer projects/programs; insure that the Consumer Confidence Report is issued as required by the Department of Environmental Protection.
\$ 10,586,491	003	Reserves and Miscellaneous Expense: provides emergency fund reserves as well as a reserve for the payment of unused vacation and sick leave payout for Water & Sewer employees.
\$ 78,379	004	Water & Sewer Building Expenses: provides for the operation & maintenance of the Water & Sewer Operations Center including utilities, maintenance contracts, cleaning supplies and cost of operating the copier. Provides certain expenses for the maintenance of the CP&D Annex and the Building & Zoning facility.
\$ 7,268,081	005	Interfund Transfers: provides reimbursement to the General Fund for services that the fund provides the Water & Sewer Fund as well as a return on investment payment representing a rate of 6.5% of the FY20 fixed assets of the utility.
\$ 250,000	Sup	Water & Sewer Vehicles
\$ 150,000	Sup	Equipment
\$ 90,000	Sup	Building & Improvement

Budget Summary Form

Department: Public Works-Water & Sewer
Division: Utility Equipment Maintenance
Dept / Division #: 10 / 644

EXPENDITURE CATEGORY	Actual Expend. FY19	Amended Budget FY20	Est. Expend. FY20	Adopted Budget FY21
Personnel Services	701,203	833,374	724,014	858,226
Operating Expenses	374,706	336,262	385,468	345,067
Internal Services	192,060	257,762	257,762	236,191
Operating Budget	1,267,969	1,427,398	1,367,244	1,439,484
Capital Outlay	0	4,280,688	3,713,036	1,025,000
Debt Service	0	0	28,213	0
Grants & Aids	0	0	0	0
Reserves & Other	31,884	28,213	0	31,480
Total Budget	1,299,853	5,736,299	5,108,493	2,495,964

PERSONNEL SERVICES DETAIL:

Classification	Salary Sch.	# of Positions
Senior Electrician	27	1
Electrician	25	2
Utility Coordinator	25	1
Trades Mechanic	22	3
Scada Technician	23	1
Maintenance Mechanic	20	2
General Maintenance Worker	18	1
Total # of Full-Time Employees		11

2020-21 Operating Budget: 1,439,484
2019-20 Operating Budget: 1,427,398
Dollar Change: 12,086
Percentage Change: 0.85%

2020-21 Personnel - F.T.E. 11.00
2019-20 Personnel - F.T.E. 11.00
Personnel Change: 0.00

Budget Objectives Form

Department: Public Works-Water & Sewer
Division: Utility Equipment Maintenance
Dept #: 10
Division #: 644

Objective:

\$ 2,495,964 To insure compliance with State Statutes that address the health and welfare of the public, to provide around-the-clock maintenance and repairs to the equipment and electrical systems required to run the 44 sewage pump stations that provides services to the City's customers.

ACTIVITIES:

\$ 888,219	001	Lift Station Maintenance and Capital Improvements: operate and maintain 44 sewer pumping stations, which collect and transport wastewater from customers to a treatment facility. Repair and replace sewer pumps, repair sewer pipes going in and out of lift stations, deodorize and degrease lift stations, perform some general welding work, and perform all major upgrades to lift stations as needed.
\$ 362,345	002	Electrical Services: install, maintain, and repair all electrical equipment at the 44 sewer pumping stations to ensure their proper operation. Provide electrical services to other departments for maintenance and capital projects.
\$ 200,000	003	Lift Station Rehabilitation: the City's Sanitary Lift Stations are dated and in poor condition. The risks of leakage and contamination is a large concern, as well as the cost of remediation and clean-up. The City needs to protect our facilities and the surrounding residents in the areas of the Lift Stations. A 20-year revitalizing and maintenance schedule has been developed to proactively address these and other possible risks.
\$ 220,400	004	Vehicles: provides funds for the daily operation, preventive maintenance, emergency repairs and replacement of vehicles.
\$ 700,000	Sup	Lift Station(s) Rehab - Telemetry and Pumps
\$ 100,000	Sup	Structures and Improvements
\$ 25,000	Sup	Equipment

Budget Summary Form

Department: Public Works-Water & Sewer
Division: Water Plant
Dept / Division #: 10 / 646

EXPENDITURE CATEGORY	Actual Expend. FY19	Amended Budget FY20	Est. Expend. FY20	Adopted Budget FY21
Personnel Services	874,622	1,088,737	915,476	1,050,400
Operating Expenses	951,738	1,089,823	929,548	1,132,495
Internal Services	5,131,012	4,841,676	4,841,608	6,031,523
Operating Budget	6,957,372	7,020,236	6,686,632	8,214,418
Capital Outlay	0	10,394,103	1,000,000	325,000
Debt Service	0	0	195,608	165,498
Grants & Aids	0	0	0	0
	41,100	39,400	39,400	40,520
Total Budget	6,998,472	17,453,739	7,921,640	8,745,436

PERSONNEL SERVICES DETAIL:

Classification	Salary Sch.	# of Positions
Water Plant Superintendent	30	1
Water Plant Supervisor	28	1
Utility Coordinator	25	1
Water Plant Operator	23	9
Leak Detection Technician	21	2

Total # of Full-Time Employees **14**

2020-21 Operating Budget: 8,214,418
2019-20 Operating Budget: 7,020,236
Dollar Change: 1,194,182
Percentage Change: 17.01%

2020-21 Personnel - F.T.E. 14.00
2019-20 Personnel - F.T.E. 14.00
Personnel Change: 0.00

Budget Objectives Form

Department: Public Works-Water & Sewer
Division: Water Plant
Dept. #: 10
Division #: 646

Objective:

\$ 8,745,436 To provide potable and pleasant tasting water to all customers of the City's utility by producing and treating approximately 6.72 million gallons of water daily at the City's Winson Water Plant at Sunkist Grove and purchasing approximately 6.32 million gallons of supplemental water daily from Miami-Dade County.

ACTIVITIES:

\$ 2,245,808 001 **Water Plant Operation:** provides for the pumping and treatment of raw water, and distribution of potable water meeting all state and federal requirements to system users; monitors all City lift stations and wells via telemetry; and handles all calls for service after normal hours.

\$ 6,128,228 002 **Water Purchased For Resale:** provides for the purchase of approximately 6.32 million gallons of water per day from Miami-Dade Water & Sewer Authority to supplement the City's water supply in order that all customers are served. The Winson Water Plant at Sunkist Grove produces approximately 6.72 MGD of potable water; the system requires almost 13.04.

\$ 46,400 003 **Vehicles:** provides funds for the daily operation, preventive maintenance, emergency repairs and replacement of vehicles.

\$ 325,000 Sup **Winson Water Plant**

Budget Summary Form

Department: Public Works-Water & Sewer
Division: Water Distribution
Dept / Division #: 10 / 649

EXPENDITURE CATEGORY	Actual Expend. FY19	Amended Budget FY20	Est. Expend. FY20	Adopted Budget FY21
Personnel Services	1,354,854	1,522,322	1,127,986	1,423,468
Operating Expenses	303,098	207,527	197,172	216,448
Internal Services	220,996	354,138	354,138	306,565
Operating Budget	1,878,948	2,083,987	1,679,296	1,946,481
Capital Outlay	-1	11,821,962	2,692,226	2,590,000
Debt Service	0	0	0	0
Grants & Aids	0	0	0	0
Reserves & Other	54,132	52,314	52,314	55,751
Total Budget	1,933,079	13,958,263	4,423,836	4,592,232

PERSONNEL SERVICES DETAIL:

Classification	Salary Sch.	# of Positions
Utility Superintendent	30	1
Utility Coordinator (1 Vacant)	25	3
Trades Mechanic (2 Vacant)	22	4
Heavy Equipment Operator	22	3
Leak Detection Technician	21	1
Storekeeper	22	1
Maintenance Mechanic	20	1
Motor Equipment Operator (1 Vacant)	20	1
General Maintenance Worker	18	3

Total # of Full-Time Employees **18**

2020-21 Operating Budget: 1,946,481
2019-20 Operating Budget: 2,083,987
Dollar Change: (137,506)
Percentage Change: -6.60%

2020-21 Personnel - F.T.E. 18.00
2019-20 Personnel - F.T.E. 19.00
Personnel Change: -1.00

Budget Objectives Form

Department:	Public Works-Water & Sewer
Division:	Water Distribution
Dept #:	10
Division #:	649

Objective:

\$ 4,592,232 To ensure the satisfactory flow of potable water from the treatment plant to customers throughout the system through aggressive repair, replacement and maintenance of water mains, water lines, and water meters, as well as installation and certification of back flow prevention devices.

ACTIVITIES:

\$ 1,304,588 001 **Water Distribution:** crews install, repair, replace and maintain water meters, mains and service lines; test water meters and repair or replace defective units; install back flow prevention devices and certify proper function upon installation and on an annual basis; continue an aggressive leak detection program to maximize the water pressure customers receive and minimize water losses; and maintain an inventory of parts required to maintain the water and sewer system.

\$ 459,044 002 **Water Line Installation & Maintenance:** crews replace 2" water lines that have deteriorated causing leaks and low water pressure to customers; replace 9,600 feet of City service lines; prepare project specifications and monitor replacement of 8" water lines by private contractor; install additional and replacement fire hydrants; and assist the Water Distribution crew with performing leak detection, replacing dead meters and making repairs determined through the leak detection process.

\$ 350,000 003 **Cyclical Water Line Replacement:** this level will fund a 30-year replacement schedule to replace water lines through the City of North Miami. The City has always budgeted funding to repair, replace and maintain water meters, mains and service lines; test water meters and repair or replace defective units; install back flow prevention devices and certify proper function upon installation and on an annual basis. However, due to increasing number of repairs and defective units a 30-year schedule will be implemented to replace water lines throughout the City. Current funding for service lines will remain in place for emergency repairs this will be supplement funding for annual line replacement.

\$ 278,600 004 **Vehicles:** provides funds for the daily operation, preventive maintenance, emergency repairs and replacement of vehicles.

\$ 2,200,000 Sup **Water Line Replacement**

Budget Summary Form

Department: Public Works-Water & Sewer
Division: Sewer Collection & Disposal
Dept / Division #: 10 / 650

EXPENDITURE CATEGORY	Actual Expend. FY19	Amended Budget FY20	Est. Expend. FY20	Adopted Budget FY21
Personnel Services	638,984	846,506	587,744	693,369
Operating Expenses	179,249	233,119	195,711	254,434
Internal Services	10,622,348	12,109,394	11,168,945	12,661,230
Operating Budget	11,440,581	13,189,019	11,952,400	13,609,033
Capital Outlay	0	11,062,302	9,071,617	400,000
Debt Service	23,115	111,000	166,954	166,959
Grants & Aids	0	0	0	0
Reserves & Other	31,423	28,529	28,529	30,072
Total Budget	11,495,119	24,390,850	21,219,500	14,206,064

PERSONNEL SERVICES DETAIL:

Classification	Salary Sch.	# of Positions
Heavy Equipment Operator	22	4
Trades Mechanic	22	2
Maintenance Mechanic	20	1
Motor Equipment Operator	20	1
General Maintenance Worker	18	3

Total # of Full-Time Employees 11

2020-21 Operating Budget: 13,609,033
2019-20 Operating Budget: 13,189,019
Dollar Change: 420,014
Percentage Change: 3.18%

2020-21 Personnel - F.T.E. 11.00
2019-20 Personnel - F.T.E. 12.00
Personnel Change: (1.00)

Budget Objectives Form

Department: Public Works-Water & Sewer
Division: Sewer Collection & Disposal
Dept #: 10
Division #: 650

Objective:

\$ 14,206,064 To install and repair sewer mains and laterals in order to insure uninterrupted sewage flow from system users to the treatment facility; to provide for the treatment and disposal of liquid waste (sewage); and to make major repairs to sewer mains and manholes by private contractors in order to continue a multi-year program to reduce groundwater infiltration into the City's sewer system.

ACTIVITIES:

\$ 774,722	001	Sewer Maintenance & Installation: locate, repair, and maintain the sewer gravity mains, sewer force mains and laterals throughout the City; install sewer mains and laterals for new services; and handles all emergency sewer line backups and breaks.
\$ 194,119	002	Sewer T.V. Crew: provide "in-house" TV monitoring of approximately 10 miles of pipes annually; cleans and seals approximately 225,000 feet of sewer lines annually; and provide continuous preventative maintenance of the sewer lines that have been sealed or replaced.
\$ 12,370,464	003	Sewage Disposal Fees: provide treatment and disposal of liquid waste by Miami-Dade Water & Sewer Authority Department as required by state and federal law.
\$ 266,959	004	Cyclical Sanitary Sewer Rehabilitation: this level provides funds to implement a 20-year rehabilitation and maintenance schedule for the City's Sanitary Sewer system. The City's Sanitary Sewer System is approximately 50 yrs old, therefore due to the age and condition of the pipes excess groundwater infiltration is responsible for sewer backups and excessive sewage treatment charges. Implementing a 20-year rehabilitation and maintenance schedule will address these issues and reduce the treatment sewage treatment costs.
\$ 299,800	005	Vehicles: provides funds for the daily operation, preventive maintenance, emergency repairs and replacement of vehicles.
\$ 300,000	Sup	Sewer Collection System

Budget Summary Form

Department: Public Works - Water & Sewer
Division: Fire Flow Projects
Dept / Division #: 10 / 654

EXPENDITURE CATEGORY	Actual Expend. FY19	Amended Budget FY20	Est. Expend. FY20	Adopted Budget FY21
Personnel Services	0	0	0	0
Operating Expenses	0	0	0	0
Internal Services	0	0	0	0
Operating Budget	0	0	0	0
Capital Outlay	0	519,758	0	500,000
Debt Service	0	0	0	0
Grants & Aids	0	0	0	0
Reserves & Other	0	1,621,996	0	2,291,191
Total Budget	0	2,141,754	0	2,791,191

PERSONNEL SERVICES DETAIL:

Classification	Salary Sch.	# of Positions
None		
Total # of Full-Time Employees		0

2020-21 Operating Budget: 0.00
2019-20 Operating Budget: 0.00
Dollar Change: 0.00
Percentage Change: 0.00%

2020-21 Personnel - F.T.E. 0.00
2019-20 Personnel - F.T.E. 0.00
Personnel Change: 0.00

Stormwater Utility Fund

Core Responsibilities:

- Provide engineering, project management, GIS/CADD (Geographic Information Systems/ Computer Aided Design and Drafting) services, and financial analysis to ensure the City's needs are met in an efficient manner.
- Comply with the NPDES (National Pollutant Discharge Elimination System) permit requirements: Maintain the City's stormwater system by cleaning leaves and debris from manholes, catch basins and exfiltration systems; sweep curbed roads along streets within the City.

FY20 Major Accomplishments:

- Upgraded Stormwater system based on priorities established in the Master Plan (Arch Creek North/South Drainage Project - Basin C)

FY21 Major Projects and Initiatives:

- Upgrade Stormwater Master Plan

Budget Summary Form

Department: Public Works - Stormwater Utility

Dept #: 10

EXPENDITURE CATEGORY	Actual Expend. FY19	Amended Budget FY20	Est. Expend. FY20	Adopted Budget FY21
Personnel Services	579,341	666,230	519,428	702,154
Operating Expenses	1,116,605	1,178,600	1,168,484	1,372,330
Internal Services	502,471	578,875	345,260	583,486
Operating Budget	2,198,417	2,423,705	2,033,172	2,657,970
Capital Outlay	0	1,383,138	950,030	380,000
Debt Service	63,318	464,008	451,400	427,108
Grants & Aids	0	0	0	0
Reserves & Other	26,008	1,545,995	24,089	840,118
Total Budget	2,287,743	5,816,846	3,458,691	4,305,196

PERSONNEL SERVICES DETAIL:

Classification	Salary Sch.	# of Positions
Stormwater/Streets Superintendent	30	1
GIS Specialist	28	1
Utility Coordinator	25	1
Heavy Equipment Operator	22	3
Motor Equipment Operator	20	1
Administrative Specialist	22	1
General Maintenance Worker	18	1

Total # of Full-Time Employees	9
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2020-21 Operating Budget:	2,657,970
2019-20 Operating Budget:	2,423,705
Dollar Change:	234,265
Percentage Change:	9.67 %

2020-21 Personnel - F.T.E.	9.00
2019-20 Personnel - F.T.E.	9.00
Personnel Change:	0.00

Budget Objectives Form

Department: Public Works - Stormwater Utility
Division: Stormwater Operation & Maintenance
Dept #: 10
Division #: 621

Objective:

\$ 4,305,196 To maintain the City's storm sewer system including; administrative engineering services; cleaning, removing, testing and disposing of debris from manholes, catch basins and infiltration systems; and street sweeping services.

ACTIVITIES:

\$ 716,725 001 **Stormwater Engineering:** administer environmental compliance with the NPDES permit requirements; inspect all private and public drainage projects; administer planning and design review for compliance with federal, state and county requirements as well as design permitting and project management of capital improvement drainage projects as prioritized in the adopted Stormwater Master Plan; ensure compliance with the National Flood Insurance (NFIP) community rating system program; submit grant procurement materials; and provides assistance in the design of drainage projects and maintenance of the storm sewer atlas.

\$ 402,183 002 **Storm Drain Maintenance:** maintain the City's stormwater system by cleaning leaves and debris from manholes, catch basins, and infiltration systems, cleaning 31 canal ends and removing debris from the storm sewer system. Reimburse Miami-Dade County for services it provides in maintaining the City's storm sewer system.

\$ 68,812 003 **Street Sweeping:** clean and maintain designated streets within the City in order to prevent debris from entering canals through drainage outlets.

\$ 96,000 004 **Catch Basin Cleaning:** contractual services needed to assist the Stormwater Maintenance employees with the cleaning and jetting of approximately 2,000 storm drain lines within the City.

\$ 48,169 005 **Stormwater Quality Monitoring:** reimburse Miami-Dade County for water quality monitoring of 7 major outfalls. This expense is related to Phase II of the EPA National Pollutant Discharge System (NPDES) Permit. The monitoring program was renewed for an additional five years effective October 1, 2015.

\$ 21,850 006 **Public Awareness & Education:** provide information to the public about the consequences of contaminated stormwater runoff and the need to protect the stormwater system from illegal dumping. Provide information to the public regarding the annual City Wide Flood Plain Management brochure, the contractor's brochure and the realtor's brochure. Provide membership to the Flood Plain Manager's Association and funds to attend the annual conference for the City's designated Flood Plain Manager in order to remain abreast of current issues and regulations; provide promotional items to be handed out to students in presentations given about the utility and its functions.

Budget Objectives Form

Department:	Public Works - Stormwater Utility
Division:	Stormwater Operation & Maintenance
Dept #:	10
Division #:	621

\$	1,258,712	008	Debt Service, Insurance Costs and Reserves: provide debt service for Storm Water Revenue Bonds, a fully funded reserve for the payment of unused vacation and sick leave payout for Stormwater employees and the Stormwater Utility Funds prorata share of the FY13 debt service on the 2010 Pension Obligation Bonds.
\$	1,312,745	009	Interfund Transfers: provide reimbursement to the General Fund for various services that the Fund provides the Stormwater Utility Fund as well as an "In Lieu of Taxes" payment representing funds that the General Fund would receive if the utility were privately owned.
\$	30,000	Sup	Automotive
\$	150,000	Sup	Operations Equipment
\$	200,000	Sup	Drainage Improvements

Internal Service

Funds

Risk Management

Core Responsibilities:

- Employ effective measures to identify, evaluate and eliminate hazards.
- Reduce losses through risk mitigation strategies.
- Promote workplace safety by implementing and maintaining proactive programs.

FY20 Major Accomplishments:

- Recovered 60% (\$528,655.62) on total outstanding subrogation claims (\$882,639.07).
- Pursued subrogation recovery on 23% more cases ; 58% of claims pursued were resolved/ closed.
- Automobile incidents/accidents involving city vehicles declined by 10%.
- Liability case files had 16% more closures/resolution.
- Received an award of \$3,000 from Florida League of Cities (matching safety grant).
- Received an award of \$5,000 through Preferred Tips Program (matching safety grant).
- Workers' Comp claim payments declined by 24%.
- Achieved Experience Modification rating of .82 allowing 18% discount on Workers Comp. Ins.
- Consistently maintained 5 Star Program with Lytx Drive Cam & coached 201 events.
- First place recipient of the National Drive Cam Safe Driver Govt. Sector.
- Received Certified Occupational Safety Specialist (COSS) Certification.

FY21 Major Projects and Initiatives:

- Update Risk Management Administrative Regulations and train employees on improvements.
- Increase facility and field inspection by 20% to prevent losses.
- Acquire Safety Grants to provide funding for safety services and supplies.
- Revamp the Employee Safety Committee and hold quarterly meeting.
- Audit all liability claim files and reconcile expenditure balances with Eden, set file reserves and updated all case note in Risk Management Information System.
- Work with Actuary to compile various insurance documents - Workers Compensation and General Liability year-end reports, budget actuals and projections, financial and payroll reports - to produce Risk Management's annual actuarial report (will include indicated liability levels and recommended contributions) for the self-insured Automobile Liability, General Liability and Workers' Compensation self-funded programs.
- Reduce workplace injuries and chargeable accidents by 5% through proactive measures.
- Prepare Risk Management's comprehensive annual report focusing on funds' financial performance and claims status of General Liability, Automobile Liability, Workers Compensation and subrogation programs; provide overview of Safety Program with accomplishments.
- Spearhead Workers' Compensation file review with defense counsel, Workers' Compensation TPA and upper management, to review open Workers' Compensation claims and develop plan of action to manage, resolve/close open cases.
- Competitively bid for Drive Cam Vendor that offers improved technology to enhance driver safety.

Risk Management

Performance Measures:

Risk Management Performance Measures	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 YEE	FY 2021 Target
Total # of claims serviced (liability, subrogation & workers' comp.)	n/a	330	343	273	315
Total # of claims closed/settled	n/a	121	163	104	116
Total \$'s recovered (subrogation, workers' comp. & general)	n/a	\$ 356,276	\$ 625,214	\$ 155,875	\$ 379,121
Total insured value of buildings/ structures and contents (real and personal property)	n/a	\$66,307,552	\$67,328,996	\$67,328,996	\$67,328,996
Total insured value of other assets	n/a	\$ 6,859,556	\$ 7,563,991	\$ 7,563,991	\$ 7,563,991
Total # of licensed vehicles In Fleet	n/a	377	371	343	343

Budget Summary Form

Department: Risk Management Fund
Dept #: 02

EXPENDITURE CATEGORY	Actual Expend. FY19	Amended Budget FY20	Est. Expend. FY20	Adopted Budget FY21
Personnel Services	507,888	458,945	412,067	517,927
Operating Expenses	2,611,722	1,618,560	1,576,322	2,032,702
Internal Services	464,195	486,455	536,255	11,200
Operating Budget	3,583,805	2,563,960	2,524,644	2,561,829
Capital Outlay	0	0	0	0
Debt Service	0	0	0	0
Grants & Aids	0	0	0	0
Reserves & Other	16,834	2,332,464	17,251	1,758,982
Total Budget	3,600,639	4,896,424	2,541,895	4,320,811

PERSONNEL SERVICES DETAIL:

Classification	Salary Sch.	# of Positions
Risk Director	40	1
Risk Analyst	26	1
Risk and Safety Manager	33	1
Administrative Coordinator	25	1
Total # of Full-Time Employees		4

2020-21 Operating Budget:	2,561,829
2019-20 Operating Budget:	2,563,960
Dollar Change:	(2,131)
Percentage Change:	(0.08)%

2020-21 Personnel - F.T.E.	4.00
2019-20 Personnel - F.T.E.	4.00
Personnel Change:	0.00

Budget Summary Form

Department: City Manager
Division: Risk Management - General Liability
Dept / Division #: 02 / 675

EXPENDITURE CATEGORY	Actual Expend. FY19	Amended Budget FY20	Est. Expend. FY20	Adopted Budget FY21
Personnel Services	392,542	371,676	324,260	416,113
Operating Expenses	620,745	666,285	665,377	1,160,147
Internal Services	463,835	486,155	536,155	10,900
Operating Budget	1,477,122	1,524,116	1,525,792	1,587,160
Capital Outlay	0	0	0	0
Debt Service	0	0	0	0
Grants & Aids	0	0	0	0
Reserves & Other	13,549	683,079	13,954	753,734
Total Budget	1,490,671	2,207,195	1,539,746	2,340,894

PERSONNEL SERVICES DETAIL:

Classification	Salary Sch.	# of Positions
Risk Management Director	40	1
Risk and Safety Manager	33	1
Administrative Coordinator	25	1

Total # of Full-Time Employees 3

2020-21 Operating Budget: 1,587,160
2019-20 Operating Budget: 1,524,116
Dollar Change: 63,044
Percentage Change: 4.14 %

2020-21 Personnel - F.T.E. 3.00
2019-20 Personnel - F.T.E. 3.00
Personnel Change: 0.00

Budget Objectives Form

Department: City Manager

Division: Risk Management - General Liability

Dept #: 02

Division #: 675

Objective:

\$ 2,340,894 To produce a fiscally sound budget to insulate the City from financial impacts of tort liability, employment liability, police liability, litigation and employee workplace injury. Maintaining appropriate funding level is paramount in achieving financial solvency and success for the Risk Management Program. The City currently has a fully self-insured program for Automobile liability and General Liability losses. Claims arising from these segments are adjusted within the Risk Management Division. Although the City is protected by sovereign immunity, having adequate loss reserve is fiscally responsible and integral for the Program's economic viability. The City adopts risk transfer methods to respond to losses from Police, Public Officials' and Employment related exposures. Retention of these exposures would present greater risk compared to the benefit of procuring insurance. A proactive and robust safety program has also been implemented to augment the Risk Management Program and promote risk averse behavior among employees. Additionally, annual actuarial evaluation of the Auto and General Liability segments have aided in budget forecasting to achieve financial soundness.

ACTIVITIES:

- \$ 2,204,782 001 **Risk Management Administration:** efficiently manage the City's self-insured Automobile and General Liability Program which includes: Identifying hazards before they occur, analyzing hazards and recommending corrective measures; claims investigation, claims adjustment, attending mediation and engaging in claim settlement with insurers, attorneys or other third parties. The Safety Program enhances the Risk Management Program by providing ongoing specialized training (such as: trenching/shoring, Lock Out Tag Out, Permit Required Confined Space, Global Harmonizing System, Blood Borne Pathogen, Maintenance of Traffic, Fork Lift Operation etc.). Ongoing monthly safety training is also provided on general topics such as: Defensive Driving, Ergonomics, Fire Safety, Heat Safety, Lifting & Back Safety etc.) Written programs and policies are available on many salient topics; training is provided to employees to ensure compliance. A safety Incentive Program is incorporated to encourage safe work practices. The City has also implemented a Drive Cam Program which is aiding in behavior modification. The Subrogation Program is another sub-section wherein earnest efforts are made to recover losses to City property and injuries to personnel (Workers' Compensation recovery) from liable parties.
- \$ 128,912 002 **Safety Program:** promote the maintenance of a safe and healthy working environment supported by a comprehensive safety agenda that includes: implementation of Citywide safety policies and procedures, adoption of OSHA standards, ongoing employee safety training, facility and job site inspection, behavior modification through Drive Cam program and a safety incentive program. Risk Management also reviews and monitors City contracts to assure that risk and safety related requirements are incorporated.
- \$ 7,200 003 **Vehicle:** provides funds for the daily operation, preventive maintenance, emergency repairs and replacement of vehicles.

Budget Summary Form

Department: City Manager
Division: Risk Management-Workers' Compensation
Dept / Division #: 02 / 676

EXPENDITURE CATEGORY	Actual Expend. FY19	Amended Budget FY20	Est. Expend. FY20	Adopted Budget FY21
Personnel Services	115,346	87,269	87,807	101,814
Operating Expenses	1,990,977	952,275	910,945	872,555
Internal Services	360	300	100	300
Operating Budget	2,106,683	1,039,844	998,852	974,669
Capital Outlay	0	0	0	0
Debt Service	0	0	0	0
Grants & Aids	0	0	0	0
Reserves & Other	3,285	1,649,385	3,297	1,005,248
Total Budget	2,109,968	2,689,229	1,002,149	1,979,917

PERSONNEL SERVICES DETAIL:

Classification	Salary Sch.	# of Positions
Risk Analyst	26	1

Total # of Full-Time Employees 1

2020-21 Operating Budget:	974,669
2019-20 Operating Budget:	<u>1,039,844</u>
Dollar Change:	<u>(65,175)</u>
Percentage Change:	<u>(6.27)%</u>
2020-21 Personnel - F.T.E.	1.00
2019-20 Personnel - F.T.E.	<u>1.00</u>
Personnel Change:	<u><u>0.00</u></u>

Budget Objectives Form

Department: City Manager
Division: Risk Management - Workers' Compensation
Dept #: 02
Division #: 676

Objective:

\$ 1,979,917 The City's Workers Compensation self-insurance program delivers expedient and efficient medical, indemnity and disability benefits to employees who are injured in the course and scope of employment. These benefits are delivered pursuant to Florida Statutes 440. Risk Management maintains Excess Workers' Compensation insurance coverage as a stop loss to catastrophic claims. Appropriate funding level for the Workers' Compensation Program is assured through an annual "professional actuarial analysis" that analyzes loss data, payroll, insurance, deductible and retentions using common actuarial methodologies to indicate outstanding losses and recommend contributions.

ACTIVITIES:

\$ 1,979,917 001 **Workers' Compensation Program:** the City engages a Third Party Administrator (TPA) to assist in administering the Workers' Compensation Program in conformance with the provisions of Florida Statute 440. Benefits derived from TPA services include: assigning appropriate file reserves, adequate claims investigation for compensability and to combat fraud, timely delivery of medical and indemnity benefits to avoid state fees and penalties. The TPA also ensures the appropriate application of F.S 440 in claims administration which helps to reduce litigation, eliminate costly penalties and assure compliance with all legislative changes. A full time Risk Analyst assists in managing the Workers' Compensation Program. This position ensures efficient delivery of services to employees, assists in return to work placement, managing the claims payment account (ensuring funding levels are met), reconciling check register/bank balances, generating trend and loss reports to target employee training needs and prevent repeated injury occurrence.

Fleet Management

Core Responsibilities:

- To maintain and repair the City's fleet of approximately 500 vehicles and/or equipment.
- Continue the Preventative Maintenance Program, reducing downtime and costly repairs.
- Operate and maintain a centralized fueling facility.

FY20 Major Accomplishments:

- Successfully completed 2,245 work orders with a FTE of 6.6 technicians.
- Successfully specified, procured and placed into service 23 new fleet vehicles and 10 new pieces of equipment.
- Surplussed 25 vehicles, 3 pieces of equipment and 25 bicycles through public auction.
- Provided technicians with four opportunities for job specific on-site and remote training.

FY21 Major Projects and Initiatives:

- Implement a new fleet management software program
- Increase preventative maintenance in order to decrease corrective maintenance
- Complete 2,500 work orders with a FYE of 7.0 technicians.
- Specify, procure and place into service 36 new fleet vehicles and 20 new pieces of equipment.
- Surplus 40 vehicles and 27 pieces of equipment through public auction.
- Offer each employee two or more job specific training opportunities.

Performance Measures:

Fleet Management Performance Measures	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Target
Total fuel consumption - Diesel	n/a	n/a	43,911	42,617	44,000
Total fuel consumption - Unleaded	n/a	n/a	211,437	202,889	210,000
Total Fleet	n/a	n/a	541	518	509
Completed work orders	n/a	n/a	2,588	2,245	2,500

Budget Summary Form

Department: Public Works - Fleet Management
Dept / Div #: 10/670

EXPENDITURE CATEGORY	Actual Expend. FY19	Amended Budget FY20	Est. Expend. FY20	Adopted Budget FY21
Personnel Services	807,737	859,094	792,626	816,421
Operating Expenses	1,305,533	2,433,090	2,088,328	2,554,519
Internal Services	51,979	65,806	65,828	64,303
Operating Budget	2,165,249	3,357,990	2,946,782	3,435,243
Capital Outlay	0	2,096,486	688,000	694,000
Debt Service	0	0	0	0
Grants & Aids	0	0	0	0
Reserves & Other	541,991	2,165,659	2,794,605	861,157
Total Budget	2,707,240	7,620,135	6,429,387	4,990,400

PERSONNEL SERVICES DETAIL:

Classification	Salary Sch.	# of Positions
Capital Projects Manager	37	1
Fleet Supervisor	25	1
Fleet Welder	25	1
Fleet Mechanic	23	3
Storekeeper	22	1
Fleet Mechanic Trainee	22	2
Stock Clerk	18	1

Total # of Full-Time Employees 10

2020-21 Operating Budget: 3,435,243
2019-20 Operating Budget: 3,357,990
Dollar Change: 77,253
Percentage Change: 2.3 %

2020-21 Personnel - F.T.E. 10.00
2019-20 Personnel - F.T.E. 10.00
Personnel Change: 0.00

Budget Objectives Form

Department: Public Works - Fleet Management
Division: Motor Pool
Dept #: 10
Division #: 670

Objective:

\$ 4,990,400 To maintain and repair all vehicles, moving equipment, and most small equipment owned by the City. Continue the Preventative Maintenance Program in order to reduce downtime and costly repairs. Operate and maintain a centralized fueling facility.

ACTIVITIES:

\$ 2,063,550	001	Payroll and Insurance: provide employee benefits package for ten (10) Motor Pool employees including; employer's portion of FICA; group health and life insurance premiums; contribution to Risk Management Fund for Workers' Compensation benefits; contribution to Pension Plan for Motor Pool employees; payment of pro-rata share of pension obligation bonds; and reimbursement to State of Florida for Unemployment Benefits paid to former employees. Additionally, provides for pre-employment services needed for new hires and registration fees for local training of Motor Pool employees.
\$ 1,531,410	002	Vehicle Parts and Maintenance: maintain an inventory of vehicle parts and process approximately sixty (60) vehicle work orders weekly including; processing daily repair orders, and monitoring all computerized transactions to the Fleet Management System. Additionally, provides fuel for city's fleet of vehicles and equipment.
\$ 698,440	003	Operations and Building Support: provide funds for the indirect costs in support of the Motor Pool Operation and Building.
\$ 3,000	004	Fuel Services to other Municipalities: sell gasoline and diesel fuel to Biscayne Park and Bay Harbor Islands on an emergency basis, for a fee, covering the cost of fuel plus an administrative charge established by formal agreement.
\$ 694,000	Sup	Purchase of Fleet Vehicles

All Other Funds

Budget Summary Form

Fund: Law Enforcement Trust

EXPENDITURE CATEGORY	Actual Expend. FY19	Amended Budget FY20	Est. Expend. FY20	Adopted Budget FY21
Personal Services	0	0	0	0
Operating Expenses	87,001	130,000	55,280	111,228
Internal Services	0	0	0	0
Operating Budget	87,001	130,000	55,280	111,228
Capital Outlay	7,394	10,000	0	8,372
Debt Service	0	0	0	0
Grants & Aids	0	0	0	0
Reserves & Other	0	89,534	0	76,467
Total Budget	94,395	229,534	55,280	196,067

PERSONAL SERVICES DETAIL:

Classification	Salary Sch.	# of Positions
None		

Total # of Full-Time Employees 0

2020-21 Operating Budget: 111,228
2019-20 Operating Budget: 130,000
Dollar Change: (18,772)

2020-21 Personnel - F.T.E. 0.00
2019-20 Personnel - F.T.E. 0.00
Personnel Change: 0.00

Budget Summary Form

Fund: Federal Forfeiture - Treasury & Justice Combined

EXPENDITURE CATEGORY	Actual Expend. FY19	Amended Budget FY20	Est. Expend. FY20	Adopted Budget FY21
Personal Services	0	0	0	0
Operating Expenses	47,625	164,800	16,825	64,934
Internal Services	0	0	0	0
Operating Budget	47,625	164,800	16,825	64,934
Capital Outlay	4,466	48,800	0	19,228
Debt Service	0	0	0	0
Grants & Aids	0	0	0	0
Reserves & Other	0	93,729	0	0
Total Budget	52,091	307,329	16,825	84,162

PERSONAL SERVICES DETAIL:

Classification	Salary Sch.	# of Positions
None		

Total # of Full-Time Employees 0

2020-21 Operating Budget: 64,934
2019-20 Operating Budget: 164,800
Dollar Change: (99,866)

2020-21 Personnel - F.T.E. 0.00
2019-20 Personnel - F.T.E. 0.00
Personnel Change: 0.00

Budget Summary Form

Fund: Landfill Closure

EXPENDITURE CATEGORY	Actual Expend. FY19	Amended Budget FY20	Est. Expend. FY20	Adopted Budget FY21
Personal Services	0	0	0	0
Operating Expenses	307,481	5,000,000	3,755,020	5,000,000
Internal Services	0	0	0	0
Operating Budget	307,481	5,000,000	3,755,020	5,000,000
Capital Outlay	0	0	0	0
Debt Service	0	0	0	0
Grants & Aids	0	0	0	0
Reserves & Other	0	4,492,360	0	4,638,038
Total Budget	307,481	9,492,360	3,755,020	9,638,038

PERSONAL SERVICES DETAIL:

Classification	Salary Sch.	# of Positions
None		

Total # of Full-Time Employees 0

2020-21 Operating Budget:	5,000,000
2019-20 Operating Budget:	5,000,000
Dollar Change:	-
Percentage Change:	0.00%
2020-21 Personnel - F.T.E.	0.00
2019-20 Personnel - F.T.E.	0.00
Personnel Change:	0.00

Budget Summary Form

Fund: Library Aid Grant

EXPENDITURE CATEGORY	Actual Expend. FY19	Amended Budget FY20	Est. Expend. FY20	Adopted Budget FY21
Personal Services	79,236	0	84,920	0
Operating Expenses	119,542	197,618	177,627	15,863
Internal Services	440	1,305	0	1,156
Operating Budget	199,218	198,923	262,547	17,019
Capital Outlay	0	3,967	1,094	3,281
Debt Service	0	0	0	0
Grants & Aids	0	0	0	0
Reserves & Other	0	0	0	0
Total Budget	199,218	202,890	263,641	20,300

PERSONAL SERVICES DETAIL:

Classification	Salary Sch.	# of Positions
None		

Total # of Full-Time Employees 0

2020-21 Operating Budget:	17,019
2019-20 Operating Budget:	198,923
Dollar Change:	<u>(181,904)</u>
Percentage Change:	0.00%
2020-21 Personnel - F.T.E.	0.00
2019-20 Personnel - F.T.E.	<u>0.00</u>
Personnel Change:	<u>0.00</u>

Budget Summary Form

Fund: Pension Obligation Bond

EXPENDITURE CATEGORY	Actual Expend. FY19	Amended Budget FY20	Est. Expend. FY20	Adopted Budget FY21
Personal Services	0	0	0	0
Operating Expenses	0	0	0	0
Internal Services	0	0	0	0
Operating Budget	0	0	0	0
Capital Outlay	0	0	0	0
Debt Service	1,603,359	1,784,363	1,993,163	1,785,200
Grants & Aids	0	0	0	0
Reserves & Other	0	0	0	0
Total Budget	1,603,359	1,784,363	1,993,163	1,785,200

PERSONAL SERVICES DETAIL:

Classification	Salary Sch.	# of Positions
None		

Total # of Full-Time Employees 0

2020-21 Operating Budget: -
2019-20 Operating Budget: -
Dollar Change: -
Percentage Change: 0.00%

2020-21 Personnel - F.T.E. 0.00
2019-20 Personnel - F.T.E. 0.00
Personnel Change: 0.00

Budget Summary Form

Fund: Community Redevelopment Agency (CRA)

EXPENDITURE CATEGORY	Actual Expend. FY19	Amended Budget FY20	Est. Expend. FY20	Adopted Budget FY21
Personal Services	402,493	600,000	450,000	655,000
Operating Expenses	3,437,561	6,514,901	4,566,315	6,042,434
Internal Services	57	500	400	1,000
Operating Budget	3,840,111	7,115,401	5,016,715	6,698,434
Capital Outlay	1,500,522	1,973,280	982,369	1,569,936
Debt Service	0	0	0	0
Grants & Aids	2,135,834	3,990,845	2,784,058	4,348,958
Reserves & Other	0	0	0	1,500,000
Total Budget	7,476,467	13,079,526	8,783,142	14,117,328

PERSONAL SERVICES DETAIL:

Classification	Salary Sch.	# of Positions
CRA Executive Director	46	1
Operations and Programs Manager	33	1
Special Projects Manager	28	1
Grants Coordinator	25	1
Executive Assistant to the Exec. Director	22	1
Administrative Specialist	22	1

Total # of Full-Time Employees	6
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2020-21 Operating Budget:	6,698,434
2019-20 Operating Budget:	7,115,401
Dollar Change:	(416,967)
Percentage Change:	0.00%

2020-21 Personnel - F.T.E.	6.00
2019-20 Personnel - F.T.E.	4.00
Personnel Change:	2.00

Section Four

Capital Improvement Plan



October 1, 2020

Honorable Mayor and City Council:

In accordance with Florida Statute 163.3177, I am pleased to present the Capital Improvement Plan (CIP) Fiscal Year 2020-21 through Fiscal Year 2024-25. The CIP is a planning document that sets forth the City's capital improvements to ensure that municipal infrastructure and facilities are appropriate and adequate to serve the needs of its community. The CIP was approved and adopted by the City Council. The Plan includes funded as well as unfunded projects. As federal, state and other external funding opportunities become available, portions of this document will be included in funding requests to demonstrate the need and funding shortfall(s).

The City's CIP is comprised of six categories: Facilities, Parks, Transportation, Vehicle Replacement and Water and Sewer. This CIP which totals \$7.2 million includes funded projects in four categories as described below.

Funding for capital projects is included in the operating budget. For presentation purposes, they are shown in the Capital Improvement Plan.

Facilities

In Fiscal Year 2020-21 there is one funded capital project for Facilities. \$76,500 is budgeted for improvement to City Hall building. A supplementary \$160,000 will be considered for funding in Fiscal Year 2021-22 for additional repairs and necessary improvements to the City Hall building.

Parks

In Fiscal Year 2020-21, \$500,000 is budgeted for Parks and Recreation improvements at the Breezeswept Tot-Lot and Spray ground to enhance the experience for North Miami residents and visitors.

Transportation

A total of \$871,000 is allocated for improvements to the City's main corridor to make it aesthetically pleasing and more accessible by pedestrians. Additional improvements include sidewalk and right of way enhancements and street resurfacing. In Fiscal Year 2021-22, funding will be considered for replacement of the pedestrian and bicycle Street bridge and the purchase of a Street Sweeper.

Vehicle Replacement

In Fiscal Year 2020-21 Funding of \$1,124,000 is earmarked for planned fleet and equipment replacement for Parks and Recreation, Police, Public Works and others.



Water/Sewer and Stormwater Projects

Improvements of \$4.6 million are included in the FY 2020-21 capital budget and include: Water Plant improvements (\$2.2 million), Emergency Generators at four Lift Stations (\$700,000), Lift Station improvements (\$325,000), safeguard of potable water (\$325,000), Sewer Rehab (\$300,000), water line improvements (\$300,000) and water line replacements (\$250,000).

With the support of a loyal community, diligent employees and the ongoing guidance of our City Council, I am confident the proposed Capital Improvement Program exhibits sound asset management and capital planning that will serve the needs of North Miami's residents and visitors.

Impact of Capital Improvements on Operating Budget

As new capital projects are completed and placed into operation, we anticipate there will be minimal impact on the operating budget. Sidewalk improvements and resurfacing will not necessarily require increased manpower, as some of them are completed by in-house staff who are also responsible for maintenance. As it relates to improvements to our water and sewer infrastructure, we do not anticipate additional staffing requirements. For many years, the City has devoted substantial resources to the rehabilitation and upgrade of its gravity collection system, pump stations, and force mains and therefore maintenance demands are minimal. For other improvements including our parks and other facilities, all factors are taken into consideration as we prepare both our capital and operating budgets to ensure that adequate funds are included in the current years' and future operating budgets to sufficiently support our operating needs of new assets.

Respectfully submitted,

A handwritten signature in blue ink that reads "Theresa Therilus".

Theresa Therilus, Esq., City Manager



Procedures

The Capital Improvement Plan (CIP) is an official statement of public policy regarding long range capital development in the City of North Miami. A capital improvement is defined as a capital expenditure resulting in the acquisition, improvement or addition to fixed assets in the form of land, buildings or improvements, more or less permanent in character, and durable equipment with a life expectancy of more than five years. The Five-Year CIP is produced and adopted as its own document, separate from the annual city operation budget. The annual operating budget and the CIP are created as companion documents each fiscal year. Since CIP projects have the potential to significantly impact the annual operating budget, the two shall be created in unison.

Policies

The City of North Miami's CIP policies provides a framework for the development of current CIP activities and the planning for future projects. These policies include:

- 1) The City will develop and update a five-year CIP on an annual basis.
- 2) All projects in the Comprehensive Improvement Element (CIE) of the City's Comprehensive Plan will be included in the CIP.
- 3) In the development of the CIP, the City will review the operational impact of each project.
- 4) An appointed CIP committee will review and evaluate each project, based on established criteria, prior to any project being included in the CIP.
- 5) All CIP projects listed in the first three (3) years of each program should have viable funding sources.

Review Process

Departments must submit annual updates and new requests for the CIP to a review committee for evaluation. During the review process, consideration is given to each CIP project's impact on operating costs during the upcoming year as well as future years. In addition, determination of projects to be included in the CIP for funding purposes is based upon established criteria to rank each project accordingly:

The CIP Committee, which consists of Department Directors and Project Managers, ranks CIP requests based on the below criteria and recommends to the City Manager which projects should be included in the CIP. The City Manager has final approval of the CIP prior to submission to the City Council. Projects tentatively approved by the City Manager for the new fiscal year are then incorporated into the proposed operating budget, along with any increases or decreases in operating costs, and submitted as part of the proposed annual operating budget for City Council adoption.

Category Criteria

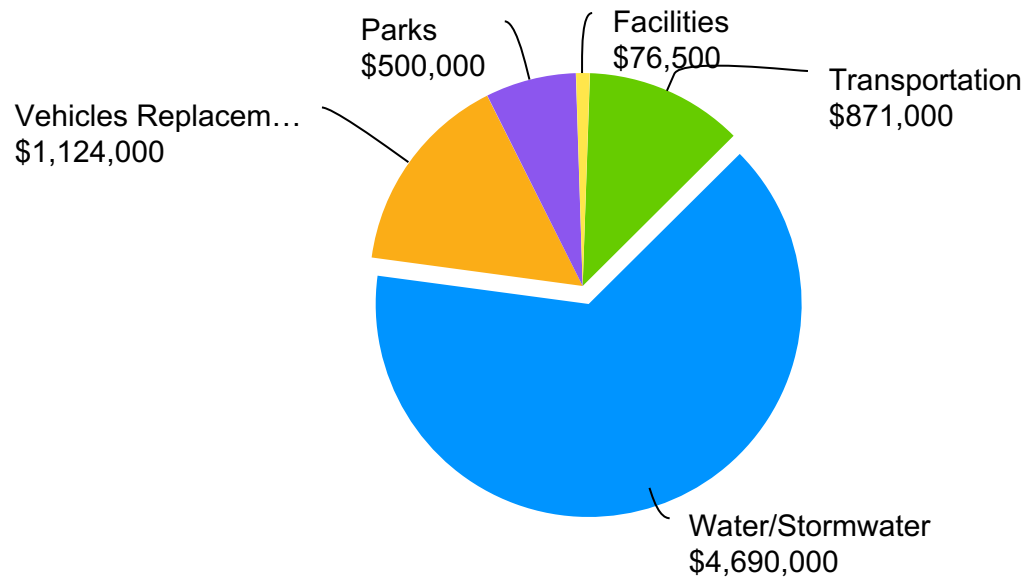
- Moderate Cost Benefit (Results in a moderate cost savings to the City)
- Quality of Life (Will result in maintaining or improving the quality of life for NM residents)
- Critical Repairs/Improvements
- Required by Law, Regulation or Mandate

City of North Miami								
CAPITAL IMPROVEMENT PROGRAM SCHEDULE (FY- 20/21 - 24/25)								
Project	Dept.	Category	FY 20/21	FY 21/22	FY 22/23	FY 23/24	FY 24/25	TOTAL PROJECT ESTIMATE
City Hall Repairs and Improvements	Public Works	Facilities	\$ 76,500	\$ 160,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 386,500
Breezeswept Tot-Lot Replacement & Sprayground	Parks and Recreation	Parks	\$ 500,000	\$ —	\$ —	\$ —	\$ —	\$ 500,000
Pedestrian and Bicycle Bridge	1/2 Cent	Transportation	\$ —	\$ 70,000	\$ 900,000	\$ —	\$ —	\$ 970,000
Sidewalks and ROW Improvements	1/2 Cent	Transportation	\$ 431,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 1,231,000
Roadway Sweeper	1/2 Cent	Transportation	\$ —	\$ 325,000	\$ —	\$ —	\$ —	\$ 325,000
Street Resurfacing	Gas Tax	Transportation	\$ 440,000	\$ 352,305	\$ 290,000	\$ 290,000	\$ 290,000	\$ 1,662,305
Lift Station Rehab	W&S	Water	\$ 325,000	\$ 520,000	\$ 1,320,000	\$ 520,000	\$ 1,320,000	\$ 4,005,000
Sanitary Sewer Rehabilitation	W&S	Water	\$ 300,000	\$ 1,400,000	\$ 1,300,000	\$ 2,400,000	\$ 1,300,000	\$ 6,700,000
Emergency Generator at OPS Center	W&S	Water	\$ 90,000	\$ —	\$ —	\$ —	\$ —	\$ 90,000
Safeguarding Availability of Potable Water	W&S	Water	\$ 325,000	\$ —	\$ —	\$ —	\$ —	\$ 325,000
Emergency Generators at 4-Lift Stations	W&S	Water	\$ 700,000	\$ —	\$ —	\$ —	\$ —	\$ 700,000
Water Main Improvements	W&S	Water	\$ 2,200,000	\$ 200,000	\$ 1,200,000	\$ 200,000	\$ 1,200,000	\$ 5,000,000
Water Meter Replacements	W&S	Water	\$ —	\$ 8,000,000	\$ —	\$ —	\$ —	\$ 8,000,000
Water Line Replacements	W&S	Water	\$ 300,000	\$ 300,000	\$ 300,000	\$ 300,000	\$ 300,000	\$ 1,500,000
Upgrade of Existing Lime Softening Water Plant	W&S	Water	\$ —	\$ 26,000,000	\$ —	\$ —	\$ —	\$ 26,000,000
Stormwater Improvement - Basin Construction	Stormwater	Water	\$ 300,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 4,300,000
Canal Cleaning Improvements	Stormwater	Water	\$ 150,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 170,000
Surge Resistance & Flood Mitigation	Stormwater	Water	\$ —	\$ 500,000	\$ —	\$ —	\$ —	\$ 500,000
Fuel Pump Replacement	Fleet	Vehicle Repl.	\$ —	\$ 4,000	\$ 400,000	\$ 3,500	\$ 3,500	\$ 411,000
Equipment and Vehicle Replacement (Various Depts.)	Fleet	Vehicle Repl.	\$ 1,124,000	\$ 907,000	\$ 777,000	\$ 870,000	\$ 790,000	\$ 4,468,000
TOTAL PROJECTS COSTS			\$7,261,500	\$39,943,305	\$7,742,000	\$5,838,500	\$6,458,500	\$67,243,805

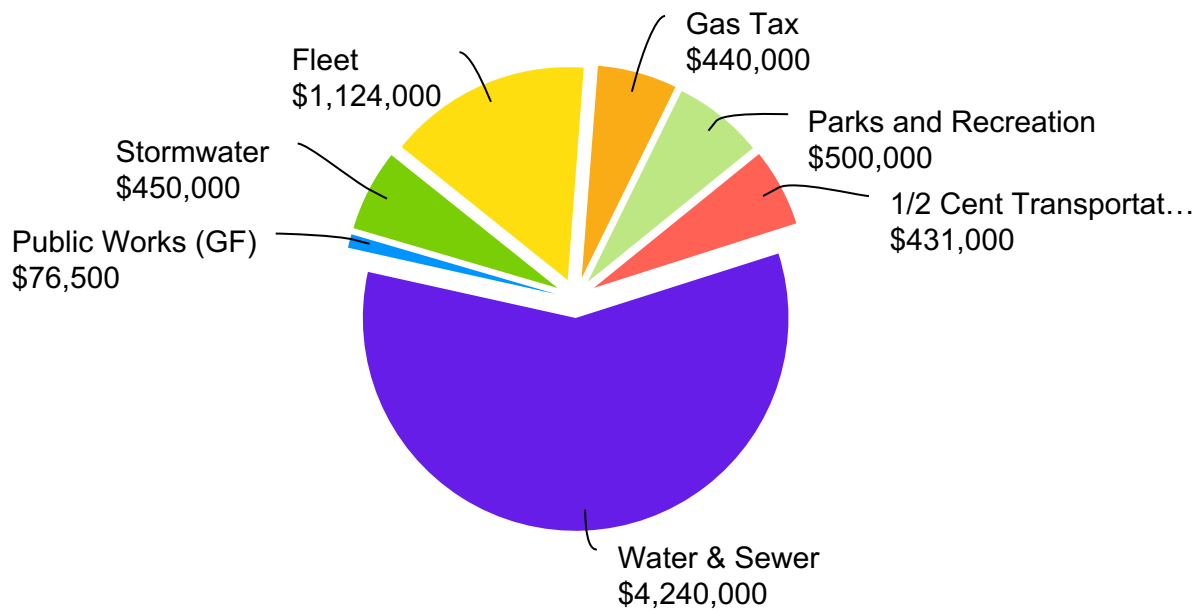
City of North Miami						
SCHEDULE BY DEPARTMENT (FY 20/21 - 24/25)						
Departments	FY 20/21	FY 21/22	FY 22/23	FY 23/24	FY 24/25	TOTAL PROJECT ESTIMATE
1/2 Cent Transportation	\$ 431,000	\$ 595,000	\$ 1,100,000	\$ 200,000	\$ 200,000	\$ 2,526,000
Public Works - Gen. Fund	\$ 76,500	\$ 160,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 386,500
Parks and Recreation	\$ 500,000	\$ —	\$ —	\$ —	\$ —	\$ 500,000
Transportation Gas Tax	\$ 440,000	\$ 352,305	\$ 290,000	\$ 290,000	\$ 290,000	\$ 1,662,305
Water & Sewer	\$ 4,240,000	\$ 36,420,000	\$ 4,120,000	\$ 3,420,000	\$ 4,120,000	\$ 52,320,000
Stormwater	\$ 450,000	\$ 1,505,000	\$ 1,005,000	\$ 1,005,000	\$ 1,005,000	\$ 4,970,000
Fleet	\$ 1,124,000	\$ 911,000	\$ 1,177,000	\$ 873,500	\$ 793,500	\$ 4,879,000
TOTAL COSTS	\$ 7,261,500	\$ 39,943,305	\$ 7,742,000	\$ 5,838,500	\$ 6,458,500	\$ 67,243,805

City of North Miami						
SCHEDULE BY CATEGORY (FY 20/21 - 24/25)						
Category	FY 20/21	FY 21/22	FY 22/23	FY 23/24	FY 24/25	TOTAL PROJECT ESTIMATE
Facilities	\$ 76,500	\$ 160,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 386,500
Parks	\$ 500,000	\$ —	\$ —	\$ —	\$ —	\$ 500,000
Transportation	\$ 871,000	\$ 947,305	\$ 1,390,000	\$ 490,000	\$ 490,000	\$ 4,188,305
Water	\$ 4,690,000	\$ 37,925,000	\$ 5,125,000	\$ 4,425,000	\$ 5,125,000	\$ 57,290,000
Vehicle Replacement	\$ 1,124,000	\$ 911,000	\$ 1,177,000	\$ 873,500	\$ 793,500	\$ 4,879,000
TOTAL COSTS	\$ 7,261,500	\$ 39,943,305	\$ 7,742,000	\$ 5,838,500	\$ 6,458,500	\$ 67,243,805

Capital Projects by Category



Capital Projects by Department



FACILITIES

IN THIS SECTION:

- City Hall Repairs and Improvements

FY21 Supplemental/CIP Request

Project Description:	City Hall Repairs and Improvements		
Department:	Public Works	Project #	
Division:	Facility Maintenance	Totals \$	76,500
Account Number:	001-10-452000-519-612-000 Project	Request Type	New Request
Location:	City Hall	Priority Level	Critical Repairs

Objective:

Repairs and necessary improvements to the City Hall building.

Justification:

Funds are needed to continue major improvements and repairs to the City Hall building.

Project Estimates:

Object Code	Description	Prior Years	FY 20/21	FY 21/22	FY 22/23	FY 23/24	FY 24/25	Total Estimate
311	Elevator		6,500					6,500
329	LED Lights & Signage			30,000				30,000
612	1st Floor Restroom		35,000					35,000
612	2nd Floor Restroom		35,000					35,000
612	3rd and 4th Floor A/C Replacement			80,000				80,000
612	Basement			50,000	50,000	50,000	50,000	200,000
Total			76,500	160,000	50,000	50,000	50,000	386,500

Funding Source	Fund #	% Funding	Prior Years	FY 20/21	FY 21/22	FY 22/23	FY 23/24	FY 24/25	Total Estimate
Gen Fund	001	100%		76,500	160,000	50,000	50,000	50,000	386,500
Total		100%		76,500	160,000	50,000	50,000	50,000	386,500

Budget Office Use Only

	Funded
	Not Funded
	Partially Funded
	Pending

FY21 Operating Cost: \$ 6,500
FY21 Capital Cost: \$ 70,000
Future Years' Estimated Annual Cost: \$ 310,000

PARKS

IN THIS SECTION:

- Breezeswept Tot-Lot & Sprayground

FY21 Supplemental/CIP Request

Project Description:	Breezeswept Tot-Lot Replacement & Sprayground		
Department:	Parks & Recreation	Project #	
Division:	Parks	Totals	\$500,000
Account Number:	001-12-460000-572-606-000	Request Type	New Request
Project Location:		Priority Level	Moderate Cost Benefit

Objective:

To upgrade and replace the playground equipment within the Breezeswept tot-lot and enhance the experience of the park for the North Miami residents and visitors

Justification:

The playground equipment is in need of replacement due to the equipment being outdated and unable to be replaced. The request will replace the playground equipment, add a spray ground and restroom facility, a larger pavilion, as well as a wrought iron fence surrounding the tot-lot. Landscaping and passive equipment (park benches, trash receptacles, and lighting) will be installed as well.

Project Estimates:

Object Code	Description	Prior Years	FY 20/21	FY 21/22	FY 22/23	FY 23/24	FY 24/25	Total Estimate
606	Breezeswept Tot-Lot & Sprayground		500,000	-	-	-	-	500,000
								-
								-
								-
								-
								-
								-
								-
Total		-	500,000	-	-	-	-	500,000

Funding Source	Fund #	% Funding	Prior Years	FY 20/21	FY 21/22	FY 22/23	FY 23/24	FY 24/25	Total Estimate
Gen Fund	001	100%	-	500,000	-	-	-	-	500,000
									-
									-
									-
Total		100%	-	500,000	-	-	-	-	500,000

Budget Office Use Only

<input checked="" type="checkbox"/>	Funded
<input type="checkbox"/>	Not Funded
<input type="checkbox"/>	Partially Funded
<input type="checkbox"/>	Pending

FY21 Operating Cost: \$ -
FY21 Capital Cost: \$ 500,000
Future Years' Estimated Annual Cost: \$ -

TRANSPORTATION

IN THIS SECTION:

- Pedestrian and Bicycle Bridge
- Sidewalks and ROW Improvements
- Roadway Sweeper
- Street Resurfacing

FY21 Supplemental/CIP Request

Project Description:	Pedestrian and Bicycle Bridge over Biscayne Canal at NE 131st Street		
Department:	Public Works	Project #	
Division:	Transportation	Totals \$	0
Account Number:	185-09-551000-541-618-000	Request Type	New Request
Project Location:	Biscayne Canal at NE 131st Street	Priority Level	Critical Repairs

Objective:

Replace existing bridge over the Biscayne Canal with an ADA compliant and safe bridge.

Justification:

The City has committed to improving the mobility options for residents to include safe and convenient bicycle and pedestrian facilities. 131st Street is one of only 3 east-west corridors that connect the City by going under I-95 and over the Biscayne Canal (the others being 125th and 135th Streets). NE 125th and NE 135th are both 4 lane major arterials and not conducive to bicycle traffic while 131st Street is a single-family residential area with 2 lanes. Connecting this corridor over the Biscayne Canal is an existing ped-bike bridge which has been determined to be unsound and must be replaced.

Project Estimates:

Object Code	Description	Prior Years	FY 20/21	FY 21/22	FY 22/23	FY 23/24	FY 24/25	Total Estimate
311	Design, geotechnical, CEI				100,000			100,000
312	Striping & Signage 131st Street			70,000				70,000
618	Pathways, landscaping, lighting				800,000			800,000
Total		0	0	70,000	900,000	0	0	970,000

Funding Source	Fund #	% Funding	Prior Years	FY 20/21	FY 21/22	FY 22/23	FY 23/24	FY 24/25	Total Estimate
1/2 Cent	185	100%			70,000	900,000			970,000
Total		100%	0	0	70,000	900,000	0	0	970,000

Budget Office Use Only

	Funded
	Not Funded
	Partially Funded
	Pending

FY 21 Operating Cost: \$ 0
FY 21 Capital Cost: \$ 0
Future Years' Estimated Annual Cost: \$ 970,000

FY21 Supplemental/CIP Request

Project Description:	Sidewalks and Right-Of-Way Improvements		
Department:	Public Works	Project #	
Division:	Transportation	Totals	\$431,000
Account Number:	185-09-551000-541-618-000	Request Type	Replacement
Project Location:	Citywide	Priority Level	Critical Repairs

Objective:

Repair or build sidewalks, improve drainage and add bicycle lanes on roadways within City limits. Areas where work will be performed are determined by priority and funding by district.

Justification:

Due to regular traffic use, weather conditions, etc., many of the roads and sidewalks in the City are in need of repair. Based on the FY 2017 Right-of-Way Condition survey, resident feedback, and future needs, funds will be expended to repair or replace sidewalks, improve drainage, and correct other deficiencies.

Project Estimates:

Object Code	Description	Prior Years	FY 20/21	FY 21/22	FY 22/23	FY 23/24	FY 24/25	Total Estimate
618	Roadway Improvements		431,000	200,000	200,000	200,000	200,000	1,231,000
Total			431,000	200,000	200,000	200,000	200,000	1,231,000

Funding Source	Fund #	% Funding	Prior Years	FY 20/21	FY 21/22	FY 22/23	FY 23/24	FY 24/25	Total Estimate
1/2 Cent	185	100%		431,000	200,000	200,000	200,000	200,000	1,231,000
Total		100%		431,000	200,000	200,000	200,000	200,000	1,231,000

Budget Office Use Only

<input checked="" type="checkbox"/>	Funded
<input type="checkbox"/>	Not Funded
<input type="checkbox"/>	Partially Funded
<input type="checkbox"/>	Pending

FY 21 Operating Cost:	\$ 0
FY 21 Capital Cost:	\$ 431,000
Future Years' Estimated Annual Cost:	\$ 800,000

FY21 Supplemental/CIP Request

Project Description:	Replace Roadway Sweeper		
Department:	Public Works	Project #	
Division:	Transportation	Totals \$	0
Account Number:	185-09-551000-541-601-000	Request Type	Replacement
Project Location:	Citywide	Priority Level	Critical Repairs

Objective:

Replace the 2003 Street Sweeper.

Justification:

To Replace the 2003 Sweeper that continues to have mechanical issues which causes downtime. This vehicle is vital for the City to meet requirements for our NPDES Permit.

Project Estimates:

Object Code	Description	Prior Years	FY 20/21	FY 21/22	FY 22/23	FY 23/24	FY 24/25	Total Estimate
601	Street Sweeper	0	0	325,000	0	0	0	325,000
Total		0	0	325,000	0	0	0	325,000

Funding Source	Fund #	% Funding	Prior Years	FY 20/21	FY 21/22	FY 22/23	FY 23/24	FY 24/25	Total Estimate
1/2 Cent	185	100%	0	0	325,000	0	0	0	325,000
Total		100%	0	0	325,000	0	0	0	325,000

Budget Office Use Only

	Funded
	Not Funded
	Partially Funded
	Pending

FY 21 Operating Cost:	\$ 0
FY 21 Capital Cost:	\$ 0
Future Years' Estimated Annual Cost:	\$ 325,000

FY21 Supplemental/CIP Request

Project Description:	Resurfacing	Project #	
Department:	Public Works	Totals	\$ 352,305
Division:	Gas Tax	Request Type	New Request
Account Number:	370-09-620000-541-618-000	Priority Level	Critical Repairs
Project Location:	Citywide		

Objective:

Resurface streets, including milling where required, within City limits. Areas where work will be performed are determined by priority, based on the severity of damage.

Justification:

The majority of the paved streets have been resurfaced by the Streets Division in the past. Due to regular traffic use, weather conditions, etc., many of the roads are now in need of resurfacing. A private contractor will be hired to resurface existing streets as determined by priority. In some instances, milling may be required in order to maintain existing street elevations; this is necessary to prevent stormwater runoff onto private properties and rights-of-ways.

Project Estimates:

Object Code	Description	Prior Years	FY 20/21	FY 21/22	FY 22/23	FY 23/24	FY 24/25	Total Estimate
618	Roadway Improvements	440,000	352,305	290,000	290,000	290,000	290,000	1,952,305
Total		440,000	352,305	290,000	290,000	290,000	290,000	1,952,305

Funding Source	Fund #	% Funding	Prior Years	FY 20/21	FY 21/22	FY 22/23	FY 23/24	FY 24/25	Total Estimate
Gas Tax	370	100%	440,000	352,305	290,000	290,000	290,000	290,000	1,952,305
Total		100%	440,000	352,305	290,000	290,000	290,000	290,000	1,952,305

Budget Office Use Only

<input checked="" type="checkbox"/>	Funded
<input type="checkbox"/>	Not Funded
<input type="checkbox"/>	Partially Funded
<input type="checkbox"/>	Pending

FY 21 Operating Cost: \$ 0
FY 21 Capital Cost: \$ 352,305
Future Years' Estimated Annual Cost: \$ 1,600,000

WATER

IN THIS SECTION:

- Lift Station Rehab
- Sanitary Sewer Rehabilitation
- Emergency Generator at OPS Center
- Safeguarding Availability of Potable Water
- Emergency Generators at 4-Lift Stations
- Water Main Improvements
- Water Meter Replacements
- Water Line Replacements
- Upgrade of Existing Lime Softening Water Plant
- Stormwater Improvement - Basin Construction
- Canal Cleaning Improvements
- Surge Resistance & Flood Mitigation

FY21 Supplemental/CIP Request

Project Description:	Lift Station Rehab	Project #	
Department:	Public Works	Totals	\$ 325,000
Division:	W&S-Utility Equipment Maintenance	Request Type	Replacement
Account Number:	420-10-644000-536-608-000	Priority Level	Critical Repairs
Project Location:	Various Locations		

Objective:

Provide funds to implement a revitalization and maintenance schedule for the City's 47 Lift Stations.

Justification:

The City's Sanitary Lift Stations are outdated and in poor condition. The risks of leakage and contamination is a large concern, as well as the cost of remediation and clean-up. The City needs to protect our facilities and the surrounding residents in the areas of the Lift Stations. Therefore, a 20-year revitalization and maintenance schedule has been developed to proactively address these and other possible risks.

Project Estimates:

Object Code	Description	Prior Years	FY 20/21	FY 21/22	FY 22/23	FY 23/24	FY 24/25	Total Estimate
605	Telemetry		25,000	20,000	20,000	20,000	20,000	105,000
608	Pumps		100,000	100,000	100,000	100,000	100,000	500,000
608	Various Stations		200,000	200,000	200,000	200,000	200,000	1,000,000
608	Future Design and Construction		0	200,000	0	200,000	0	400,000
608	Lift Station Rehab		0	0	1,000,000	0	1,000,000	2,000,000
Total			325,000	520,000	1,320,000	520,000	1,320,000	4,005,000

Funding Source	Fund #	% Funding	Prior Years	FY 20/21	FY 21/22	FY 22/23	FY 23/24	FY 24/25	Total Estimate
W&S	420	1%		325,000	520,000	1,320,000	520,000	1,320,000	4,005,000
Total		1%		325,000	520,000	1,320,000	520,000	1,320,000	4,005,000

Budget Office Use Only

<input checked="" type="checkbox"/>	Funded
<input type="checkbox"/>	Not Funded
<input type="checkbox"/>	Partially Funded
<input type="checkbox"/>	Pending

FY 21 Operating Cost: \$ 0
FY 21 Capital Cost: \$ 325,000
Future Years' Estimated Annual Cost: \$ 3,680,000

FY21 Supplemental/CIP Request

Project Description:	Sanitary Sewer Rehabilitation - Gravity Improvements		
Department:	Public Works	Project #	
Division:	W&S - Sewer Collection and Disposal	Totals \$	300,000
Account Number:	420-10-650000-536-641-000	Request Type	Replacement
Project Location:	Citywide	Priority Level	Critical Repairs

Objective:

Provide funds to implement a 20-year rehabilitation and maintenance schedule for the City's Sanitary Sewer System. Take corrective action to satisfy requirements of the Peak Flow Management Study.

Justification:

The City's Sanitary Sewer System is over 50 years old. Due to the age and condition of the pipes, excess groundwater infiltration is responsible for sewer backups and excessive sewage treatment charges. Implementing a 20 year rehabilitation and maintenance schedule will address these issues and reduce the sewage treatment cost. Consultants performed a Peak Flow Management Study as required by DERM. The recommendations and corrective actions suggested in the study must be addressed in order to be in compliance with regulatory agencies.

Project Estimates:

Object Code	Description	Prior Years	FY 20/21	FY 21/22	FY 22/23	FY 23/24	FY 24/25	Total Estimate
641	Gravity Sewer Improvement		100,000	100,000	100,000	100,000	100,000	500,000
641	Sewer Line & Manhole Rehab		0	0	1,000,000	1,000,000	1,000,000	3,000,000
641	Future ForceMain Improvements		200,000	1,300,000	200,000	1,300,000	200,000	3,200,000
Total			300,000	1,400,000	1,300,000	2,400,000	1,300,000	6,700,000

Funding Source	Fund #	% Funding	Prior Years	FY 20/21	FY 21/22	FY 22/23	FY 23/24	FY 24/25	Total Estimate
W&S	420	100%		300,000	1,400,000	1,300,000	2,400,000	1,300,000	6,700,000
Total		100%		300,000	1,400,000	1,300,000	2,400,000	1,300,000	6,700,000

Budget Office Use Only

<input checked="" type="checkbox"/>	Funded
<input type="checkbox"/>	Not Funded
<input type="checkbox"/>	Partially Funded
<input type="checkbox"/>	Pending

FY 21 Operating Cost: \$ 0

FY 21 Capital Cost: \$ 300,000

Future Years' Estimated Annual Cost: \$ 6,400,000

FY21 Supplemental/CIP Request

Project Description:	(LMS Project) Emergency Generator at the Ops Center		
Department:	Public Works	Project #	
Division:	W&S - Administration	Totals \$	90,000
Account Number:	420-10-643000-536-612-000	Request Type	New Request
Project Location:	Utility Operations Center	Priority Level	Critical Repairs

Objective:

To install an emergency generator at the Utility Operations Center

Justification:

The city's water and sewer Utility Operations Center is not manned during major storm events. The center, however, must be operational immediately after an all clear notice is issued. All water and sewer equipment, materials and supplies are stored at this location and repair crews are dispatched and monitored from the center once the emergency is cleared. An emergency generator will ensure the center is operational after an emergency.

Project Estimates:

Object Code	Description	Prior Years	FY 20/21	FY 21/22	FY 22/23	FY 23/24	FY 24/25	Total Estimate
612	Stationary Generator		90,000					90,000
	City (\$22,500) - Grant (\$67,500)							
Total			90,000					90,000

Funding Source	Fund #	% Funding	Prior Years	FY 20/21	FY 21/22	FY 22/23	FY 23/24	FY 24/25	Total Estimate
W&S	420	25%		22,500					22,500
Grants		75%		67,500					67,500
Total		100%		90,000					90,000

Budget Office Use Only

<input checked="" type="checkbox"/>	Funded
<input type="checkbox"/>	Not Funded
<input type="checkbox"/>	Partially Funded
<input type="checkbox"/>	Pending

FY 21 Operating Cost: \$ 0
FY 21 Capital Cost: \$ 90,000
Future Years' Estimated Annual Cost: \$ 0

FY21 Supplemental/CIP Request

Project Description:	(LMS Project) Safeguarding Availability of Potable Water		
Department:	Public Works	Project #	
Division:	W&S - Water Plant	Totals \$	325,000
Account Number:	420-10-646000-536-699-000	Request Type	New Request
Project Location:	Winson Water Plant - (6) Wells	Priority Level	Quality of Life

Objective:

To install emergency generators for six (6) remote raw water wells.

Justification:

Six remote raw water wells provide water to the city's winson water plant at Sunkist Grove and supply the water necessary to operate the Winson Water Plant at full capacity. This project will provide emergency power to the six remote raw water wells. These emergency generators will ensure that the remote water wells remain operational during power outages caused by storm events, and that the plant will operate at full capacity. This will provide an uninterrupted source of potable water for north Miami residents as well as residents in surrounding water service areas. In addition, it will also ensure interconnectivity with other municipalities and service areas including the City of Opa Locka, the City of North Miami Beach and Miami-Dade County.

Project Estimates:

Object Code	Description	Prior Years	FY 20/21	FY 21/22	FY 22/23	FY 23/24	FY 24/25	Total Estimate
699	(6) Generators for wells		325,000					325,000
	Grant (\$243,700) - (City \$81,300)							
Total			325,000					325,000

Funding Source	Fund #	% Funding	Prior Years	FY 20/21	FY 21/22	FY 22/23	FY 23/24	FY 24/25	Total Estimate
W&S	420	25%		81,300					81,300
Grants		75%		243,700					243,700
Total		100%		325,000					325,000

Budget Office Use Only

<input checked="" type="checkbox"/>	Funded
<input type="checkbox"/>	Not Funded
<input type="checkbox"/>	Partially Funded
<input type="checkbox"/>	Pending

FY 21 Operating Cost: \$ 0
FY 21 Capital Cost: \$ 325,000
Future Years' Estimated Annual Cost: \$ 0

FY21 Supplemental/CIP Request

Project Description:	(LMS Project) Emergency Generator at (4) Lift Stations		
Department:	Public Works	Project #	
Division:	W&S - Utility Equipment Maintenance	Totals \$	700,000
Account Number:	420-10-644000-536-600-000	Request Type	New Request
Project Location:	B, C, H & Breezeswept Stations	Priority Level	Quality of Life

Objective:

To install four (4) emergency generators at the lift stations B, C, H and Breezeswept.

Justification:

The city maintains and operates forty-five (45) sewer lift stations. These lift stations, located throughout the city vary in size and configuration and allow sanitary sewage to flow through a pressurized sewer main system. this sewer system infrastructure is monitored regularly to ensure it functions properly. In the event that any lift station ceases to operate due to power failure or malfunction, the entire system fails as required pressures cannot be maintained. Sanitary Sewage, Then backs up into the system eventually entering homes as inflow/outflow pressures are reversed. Ten (10) lift stations are constructed with the capability to house permanent stationary generators. six (6) of these ten lift stations currently have emergency back up generators that are permanently affixed to the facility the remaining four (4) (H,B,C & Breezeswept) require generator back ups to be installed.

Project Estimates:

Object Code	Description	Prior Years	FY 20/21	FY 21/22	FY 22/23	FY 23/24	FY 24/25	Total Estimate
646	Lift Station B		175,000					175,000
647	Lift Station C		175,000					175,000
651	Lift Station H		175,000					175,000
660	Lift Station Breezeswept		175,000					175,000
	Grants (\$525,000)							
Total			700,000					700,000

Funding Source	Fund #	% Funding	Prior Years	FY 20/21	FY 21/22	FY 22/23	FY 23/24	FY 24/25	Total Estimate
W&S	420	25%		175,000					175,000
Grants		75%		525,000					525,000
Total		100%		700,000					700,000

Budget Office Use Only

<input checked="" type="checkbox"/>	Funded
<input type="checkbox"/>	Not Funded
<input type="checkbox"/>	Partially Funded
<input type="checkbox"/>	Pending

FY 21 Operating Cost: \$ 0
FY 21 Capital Cost: \$ 700,000
Future Years' Estimated Annual Cost: \$ 0

FY21 Supplemental/CIP Request

Project Description:	Water Main Improvements		
Department:	Public Works	Project #	
Division:	W&S - Water Distribution	Totals	\$ 2,200,000
Account Number:	420-10-649003-536-636-000	Request Type	Additional Funds
Project Location:	Various Locations	Priority Level	Critical Repairs

Objective:

Water Main Improvements through-out the City identified in the system wide Hydraulic Model.

Justification:

Water Main Improvements are part of the City's water infrastructure improvements, per the Master Plan developed by Hazen & Sawyer in December 2011. These upgrades will improve the City's water age, system pressures, fire flow demands and water quality requirements as required under the Safe Drinking Water Program.

Project Estimates:

Object Code	Description	Prior Years	FY 20/21	FY 21/22	FY 22/23	FY 23/24	FY 24/25	Total Estimate
636	Design			200,000		200,000		400,000
636	Water Main Improvement							0
636	NE 118 ST/West Bisc. Canal Road		1,100,000					1,100,000
636	NE 6th Avenue		1,100,000					1,100,000
636	Future Water Main Improvements				1,200,000		1,200,000	2,400,000
Total			2,200,000	200,000	1,200,000	200,000	1,200,000	5,000,000

Funding Source	Fund #	% Funding	Prior Years	FY 20/21	FY 21/22	FY 22/23	FY 23/24	FY 24/25	Total Estimate
W&S	420	100%		2,200,000	200,000	1,200,000	200,000	1,200,000	5,000,000
Total		100%		2,200,000	200,000	1,200,000	200,000	1,200,000	5,000,000

Budget Office Use Only

<input checked="" type="checkbox"/>	Funded
<input type="checkbox"/>	Not Funded
<input type="checkbox"/>	Partially Funded
<input type="checkbox"/>	Pending

FY 21 Operating Cost: \$ 0

FY 21 Capital Cost: \$ 2,200,000

Future Years' Estimated Annual Cost: \$ 2,800,000

FY21 Supplemental/CIP Request

Project Description:	Water Meter Replacement		
Department:	Public Works	Project #	
Division:	W&S - Water Distribution	Totals \$	0
Account Number:	420-10-649000-536-605-000	Request Type	Additional Funds
Project Location:	Various Locations	Priority Level	Critical Repairs

Objective:

Replace malfunctioning water meters.

Justification:

The current water meters are now at the end of their useful life. Changing out these meters will give an accurate meter reading. Metering is a critical part of conserving the City's water supply, ensuring water resources are protected, allowing it to remain healthy and able to supply the growing population. At present, the water and sewer utility has numerous meters that are not registering or are unable to be read. This level is requesting funds for the replacement of these meters ensuring all customers are given an accurate bill as well as reducing the liability on the city's Billing Department. The city is pursuing grants to cover this expense.

Project Estimates:

Object Code	Description	Prior Years	FY 20/21	FY 21/22	FY 22/23	FY 23/24	FY 24/25	Total Estimate
605	Water Meter Replacement			8,000,000				8,000,000
Total				8,000,000				8,000,000

Funding Source	Fund #	% Funding	Prior Years	FY 20/21	FY 21/22	FY 22/23	FY 23/24	FY 24/25	Total Estimate
Grants	000	100%			8,000,000				8,000,000
Total		100%			8,000,000				8,000,000

Budget Office Use Only

	Funded
	Not Funded
	Partially Funded
	Pending

FY 21 Operating Cost: \$ 0
FY 21 Capital Cost: \$ 0
Future Years' Estimated Annual Cost: \$ 8,000,000

FY21 Supplemental/CIP Request

Project Description:	Water Line Replacements		
Department:	Public Works	Project #	
Division:	W&S - Water Distribution	Totals \$	300,000
Account Number:	420-10-649003-536-636-000	Request Type	Additional Funds
Project Location:	Various Locations	Priority Level	Critical Repairs

Objective:

Fund a 30-year replacement schedule of water lines throughout the City of North Miami.

Justification:

The City annually budgets to repair, replace and maintain water meters, mains and service lines; test water meters and repairs or replace defective units; install backflow prevention devices and certify proper function upon installation. Due to an increasing number of repairs and defective units, a 30-year schedule will be implemented to replace water lines through the City. Current funding for service lines will remain in place for emergency repairs.

Project Estimates:

Object Code	Description	Prior Years	FY 20/21	FY 21/22	FY 22/23	FY 23/24	FY 24/25	Total Estimate
636	4,000 LF pf Lrg dia. Pipe		250,000	250,000	250,000	250,000	250,000	1,250,000
636	29,000 ft of small dia.Pipe		25,000	25,000	25,000	25,000	25,000	125,000
636	Fire Hydrants		25,000	25,000	25,000	25,000	25,000	125,000
Total			300,000	300,000	300,000	300,000	300,000	1,500,000

Funding Source	Fund #	% Funding	Prior Years	FY 20/21	FY 21/22	FY 22/23	FY 23/24	FY 24/25	Total Estimate
W&S	420	100%		300,000	300,000	300,000	300,000	300,000	1,500,000
Total		100%		300,000	300,000	300,000	300,000	300,000	1,500,000

Budget Office Use Only

<input checked="" type="checkbox"/>	Funded
<input type="checkbox"/>	Not Funded
<input type="checkbox"/>	Partially Funded
<input type="checkbox"/>	Pending

FY 21 Operating Cost: \$ 0
FY 21 Capital Cost: \$ 300,000
Future Years' Estimated Annual Cost: \$ 1,200,000

FY21 Supplemental/CIP Request

Project Description:	Upgrade of Existing Lime Softening Water Plant		
Department:	Public Works	Project #	
Division:	W&S - Water Plant	Totals \$	0
Account Number:	420-10-646000-536-699-000	Request Type	New Request
Project Location:	Winson Water Plant	Priority Level	Critical Repairs

Objective:

To rehabilitate the existing Lime Softening Water Treatment Plant in order to operate more efficiently and comply with industry standards.

Justification:

A Water Plant Feasibility Study was conducted to review the feasibility of upgrading the existing Lime Softening Treatment Plant, constructing a reverse osmosis (RO) treatment plant adjacent to the existing plant, and blending the water from different aquifers. Construction of RO has been the been deferred. 1. Filter rehabilitation (Projected Completed FY19) 2. Wells (completed in FY16) 3. WTP Rehabilitation Project and. New Water Storage Tanks are being developed. This project requires the services of contractors and engineers to design and build the Water Plant. Phase 4 funding source will come from the SRF (State Revolving Loan).

Project Estimates:

Object Code	Description	Prior Years	FY 20/21	FY 21/22	FY 22/23	FY 23/24	FY 24/25	Total Estimate
699	Upgrade of Existing Water Plant (SRF)			26,000,000				26,000,000
Total				26,000,000				26,000,000

Funding Source	Fund #	% Funding	Prior Years	FY 20/21	FY 21/22	FY 22/23	FY 23/24	FY 24/25	Total Estimate
Grants	000	100%			26,000,000				26,000,000
Total		100%			26,000,000				26,000,000

Budget Office Use Only

	Funded
	Not Funded
	Partially Funded
	Pending

FY 21 Operating Cost: \$ 0

FY 21 Capital Cost: \$ 0

Future Years' Estimated Annual Cost: \$ 26,000,000

FY21 Supplemental/CIP Request

Project Description:	Stormwater Improvement - Basin Construction		
Department:	Public Works	Project #	
Division:	Stormwater Maintenance and Operations	Totals	\$ 300,000
Account Number:	490-10-621000-538-620-000	Request Type	New Request
Project Location:	Various Locations	Priority Level	Critical Repairs

Objective:

Funds needed to continue construction of priority drainage as outlines in the adopted Stormwater Master Plan.

Justification:

Provide funding for the construction of Drainage Improvements to drainage basin as outlined in the Stormwater Master Plan. This will alleviate flooding and also address water quality needs to be in compliance with the City's NPDES Permit. Staff have applied for a grant to assist with this project.

Project Estimates:

Object Code	Description	Prior Years	FY 20/21	FY 21/22	FY 22/23	FY 23/24	FY 24/25	Total Estimate
620	Basin Construction	1,000,000		1,000,000	1,000,000	1,000,000	1,000,000	5,000,000
620	Stormwater Master Plan		300,000					300,000
Total		1,000,000	300,000	1,000,000	1,000,000	1,000,000	1,000,000	5,300,000

Funding Source	Fund #	% Funding	Prior Years	FY 20/21	FY 21/22	FY 22/23	FY 23/24	FY 24/25	Total Estimate
Stormwater	490	100%	1,000,000	300,000	1,000,000	1,000,000	1,000,000	1,000,000	5,300,000
Total		100%	1,000,000	300,000	1,000,000	1,000,000	1,000,000	1,000,000	5,300,000

Budget Office Use Only

<input checked="" type="checkbox"/>	Funded
<input type="checkbox"/>	Not Funded
<input type="checkbox"/>	Partially Funded
<input type="checkbox"/>	Pending

FY 21 Operating Cost: \$ 0

FY 21 Capital Cost: \$ 300,000

Future Years' Estimated Annual Cost: \$ 4,000,000

FY21 Supplemental/CIP Request

Project Description:	Canal Cleaning Improvements		
Department:	Public Works	Project #	
Division:	Stormwater Maintenance and Operations	Totals	\$ 150,000
Account Number:	490-10-621000-538-605-000	Request Type	New Request
Project Location:	Various Locations	Priority Level	Improvement

Objective:

To purchase an Aeration and Bubble Curtain to protect and restore waterway.

Justification:

The water quality of some canals have significantly decreased over the years with the loading of seaweed and other nutrients ultimately consuming the dissolved oxygen in these canals. Installing a Aeration and Air Bubble Curtains can help restore water quality.

Project Estimates:

Object Code	Description	Prior Years	FY 20/21	FY 21/22	FY 22/23	FY 23/24	FY 24/25	Total Estimate
605	Air Curtain and Seabin		150,000					150,000
331	Maintenance for Canal Equipment			5,000	5,000	5,000	5,000	20,000
Total			150,000	5,000	5,000	5,000	5,000	170,000

Funding Source	Fund #	% Funding	Prior Years	FY 20/21	FY 21/22	FY 22/23	FY 23/24	FY 24/25	Total Estimate
Stormwater	490	100%		150,000	5,000	5,000	5,000	5,000	170,000
Total		100%		150,000	5,000	5,000	5,000	5,000	170,000

Budget Office Use Only

<input checked="" type="checkbox"/>	Funded
<input type="checkbox"/>	Not Funded
<input type="checkbox"/>	Partially Funded
<input type="checkbox"/>	Pending

FY 21 Operating Cost: \$ 0

FY 21 Capital Cost: \$ 150,000

Future Years' Estimated Annual Cost: \$ 20,000

FY21 Supplemental/CIP Request

Project Description:	(LMS Project) Surge Resistance & Flood Mitigation		
Department:	Public Works	Project #	
Division:	Stormwater Maintenance and Operations	Totals \$	0
Account Number:	490-10-621000-538-620-000	Request Type	New Request
Project Location:	Various Locations	Priority Level	Critical Repairs

Objective:

To help prevent repetitive flooding, reduce damages to resident properties and decrease the number of recurring insurance claims.

Justification:

In 1998, the city received a federal Emergency Management Agency grant to reconstruct nineteen (19) of the twenty-eight (28) seawalls. While two existing retaining walls do not need repairs, the remaining seven (7) retaining walls need reconstruction to ensure structural integrity in the event of storm related tidal surges. Approximately 50 homes will be affected if the remaining retaining walls are damaged by a tidal surge. In addition, any surface or subterranean deterioration to the existing retaining walls will adversely impact the structural integrity of the swales directly behind the seawalls and subsequently damage underground utilities in close proximity to the retaining walls. Other locations with retaining walls throughout the city will also be considered for reconstruction.

Project Estimates:

Object Code	Description	Prior Years	FY 20/21	FY 21/22	FY 22/23	FY 23/24	FY 24/25	Total Estimate
620	Surge Resistance and Flood Mitigation			500,000				500,000
Total				500,000				500,000

Funding Source	Fund #	% Funding	Prior Years	FY 20/21	FY 21/22	FY 22/23	FY 23/24	FY 24/25	Total Estimate
Stormwater	490	100%			500,000				500,000
Total		100%			500,000				500,000

Budget Office Use Only

	Funded
	Not Funded
	Partially Funded
	Pending

FY 21 Operating Cost: \$ 0

FY 21 Capital Cost: \$ 0

Future Years' Estimated Annual Cost: \$ 500,000

VEHICLE REPLACEMENT

IN THIS SECTION:

- Fuel Pump Replacement
- Equipment and Vehicle Replacement (Various Departments)

FY21 Supplemental/CIP Request

Project Description:	Fuel Pump Replacement	
Department:	Public Works	Project #
Division:	Fleet	Totals \$ 0
Account Number:	520-10-670000-590-612-000	Request Type Replacement
Project Location:	Motor Pool	Priority Level Regulatory Requirement

Objective:

To replace the fuel pumps and underground storage tanks utilized to fuel the City's fleet of vehicles and equipment.

Justification:

The Motor Pool fueling station and was constructed in the 1980's and minor improvements have been made over the years. The diesel and unleaded fuel pumps are over twenty years old and replacement is required before the pumps break and emergency repair/replacement is required. The diesel pump has pumped over 850,000 gallons and the unleaded pumps (two) have each pumped over a million gallons of fuel since they were installed. The underground storage tank has reached it life expectancy which range between 15 - 20 years. Replacement will insure that the facility will continue to function as required for the foreseeable future.

Project Estimates:

Object Code	Description	Prior Years	FY 20/21	FY 21/22	FY 22/23	FY 23/24	FY 24/25	Total Estimate
612	Fuel Pump Replacement			0	350,000	0	0	350,000
311	Consulting Service			4,000	0	0	0	4,000
331	Preventative Maintenance			0	0	3,500	3,500	7,000
353	Fuel (Downtime for repairs)			0	50,000	0	0	50,000
Total				4,000	400,000	3,500	3,500	411,000

Funding Source	Fund #	% Funding	Prior Years	FY 20/21	FY 21/22	FY 22/23	FY 23/24	FY 24/25	Total Estimate
Fleet	520	100%			4,000	400,000	3,500	3,500	411,000
Total		100%			4,000	400,000	3,500	3,500	411,000

Budget Office Use Only

	Funded
	Not Funded
	Partially Funded
	Pending

FY 21 Operating Cost: \$ 0
FY 21 Capital Cost: \$ 0
Future Years' Estimated Annual Cost: \$ 411,000

FY21 Supplemental/CIP Request

Project Description:	Vehicle and Equipment Replacement		
Department:	Public Works	Project #	
Division:	Fleet	Totals	\$1,124,000
Account Number:	Various Fleet Management Accounts	Request Type	New Request
Project Location:	Citywide	Priority Level	Regulatory Req.

Objective:

To replace vehicles and equipment that have been in service beyond their useful life.

Justification:

The vehicles being identified for replacement have been in service for ten or more years and have been in the fleet at least three years longer than their originally projected useful life. The equipment being identified for replacement has been in service for twelve or more years and has been in the fleet at least four years longer than their originally projected useful life. The replacement vehicles will be used to provide necessary services to the community and for law enforcement.

Project Estimates:

Object Code	Description	Prior Years	FY 20/21	FY 21/22	FY 22/23	FY 23/24	FY 24/25	Total Estimate
601	Police Vehicles - Lease		694,000	157,000	157,000	170,000	170,000	1,348,000
601	Vehicles - Various Departments		0	180,000	180,000	180,000	180,000	720,000
601	Public Works - Water & Sewer		250,000	200,000	200,000	200,000	200,000	1,050,000
601	Public Works - Stormwater		30,000	120,000	0	120,000	0	270,000
605	Public Works - Water & Sewer		150,000	100,000	100,000	100,000	100,000	550,000
605	Public Works - Stormwater		0		40,000		40,000	80,000
605	Equipment - Various Departments			150,000	100,000	100,000	100,000	450,000
Total			1,124,000	907,000	777,000	870,000	790,000	4,468,000

Funding Source	Fund #	% Funding	Prior Years	FY 20/21	FY 21/22	FY 22/23	FY 23/24	FY 24/25	Total Estimate
Fleet	520	55%		694,000	487,000	437,000	410,000	450,000	2,478,000
Stormwater	490	9%		30,000	120,000	40,000	160,000	40,000	390,000
W&S	420	36%		400,000	300,000	300,000	300,000	300,000	1,600,000
Total		100%		1,124,000	907,000	777,000	870,000	790,000	4,468,000

Budget Office Use Only

<input checked="" type="checkbox"/>	Funded
<input type="checkbox"/>	Not Funded
<input type="checkbox"/>	Partially Funded
<input type="checkbox"/>	Pending

FY 21 Operating Cost: \$ 0
FY 21 Capital Cost: \$ 1,124,000
Future Years' Estimated Annual Cost: \$ 3,344,000

Section Five

Appendix

City of North Miami, Florida

Classification and Pay Plan

(Unclassified Positions)

Effective: October 1, 2020 - September 30, 2021

Class Number	Class Title	Numerical Pay Grade	Minimum Pay Rate (Annual)	Maximum Pay Rate (Annual)
175	CITY MANAGER (CM) (E)	50	153,483	270,836
185	CITY ATTORNEY (DH) (E)	50	153,483	270,836
170	DEPUTY CITY MANAGER (DCM) (E)	48	139,089	215,196
725	POLICE CHIEF (DH) (E)	46-SM	129,731	190,548
5	CHIEF FINANCIAL OFFICER (ADH) (E)	46	126,214	186,680
183	DEPUTY CITY ATTORNEY (ADH) (E)	46	126,214	186,680
167	CHIEF OF STAFF (E)	44	114,462	169,457
225	FINANCE DIRECTOR (DH) (E)	44	114,462	169,457
400	PUBLIC WORKS DIRECTOR (DH) (E)	44	114,462	169,457
722	ASST. POLICE CHIEF (ADH) (E)	43-SM	110,988	164,403
22	EXECUTIVE DIRECTOR (CITIZENS INVEST. BOARD) (DH) (E)	42	103,646	153,483
404	ASST. PUBLIC WORKS DIRECTOR (ADH) (E)	41	98,758	146,120
716	POLICE MAJOR (E)	40-SM	95,846	141,876
221	BUDGET DIRECTOR (DH) (E)	40	93,974	139,089
422	BUILDING DIRECTOR (DH) (E)	40	93,974	139,089
399	CODE COMPLIANCE DIRECTOR (DH) (E)	40	93,974	139,089
452	COMMUNICATIONS DIRECTOR (DH) (E)	40	93,974	139,089
32	HOUSING & SOCIAL SERVICES DIRECTOR (DH) (E)	40	93,974	139,089
164	INFORMATION TECHNOLOGY DIRECTOR (DH) (E)	40	93,974	139,089
325	LIBRARY DIRECTOR (DH) (E)	40	93,974	139,089
823	MOCA DIRECTOR (DH) (E)	40	93,974	139,089
860	PARKS & RECREATION DIRECTOR (DH) (E)	40	93,974	139,089
150	PERSONNEL ADMINISTRATION DIRECTOR (DH) (E)	40	93,974	139,089
408	PLANNING, ZONING & DEVELOPMENT DIRECTOR (DH) (E)	40	93,974	139,089
137	PURCHASING DIRECTOR (DH) (E)	40	93,974	139,089
160	RISK DIRECTOR (DH) (E)	40	93,974	139,089
721	POLICE COMMANDER/EMERGENCY MANAGER (E)	38-SM	86,840	128,731
421	CAPITAL PROJECT MANAGER (E)	37	81,161	120,286
220	ASST. FINANCE DIRECTOR (ADH) (E)	37	81,161	120,286
180	ASST. CITY ATTORNEY (JB) (E)	36	77,105	114,462
222	ASST. BUDGET DIRECTOR (ADH) (E)	34	70,075	103,646

City of North Miami, Florida

Classification and Pay Plan

(Unclassified Positions)

Effective: October 1, 2020 - September 30, 2021

Class Number	Class Title	Numerical Pay Grade	Minimum Pay Rate (Annual)	Maximum Pay Rate (Annual)
24	ASST. CODE COMPLIANCE DIRECTOR (ADH) (E)	34	70,075	103,646
30	ASST. HOUSING & SOCIAL SERVICES DIRECTOR (ADH) (E)	34	70,075	103,646
163	ASST. INFORMATION TECHNOLOGY DIRECTOR (ADH) (E)	34	70,075	103,646
315	ASST. LIBRARY DIRECTOR (ADH) (E)	34	70,075	103,646
857	ASST. PARKS & RECREATION DIRECTOR (ADH) (E)	34	70,075	103,646
149	ASST. PERSONNEL ADMIN. DIRECTOR (ADH) (E)	34	70,075	103,646
411	ASST. PLANNING, ZONING & DEV. DIRECTOR (ADH) (E)	34	70,075	103,646
139	ASST. PURCHASING DIRECTOR (ADH) (E)	34	70,075	103,646
155	DEPUTY CITY CLERK (ADH) (E)	34	70,075	103,646
413	TRANSPORTATION MANAGER (JB) (E)	33	66,685	98,758
218	INTERNAL AUDITOR (E)	32	63,398	93,974
735	POLICE EXECUTIVE ASSISTANT (E)	32	63,398	93,974
23	SENIOR COMMUNICATIONS OFFICER (JB) (E)	31	60,382	89,460
449	SENIOR PUBLIC INFORMATION OFFICER (JB) (E)	31	60,382	89,460
174	GOVERNMENTAL AFFAIRS MANAGER (JB) (E)	30	57,387	85,134
114	PARALEGAL (JB) (E)	29	54,683	81,140
126	SENIOR EXECUTIVE ASSISTANT TO THE CITY MANAGER (JB) (E)	29	54,683	81,140
41	ADMINISTRATIVE ASSISTANT TO THE CITY MANAGER (JB) (E)	28	51,854	77,105
115	EXECUTIVE ASSISTANT TO THE CITY MANAGER (JB) (E)	28	51,854	77,105
113	LEGAL ADMINISTRATIVE ASSISTANT (JB) (E)	28	51,854	77,105
36	SENIOR MANAGEMENT ANALYST (JB) (E)	28	51,854	77,105
21	COMMUNICATIONS OFFICER (JB) (E)	27	49,420	73,507
172	CONSTITUENT SERVICES COORDINATOR	26	46,966	70,075
97	MANAGEMENT ANALYST (JB)(E)	26	46,966	70,075

City of North Miami, Florida

Classification and Pay Plan

Classified Positions

Effective: October 1, 2020 - September 30, 2021

Class Number	Class Title	Numerical Pay Grade	Union/Non Union	Minimum Pay Rate (Annual)	Maximum Pay Rate (Annual)
215	ACCOUNTANT (JB) (E)	29	N	54,662	81,141
161	ADMINISTRATIVE ASSISTANT	28	N	51,854	77,106
111	ADMINISTRATIVE COORDINATOR (CONFIDENTIAL)	25	N	44,720	66,685
156	ASST. CITY CLERK (E)	28	N	51,854	77,106
26	ASST. TO THE BUDGET DIRECTOR (JB) (E)	28	N	51,854	77,106
25	ASST. TO THE CP&D DIRECTOR (JB)(E)	28	N	51,854	77,106
34	ASST. TO THE FINANCE DIRECTOR (JB) (E)	28	N	51,854	77,106
35	ASST. TO THE PARKS & RECREATION DIRECTOR (JB) (E)	28	N	51,854	77,106
21	ASST. TO THE POLICE CHIEF (JB) (E)	28	N	51,854	77,106
407	ASST. TO THE PUBLIC WORKS DIRECTOR (JB) (E)	28	N	51,854	77,106
141	BODY WORN CAMERA (BWC) ADMINISTRATOR (JB) (E)	28	N	51,854	77,106
223	BUDGET ADMINISTRATOR (JB) (E)	28	N	51,854	77,106
21	BUDGET ADMINISTRATOR II (JB) (E)	33	N	66,685	98,758
224	BUDGET ANALYST (JB)(E)	26	N	46,966	70,075
27	BUDGET MANAGER (JB)(E)	33	N	66,685	98,758
423	BUILDING & ZONING COMPLIANCE ADMINISTRATOR (JB) (E)	29	N	54,662	81,141
421	BUILDING ADMINISTRATIVE COORDINATOR	25	N	44,720	66,685
415	BUILDING INSPECTOR	29	N	54,662	81,141
418	BUILDING PLANS EXAMINER (JB) (E)	31	N	60,382	89,461
433	BUSINESS DEVELOPMENT COORDINATOR (JB) (E)	22	N	38,563	57,387
235	BUSINESS TAX MANAGER (JB)(E)	34	N	70,075	103,646
234	BUSINESS TAX SPECIALIST	18	N	31,595	46,966
130	BUYER	22	N	38,563	57,387
442	C.D.B.G. ADMINISTRATOR (JB) (E)	25	N	44,720	66,685
965	CHEMIST	25	N	44,720	66,685
217	CHIEF ACCOUNTANT (JB) (E)	33	N	66,685	98,758
430	CHIEF BUILDING INSPECTOR	30	N	57,387	85,134
426	CHIEF ELECTRICAL INSPECTOR	30	N	57,387	85,134
427	CHIEF MECHANICAL INSPECTOR	30	N	57,387	85,134
428	CHIEF PLUMBING INSPECTOR	30	N	57,387	85,134
429	CHIEF STRUCTURAL INSPECTOR	30	N	57,387	85,134

City of North Miami, Florida

Classification and Pay Plan

Classified Positions

Effective: October 1, 2020 - September 30, 2021

Class Number	Class Title	Numerical Pay Grade	Union/Non Union	Minimum Pay Rate (Annual)	Maximum Pay Rate (Annual)
402	CITY ENGINEER (E)	35	N	73,507	108,826
437	CITY PLANNER (JB) (E)	33	N	66,685	98,758
401	CIVIL ENGINEER (JB) (E)	29	N	54,662	81,141
414	CODE ADMINISTRATOR (JB) (E)	29	N	54,662	81,141
425	CODE COMPLIANCE COORDINATOR	24	N	42,578	63,398
416	CODE COMPLIANCE MANAGER (JB) (E)	33	N	66,685	98,758
95	COMMUNITY EDUCATION COORDINATOR (JB) (E)	30	N	57,387	85,134
173	CONTRACT COMPLIANCE MANAGER (JB) (E)	30	N	57,387	85,134
29	CONTRACT COMPLIANCE SPECIALIST	24	N	42,578	63,398
229	CREDIT & COLLECTIONS COORDINATOR	22	N	38,563	57,387
709	CRISIS INTERVENTION SPECIALIST	30	N	57,387	85,134
535	CUSTODIAN LEADWORKER	18	N	31,595	46,966
550	CUSTOMER SERVICE LIAISON (JB) (E)	26	N	46,966	70,075
910	CUSTOMER SERVICE REPRESENTATIVE	20	N	34,777	51,854
128	DATA BASE ADMINISTRATOR (JB) (E)	28	N	51,854	77,106
119	DATA PROCESSING ADMINISTRATOR (JB) (E)	33	N	66,685	98,758
403	DRAFTING TECHNICIAN	20	N	34,757	51,854
448	ECONOMIC DEVELOPMENT MANAGER (JB) (E)	32	N	63,398	93,974
444	ECONOMIC DEVELOPMENT SPECIALIST (JB) (E)	29	N	54,662	81,141
862	EDUCATION COORDINATOR	22	N	38,563	57,387
866	EDUCATION CURATOR (JB) (E)	24	N	42,578	63,398
453	ELECTRICAL INSPECTOR	29	N	54,662	81,141
417	ELECTRICAL PLANS EXAMINER (JB) (E)	31	N	60,382	89,461
36	EMERGENCY MANAGEMENT ADMINISTRATOR (JB) (E)	30	N	57,387	85,134
140	EMERGENCY MANAGEMENT ANALYST (JB) (E)	27	N	49,420	73,507
96	EMERGENCY MANAGEMENT SPECIALIST	24	N	42,578	63,398
151	EMPLOYMENT & BENEFITS MANAGER (JB) (E)	33	N	66,685	98,758
569	EQUIPMENT MAINTENANCE SUPERVISOR	28	N	51,854	77,106
639	FACILITY MAINTENANCE COORDINATOR	22	N	38,563	57,387
640	FACILITY MAINTENANCE SUPERVISOR (JB) (E)	28	N	51,854	77,106
660	FLEET SUPERINTENDENT (JB) (E)	30	N	57,387	85,134

City of North Miami, Florida

Classification and Pay Plan

Classified Positions

Effective: October 1, 2020 - September 30, 2021

Class Number	Class Title	Numerical Pay Grade	Union/Non Union	Minimum Pay Rate (Annual)	Maximum Pay Rate (Annual)
615	FLEET SUPERVISOR	28	N	51,854	77,106
123	GIS SPECIALIST (JB) (E)	28	N	51,854	77,106
432	GRANTS WRITER (JB) (E)	25	N	44,720	66,685
440	GRAPHICS DESIGNER	21	N	36,566	54,683
446	HOUSING ADMINISTRATOR (JB) (E)	28	N	51,854	77,106
447	HOUSING AND SOCIAL SERVICES MANAGER (JB) (E)	33	N	66,685	98,758
441	HOUSING COORDINATOR	26	N	46,966	70,075
439	HOUSING SERVICES ADMINISTRATIVE SPECIALIST	18	N	31,595	46,966
108	INFORMATION PROCESSING COORDINATOR	22	N	38,563	57,387
116	INFORMATION TECHNOLOGY ANALYST (JB) (E)	25	N	44,720	66,685
131	INFORMATION TECHNOLOGY SPECIALIST I	22	N	38,563	57,387
132	INFORMATION TECHNOLOGY SPECIALIST II (JB) (E)	24	N	42,578	63,398
133	INFORMATION TECHNOLOGY SPECIALIST III (JB) (E)	26	N	46,966	70,075
101	INTERPRETER	18	N	31,595	46,966
212	JUNIOR ACCOUNTANT	23	N	40,435	60,382
33	LEAD CODE COMPLIANCE OFFICER	27	N	49,420	73,507
650	LEAK DETECTION TECHNICIAN	21	N	36,566	54,683
312	LIBRARIAN (JB) (E)	25	N	44,720	66,685
313	LIBRARY MANAGER (JB) (E)	30	N	57,387	85,134
454	MECHANICAL INSPECTOR	29	N	54,662	81,141
419	MECHANICAL PLANS EXAMINER (JB) (E)	31	N	60,382	89,461
905	METER READER I	18	N	31,595	46,966
906	METER READER II	19	N	33,030	49,420
129	NETWORK ADMINISTRATOR (JB) (E)	29	N	54,662	81,141
122	NETWORK SPECIALIST (JB) (E)	24	N	42,578	63,398
848	NURSERY SPECIALIST	21	N	36,566	54,683
816	PARKS AND RECREATION SPECIALIST	21	N	36,566	54,683
854	PARKS COORDINATOR	25	N	44,720	66,685
858	PARKS SUPERINTENDENT (JB) (E)	30	N	57,387	85,134
852	PARKS SUPERVISOR (JB) (E)	28	N	51,854	77,106
37	PASSPORT COORDINATOR	28	N	51,854	77,106

City of North Miami, Florida

Classification and Pay Plan

Classified Positions

Effective: October 1, 2020 - September 30, 2021

Class Number	Class Title	Numerical Pay Grade	Union/Non Union	Minimum Pay Rate (Annual)	Maximum Pay Rate (Annual)
213	PAYROLL ANALYST (JB)(E)	26	N	46,966	70,075
211	PAYROLL COORDINATOR (JB) (E)	21	N	36,566	54,683
148	PERSONNEL ADMINISTRATOR (JB) (E)	30	N	57,387	85,134
145	PERSONNEL SPECIALIST (JB) (E)	24	N	42,578	63,398
435	PLANNER (JB) (E)	27	N	49,420	73,507
443	PLANNING TECHNICIAN	21	N	36,566	54,683
455	PLUMBING INSPECTOR	29	N	54,662	81,141
420	PLUMBING PLANS EXAMINER (JB) (E)	31	N	60,382	89,461
736	POLICE ADMINISTRATOR (JB) (E)	33	N	66,685	98,758
734	POLICE COMMUNICATIONS SUPERVISOR	28	N	51,854	77,106
703	POLICE OFFICER TRAINEE	25T	N	45,614	68,058
707	POLICE PROPERTY CLERK	18	N	31,595	46,966
107	POLICE RECORDS SUPERVISOR	28	N	51,854	77,106
117	PROGRAMMER/ANALYST (JB) (E)	27	N	49,420	73,507
405	PUBLIC WORKS OPERATIONS CHIEF (JB) (E)	32	N	63,398	93,974
135	PURCHASING AGENT (JB) (E)	28	N	51,854	77,106
39	RECEPTIONIST	18	N	31,595	46,966
106	RECORDS MANAGEMENT SUPERVISOR	20	N	34,757	51,854
815	RECREATION COORDINATOR	25	N	44,720	66,685
821	RECREATION PROGRAMMER (E)	26	N	46,966	70,075
822	RECREATION SUPERINTENDENT (JB) (E)	28	N	51,854	77,106
817	RECREATION SUPERVISOR (JB) (E)	25	N	44,720	66,685
512	RIGHTS-OF-WAY INSPECTOR	18	N	31,595	46,966
552	RIGHTS-OF-WAY SUPERVISOR (JB) (E)	28	N	51,854	77,106
162	RISK & SAFETY MANAGER (JB) (E)	33	N	66,685	98,758
159	RISK ANALYST	26	N	46,966	70,075
456	ROOFING INSPECTOR	29	N	54,662	81,141
158	SAFETY OFFICER (JB) (E)	25	N	44,720	66,685
545	SANITATION COORDINATOR	22	N	38,563	57,387
33	SANITATION MANAGER (JB)(E)	33	N	66,685	98,758
551	SCADA TECHNICIAN	23	N	40,435	60,382

City of North Miami, Florida

Classification and Pay Plan

Classified Positions

Effective: October 1, 2020 - September 30, 2021

Class Number	Class Title	Numerical Pay Grade	Union/Non Union	Minimum Pay Rate (Annual)	Maximum Pay Rate (Annual)
214	SENIOR ACCOUNTANT (JB) (E)	26	N	46,966	70,075
20	SENIOR BUDGET ANALYST	27	N	49,420	73,507
209	SENIOR CASHIER	26	N	46,966	70,075
406	SENIOR CIVIL ENGINEER (JB) (E)	32	N	63,398	93,974
42	SENIOR CONTRACT COMPLIANCE MANAGER (JB) (E)	34	N	70,075	103,646
134	SENIOR INFORMATION TECHNOLOGY SPECIALIST	28	N	51,854	77,106
436	SENIOR PLANNING TECHNICIAN	24	N	42,578	63,398
811	SENIOR PROGRAM COORDINATOR	25	N	44,720	66,685
98	SOCIAL SERVICES ADMINISTRATOR (JB) (E)	28	N	51,854	77,106
99	SOCIAL SERVICES COORDINATOR	26	N	46,966	70,075
28	SOCIAL SERVICES SPECIALIST	26	N	46,966	70,075
819	SPECIAL EVENTS SUPERVISOR (JB) (E)	28	N	51,854	77,106
520	STREETS COORDINATOR	25	N	44,720	66,685
526	STREETS SUPERVISOR (JB) (E)	28	N	51,854	77,106
424	SUSTAINABILITY ADMINISTRATOR (JB) (E)	26	N	46,966	70,075
840	SWIMMING POOL OPERATOR	20	N	34,757	51,854
138	SYSTEMS ADMINISTRATOR (E)	28	N	51,854	77,106
118	SYSTEMS ANALYST (JB) (E)	27	N	49,420	73,507
825	TENNIS SUPERINTENDENT (JB) (E)	31	N	60,382	89,461
144	TRAINING SPECIALIST (JB) (E)	30	N	57,387	85,134
431	TRANSPORTATION PLANNER (JB) (E)	27	N	49,420	73,507
38	TRANSPORTATION SPECIALIST (JB) (E)	24	N	42,578	63,398
236	UTILITY BILLING PROJECT MANAGER (JB) (E)	30	N	57,387	85,134
228	UTILITY BUSINESS COORDINATOR	25	N	44,720	66,685
230	UTILITY BUSINESS SUPERVISOR (JB) (E)	28	N	51,854	77,106
227	UTILITY COLLECTIONS COORDINATOR	25	N	44,720	66,685
567	UTILITY COORDINATOR	25	N	44,720	66,685
585	UTILITY SUPERINTENDENT (JB) (E)	30	N	57,387	85,134
568	UTILITY SUPERVISOR (JB) (E)	28	N	51,854	77,106
962	WATER PLANT COORDINATOR	25	N	44,720	66,685
587	WATER PLANT SUPERINTENDENT (JB) (E)	30	N	57,387	85,134

City of North Miami, Florida

Classification and Pay Plan

Classified Positions

Effective: October 1, 2020 - September 30, 2021

Class Number	Class Title	Numerical Pay Grade	Union/Non Union	Minimum Pay Rate (Annual)	Maximum Pay Rate (Annual)
570	WATER PLANT SUPERVISOR (JB)(E)	28	N	51,854	77,106
146	WELLNESS COORDINATOR	28	N	51,854	77,106
25	ZONING CLERK	19	N	33,030	49,420
412	ZONING MANAGER (JB) (E)	33	N	66,685	98,758

City of North Miami, Florida

Classification and Pay Plan

PBA Positions

Effective: October 1, 2020 - September 30, 2021

Class Number	Class Title	Numerical Pay Grade	Union/Non Union	Minimum Pay Rate (Annual)	Maximum Pay Rate (Annual)
705	POLICE OFFICER	28O	U	60,341	89,336
710	POLICE SERGEANT	31S	U	71,490	105,706

IUPA Blue Collar
Classification and Pay Plan
Bargaining Units

Effective: October 1, 2020 - September 30, 2021

Class Number	Class Title	Numerical Pay Grade	Union/Non Union	Minimum Pay Rate (Annual)	Maximum Pay Rate (Annual)
210	ACCOUNT CLERK	21	U	35,838	53,602
40	ADMINISTRATIVE COORDINATOR	25	U	43,846	65,374
104	ADMINISTRATIVE SPECIALIST	22	U	37,814	56,264
708	CITIZENS CRIME WATCH COORDINATOR	18	U	30,971	46,051
103	CLERICAL TECHNICIAN	18	U	30,971	46,051
410	CODE COMPLIANCE OFFICER	25	U	43,846	65,374
100	COMMUNITY PLANNING & DEV. TECHNICIAN	22	U	37,814	56,264
704	CRIME ANALYST	22	U	37,814	56,264
706	CRIME SCENE TECHNICIAN	26	U	46,051	68,702
445	HOUSING INSPECTOR	27	U	48,443	72,072
438	HOUSING SERVICES AIDE	18	U	30,971	46,051
305	LIBRARY AIDE I	18	U	30,971	46,051
310	LIBRARY AIDE II	20	U	34,091	50,835
409	MINIMUM HOUSING OFFICER	25	U	43,846	65,374
105	PERMIT PROCESSING COORDINATOR	22	U	37,814	56,264
120	PERMIT PROCESSOR	20	U	34,091	50,835
730	POLICE COMMUNICATIONS OPERATOR	25	U	43,846	65,374
109	POLICE RECORDS TECHNICIAN	19	U	32,386	48,443
702	PUBLIC SERVICE AIDE	20	U	34,091	50,835
740	QUARTERMASTER	25	U	43,846	65,374
127	STOCK CLERK	18	U	30,971	46,051
125	STOREKEEPER	22	U	37,814	56,264
121	SWITCHBOARD OPERATOR	18	U	30,971	46,051
571	UTILITY TECHNICIAN	18	U	30,971	46,051
124	WEBMASTER (JB) (E)	26	U	46,051	68,702
112	WORD PROCESSING SPECIALIST	19	U	32,386	48,443

IUPA White Collar
Classification and Pay Plan
Bargaining Units

Effective: October 1, 2020 - September 30, 2021

Class Number	Class Title	Numerical Pay Grade	Union/Non Union	Minimum Pay Rate (Annual)	Maximum Pay Rate (Annual)
210	ACCOUNT CLERK	21	U	35,838	53,602
40	ADMINISTRATIVE COORDINATOR	25	U	43,846	65,374
104	ADMINISTRATIVE SPECIALIST	22	U	37,814	56,264
708	CITIZENS CRIME WATCH COORDINATOR	18	U	30,971	46,051
103	CLERICAL TECHNICIAN	18	U	30,971	46,051
410	CODE COMPLIANCE OFFICER	25	U	43,846	65,374
100	COMMUNITY PLANNING & DEV. TECHNICIAN	22	U	37,814	56,264
704	CRIME ANALYST	22	U	37,814	56,264
706	CRIME SCENE TECHNICIAN	26	U	46,051	68,702
445	HOUSING INSPECTOR	27	U	48,443	72,072
438	HOUSING SERVICES AIDE	18	U	30,971	46,051
305	LIBRARY AIDE I	18	U	30,971	46,051
310	LIBRARY AIDE II	20	U	34,091	50,835
409	MINIMUM HOUSING OFFICER	25	U	43,846	65,374
105	PERMIT PROCESSING COORDINATOR	22	U	37,814	56,264
120	PERMIT PROCESSOR	20	U	34,091	50,835
730	POLICE COMMUNICATIONS OPERATOR	25	U	43,846	65,374
109	POLICE RECORDS TECHNICIAN	19	U	32,386	48,443
702	PUBLIC SERVICE AIDE	20	U	34,091	50,835
740	QUARTERMASTER	25	U	43,846	65,374
127	STOCK CLERK	18	U	30,971	46,051
125	STOREKEEPER	22	U	37,814	56,264
121	SWITCHBOARD OPERATOR	18	U	30,971	46,051
571	UTILITY TECHNICIAN	18	U	30,971	46,051
124	WEBMASTER (JB) (E)	26	U	46,051	68,702
112	WORD PROCESSING SPECIALIST	19	U	32,386	48,443

CITY OF NORTH MIAMI
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Pay Grade		Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8	Step 9
18	Annual	\$31,595.20	\$33,030.40	\$34,777.60	\$36,566.40	\$38,563.20	\$40,435.20	\$42,577.60	\$44,720.00	\$46,966.40
	Monthly	\$2,633.00	\$2,753.00	\$2,898.00	\$3,047.00	\$3,214.00	\$3,370.00	\$3,548.00	\$3,727.00	\$3,914.00
	Weekly	\$607.44	\$635.26	\$668.80	\$703.20	\$741.57	\$777.65	\$818.83	\$860.00	\$903.30
	Hourly	\$15.19	\$15.88	\$16.72	\$17.58	\$18.54	\$19.44	\$20.47	\$21.50	\$22.58
19	Annual	\$33,030.40	\$34,777.60	\$36,566.40	\$38,563.20	\$40,435.20	\$42,577.60	\$44,720.00	\$46,966.40	\$49,420.80
	Monthly	\$2,753.00	\$2,898.00	\$3,047.00	\$3,214.00	\$3,370.00	\$3,548.00	\$3,727.00	\$3,914.00	\$4,118.00
	Weekly	\$635.26	\$668.80	\$703.20	\$741.57	\$777.65	\$818.83	\$860.00	\$903.30	\$950.23
	Hourly	\$15.88	\$16.72	\$17.58	\$18.54	\$19.44	\$20.47	\$21.50	\$22.58	\$23.76
20	Annual	\$34,777.60	\$36,566.40	\$38,563.20	\$40,435.20	\$42,577.60	\$44,720.00	\$46,966.40	\$49,420.80	\$51,854.40
	Monthly	\$2,898.00	\$3,047.00	\$3,214.00	\$3,370.00	\$3,548.00	\$3,727.00	\$3,914.00	\$4,118.00	\$4,321.00
	Weekly	\$668.80	\$703.20	\$741.57	\$777.65	\$818.83	\$860.00	\$903.30	\$950.23	\$997.11
	Hourly	\$16.72	\$17.58	\$18.54	\$19.44	\$20.47	\$21.50	\$22.58	\$23.76	\$24.93
21	Annual	\$36,566.40	\$38,563.20	\$40,435.20	\$42,577.60	\$44,720.00	\$46,966.40	\$49,420.80	\$51,854.40	\$54,683.20
	Monthly	\$3,047.00	\$3,214.00	\$3,370.00	\$3,548.00	\$3,727.00	\$3,914.00	\$4,118.00	\$4,321.00	\$4,557.00
	Weekly	\$703.20	\$741.57	\$777.65	\$818.83	\$860.00	\$903.30	\$950.23	\$997.11	\$1,051.42
	Hourly	\$17.58	\$18.54	\$19.44	\$20.47	\$21.50	\$22.58	\$23.76	\$24.93	\$26.29
22	Annual	\$38,563.20	\$40,435.20	\$42,577.60	\$44,720.00	\$46,966.40	\$49,420.80	\$51,854.40	\$54,683.20	\$57,387.20
	Monthly	\$3,214.00	\$3,370.00	\$3,548.00	\$3,727.00	\$3,914.00	\$4,118.00	\$4,321.00	\$4,557.00	\$4,782.00
	Weekly	\$741.57	\$777.65	\$818.83	\$860.00	\$903.30	\$950.23	\$997.11	\$1,051.42	\$1,103.66
	Hourly	\$18.54	\$19.44	\$20.47	\$21.50	\$22.58	\$23.76	\$24.93	\$26.29	\$27.59
23	Annual	\$40,435.20	\$42,577.60	\$44,720.00	\$46,966.40	\$49,420.80	\$51,854.40	\$54,683.20	\$57,387.20	\$60,382.40
	Monthly	\$3,370.00	\$3,548.00	\$3,727.00	\$3,914.00	\$4,118.00	\$4,321.00	\$4,557.00	\$4,782.00	\$5,032.00
	Weekly	\$777.65	\$818.83	\$860.00	\$903.30	\$950.23	\$997.11	\$1,051.42	\$1,103.66	\$1,161.17
	Hourly	\$19.44	\$20.47	\$21.50	\$22.58	\$23.76	\$24.93	\$26.29	\$27.59	\$29.03
24	Annual	\$42,577.60	\$44,720.00	\$46,966.40	\$49,420.80	\$51,854.40	\$54,683.20	\$57,387.20	\$60,382.40	\$63,398.40
	Monthly	\$3,548.00	\$3,727.00	\$3,914.00	\$4,118.00	\$4,321.00	\$4,557.00	\$4,782.00	\$5,032.00	\$5,283.00
	Weekly	\$818.83	\$860.00	\$903.30	\$950.23	\$997.11	\$1,051.42	\$1,103.66	\$1,161.17	\$1,219.12
	Hourly	\$20.47	\$21.50	\$22.58	\$23.76	\$24.93	\$26.29	\$27.59	\$29.03	\$30.48

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Pay Grade		Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8	Step 9
25	Annual	\$44,720.00	\$46,966.40	\$49,420.80	\$51,854.40	\$54,683.20	\$57,387.20	\$60,382.40	\$63,398.40	\$66,684.80
	Monthly	\$3,727.00	\$3,914.00	\$4,118.00	\$4,321.00	\$4,557.00	\$4,782.00	\$5,032.00	\$5,283.00	\$5,557.00
	Weekly	\$860.00	\$903.30	\$950.23	\$997.11	\$1,051.42	\$1,103.66	\$1,161.17	\$1,219.12	\$1,282.36
	Hourly	\$21.50	\$22.58	\$23.76	\$24.93	\$26.29	\$27.59	\$29.03	\$30.48	\$32.06
25T	Annual	\$45,614.40	\$47,923.20	\$50,440.00	\$52,915.20	\$55,785.60	\$58,552.00	\$61,588.80	\$64,708.80	\$68,057.60
	Monthly	\$3,801.00	\$3,994.00	\$4,203.00	\$4,410.00	\$4,649.00	\$4,879.00	\$5,132.00	\$5,392.00	\$5,671.00
	Weekly	\$877.20	\$921.67	\$969.82	\$1,017.49	\$1,072.63	\$1,126.15	\$1,184.31	\$1,244.40	\$1,308.82
	Hourly	\$21.93	\$23.04	\$24.25	\$25.44	\$26.82	\$28.15	\$29.61	\$31.11	\$32.72
26	Annual	\$46,966.40	\$49,420.80	\$51,854.40	\$54,683.20	\$57,387.20	\$60,382.40	\$63,398.40	\$66,684.80	\$70,075.20
	Monthly	\$3,914.00	\$4,118.00	\$4,321.00	\$4,557.00	\$4,782.00	\$5,032.00	\$5,283.00	\$5,557.00	\$5,840.00
	Weekly	\$903.30	\$950.23	\$997.11	\$1,051.42	\$1,103.66	\$1,161.17	\$1,219.12	\$1,282.36	\$1,347.53
	Hourly	\$22.58	\$23.76	\$24.93	\$26.29	\$27.59	\$29.03	\$30.48	\$32.06	\$33.69
27	Annual	\$49,420.80	\$51,854.40	\$54,683.20	\$57,387.20	\$60,382.40	\$63,398.40	\$66,684.80	\$70,075.20	\$73,507.20
	Monthly	\$4,118.00	\$4,321.00	\$4,557.00	\$4,782.00	\$5,032.00	\$5,283.00	\$5,557.00	\$5,840.00	\$6,126.00
	Weekly	\$950.23	\$997.11	\$1,051.42	\$1,103.66	\$1,161.17	\$1,219.12	\$1,282.36	\$1,347.53	\$1,413.53
	Hourly	\$23.76	\$24.93	\$26.29	\$27.59	\$29.03	\$30.48	\$32.06	\$33.69	\$35.34
28	Annual	\$51,854.40	\$54,683.20	\$57,387.20	\$60,382.40	\$63,398.40	\$66,684.80	\$70,075.20	\$73,507.20	\$77,105.60
	Monthly	\$4,321.00	\$4,557.00	\$4,782.00	\$5,032.00	\$5,283.00	\$5,557.00	\$5,840.00	\$6,126.00	\$6,425.00
	Weekly	\$997.11	\$1,051.42	\$1,103.66	\$1,161.17	\$1,219.12	\$1,282.36	\$1,347.53	\$1,413.53	\$1,482.72
	Hourly	\$24.93	\$26.29	\$27.59	\$29.03	\$30.48	\$32.06	\$33.69	\$35.34	\$37.07
29	Annual	\$54,683.20	\$57,387.20	\$60,382.40	\$63,398.40	\$66,684.80	\$70,075.20	\$73,507.20	\$77,105.60	\$81,161.60
	Monthly	\$4,557.00	\$4,782.00	\$5,032.00	\$5,283.00	\$5,557.00	\$5,840.00	\$6,126.00	\$6,425.00	\$6,763.00
	Weekly	\$1,051.42	\$1,103.66	\$1,161.17	\$1,219.12	\$1,282.36	\$1,347.53	\$1,413.53	\$1,482.72	\$1,560.80
	Hourly	\$26.29	\$27.59	\$29.03	\$30.48	\$32.06	\$33.69	\$35.34	\$37.07	\$39.02
30	Annual	\$57,387.20	\$60,382.40	\$63,398.40	\$66,684.80	\$70,075.20	\$73,507.20	\$77,105.60	\$81,161.60	\$85,134.40
	Monthly	\$4,782.00	\$5,032.00	\$5,283.00	\$5,557.00	\$5,840.00	\$6,126.00	\$6,425.00	\$6,763.00	\$7,095.00
	Weekly	\$1,103.66	\$1,161.17	\$1,219.12	\$1,282.36	\$1,347.53	\$1,413.53	\$1,482.72	\$1,560.80	\$1,637.23
	Hourly	\$27.59	\$29.03	\$30.48	\$32.06	\$33.69	\$35.34	\$37.07	\$39.02	\$40.93

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Pay Grade		Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8	Step 9
31	Annual	\$60,382.40	\$63,398.40	\$66,684.80	\$70,075.20	\$73,507.20	\$77,105.60	\$81,161.60	\$85,134.40	\$89,460.80
	Monthly	\$5,032.00	\$5,283.00	\$5,557.00	\$5,840.00	\$6,126.00	\$6,425.00	\$6,763.00	\$7,095.00	\$7,455.00
	Weekly	\$1,161.17	\$1,219.12	\$1,282.36	\$1,347.53	\$1,413.53	\$1,482.72	\$1,560.80	\$1,637.23	\$1,720.43
	Hourly	\$29.03	\$30.48	\$32.06	\$33.69	\$35.34	\$37.07	\$39.02	\$40.93	\$43.01
32	Annual	\$63,398.40	\$66,684.80	\$70,075.20	\$73,507.20	\$77,105.60	\$81,161.60	\$85,134.40	\$89,460.80	\$93,974.40
	Monthly	\$5,283.00	\$5,557.00	\$5,840.00	\$6,126.00	\$6,425.00	\$6,763.00	\$7,095.00	\$7,455.00	\$7,831.00
	Weekly	\$1,219.12	\$1,282.36	\$1,347.53	\$1,413.53	\$1,482.72	\$1,560.80	\$1,637.23	\$1,720.43	\$1,807.02
	Hourly	\$30.48	\$32.06	\$33.69	\$35.34	\$37.07	\$39.02	\$40.93	\$43.01	\$45.18
33	Annual	\$66,684.80	\$70,075.20	\$73,507.20	\$77,105.60	\$81,161.60	\$85,134.40	\$89,460.80	\$93,974.40	\$98,758.40
	Monthly	\$5,557.00	\$5,840.00	\$6,126.00	\$6,425.00	\$6,763.00	\$7,095.00	\$7,455.00	\$7,831.00	\$8,230.00
	Weekly	\$1,282.36	\$1,347.53	\$1,413.53	\$1,482.72	\$1,560.80	\$1,637.23	\$1,720.43	\$1,807.02	\$1,899.35
	Hourly	\$32.06	\$33.69	\$35.34	\$37.07	\$39.02	\$40.93	\$43.01	\$45.18	\$47.48
34	Annual	\$70,075.20	\$73,507.20	\$77,105.60	\$81,161.60	\$85,134.40	\$89,460.80	\$93,974.40	\$98,758.40	\$103,646.40
	Monthly	\$5,840.00	\$6,126.00	\$6,425.00	\$6,763.00	\$7,095.00	\$7,455.00	\$7,831.00	\$8,230.00	\$8,637.00
	Weekly	\$1,347.53	\$1,413.53	\$1,482.72	\$1,560.80	\$1,637.23	\$1,720.43	\$1,807.02	\$1,899.35	\$1,993.20
	Hourly	\$33.69	\$35.34	\$37.07	\$39.02	\$40.93	\$43.01	\$45.18	\$47.48	\$49.83
35	Annual	\$73,507.20	\$77,105.60	\$81,161.60	\$85,134.40	\$89,460.80	\$93,974.40	\$98,758.40	\$103,646.40	\$108,825.60
	Monthly	\$6,126.00	\$6,425.00	\$6,763.00	\$7,095.00	\$7,455.00	\$7,831.00	\$8,230.00	\$8,637.00	\$9,069.00
	Weekly	\$1,413.53	\$1,482.72	\$1,560.80	\$1,637.23	\$1,720.43	\$1,807.02	\$1,899.35	\$1,993.20	\$2,092.63
	Hourly	\$35.34	\$37.07	\$39.02	\$40.93	\$43.01	\$45.18	\$47.48	\$49.83	\$52.32
36	Annual	\$77,105.60	\$81,161.60	\$85,134.40	\$89,460.80	\$93,974.40	\$98,758.40	\$103,646.40	\$108,825.60	\$114,462.40
	Monthly	\$6,425.00	\$6,763.00	\$7,095.00	\$7,455.00	\$7,831.00	\$8,230.00	\$8,637.00	\$9,069.00	\$9,539.00
	Weekly	\$1,482.72	\$1,560.80	\$1,637.23	\$1,720.43	\$1,807.02	\$1,899.35	\$1,993.20	\$2,092.63	\$2,201.16
	Hourly	\$37.07	\$39.02	\$40.93	\$43.01	\$45.18	\$47.48	\$49.83	\$52.32	\$55.03
37	Annual	\$81,161.60	\$85,134.40	\$89,460.80	\$93,974.40	\$98,758.40	\$103,646.40	\$108,825.60	\$114,462.40	\$120,265.60
	Monthly	\$6,763.00	\$7,095.00	\$7,455.00	\$7,831.00	\$8,230.00	\$8,637.00	\$9,069.00	\$9,539.00	\$10,022.00
	Weekly	\$1,560.80	\$1,637.23	\$1,720.43	\$1,807.02	\$1,899.35	\$1,993.20	\$2,092.63	\$2,201.16	\$2,312.80
	Hourly	\$39.02	\$40.93	\$43.01	\$45.18	\$47.48	\$49.83	\$52.32	\$55.03	\$57.82

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Pay Grade		Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8	Step 9
38	Annual	\$85,134.40	\$89,460.80	\$93,974.40	\$98,758.40	\$103,646.40	\$108,825.60	\$114,462.40	\$120,265.60	\$126,214.40
	Monthly	\$7,095.00	\$7,455.00	\$7,831.00	\$8,230.00	\$8,637.00	\$9,069.00	\$9,539.00	\$10,022.00	\$10,518.00
	Weekly	\$1,637.23	\$1,720.43	\$1,807.02	\$1,899.35	\$1,993.20	\$2,092.63	\$2,201.16	\$2,312.80	\$2,427.19
	Hourly	\$40.93	\$43.01	\$45.18	\$47.48	\$49.83	\$52.32	\$55.03	\$57.82	\$60.68
39	Annual	\$89,460.80	\$93,974.40	\$98,758.40	\$103,646.40	\$108,825.60	\$114,462.40	\$120,265.60	\$126,214.40	\$132,600.00
	Monthly	\$7,455.00	\$7,831.00	\$8,230.00	\$8,637.00	\$9,069.00	\$9,539.00	\$10,022.00	\$10,518.00	\$11,050.00
	Weekly	\$1,720.43	\$1,807.02	\$1,899.35	\$1,993.20	\$2,092.63	\$2,201.16	\$2,312.80	\$2,427.19	\$2,549.87
	Hourly	\$43.01	\$45.18	\$47.48	\$49.83	\$52.32	\$55.03	\$57.82	\$60.68	\$63.75
40	Annual	\$93,974.40	\$98,758.40	\$103,646.40	\$108,825.60	\$114,462.40	\$120,265.60	\$126,214.40	\$132,600.00	\$139,089.60
	Monthly	\$7,831.00	\$8,230.00	\$8,637.00	\$9,069.00	\$9,539.00	\$10,022.00	\$10,518.00	\$11,050.00	\$11,591.00
	Weekly	\$1,807.02	\$1,899.35	\$1,993.20	\$2,092.63	\$2,201.16	\$2,312.80	\$2,427.19	\$2,549.87	\$2,674.67
	Hourly	\$45.18	\$47.48	\$49.83	\$52.32	\$55.03	\$57.82	\$60.68	\$63.75	\$66.87
41	Annual	\$98,758.40	\$103,646.40	\$108,825.60	\$114,462.40	\$120,265.60	\$126,214.40	\$132,600.00	\$139,089.60	\$146,120.00
	Monthly	\$8,230.00	\$8,637.00	\$9,069.00	\$9,539.00	\$10,022.00	\$10,518.00	\$11,050.00	\$11,591.00	\$12,177.00
	Weekly	\$1,899.35	\$1,993.20	\$2,092.63	\$2,201.16	\$2,312.80	\$2,427.19	\$2,549.87	\$2,674.67	\$2,810.08
	Hourly	\$47.48	\$49.83	\$52.32	\$55.03	\$57.82	\$60.68	\$63.75	\$66.87	\$70.25
42	Annual	\$103,646.40	\$108,825.60	\$114,462.40	\$120,265.60	\$126,214.40	\$132,600.00	\$139,089.60	\$146,120.00	\$153,483.20
	Monthly	\$8,637.00	\$9,069.00	\$9,539.00	\$10,022.00	\$10,518.00	\$11,050.00	\$11,591.00	\$12,177.00	\$12,790.00
	Weekly	\$1,993.20	\$2,092.63	\$2,201.16	\$2,312.80	\$2,427.19	\$2,549.87	\$2,674.67	\$2,810.08	\$2,951.43
	Hourly	\$49.83	\$52.32	\$55.03	\$57.82	\$60.68	\$63.75	\$66.87	\$70.25	\$73.79
43	Annual	\$108,825.60	\$114,462.40	\$120,265.60	\$126,214.40	\$132,600.00	\$139,089.60	\$146,120.00	\$153,483.20	\$161,179.20
	Monthly	\$9,069.00	\$9,539.00	\$10,022.00	\$10,518.00	\$11,050.00	\$11,591.00	\$12,177.00	\$12,790.00	\$13,432.00
	Weekly	\$2,092.63	\$2,201.16	\$2,312.80	\$2,427.19	\$2,549.87	\$2,674.67	\$2,810.08	\$2,951.43	\$3,099.58
	Hourly	\$52.32	\$55.03	\$57.82	\$60.68	\$63.75	\$66.87	\$70.25	\$73.79	\$77.49
44	Annual	\$114,462.40	\$120,265.60	\$126,214.40	\$132,600.00	\$139,089.60	\$146,120.00	\$153,483.20	\$161,179.20	\$169,457.60
	Monthly	\$9,539.00	\$10,022.00	\$10,518.00	\$11,050.00	\$11,591.00	\$12,177.00	\$12,790.00	\$13,432.00	\$14,121.00
	Weekly	\$2,201.16	\$2,312.80	\$2,427.19	\$2,549.87	\$2,674.67	\$2,810.08	\$2,951.43	\$3,099.58	\$3,258.70
	Hourly	\$55.03	\$57.82	\$60.68	\$63.75	\$66.87	\$70.25	\$73.79	\$77.49	\$81.47

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Pay Grade		Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8	Step 9
45	Annual	\$120,265.60	\$126,214.40	\$132,600.00	\$139,089.60	\$146,120.00	\$153,483.20	\$161,179.20	\$169,457.60	\$177,777.60
	Monthly	\$10,022.00	\$10,518.00	\$11,050.00	\$11,591.00	\$12,177.00	\$12,790.00	\$13,432.00	\$14,121.00	\$14,815.00
	Weekly	\$2,312.80	\$2,427.19	\$2,549.87	\$2,674.67	\$2,810.08	\$2,951.43	\$3,099.58	\$3,258.70	\$3,418.79
	Hourly	\$57.82	\$60.68	\$63.75	\$66.87	\$70.25	\$73.79	\$77.49	\$81.47	\$85.47
46	Annual	\$126,214.40	\$132,600.00	\$139,089.60	\$146,120.00	\$153,483.20	\$161,179.20	\$169,457.60	\$177,777.60	\$186,680.00
	Monthly	\$10,518.00	\$11,050.00	\$11,591.00	\$12,177.00	\$12,790.00	\$13,432.00	\$14,121.00	\$14,815.00	\$15,557.00
	Weekly	\$2,427.19	\$2,549.87	\$2,674.67	\$2,810.08	\$2,951.43	\$3,099.58	\$3,258.70	\$3,418.79	\$3,589.85
	Hourly	\$60.68	\$63.75	\$66.87	\$70.25	\$73.79	\$77.49	\$81.47	\$85.47	\$89.75
47	Annual	\$132,600.00	\$139,089.60	\$146,120.00	\$153,483.20	\$161,179.20	\$169,457.60	\$177,777.60	\$186,680.00	\$196,019.20
	Monthly	\$11,050.00	\$11,591.00	\$12,177.00	\$12,790.00	\$13,432.00	\$14,121.00	\$14,815.00	\$15,557.00	\$16,335.00
	Weekly	\$2,549.87	\$2,674.67	\$2,810.08	\$2,951.43	\$3,099.58	\$3,258.70	\$3,418.79	\$3,589.85	\$3,769.41
	Hourly	\$63.75	\$66.87	\$70.25	\$73.79	\$77.49	\$81.47	\$85.47	\$89.75	\$94.24
48	Annual	\$139,089.60	\$146,120.00	\$153,483.20	\$161,179.20	\$169,457.60	\$177,777.60	\$186,680.00	\$196,019.20	\$205,816.00
	Monthly	\$11,591.00	\$12,177.00	\$12,790.00	\$13,432.00	\$14,121.00	\$14,815.00	\$15,557.00	\$16,335.00	\$17,151.00
	Weekly	\$2,674.67	\$2,810.08	\$2,951.43	\$3,099.58	\$3,258.70	\$3,418.79	\$3,589.85	\$3,769.41	\$3,958.10
	Hourly	\$66.87	\$70.25	\$73.79	\$77.49	\$81.47	\$85.47	\$89.75	\$94.24	\$98.95
49	Annual	\$146,120.00	\$153,483.20	\$161,179.20	\$169,457.60	\$177,777.60	\$186,680.00	\$196,019.20	\$205,816.00	\$216,112.00
	Monthly	\$12,177.00	\$12,790.00	\$13,432.00	\$14,121.00	\$14,815.00	\$15,557.00	\$16,335.00	\$17,151.00	\$18,009.00
	Weekly	\$2,810.08	\$2,951.43	\$3,099.58	\$3,258.70	\$3,418.79	\$3,589.85	\$3,769.41	\$3,958.10	\$4,156.00
	Hourly	\$70.25	\$73.79	\$77.49	\$81.47	\$85.47	\$89.75	\$94.24	\$98.95	\$103.90
50	Annual	\$153,483.20	\$161,179.20	\$169,457.60	\$177,777.60	\$186,680.00	\$196,019.20	\$205,816.00	\$216,112.00	\$270,836.80
	Monthly	\$12,790.00	\$13,432.00	\$14,121.00	\$14,815.00	\$15,557.00	\$16,335.00	\$17,151.00	\$18,009.00	\$22,570.00
	Weekly	\$2,951.43	\$3,099.58	\$3,258.70	\$3,418.79	\$3,589.85	\$3,769.41	\$3,958.10	\$4,156.00	\$5,208.53
	Hourly	\$73.79	\$77.49	\$81.47	\$85.47	\$89.75	\$94.24	\$98.95	\$103.90	\$130.21

Glossary

Account: A term used to identify an individual asset, liability, encumbrance control, or fund balance.

Accounting Procedures: All processes which identify, record, classify and summarize financial information to produce financial records.

Accounting System: The total structure of records and procedures which discover, record, classify, summarize, and report information on the financial position and results of operations of a government or any of its funds, fund types, balanced account groups, organizational components.

Accrual Basis: The basis of accounting under which transactions are recognized when they occur, regardless of the timing of related cash flows.

Ad Valorem Tax Rate: Property tax assessed in proportion to the value of the property.

Amortization: The reduction of debt by regular payments of principal and interest sufficient to retire the debt by maturity.

Appraise: To make an estimate of value, particularly of the value of property. If the property is valued for purposes of taxation, the less-inclusive term “assess” is substituted.

Appropriation: An authorization granted by a legislative body to make expenditures and to incur obligations for specific purposes. An appropriation is limited in amount to the time it may be expended.

Assessed Valuation: A valuation set upon real estate or other property by the County Assessor and the State as a basis for levying taxes.

Asset: Resources owned or held by a government which has monetary value.

Assigned Fund Balance: Amounts the City intends to use for a specific purpose that are neither restricted by external parties nor committed by City Council.

Authorized Positions: Employee positions, which are authorized in the adopted budget, to be filled during the year.

Balanced Budget: A budget in which planned funds available equal planned expenditures.

Bond: A written promise, generally under seal, to pay a specified sum of money, called the face value, at a fixed time in the future, called the date of maturity, and carrying interest at a fixed rate, usually payable periodically. Note: The difference between a note and a bond is that the latter usually runs for a longer period of time and requires greater formality.

Bonded Debt: That portion of indebtedness represented by outstanding bonds.

Bond Refinancing: The payoff and re-issuance of bonds, to obtain better interest rates and/or bond conditions.

Budget Calendar: The schedule of key dates which a government follows in the preparation and adoption of the budget.

Budget Message: A general discussion of the proposed budget as presented in writing by the budget-making authority to the legislative body.

Capital: Any item with an expected life of more than one year and a value of more than \$1,000, such as automobiles, trucks, furniture, buildings, land, etc.

Glossary

Capital Budget: A plan of proposed capital outlays and CIP as well as the means of financing them for the current fiscal period.

Capital Improvements Program (CIP): A plan for capital outlay to be incurred each year over a fixed number of years to meet capital needs arising from the government's long-term needs.

Capital Project: A Capital Project is a capital asset or improvement that costs at least \$50,000 and has a useful lifespan of five (5) years.

Capital Project Fund: A fund used to account for the acquisition of fixed assets or construction of major capital projects not financed by proprietary or nonexpendable trust funds.

Cash Basis: A basis of accounting in which transactions are recognized only when cash is increased or decreased.

Central Performance Measures: The primary measures of performance in a department, where data is collected to determine how effective or efficient a program is in achieving its objectives.

Chart of Accounts: The classification system used by a City to organize the accounting for various funds.

Committed Fund Balance: Amounts that can be used only for the specific purposes determined by a formal action of the City Council, which is the highest level of decision making authority.

Communications Service Tax: A tax that is imposed on the retail sales of communication services including telecommunications, cable, and related services. Effective October 1, 2001, the Communications Service Tax Simplification Law replaced certain franchise and utility fees.

Comprehensive Plan: A State mandated plan which requires all units of local government to address their five year planning and development needs, including capital and infrastructure requirements.

Consumer Price Index: A statistical description of price levels provided by the U.S. Department of Labor. The index is used as a measure of the increase in the cost of living, i.e., economic inflation.

Contingency: A budgetary reserve set aside for emergencies or unforeseen expenditures not otherwise budgeted.

Contractual Services: Services rendered to a government by private firms, individuals, or other governmental agencies. Examples include utilities, rent, maintenance agreements, and professional consulting services.

Debt Service: The cost of paying principal and interest in borrowed money according to a predetermined payment schedule.

Debt Service Requirements: The amounts of revenue which must be provided for a debt service fund so that all principal and interest payments can be made in full on schedule.

Deficit: An excess of liabilities and reserves of a fund over its assets.

Department: The basic organizational unit of government which is functionally unique in its delivery of service.

Glossary

Depreciation: (1) Expiration in service life of fixed assets, other than wasting assets, attributable to wear and tear through use and lapse of time, obsolescence, inadequacy, or other physical or functional cause. (2) The portion of the cost of a fixed asset charge as an expense during a particular period. **Note:** The cost of a fixed asset is prorated over the estimated service life of such asset and each period is charged with part of such cost so that ultimately the entire cost of the asset is charged off as an expense. In governmental accounting, depreciation may be recorded in propriety funds and trust funds where expenses, net income, and/or capital maintenance are measured.

Development of Regional Impact (DRI): Any development which, because of its character, magnitude, or location, would have a substantial effect upon the health, safety, or welfare of citizens of more than one county.

Encumbrances: Obligations in the form of purchase orders which are chargeable to an appropriation and for which a part of the appropriation is reserved. They cease to be encumbrances when paid or when the actual liability is set up.

Enterprise Fund: A fund established to finance and account for operations (1) that are financed and operated in a manner similar to private business enterprises--which the intent of the governing body is that the costs (expenses, including depreciation) of providing goods or services to the general public on a continuing basis be financed or recovered primarily through user charges; or (2) where the governing body has decided that periodic determination of revenues earned, expenses incurred, and/or net income is appropriate for capital maintenance, public policy, management control accountability, or other purposes being those for utilities, swimming pools, and airports. Examples of enterprise funds are those for utilities, swimming pools, and airports.

Entitlements: Payments to which local governmental units are entitled, pursuant to an allocation formula determined by the agency providing the monies, usually the state or the federal government.

Expenditures: If the accounts are kept on the accrual basis, this term designates total charges incurred, whether paid or unpaid including expenses, provisions for retirement of debt not reported as a liability of the fund from which retired, and capital outlays. If they are kept on the cash basis, the term covers only actual disbursements for these purposes. **Note:** Encumbrances are not considered expenditures.

Expenses: Charges incurred, whether paid or unpaid for operation, maintenance, interest, and other charges which are presumed to benefit the current fiscal period. **Note:** legal provisions make it necessary to treat as expenses charges whose benefits extend over future periods. For example, purchase of materials and supplies which may be used over a period of more than one year and payments for insurance which may be used over a period of more than one year and payments for insurance which is to be in force for longer than one year frequently must be charged in their entirety to the appropriation of the year in which they are incurred and classified as expenses of that year even though their benefit extends also to other periods.

Fiscal Policy: A government's policies with respect to revenues, spending, and debt management as these relate to government services, programs and capital investment. Fiscal policy provides an agreed-upon set of principles for the planning and programming of government budgets and their funding.

Fiscal Year: A twelve-month period of time to which the annual budget applies and at the end of which entity determines its financial position and results of operations. The City's fiscal year begins October 1 and ends September 30.

Forecast: To estimate or calculate in advance; to serve as advance indication of.

Glossary

The Forbearance Agreement: A legally binding agreement between the City and certain parties owning land within the City that originated as a result of the sale of the massive MacArthur Foundation landholdings within the City circa 1998. At the time, a temporary building moratorium was contemplated that would have allowed City staff time to address various issues resulting from the anticipated acceleration of development within the City. In an effort to avoid such a moratorium, the Forbearance Agreement was created and adopted establishing a means by which the City could address the anticipated acceleration of development, including but not limited to, forbearing the application to the City for development permits for a specified period of time and limiting the density and intensity of the former MacArthur Foundation land.

Franchise Fee: A fee paid for a special privilege granted by a government permitting the right to use public property, such as city streets and rights of way, for the placing and maintaining of equipment and property.

Fund: An independent fiscal accounting entity with a self-balancing set of accounts recording cash and/or other resources, together with all related liabilities, obligations, reserves, and equities which are segregated for the purpose of carrying on specific activities or attaining certain objectives in accordance with special regulations, restrictions, or limitations.

Fund Accounts: All accounts necessary to set forth the financial operations and financial condition of a fund.

Fund Balance: The excess of a fund's assets over its liabilities.

General Fund: The fund that is available for any legal authorized purpose and which is therefore used to account for all revenues and all activities except those required to be accounted for in another fund.
Note: The General Fund is used to finance the ordinary operations of a governmental unit.

General Obligation Debt: Bonds backed by the full faith and credit of government, which provides a pledge of the general taxing power for the payment of debt obligations.

Goal: A statement of broad direction, purpose or intent based on the needs of the community. A goal is general and timeless; that is, it is not concerned with a specific achievement in a given period.

Governmental Funds: Funds generally used to account for tax-supported activities. There are five different types of governmental funds: the general fund, special revenue funds, debt service funds, capital projects funds, and permanent funds.

Grant: A contribution by one governmental unit to another. The contribution is usually made to aid in the support of a specified function (for example, education), but it is sometimes also for general purposes.

Homestead Exemption: Pursuant to the Florida State Constitution, the first \$25,000 of assessed value of a home which the owner occupies as principal residence is exempt from the property tax.

Income: This term is used in accounting for governmental enterprises and represents the excess of the revenues earned over the expenses incurred in carrying on particular phases of an enterprise's activities. As indicated elsewhere, the excess of the total revenues over the total expenses of the utility for a particular accounting period is called "net income".

Intergovernmental Revenues: Revenues from other governments in the form of grants, entitlements, shared revenues or payments in lieu of taxes.

Internal Service Fund: A fund used to account for operations that provide services to other department on a cost-reimbursement basis.

Glossary

Inventory: A detailed list showing quantities, descriptions, and values of property; also units of measure and unit prices. **Note:** The term is often confined to consumable supplies but may also cover fixed assets.

Levy: (Verb) To impose taxes, special assessments or service charges for the support of governmental activities. (Noun) The total amount of taxes, special assessments or service charges imposed by a government.

Liabilities: Debts or other legal obligations arising out of transactions in the past which must be liquidated, renewed or refunded at some future date. This term does not include encumbrances.

Liquidate: To pay off a debt, claim, or obligation. To convert assets into cash.

Long-Term Debt: Debt with a maturity of more than one year after the date of issuance.

Millage: A computation in a unit referred to as a mill. A mill is equal to 1/1000 of a US dollar or 1/10 of a cent.

Modified Accrual Basis: The accrual basis of accounting adopted to the governmental fund type. It is a modified version of the full accrual basis of accounting that, in general, measures financial flow (tax and spend) of an organization, rather than capital accumulation (profit or loss).

Moratorium: Any suspension of activity.

Net Budget: The legally adopted budget less all interfund transfers and interdepartmental charges.

Non-Spendable Fund Balance: Amounts that cannot be spent because they are not in spendable form, such as prepaid expenditures and inventory.

Objective: Something to be accomplished in specific, well-defined, and measurable terms and that is achievable within a specific time frame.

Operating Costs: Outlays for such current period items as expendable supplies, contractual services, and utilities.

Ordinance: A formal legislative enactment by the governing board of a municipality. If it is not in conflict with any higher form of law, such as a state statute or constitutional provision, it has the full force and effect of law within the boundaries of the municipality to which it applies. The difference between an ordinance and a resolution is that the later requires less legal formality and has a lower legal status. Ordinarily, the statutes or charter will specify or imply those legislative actions which must be by ordinance and those which may be by resolution.

Pay-As-You-Go Basis: A term used to describe a financial policy by which capital outlays are financed from current revenues rather than through borrowing.

Performance Indicators: Specific quantitative and qualitative measures of work performed as an objective of specific departments or programs.

Performance Measure: Data collected to determine how effective or efficient a program is in achieving its objectives.

Personnel Services: Expenditures for salaries, wages, and fringe benefits of a government's employees.

Property Tax: A tax levied on the assessed value of real property. This tax is also known as ad valorem tax.

Glossary

Proprietary Funds: Funds that focus on the determination of operating income, changes in net assets (or cost recovery), financial position, and cash flows. There are two different types of proprietary funds: enterprise funds and internal service funds.

Purchase Order: A document which authorizes the delivery of specified merchandise or the rendering of certain services, establishes their costs, and creates a commitment on both the provider and receiver of the product or services.

Reserve: An account used either to set aside budgeted revenues that are not required for expenditure in the current budget year or to earmark revenues for a specific future purpose.

Resolution: A special or temporary order of a legislative body; an order of a legislative body requiring less legal formality than an ordinance or statute.

Restricted Fund Balance: Amounts that can only be spent for the specific purpose stipulated by an external party e.g., creditors.

Retained Earnings: An equity account reflecting the accumulated earnings of an Enterprise Fund or Internal Service Fund.

Revenue Bonds: Bonds whose principal and interest are payable exclusively from earnings of an enterprise fund. In addition to a pledge of revenues, such bonds sometimes contain a mortgage on the enterprise fund's property.

Revenues: (1) Increases in governmental fund type net current assets from other than expenditure refunds and residual equity transfers. (2) Increases in the net total assets of a proprietary fund type from other than expense refunds, capital contributions, and residual equity transfers.

Roll-Back Rate: A reduction of prices or wages to a previous lower level by governmental action or direction.

Special Assessment: A compulsory levy made against certain properties to defray part or all of the cost of a specific improvement or service deemed to primarily benefit those properties.

Special Revenue Fund: A fund used to account for the proceeds of specific revenue sources that are legally restricted to expenditures for specified purposes.

Surplus: An excess of the assets of a fund over its liabilities and reserved equity.

Tax Increment Financing: A method of financing whereby increased tax revenue generated from a project is used to help pay for the construction of the project.

Taxable Value: The assessed value of property minus the homestead exemption and any other exemptions which may be applicable.

Taxes: Compulsory charges levied by a government for the purpose of financing services performed for the common benefit. This term does not include specific charges made against particular persons or property for current or permanent benefits such as special assessments.

Tax Rate: The amount of tax stated in terms of a unit of the tax base; for example, 25 mills per dollar of assessed valuation of taxable property.

Glossary

Tax Rate Limit: The maximum rate at which a government may levy a tax. The limit may apply to taxes raised for a particular purpose, or to taxes imposed for all purposes, and may apply to a single government, to a class of governments or to all governments operating in a particular area. Overall tax rate limits usually restrict levies for all purposes and of all governments, state and local, having jurisdiction in a given area.

Tax Roll: The official list showing the amount of taxes levied against each taxpayer or property. Frequently, the tax roll and the assessment roll are combined, but even in these cases the two can be distinguished.

Transfer: Amounts distributed from one fund to finance activities in another fund. Shown as a requirement in the originating fund and a revenue in the receiving fund.

Truth-in-Millage Law: Also called the TRIM bill. A 1980 law enacted by the Florida legislature that changed the budget process for local taxing agencies. It was designed to keep the public informed about the taxing intentions of the various taxing authorities.

Trust Funds: Funds used to account for assets held by a government in a trustee capacity for individuals, private organizations, other government and/or other funds.

Unassigned Fund Balance: The residual classification for the general fund and includes amounts that are not contained in other classifications.

User Charge: The payment of a fee for direct receipt of a public service by the party who benefits from the service.

Acronyms

BRPO: Bioscience Research Protection Overlay, which protects the lands which have been identified for the bioscience research/biotechnology industry.

CPM: Central Performance Measure.

EAR: Evaluation and Appraisal Report.

EDE: Economic Development Element.

FAU: Florida Atlantic University. (www.fau.edu) Florida Atlantic University opened in 1964 as the first public university in southeast Florida, and now serves approximately 26,000 students on seven campuses stretching from Port St. Lucie to Davie.

FDOT: Florida Department of Transportation (www.dot.state.fl.us).

FLUE: Future Land Use Element.

FLUM: Future Land Use Map.

FRS: Florida Retirement System (www.myfrs.com)

FTE: Full time equivalent employee.

GAAP: Generally Accepted Accounting Principles (www.fasab.gov) Uniform minimum standards for financial accounting and recording, encompassing the conventions, rules, and procedures that define accepted accounting principle.

HOA: Homeowners Association.

LDR: Land Development Regulations, which refers to the section of the City's Code that provides development standards, criteria, and regulations consistent with the City's Comprehensive Plan.

NCCI: National Council on Compensation Insurance (www.ncci.com).

NCDC: North County Dispatch Center.

POA: Property Owners Association.

TRIM: Truth in Millage.