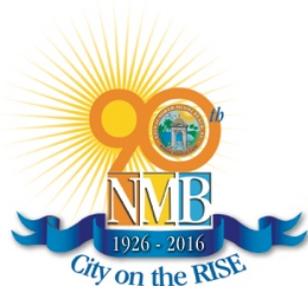




# **Adopted Budget Fiscal Year 2017**





## A Reader's Guide

We have made every effort to make this book as easy as possible to read, but we understand how difficult it can be to find what you are looking for in such a complex document. To make your search easier, we have provided a number of tools to help you get what you need.

- A summary of the separate sections of the budget
- A table of contents is provided to help you locate specific information
- A combination of charts, graphs, and narratives are used throughout the book to clarify and enhance data.

The FY 2017 Budget consists of ten (10) major sections: General, Budget Overview, Financial Schedules, General Fund, Special Revenue Funds, Debt Service Funds, Capital Project Fund, Enterprise Funds, Internal Service Funds, City Wide Capital Improvement Plan (CIP).

General: This section contains the City Manager's Message for the FY 2017 Adopted Budget. The budget message provides a discussion of the budget development, new initiatives, current and future challenges, a summary of accomplishments from last fiscal year and highlights of our goals for the new fiscal year.

Budget Overview: This section provides key components of the FY 2017 Budget. It contains information about the budget process, the strategic plan, the capital improvement plan (CIP) budgetary and financial policies that guide the adopted budget, program highlights for each department, and overviews of each fund.

Financial Schedules: Within this section is a summary of this year compared to last year's ad valorem taxes, and a description of the various funds of the City. A comparison of

Actual FY 2015, FY 2016 Budget, FY 2015 Estimate and the FY 2017 Adopted Budget for all government-wide revenues and expenses is included along with graphs to help depict the various revenues and expenses.

General Fund: Tables and graphs are presented in this section to illustrate the revenues and expenditures of the City's General Fund. This section also provides an overview of each department in the General Fund. Each department is presented with an organizational chart, description of core services and their relation to our Strategic Plan, and a three-year financial comparison, which includes the FY 2017 budget. Key Performance Indicators (KPIs) are added this year as we move toward benchmarking and measuring our effectiveness throughout each department in the coming years.

Special Revenue Funds: In this section is an overview of specific funds including; Impact Fees, Transit Surtax Fund, and the Community Redevelopment Agency (CRA). These funds are designed to track and report revenue and expenditures that are intended for a particular purpose. The Impact Fees are funds paid by new developers to represent their proportionate share of the cost of capital facilities. Transit Surtax is the result of Miami Dade County's one-half percent sales tax approved by the voters in 2002 where at least 20% of the funds must be used for transit purposes and the remainder must be used on transportation projects. The CRA was created in 2004 with the special purpose of promoting community development within the specific boundaries of the CRA.

Debt Service Funds: This section lists the long-term debt obligations that are not part of the enterprise funds. The section includes a list of the individual debt instruments along with a three-year comparison.

Capital Project Fund: The Alley Restoration Program is a capital project fund used to report improvements to the City's alleys. These improvements ensure adequate traffic flow of solid waste equipment, stormwater run-off and trash collection throughout the

City. Contributions for the projects are derived from Transit Surtax, Stormwater and Solid Waste Funds.

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

Internal Service Funds: These funds are used to report on activities where services are provided to other funds. Information Technologies has been placed as an internal service fund for FY 2017 and Customer Service has been moved to a division within the Water Utility. Worker's Compensation and General Liability Self-Insurance are two other internal service funds.

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

**CITY OF NORTH MIAMI BEACH, FLORIDA**  
**FISCAL YEAR 2017 ANNUAL BUDGET**

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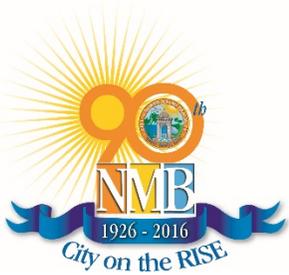
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## GENERAL INFORMATION

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

September 6, 2016

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

It gives me a great deal of satisfaction and a sense of accomplishment to present the City of North Miami Beach's Fiscal Year 2016-2017 Adopted Budget and Six Year Capital Improvement Plan. This budget was prepared by city staff and is consistent with your leadership and policy direction pursuant to Article X, City of North Miami Beach Charter and Chapter 166, Florida Statutes. This is a balanced budget with General Fund unassigned fund balance growing in excess of \$3 million to an audited total of over \$17 million - more than double where we were in 2011 with \$8.8 million. The City's enterprise unrestricted funds increased by more than 8 million dollars for a net value of \$33.3 million. This budget reflects the ad valorem revenue change realized as a result of our meteoric RISE in property values and new construction; a 16.5% surge to the number 1 position in Miami-Dade County. That increase represents over \$2 million in new revenue for our City. This adopted budget takes a first, but significant, step on a course to begin to reduce our Millage Rate this year, and in the years ahead, as we follow and adhere to your direction and leadership. For the first time since 2010 we are proposing a tax-rate reduction from 6.6036 mills to 6.5000 mills, which is more than 10-times the reduction from the last tax rate 7 years ago.

With a continued increase in revenues, and being in a very strong fiscal position as it relates to our audited reserves, we have included an additional \$100,000 to the Mayor and Council's contingency. These dollars have been equally distributed among Mayor and Council members to augment existing events or to sponsor and support new initiatives or programs for the benefit of our community.

This adopted budget also addresses a past practice of Utility allocation to the General Fund. Beginning in the FY 2017 Budget, we are modifying the way that allocations are made from the City's Utility Enterprise Funds to the General Fund. Given that NMB Water serves a customer base over four times larger than the population of North Miami Beach, significant personnel resources from multiple City Departments are needed to support the utility and ensure its successful operation. In the past, certain positions in General Fund Departments were funded wholly or in part by Utility Enterprise Funds. Unfortunately, this practice created a confusing situation where some employees were on NMB Water's payroll and organizational chart while functionally reporting to other City Departments. In FY 2017, the funding for these positions has been absorbed into the Administrative Fee paid by NMB Water and the aforementioned positions have been moved to the appropriate City Departments. We believe that this represents a more transparent and straightforward method for recognizing the General Fund's continued support of the utilities.

Whereas last year the focus of our budget was primarily on Capital Projects and a much-needed City-wide fleet investment, FY 2017 will focus on investing in the human resources of our great city – the valued employees who understand our vision, carry out our mission and set out each day to meet our goals. We will invest in them; enhance their knowledge, skills, and abilities while recruiting and maintaining the best and brightest complement of individuals who are ready to exceed the tenets of our R.I.S.E. (Respect, Integrity, Service, and Excellence) principles.

Consequently, we will bolster all efforts to ensure that we provide the tools to realize our successes by finally enhancing and utilizing technology to make our operations current and certainly more efficient. The investment in these technological advances will result in efficiencies, while at the same time provide an added benefit to our entire community, as we continue on the mission of being a government that provides excellent municipal services in a financially responsible and environmentally conscious manner, while engaging our residents. Engaging our residents means providing the best website to offer access, transparency and ease to our residents. This FY 2017 Adopted Budget invests approximately \$1 million in Technology.

FY 2016 was a banner year for our great city! Much was accomplished and this could not have been possible without your leadership, courage and the clarity we were given to venture into sometimes-unchartered water, guided by our Strategic Plan. With that document, we were able to operate under open and transparent means to achieve set goals and surpass the unimaginable for NMB. The latter was due to the well-defined vision, mission, and goals that have been clearly communicated and have become the buoy of our respective agendas throughout the entire organization. The infusion of \$2.3 million in the General Fund for capital investment enabled us to embark on capital projects that were previously seen as prohibitively expensive and thus were not priorities. The following represents some of the significant accomplishments:

- Successfully negotiated and approved a 3 year police contract allowing us to retain and recruit the very best law enforcement officers
- Reduced the city's carbon footprint with new CNG fleet for Recycling, Residential Garbage, and Bulk Trash
- Updated an aging fleet for Code, Police, Parks and Public Works
- Completely overhauled the SR826 (163rd Street) corridor
- Installed an award-winning gateway entrance feature East of Biscayne Boulevard
- Commenced the permitting process for the upcoming Biscayne Boulevard landscaping and entry sign project
- Tripled beautification and landscape efforts with the establishment of the Neighborhood Maintenance and Beautification Team
- Completed a transit study, doubled the hours of weekly service, increased ridership by 41% and designed and purchased state-of-the-art trolleys
- Fostered a friendly and helpful code compliance culture resulting in a record year for bringing properties in to compliance that led to a safer and more beautiful city
- Reaped the rewards of our award-winning Mixed-Use Comprehensive Zoning Plan that led to the submission of over a dozen new top-quality development applications
- Upgraded the building process, such as same-day inspection and permitting, which led to successful grand openings including iPic Theaters, Marina Palms, and Aldi
- Passed a historic Parks Master Plan
- Embarked on a Utility Master Plan for the first time in over 30 years

- Closed 18 forfeiture cases resulting in \$614,343 for the City
- Broke ground at the former Hazel Fazzino Nursery, which will be transformed into a 1.25 acre park for our community
- Completed traffic calming projects at both Uleta and Government Center – the latter received the Neat Streets award from Miami-Dade County

We managed not only to execute all our policy agenda items, but to also create opportunities for healthy activity and recreation in North Miami Beach. We enhanced our annual Heart Health Walk and held our first annual Bike 305 event as part of the City’s initiative to encourage healthy living in NMB. Furthermore, we continued enriching the lives of those living in our community and brought to you the International Jazz Fest, an event we will continue to improve by partnering with our Multi-Cultural Committee. All of these accomplishments were showcased at our State of the City Address, where our Mayor was able to communicate to our residents how successful our great City has been in recent years.

Our completed Comprehensive Annual Financial Report (CAFR), recently presented to Council, shows a report card that evidences compliance with all the accounting requirements promoted and expected by the Governmental Accounting Standards Board (GASB). Additionally, the CAFR depicts a very solid and favorable financial condition assessment for North Miami Beach.

What we have done with reserves presents options for continued investments and potential opportunities that invites the weighing of choices to meet our goals for continued investments in this great city. Being financially sound and continuing to add to the building blocks — your vision and leadership — have made our accomplishments possible thus far and affords opportunities to attract businesses throughout our city, especially in our Community Redevelopment Agency (CRA) area. The CRA’s new innovative Tax Increment Finance (TIF) Recapture Program successfully attracted a developer for the vacant and underutilized property at Hanford Boulevard and West Dixie Highway. The pending projects demonstrate an upward trend and the forecast is that they will only continue to help realize our goal of branding North Miami Beach as a High Performing City Organization, Providing Great Customer Services.

FY 2017 will have historical significance because the year commences with our 90th Birthday Celebration on October 1, 2016. The city has produced a fine history, created great traditions, and enjoyed much success, all of which should be celebrated. We will look to our past and seize the opportunities that have been presented as we spring into the future. In going forward we are reminded of the adage - what’s past is prologue - in its modern day sense. Our past is of tremendous significance because it largely defines the present, and ultimately lays the foundation for the future. We look forward to refurbishing the Fulford-by-the-Sea Monument, made possible by your leveraging Legislative Appropriations dollars to assist in restoring this historic site and local fixture that boasts a spot in the National Register of Historic Places.

## **Key Initiatives**

In this FY 2017 budget, we will continue along the path of being a high-performing City. In addition to our recruiting and retaining efforts, we will invest in developing our employees to improve their delivery-of-service levels and also to ensure that the right people are in the right positions. In any organization, we have to sharpen skills; recognize and develop strengths; and place employees in areas

where they will excel. This is necessary if we are to provide high-quality customer services. Employees must receive all the necessary training that will ensure that difference between good and excellent - the R.I.S.E. principles. To that end, we will all endeavor to speak with one voice to our residents.

The proposed enhancements in technology, after thorough inventory by our Information Technology Department, will enable efficiency of operations and take full advantage of “Cloud” technology. The infrastructure enhancements, coupled with investments in new software and hardware, will create ease of communication and promote the engagement of our residents, as we outlined in our mission statement.

In this upcoming year, we will witness the continued realization of projects and ongoing achievement of the goals set forth in our Strategic Plan. While the objectives for realizing these goals were laid last fiscal year, they have been enhanced this year, and these new and ongoing initiatives are the highlights:

### **Financially Sound**

- Continuing assessing debt and cash balances to ensure objectives are obtained in regard to financial position
- Appropriating budgetary dollars toward proactive grant funding initiatives
- Reducing unnecessary outside counsel fees by doing more work in-house
- Maintaining an aggressive litigation philosophy to protect the city from fraudulent claims
- Utilizing geographical information system (GIS) to serve as the new hub of our information management system
- Combining GIS with a new Computerized Maintenance Management System to result in significant savings by streamlining workflow and predicting asset replacement/renewal timelines
- Completing a Utility strategic master plan and utilizing condition assessment methods to determine the degree of infrastructure degradation and develop an optimized proactive plan to replace infrastructure that has reached the end of its useful life
- Installing system-wide water sampling devices to sustain high water-quality standards and continue to seek new water customers
- Leveraging the AMI system’s acoustic leak sensors and other technologies to maintain “non-revenue” lost water at or below 10 percent
- A thorough assessment of our Motor Pools to determine best practices and possible centralization of services
- Ongoing focus to continue our exceptional audit results

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

- Planning successful negotiation and adoption of Sports Leadership and Management (SLAM) Charter School benefitting the community
- Beautifying the City’s main and neighborhood entry features through dedicated signage and well-kept landscaping
- Continuing efforts by our Neighborhood Maintenance and Beautification Team to enhance details and create staff presence through our entire City by tending to roads, trees, sidewalks, painting, trash and litter, irrigation landscaping, signs, storm drains, and a myriad of needs hither fore unattended

- Increasing the amount of catch basins cleaned in our Stormwater Division beyond the 10% required for NPDES compliance – by assessing and addressing needs rather than just meeting minimum compliance
- Assessing lumens and light configurations and installing LED bulbs and other energy conservation fixtures to improve lighting throughout the City, particularly in medians, building interiors and exteriors, and parking lots
- Assessment of our buildings and public areas that serve our residents and customers leading to enhanced accessibility as it relates to awareness of the Americans with Disabilities Act (ADA)
- Hosting a Hazardous Materials Disposal Day on November 12, 2016 will allow residents to dispose of materials that should not be placed in our regular garbage and trash pickup
- Adoption of a Parks Master Plan creating the guidance and support of the proactive efforts leading to an improved park system
- Reduction of the City’s carbon footprint through the new Advanced Metering Infrastructure (AMI) system which allows us to remotely read and record water usage and operate within a real time framework
- Enhancing and modernizing security features in places throughout the water utility to maximize deterrence, detection, assessment, and response capabilities by leveraging the latest technologies
- Offering well-maintained public buildings and attractive infrastructure to potentially include a new distinctive painting scheme and maintenance program for fire hydrants to readily identify the utility’s span of responsibility
- Providing public education opportunities focusing on water conservation and the environment thereby encouraging a sustainable future and protection of our natural resources
- Through our crime analysis and proactive patrolling and investigations, we will continue to lower our crime statistics and be a premier community – one that is safe and livable and providing great customer services
- Continuing to reduce the time from when our dispatcher receives an emergency call to when our officer arrives on the scene will continue to be one of our key performance indicators
- Providing great customer service by quickly responding to all calls – even non-emergency calls - as we strive to exceed the expectations of those living, working or visiting NMB
- Initiating more art in public places projects

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

- Proactively maintaining our systems and infrastructure will help ensure consistent and high network uptime – high network uptime results in higher end user productivity
- Enhancing Public access computing environments will allow for better reliability and more efficient maintenance of those systems
- Increasing reliability and availability of the data network will be achieved through enhanced technology security training for all employees
- With the system-wide AMI installation now completed, we anticipate significant improvements in many areas that directly impact our customers. Our customers will soon have online access to real-time consumption information that will enable them to conserve water and to identify potential leaks. This same data will assist the Utility to more accurately predict water production needs and mitigate lost water from system leaks.
- Construction of the NE 183rd Street Bike Path from Snake Creek Canal eastwards will provide the community with an alternative link to existing paths; Greynolds Park and its associated

recreational features; a goal of enhancing wellness as well as an alternative to neighborhood commuting

- Inventorying, assessment, and updating of our entire Stormwater system will be achieved through the Stormwater Master Plan. This will afford a comprehensive guide as to where our Stormwater dollars should be best spent when we consider alleviating flooding and upgrading failing structures to improve drainage.
- Investing in our employees and enhancing their knowledge, skills, and abilities will be realized through a strong, dedicated and earmarked training program for employees to carry out the mission, live the vision and meet the goals as laid out in our Strategic Master Plan
- Increased ridership on our NMB line will be realized through additional routes, enhanced connectivity, communication of what is available, and new buses and system offering the conveniences of available technology
- Providing a Roadway Master Plan will detail existing roadway geometrics; paving conditions; and provide an action plan to include routine and preventative maintenance, pavement upgrades and major capital improvements.

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

- Planting, trimming, fertilizing, inventorying, and overall scheduled care of trees throughout major corridors and neighborhoods will ensure retention of our canopy and designation as a Tree City USA for the 29th year running
- Pointing and steering residents and visitors to areas within our City will be achieved through the careful appointment and placement of Way finding Signs
- Partnering with FDOT and Miami-Dade County will allow for the beautification and enhancement of the Miami Gardens Drive corridor that curves through multi-jurisdictional areas including our City. Taking over the primary responsibility of grooming and landscaping this visible area will lend maintenance predictability and beautify this highly traveled area.
- Upgrading tree materials, lighting and signage will serve to beautify and clearly outline our CRA area with much needed improvements. Additionally, it will create an area that is attractive and conducive to business growth.

These initiatives are only the tip of the iceberg!

I am excited for what is on the horizon for North Miami Beach because our vision is clear and the path we are on realizes the full potential for our City. Our vision encompasses a restored Taylor Park that offers an additional green space filled with great possibilities within our Parks system. The historic Master Plan that was recently approved gives us a look through a kaleidoscope and offers a wide assortment of opportunities to completely upgrade, change, and cater to the needs of the recreational user. This Plan allows us to leverage grants to augment our budget as one of several means to realize this vision. With the completion of our transportation study and your direction and support, we can now add transit trolleys and additional routes to our NMB Lines, we have connectivity to other Cities and we have a compliant, reliable, safe and beautiful Transit program.

I would like to thank my fellow Charter officers, all department directors, deputy directors, managers, our Chief of Staff and all those individuals who contributed to putting this budget together. It is diligence personified. To the budget committee: Candido Sosa-Cruz, Mac Serda, Marcia Fennell, Barbara Trinka, and Esmond Scott, who worked alongside me, I give my immeasurable thanks for their hard work, diligence and tireless efforts!

To be your City manager is an honor and privilege that I value greatly. To serve you and the people of the great City of North Miami Beach is a blessing, for which I am grateful. I look forward to another year of high productivity and outstanding accomplishments. With the team we are building and by working together with a clear focus, the possibilities for North Miami Beach are endless.

Thank you for your trust and support.

A handwritten signature in black ink, appearing to read 'Ana M. Garcia', with a red dot above the 'i' in 'Garcia'.

Ana M. Garcia  
City Manager

This budget and prior budget documents may be found on our website at:

[www.citynmb.com](http://www.citynmb.com)

[Adopted Budgets - City of North Miami Beach, Florida](#)

# CITY OF NORTH MIAMI BEACH, FLORIDA

## STRATEGIC PLAN

FISCAL YEAR ENDING SEPTEMBER 30, 2017

# City of North Miami Beach: Strategic Plan



### VISION

#### NORTH MIAMI BEACH

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

### MISSION

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

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

### GOALS

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

# CITY OF NORTH MIAMI BEACH, FLORIDA

## MAYOR AND COUNCIL

FISCAL YEAR ENDING SEPTEMBER 30, 2017



Mayor George Vallejo



Councilman Anthony F. DeFillipo



Councilwoman Phyllis S. Smith



Councilwoman Beth E. Spiegel



Councilman Frantz Pierre



Councilwoman Barbara Kramer



Councilwoman Marlen Martell

# CITY OF NORTH MIAMI BEACH, FLORIDA

## CITY PROFILE

FISCAL YEAR ENDING SEPTEMBER 30, 2017

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

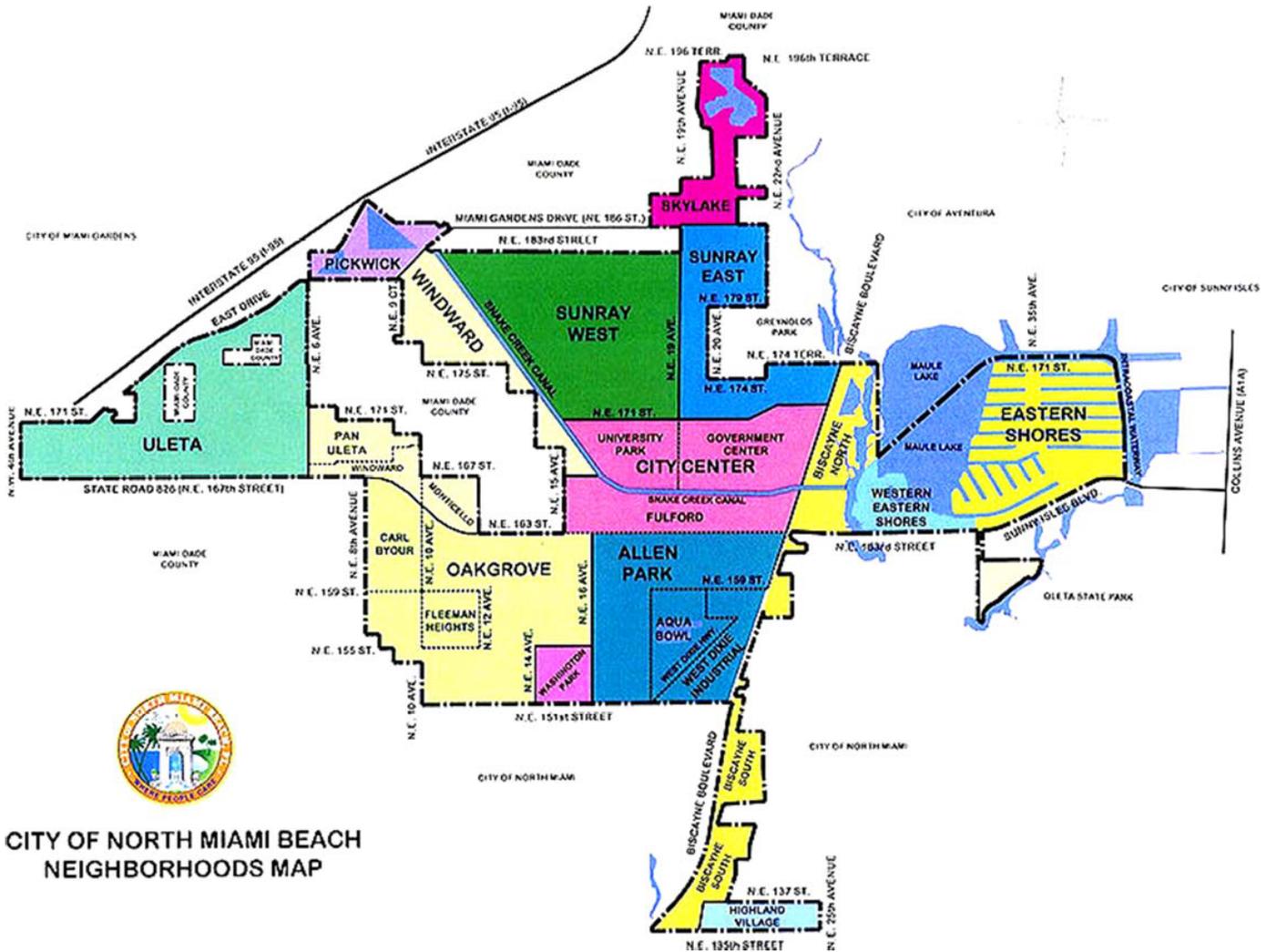
The City of North Miami Beach is a first-tier suburb covering an area of five and a third square miles located in northeastern Miami-Dade County, which is in the southeast part of Florida. Located midway between Miami and Fort Lauderdale with excellent regional highway access, it is primarily a residential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



# CITY OF NORTH MIAMI BEACH, FLORIDA

## CITY PROFILE

FISCAL YEAR ENDING SEPTEMBER 30, 2017



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

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

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

# CITY OF NORTH MIAMI BEACH, FLORIDA

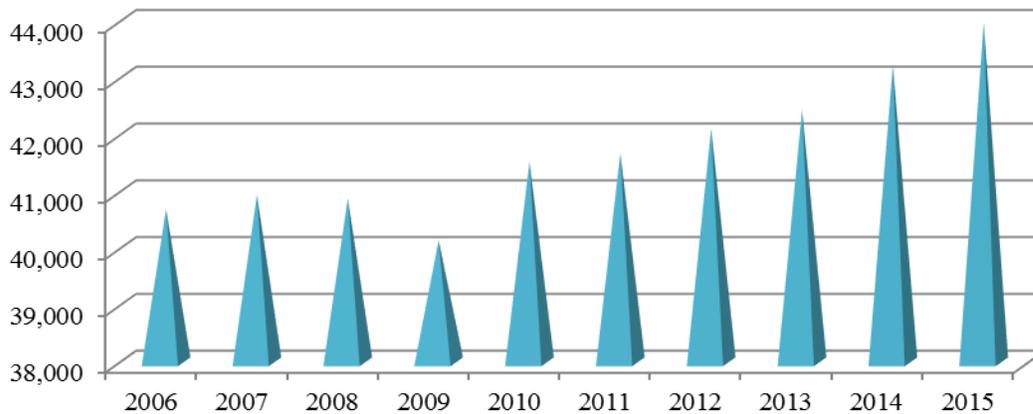
## CITY PROFILE

FISCAL YEAR ENDING SEPTEMBER 30, 2017

### City of North Miami Beach Demographics

According to the State of Florida Office of Economic and Demographic Research, the population of the City is 43,971 as of July 1, 2015. The following graph displays the population changes over the past ten years.

### Population Trend



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

Population Comparisons	City	State
Population Density	8,602	351
Male population	47.9%	48.9%
Female population	52.1%	51.1%
Foreign born	50.4%	19.6%
Median Age	36.4	40.7
Owner-occupied units	54.3%	66.1%
Average household size	3.04	2.62
Median household income	\$ 40,775	\$ 46,956
Below poverty level	22.8%	16.5%

Source: US Census Bureau

# CITY OF NORTH MIAMI BEACH, FLORIDA

## CITY PROFILE

FISCAL YEAR ENDING SEPTEMBER 30, 2017

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

Employer	Number of Employees	Employer	Number of Employees
Jackson North Medical Center	950	Hebrew Home for the Aged	155
City of North Miami Beach	431	Duffy's Restaurant	152
Publix Super Markets	298	P.F. Chang's China Bistro	119
Costco	296	T.G.I. Friday's	110
Target	165	Houston's Restaurant	96

Source: City of North Miami Beach Comprehensive Annual Financial Report for the Fiscal Year Ended September 30, 2015

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

### Parks and Recreational Facilities

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

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

### Public Schools

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

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

# CITY OF NORTH MIAMI BEACH, FLORIDA

## CITY PROFILE

FISCAL YEAR ENDING SEPTEMBER 30, 2017

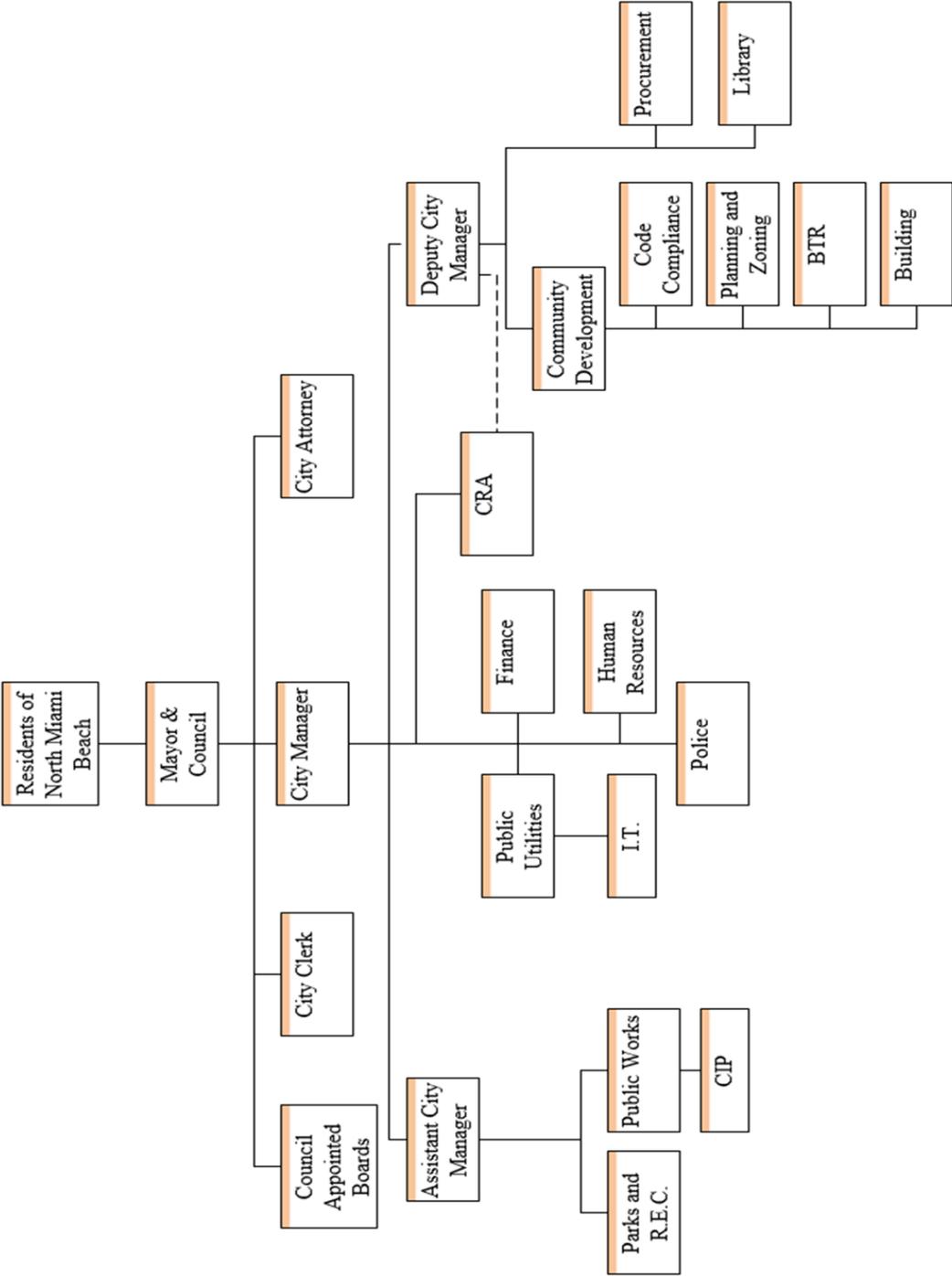
The *North Miami Beach Community Redevelopment Agency (CRA)* was created by the Mayor and City Council on December 21, 2004 by adopting a resolution declaring the Mayor and City Council to be the Agency in accordance with Section 163.357 of the Florida Statutes under the Community Redevelopment Act of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



# CITY OF NORTH MIAMI BEACH, FLORIDA

## ORGANIZATION CHART

FISCAL YEAR ENDING SEPTEMBER 30, 2017



# CITY OF NORTH MIAMI BEACH, FLORIDA

## STAFFING SUMMARY

FISCAL YEAR ENDING SEPTEMBER 30, 2017

The chart below details full-time positions by department.

DEPARTMENT / FUND	FY 2015	FY 2016	FY 2017
	ADOPTED BUDGET Full time	ADOPTED BUDGET Full time	ADOPTED BUDGET Full time
Mayor & Council	1	1	1
City Clerk	4	4	4
City Attorney	6	6	6
City Manager (Note 1)	4	3	4.25
Information Technology (Note 2)	6	5	9
Procurement	4	4	4
Community Development	3	5	5
Business Tax Receipts (BTR)	2	2	2
Code Enforcement	8	7	6.25
Human Resources (Note 3)	6	6	11
Finance (Note 4)	12	13	11
Police (Note 5)	142	141	142
Library	7	6	8
Parks & R.E.C.	28	28	29
Public Works (Note 6)	33	32	34
Transit Surtax Fund	3	0	0
Community Redevelopment Agency	0	1	1
Stormwater Fund	6	4	4
Customer Service Fund (Note 7)	23	26	22
Water Fund (Note 8)	91	92	84
Wastewater Fund	14	14	13
Building Permit Fund	13	13	14.25
Solid Waste Fund	46	18	14.25
	<b>462</b>	<b>431</b>	<b>429</b>

Note 1: New PIO position added to increase communication and transparency.

Note 2: IT is now an internal service fund to better reflect its support of all the departments, and to ensure adequate funding for essential technological improvements throughout the City.

Note 3: HR is now staffed to focus on talent/organizational development, risk, safety and outside claims coordination with 4 positions transferred from the Water Utility.

Note 4: 2 Cashiers were transferred to the water utility, as part of the organizational alignment placing cashiers in NMB Water.

Note 5: New Financial Coord. position to assist with accounting/procurement, which is currently being performed by an officer.

Note 6: Increase in head count due to the transfer of a Facility Maintenance Supervisor from Customer Service and a new Management Coordinator position.

Note 7: Customer Service staffing was better aligned in FY 2017 by eliminating their contribution to fleet and facilities.

Note 8: For increased transparency, and to realign the organization, 4 FTEs were moved from Water to Information Technologies 4 FTEs were moved to HR. These positions will strengthen the respective departments, and provide the additional resources to assist the Water Utility with the technical needs in employee development and IT infrastructure.

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## BUDGET OVERVIEW

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# CITY OF NORTH MIAMI BEACH, FLORIDA

## BUDGET OVERVIEW

FISCAL YEAR ENDING SEPTEMBER 30, 2017

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

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

Certain steps are common to sound budgeting processes: Policy Development, Financial Planning, Service or Operations Planning, and Communications.

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

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

The financial policy statements establish the rules by which the budget is implemented and monitored. Budgetary control is legally maintained at the department level. The City Manager is authorized to make transfers of funds between expense categories, within departments, and between line items contained within each expenditure category and from the contingency account. Other amendments to the budget require authorization by the City Council. However, the City Manager is granted the authority by the City Charter to amend, modify, or otherwise adjust the annual budget to a maximum limit of \$50,000 per individual occurrence. The City's united approach to what is done in the fiscal year is based on the vision, mission and goals as laid out in this adopted plan and evidenced in every project, initiative, and line item.

# CITY OF NORTH MIAMI BEACH, FLORIDA

## ANNUAL BUDGET PROCEDURES

FISCAL YEAR ENDING SEPTEMBER 30, 2017

Florida Statutes (Chapter 200.65), known as TRIM (Truth In Millage) require that all city governments prepare, approve, adopt and execute an annual budget for such funds as may be required by law or by sound financial practices and generally accepted accounting principles. Additionally, the City Charter, Article X, Section 58 states that “The city manager shall, no later than sixty (60) days prior to the end of the fiscal year, submit a budget to the city council containing the estimates for the operation of each department ... with her recommendations thereon.” Accordingly, the following procedures have been established for budget adoption:

### Truth In Millage

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

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

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

### The City Charter

#### **Section 59 - Budget hearings**

Upon presentation of the budget to the city council, together with the recommendations of the city manager, the council shall fix a date or dates for public hearings thereon, which hearings shall be held at any regular or special meeting occurring not less than thirty (30) days prior to the end of the fiscal year. At such hearings, the city council may call upon the city manager or the head of any department of the city to explain any item or items in the budget; and any citizen of North Miami Beach shall be given a reasonable opportunity to express their views thereon. Notice of such hearings shall be posted on the bulletin board of the city hall at least five days prior to the holding of such hearings, and copies of such budget shall be available in the office of the city clerk for public inspection at the time of the posting of such notice.

#### **Section 60 - Adoption of budget**

Upon the hearing, as provided herein, the council may accept, increase, decrease or abolish any item in the budget. However, reasonable provision shall be made for the operation of the departments provided for in this charter. Upon adoption, by ordinance, of the budget as finally approved by the council, the same shall constitute an appropriation of the amounts set forth therein and may not be changed except as otherwise provided for the transfer of funds by the city manager with the consent of the council. No monies shall be expended by the City of North Miami Beach except as appropriated in the budget unless otherwise specifically provided for herein.

# CITY OF NORTH MIAMI BEACH, FLORIDA

## BUDGET CALENDAR

FISCAL YEAR ENDING SEPTEMBER 30, 2017

2016 DATE	REQUIRED ACTIVITY	RESPONSIBILITY
Wednesday, April 6 <sup>th</sup>	Budget Kickoff Meeting - Distribute budget instructions and required document list - FY 2017 Budget .	Office of Budget & Performance Improvement (OBPI)
Thursday May 12 <sup>th</sup>	Budget Committee begins reviewing department's budgets	Budget Committee
By Wednesday, June 1 <sup>st</sup>	City receives <u>proposed</u> certification of Taxable Property Values from Miami-Dade County Property Appraiser's Office.	Property Appraiser
Thursday, June 2 <sup>nd</sup> and Friday, June 3 <sup>rd</sup>	OBPI and Budget Committee review departmental submissions, including requests for additional capital and personnel.	OBPI & Budget Committee
Monday, June 6 <sup>th</sup>	OBPI submits working/draft of proposed FY 2017 Budget to City Manager.	OBPI
Wednesday, June 8 <sup>th</sup> – Wednesday, June 29 <sup>th</sup>	City Manager reviews budget and meets with department directors to discuss proposed budget and make revisions.	All Departments and Budget Committee
Thursday, June 30 <sup>th</sup> – Monday, July 11 <sup>th</sup>	Final adjustments made. Completed budget book. Balance Proposed Budget.	OBPI and Budget Committee
By Friday, July 1 <sup>st</sup>	City receives <u>final</u> Certification of Taxable Property Values from Miami-Dade County property Appraiser's Office.	Property Appraiser
Tuesday, July 12 <sup>th</sup>	City Manager submits the Proposed FY17 Budget and CIP plan to the Mayor and City Council.	City Manager City Council
Tuesday, July 19 <sup>th</sup>	Resolution presented before Council to declare the proposed millage rate, roll back rate and public hearing dates.	City Council
Thursday, August 4 <sup>th</sup>	Certification due to the Florida Department of Revenue, including proposed millage rate, current year rolled-back rate, and public hearing dates.	OBPI
Budget Workshops Tuesday, August 16 <sup>th</sup> , 23 <sup>rd</sup> and 30 <sup>th</sup> (if needed)	Mayor and City Council Budget Workshop and 6-Year CIP Budget Workshop	City Council, City Manager, Assistant City Managers & Directors
Tuesday, September 6 <sup>th</sup>	Public hearing on FY17 Proposed Budget, Tax Adoption and Capital Improvement Program (CIP) Adoption	City Council
Sunday, September 18 <sup>th</sup>	Advertise "TRIM" notice in newspaper on proposed budget, date, time and place of 2 <sup>nd</sup> public hearing on FY17 Proposed Budget and Tax Adoption.	OBPI
Tuesday, September 20 <sup>th</sup>	Conduct second and final public hearing on millage rate and budget. Certify adopted millage rate and statute compliance. Send "TRIM" package to the state	City Council OBPI
Saturday, October 1 <sup>st</sup>	Adopted budget becomes effective. Budget document distributed city-wide and posted to website.	OBPI

# CITY OF NORTH MIAMI BEACH, FLORIDA

## BASIS OF ACCOUNTING AND BUDGETING

FISCAL YEAR ENDING SEPTEMBER 30, 2017

### *Basis of Accounting & Budgeting*

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

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

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

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

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

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

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

# CITY OF NORTH MIAMI BEACH, FLORIDA

## FUND DESCRIPTIONS

FISCAL YEAR ENDING SEPTEMBER 30, 2017

### Fund Descriptions

The City uses the following fund types:

#### GOVERNMENTAL FUND TYPES

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

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

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

The City budgets the following Special Revenue Funds:

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

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

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

The City does not budget the following Special Revenue Funds:

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

# CITY OF NORTH MIAMI BEACH, FLORIDA

## FUND DESCRIPTIONS

FISCAL YEAR ENDING SEPTEMBER 30, 2017

*Fund Descriptions* (continued)

GOVERNMENTAL FUND TYPES (continued)

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

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

The City budgets for the following Debt Service Funds:

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

Fiscal year ending September 30,	Principal	Interest	Total
2017	\$ 588,000	\$ 36,355	\$ 624,355
2018	599,000	26,206	625,206
2019	613,000	15,843	628,843
2020	620,000	5,301	625,301
<b>Total</b>	<b>\$ 2,420,000</b>	<b>\$ 83,705</b>	<b>\$ 2,503,705</b>

# CITY OF NORTH MIAMI BEACH, FLORIDA

## FUND DESCRIPTIONS

FISCAL YEAR ENDING SEPTEMBER 30, 2017

*Fund Descriptions* (continued)

GOVERNMENTAL FUND TYPES (continued)

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

Fiscal year ending September 30,	Principal	Interest	Total
2017	\$ 23,941	\$ 1,449	\$ 25,390
2018	24,235	1,095	25,330
2019	24,654	736	25,390
2020	25,073	371	25,444
<b>Total</b>	<b>\$ 97,903</b>	<b>\$ 3,651</b>	<b>\$ 101,554</b>

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

Fiscal year ending September 30,	Principal	Interest	Total
2017	\$ 166,667	\$ 28,062	\$ 194,729
2018	166,667	25,290	191,957
2019	166,667	22,518	189,185
2020	166,667	19,747	186,414
2021-2025	833,333	57,162	890,495
2026-2027	249,999	3,638	253,637
<b>Total</b>	<b>\$ 1,749,999</b>	<b>\$ 156,417</b>	<b>\$ 1,906,416</b>

# CITY OF NORTH MIAMI BEACH, FLORIDA

## FUND DESCRIPTIONS

FISCAL YEAR ENDING SEPTEMBER 30, 2017

### GOVERNMENTAL FUND TYPES (continued)

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

Fiscal year ending September 30,	Principal	Interest	Total
2017	565,000	506,231	1,071,231
2018	605,000	482,890	1,087,890
2019	640,000	458,052	1,098,052
2020	680,000	431,718	1,111,718
2021-2025	4,020,000	1,707,122	5,727,122
2026-2030	5,240,000	763,487	6,003,487
2031	1,220,000	48,678	1,268,678
<b>Total</b>	<b>\$ 12,970,000</b>	<b>\$ 4,398,177</b>	<b>\$ 17,368,177</b>

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

Fiscal year ending September 30,	Principal	Interest	Total
2017	665,000	118,352	783,352
2018	675,000	104,520	779,520
2019	690,000	90,480	780,480
2020	705,000	76,128	781,128
2021	720,000	61,464	781,464
2022-2024	2,235,000	93,600	2,328,600
<b>Total</b>	<b>\$ 5,690,000</b>	<b>\$ 544,544</b>	<b>\$ 6,234,544</b>

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

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

# CITY OF NORTH MIAMI BEACH, FLORIDA

## FUND DESCRIPTIONS

FISCAL YEAR ENDING SEPTEMBER 30, 2017

### Fund Descriptions (continued)

#### GOVERNMENTAL FUND TYPES (continued)

The City does not budget for the following Capital Project Funds:

*Parks and R.E.C. Projects Fund* – This fund is used to account for capital grants for improvements to the City's Parks. Grants maintain individual budgets and are not a part of the annual budget process.

*Public Utilities Projects Fund* – This fund is used to account for capital grants for infrastructure improvements. Grants maintain individual budgets and are not a part of the annual budget process.

#### PROPRIETARY FUND TYPES

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

The City budgets for the following Enterprise Funds:

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

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

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

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

# CITY OF NORTH MIAMI BEACH, FLORIDA

## FINANCIAL POLICIES

FISCAL YEAR ENDING SEPTEMBER 30, 2017

### Capitalization Policy

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

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

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

### Reserve Policy

It is the City's policy to maintain an amount equal to at least ten percent of total budgeted revenues of the General Fund as originally adopted as unassigned fund balance in the General Fund. The Unassigned fund balance represents the funds available to balance future budgets.

Reserve amounts can be included in the operational budgets of the Water and Wastewater Funds to provide for future repair, replacement and improvement needs of the utilities.

Contingency amounts can be included in the operational budgets of the General Fund, the Water, Wastewater, and Solid Waste Funds to provide for unexpected and emergency purchases during the fiscal year.

### Investment Policy

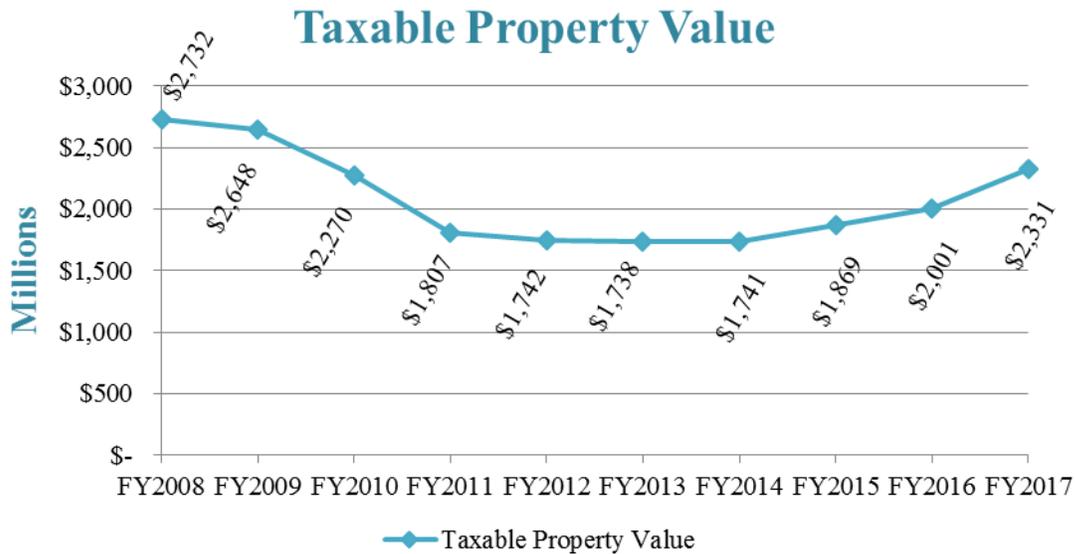
The City's investment policy was designed to safeguard the City's funds, provide for the availability of operating and capital funds when needed, and promote an investment return competitive with comparable funds and financial market indices. In an effort to accomplish these objectives, the investment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

# CITY OF NORTH MIAMI BEACH, FLORIDA

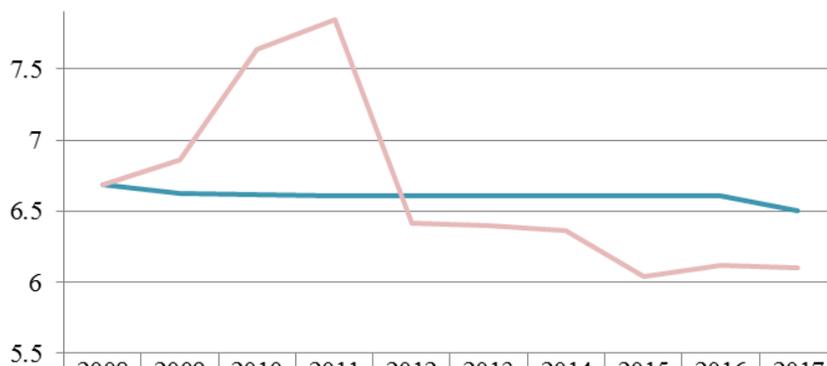
## REVENUE FORECASTING

FISCAL YEAR ENDING SEPTEMBER 30, 2017

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



### Millage Rate Comparison



Adopted Millage Rate	6.6905	6.6236	6.6136	6.6036	6.6036	6.6036	6.6036	6.6036	6.6036	6.5000
Rolled Back Rate	6.6905	6.8615	7.6418	7.8451	6.4197	6.3961	6.3625	6.0407	6.1185	6.0976



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## FINANCIAL SCHEDULES

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# CITY OF NORTH MIAMI BEACH, FLORIDA

## MAJOR REVENUE SOURCES

FISCAL YEAR ENDING SEPTEMBER 30, 2017

### GOVERNMENTAL FUNDS

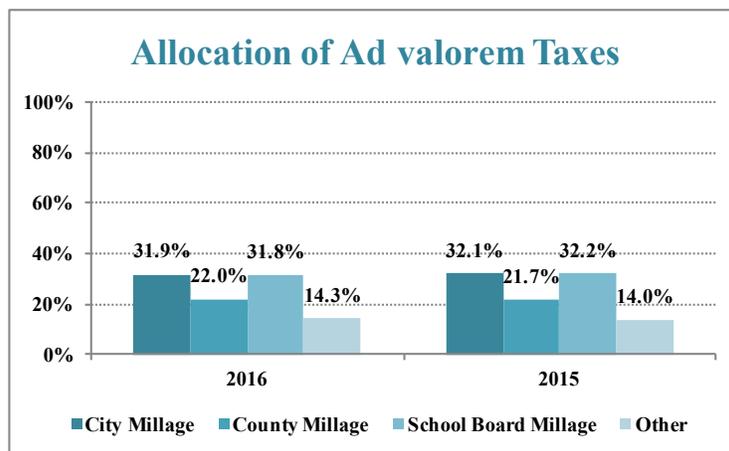
#### General Fund

##### Ad Valorem Property Taxes

The City's property tax is levied every October 1st, on the assessed value listed as of the prior January 1, for all real and personal property located in the City. Property taxes are based on a millage rate (one mil is the equivalent of \$1 per \$1,000 of assessed value or 0.001), which is applied to the total taxable value of all real property and certain tangible personal property. The Miami-Dade County Property Appraiser establishes assessed values and delivers the Certified Taxable Value of each property to the City on or before July 1st of each year. The gross taxable value on January 1, 2016, upon which the 2016-2017 levy was based, is approximately \$2.3 billion.

Depending upon policies established by the City Council, revenue from Ad Valorem taxes may be used to fund both operating costs and capital projects. The City is permitted by state law to levy taxes up to 10 mills of assessed valuation for the General Fund. State constitutional provisions exist for raising the millage rate above the 10 mil cap by local referendum and for debt service or provision of municipal-type services within the City. The City's adopted operating millage rate for Fiscal Year 2017 is 6.5000 per \$1,000 of taxable value which is 0.1036 mills lower than the prior fiscal year's operating millage rate. The adopted debt service millage rate is 0.8360 per \$1,000 of taxable value which is a reduction of 0.1373 from Fiscal Year 2016 debt service millage rate of 0.9733.

Besides the City of North Miami Beach, other agencies levy taxes on the property values established by the Property Appraiser. The following graph displays the allocation of property taxes levied by the various agencies for the previous fiscal years of 2015 and 2016.



# CITY OF NORTH MIAMI BEACH, FLORIDA

## MAJOR REVENUE SOURCES

FISCAL YEAR ENDING SEPTEMBER 30, 2017

### GOVERNMENTAL FUNDS (continued)

#### General Fund (continued)

##### Other Taxes

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

##### Licenses and Permits

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

##### Intergovernmental Revenues

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

##### Charges for Services

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

##### Fines and Forfeitures

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

##### Other Revenue

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

##### Interfund Transfers

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

# CITY OF NORTH MIAMI BEACH, FLORIDA

## MAJOR REVENUE SOURCES

FISCAL YEAR ENDING SEPTEMBER 30, 2017

### Special Revenue Funds

#### Governmental Impact Fees

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

#### Transit Surtax Fund

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

#### Community Redevelopment Agency

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

### Debt Service Funds

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

### Capital Project Fund - Alley Restoration Fund

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

## PROPRIETARY FUNDS

### Enterprise Funds

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

### Internal Service Funds

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



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## GOVERNMENT-WIDE

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# CITY OF NORTH MIAMI BEACH, FLORIDA

## GOVERNMENT-WIDE REVENUES

FISCAL YEAR ENDING SEPTEMBER 30, 2017

The following three pages provide a summary of the governmental-wide revenues and expenses of budgeted funds. Fiscal year 2015 actuals may differ from the presentation in the Comprehensive Annual Financial Report as a result of combinations with funds that are not part of the audit.

	ACTUAL FY 2015	ADOPTED BUDGET FY 2016	ESTIMATED ACTUAL FY 2016	ADOPTED BUDGET FY 2017
<b>General Fund:</b>				
Ad Valorem taxes	\$ 11,918,107	\$ 12,550,521	\$ 12,513,897	\$ 14,401,402
Other taxes	8,684,971	8,117,699	8,117,592	7,906,350
Licenses and permits	940,380	869,400	912,692	887,350
Intergovernmental	4,904,119	4,931,805	5,073,276	5,118,788
Charges for Services	8,721,622	8,439,602	8,509,512	8,328,681
Fines and forfeitures	864,522	608,000	1,144,296	990,000
Other revenue	701,351	1,090,600	1,052,011	1,375,812
Interfund transfers	8,004,871	7,423,396	7,423,396	8,306,082
Appropriations of prior year balances	-	1,067,276	-	-
<b>Total General Fund</b>	<b>44,739,943</b>	<b>45,098,299</b>	<b>44,746,672</b>	<b>47,314,465</b>
<b>Special Revenue Funds:</b>				
Governmental Impact Fees	429,688	428,759	13,448	60,000
Transit Surtaxes	1,661,505	2,077,280	1,539,576	1,924,000
Community Redevelopment Agency	552,547	1,410,453	693,508	1,878,030
<b>Total Special Revenue Funds</b>	<b>2,643,740</b>	<b>3,916,492</b>	<b>2,246,532</b>	<b>3,862,030</b>
<b>Debt Service Funds:</b>				
Property taxes	1,834,310	1,855,300	1,855,300	1,855,360
Intergovernmental	823,106	855,150	855,150	850,517
<b>Total Debt Service Funds</b>	<b>2,657,416</b>	<b>2,710,450</b>	<b>2,710,450</b>	<b>2,705,877</b>
<b>Capital Project Fund:</b>				
Interfund transfers	300,000	300,000	300,000	-
Appropriations of prior year balances	-	-	-	275,000
<b>Enterprise Funds:</b>				
<b>Stormwater</b>				
Charges for services	1,269,105	1,273,000	1,265,000	1,265,000
Other revenue	44,658	36,200	28,200	28,200
Appropriations of prior year balances	-	114,455	-	60,704
<b>Water [NOTE 1]</b>				
Charges for services	32,915,590	30,463,026	30,223,358	31,050,840
Charges for General Governmental Services	2,063,743	2,723,547	2,723,547	905,746
Other revenue	1,173,350	706,300	599,250	584,000
Appropriations of prior year balances	-	1,700,000	-	7,515,445
<b>Wastewater</b>				
Charges for services	7,035,876	6,786,232	6,846,707	7,149,389
Other revenue	214,604	63,000	150,610	2,800
Appropriations of prior year balances	-	-	-	5,286,514
<b>Proprietary Impact Fees</b>				
Impact Fees	2,987,476	3,510,000	2,563,622	2,479,000
Appropriations of prior year balances	-	3,800,000	-	2,800,000
<b>Building Permits</b>				
Charges for services	3,800,163	1,885,061	3,010,625	2,471,499
Other revenue	421,813	504,700	232,064	278,217
Appropriations of prior year balances	-	16,015	-	-
<b>Solid Waste</b>				
Charges for services	8,938,745	9,036,633	8,914,460	8,914,000
Other revenue	11,576	2,112,042	880,542	968,667
Appropriations of prior year balances	-	300,000	-	-
<b>Total Enterprise Funds</b>	<b>60,876,700</b>	<b>65,030,211</b>	<b>57,437,985</b>	<b>71,760,021</b>
<b>Internal Service Funds [NOTE 1]:</b>				
Liability Self-Insurance	1,221,464	1,402,395	1,377,833	1,403,546
Workers' Compensation	1,203,723	843,106	913,232	816,559
Information Technologies	-	-	-	3,452,004
<b>Total Internal Service Funds</b>	<b>2,425,187</b>	<b>2,245,501</b>	<b>2,291,065</b>	<b>5,672,109</b>
<b>TOTAL ALL FUNDS</b>	<b>\$ 113,642,986</b>	<b>\$ 119,300,953</b>	<b>\$ 109,732,704</b>	<b>\$ 131,589,502</b>

**Note 1: For the Adopted FY17 Budget, Customer Service was transferred to the Water Fund and Information Technologies (IT) was transferred from the General Fund into the Internal Service Fund. For comparative purposes, FY15 and FY16 activity for Customer Service is consolidated with the Water Fund, rather than under the Internal Service Fund.**

# CITY OF NORTH MIAMI BEACH, FLORIDA

## GOVERNMENT-WIDE EXPENSES

FISCAL YEAR ENDING SEPTEMBER 30, 2017

	ACTUAL FY 2015	ADOPTED BUDGET FY 2016	ESTIMATED ACTUAL FY 2016	ADOPTED BUDGET FY 2017
<b>General Fund [NOTE 1]:</b>				
Mayor & Council	\$ 6,656,388	\$ 5,491,065	\$ 5,083,827	\$ 6,285,336
City Clerk	449,983	438,562	395,833	607,831
City Attorney	873,423	1,088,307	1,070,572	1,111,726
City Manager	548,758	956,527	507,312	1,320,128
Procurement	297,143	314,024	278,753	368,097
Planning and Zoning	360,145	636,595	564,631	673,447
Code Compliance	574,916	497,085	470,858	462,419
Business Tax Receipts	167,462	120,958	96,656	114,246
Human Resources	616,712	616,049	599,142	1,208,643
Finance	1,120,964	1,201,859	1,229,864	1,185,032
Police	20,776,705	20,915,911	20,348,179	21,901,817
Library (010600)	713,057	753,977	689,198	874,204
Parks and R.E.C.	3,860,235	4,705,896	4,423,715	4,480,327
Public Works	5,219,640	6,393,689	5,637,386	6,721,212
<b>Total General Fund</b>	42,235,531	44,130,504	41,395,926	47,314,465
<b>Special Revenue Funds:</b>				
Governmental Impact Fees	-	428,759	294,688	60,000
Transit Surtaxes	1,543,546	2,077,280	1,986,476	1,924,000
Community Redevelopment Agency	417,490	1,410,453	541,541	1,878,030
<b>Total Special Revenue Funds</b>	1,961,036	3,916,492	2,822,705	3,862,030
<b>Debt Service Funds:</b>				
Principal	1,896,422	1,965,372	1,965,372	2,008,682
Interest and other charges	787,330	745,078	745,078	697,195
<b>Total Debt Service Funds</b>	2,683,752	2,710,450	2,710,450	2,705,877
<b>Capital Project Fund:</b>				
Alley Restoration Program	293,328	300,000	299,500	275,000
<b>Enterprise Funds:</b>				
<b>Stormwater</b>				
Personnel	238,059	292,360	255,632	293,911
Operating costs	151,496	449,137	294,961	571,798
Capital outlay	-	211,413	87,466	-
Non-operating costs	260,055	470,745	470,745	488,195
<b>Water [NOTE 1]</b>				
Personnel	8,190,694	9,320,936	8,424,990	8,491,737
Operating costs	7,570,282	10,365,074	10,518,510	13,144,509
Capital outlay	-	5,472,772	3,317,872	4,308,100
Non-operating costs	6,773,747	10,434,091	10,205,231	14,111,685
<b>Wastewater</b>				
Personnel	740,683	902,410	730,999	855,631
Operating costs	2,268,424	3,169,275	3,030,003	5,435,140
Capital outlay	-	1,188,632	397,956	3,572,518
Non-operating costs	1,384,355	1,588,915	1,588,915	2,575,414
Proprietary Impact Fees	-	7,310,000	208,940	5,279,000
<b>Building Permits</b>				
Personnel	1,346,716	1,384,710	1,303,088	1,532,366
Operating costs	213,229	389,295	244,458	600,687
Capital outlay	-	110,750	50,548	25,000
Non-operating costs	174,861	521,021	521,021	591,663
<b>Solid Waste</b>				
Personnel	2,649,058	1,610,939	1,609,296	1,058,034
Operating costs	4,286,912	6,987,415	6,369,854	7,144,632
Capital outlay	-	284,200	327,686	-
Non-operating costs	2,451,132	2,566,121	2,566,121	1,680,001
<b>Total Enterprise Funds</b>	38,699,703	65,030,211	52,524,292	71,760,021
<b>Internal Service Funds [NOTE 1]:</b>				
Liability Self-Insurance	2,347,835	1,402,395	856,043	1,403,546
Workers' Compensation	1,184,579	843,106	1,345,225	816,559
Information Technologies	1,130,582	967,795	941,976	3,452,004
<b>Total Internal Service Funds</b>	4,662,996	3,213,296	3,143,244	5,672,109
<b>TOTAL ALL FUNDS</b>	<b>\$ 90,536,346</b>	<b>\$ 119,300,953</b>	<b>\$ 102,896,117</b>	<b>\$ 131,589,502</b>

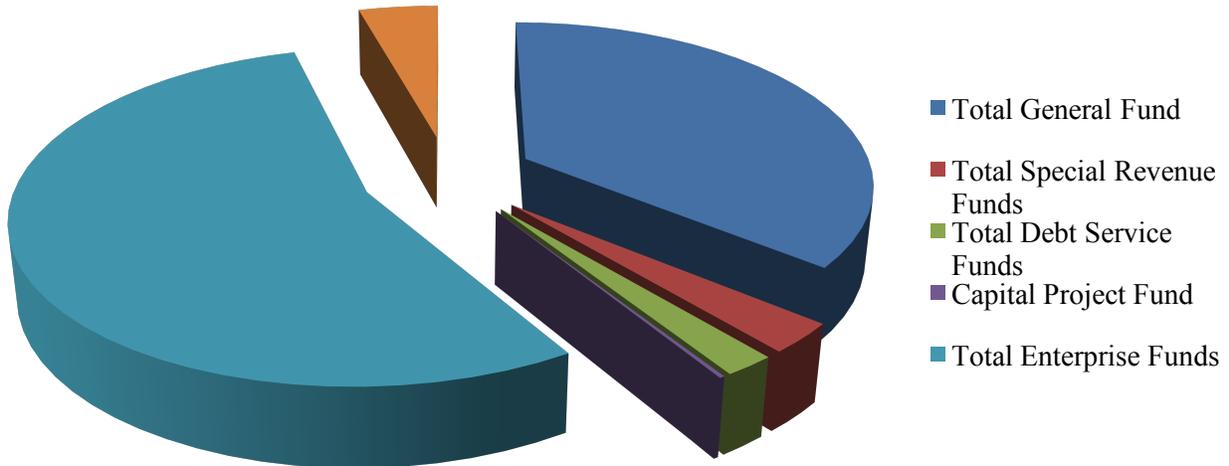
**Note 1: For the Adopted FY17 Budget, Customer Service was transferred to the Water Fund and Information Technologies (IT) was transferred from the General Fund into the Internal Service Fund. For comparative purposes, FY15 and FY16 activity for Customer Service is consolidated with the Water Fund and IT is shown under Internal Service Funds.**

# CITY OF NORTH MIAMI BEACH, FLORIDA

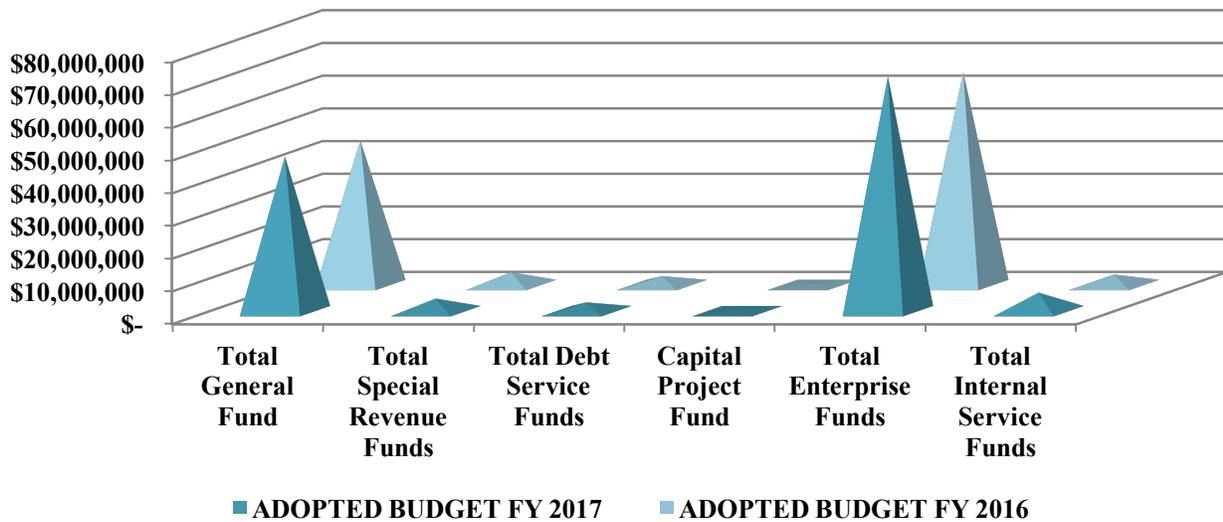
## GOVERNMENT-WIDE SUMMARY

FISCAL YEAR ENDING SEPTEMBER 30, 2017

### Revenue Source - Adopted Budget FY 2017



### EXPENDITURE COMPARISON





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**GENERAL FUND**

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# CITY OF NORTH MIAMI BEACH, FLORIDA

## GENERAL FUND SUMMARY

FISCAL YEAR ENDING SEPTEMBER 30, 2017

	ACTUAL FY 2015	ADOPTED BUDGET FY 2016	ESTIMATED ACTUAL FY 2016	ADOPTED BUDGET FY 2017
<b>Revenues</b>				
Ad Valorem taxes	\$ 11,918,107	\$ 12,550,521	\$ 12,513,897	\$ 14,401,402
Other taxes	8,684,971	8,117,699	8,117,592	7,906,350
Licenses and permits	940,380	869,400	912,692	887,350
Intergovernmental	4,904,119	4,931,805	5,073,276	5,118,788
Charges for services	8,721,622	8,439,602	8,509,512	8,328,681
Fines and forfeitures	864,522	608,000	1,144,296	990,000
Other revenue	701,351	1,090,600	1,052,011	1,375,812
Interfund transfers	8,004,871	7,423,396	7,423,396	8,306,082
Appropriations of prior year balances	-	1,067,276	-	-
<b>TOTAL REVENUES</b>	<b>\$ 44,739,943</b>	<b>\$ 45,098,299</b>	<b>\$ 44,746,672</b>	<b>\$ 47,314,465</b>
<b>Expenditures [Note 2]</b>				
Mayor & Council <sup>(1)</sup>	\$ 6,656,388	\$ 5,491,065	\$ 5,083,827	\$ 6,285,336
City Clerk	449,983	438,562	395,833	607,831
City Attorney	873,423	1,088,307	1,070,572	1,111,726
City Manager	548,758	956,527	507,312	1,320,128
Procurement	297,143	314,024	278,753	368,097
Planning and Zoning	360,145	636,595	564,631	673,447
Code Compliance	574,916	497,085	470,858	462,419
Business Tax Receipts	167,462	120,958	96,656	114,246
Human Resources	616,712	616,049	599,142	1,208,643
Finance	1,120,964	1,201,859	1,229,864	1,185,032
Police	20,776,705	20,915,911	20,348,179	21,901,817
Library (010600)	713,057	753,977	689,198	874,204
Parks and R.E.C.	3,860,235	4,705,896	4,423,715	4,480,327
Public Works	5,219,640	6,393,689	5,637,386	6,721,212
<b>TOTAL EXPENDITURES</b>	<b>\$ 42,235,531</b>	<b>\$ 44,130,504</b>	<b>\$ 41,395,926</b>	<b>\$ 47,314,465</b>

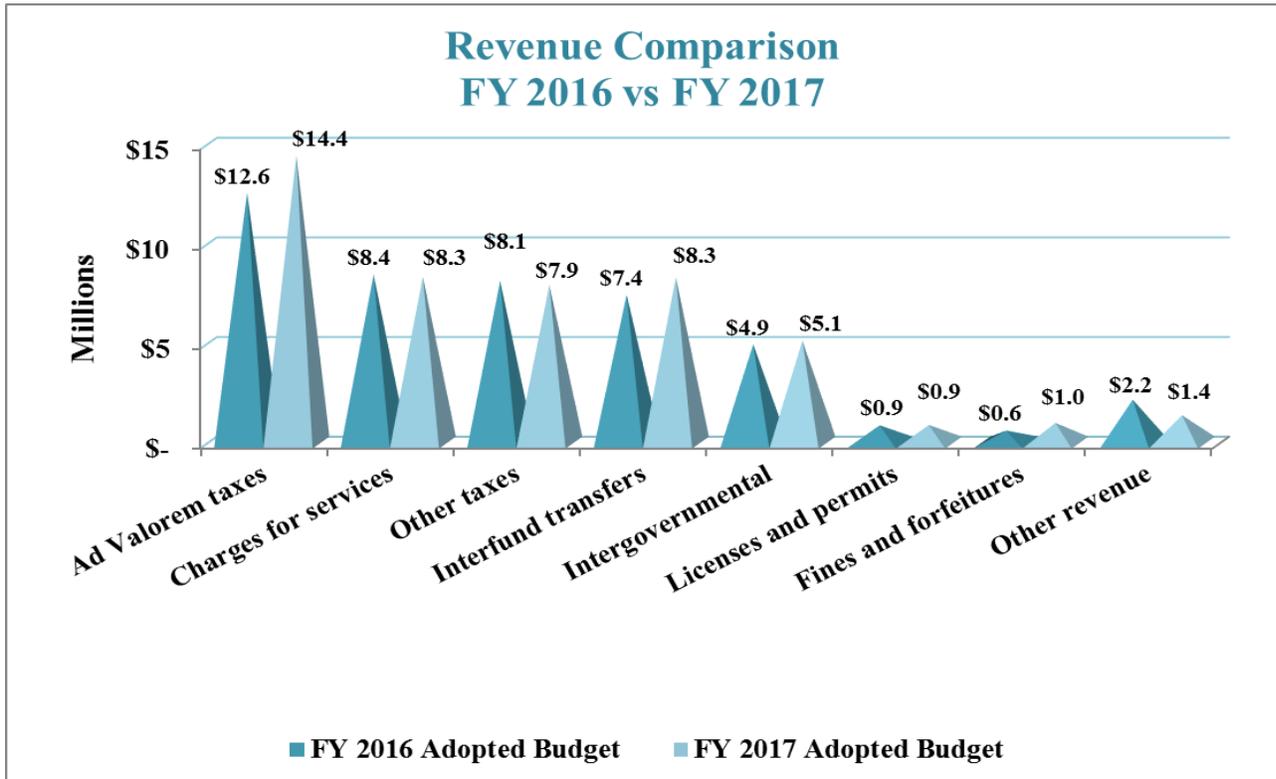
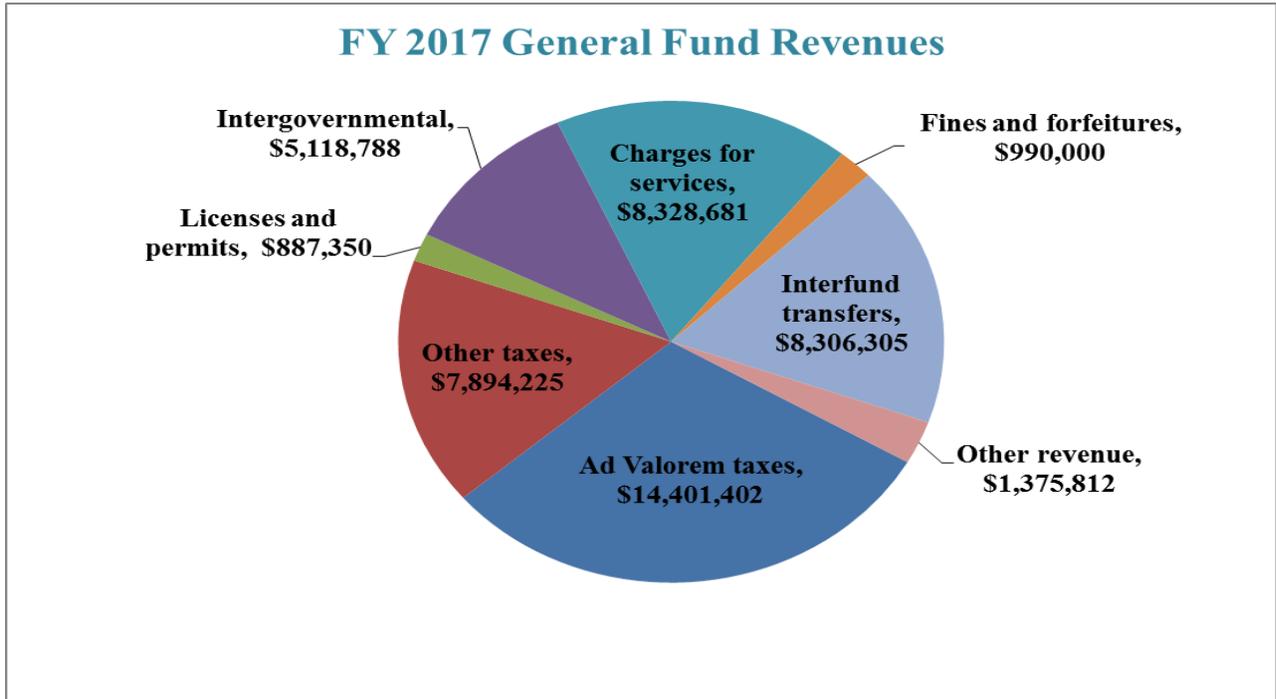
Note 1: Budget for Mayor & Council includes \$4.9 million for Non-Departmental expenditures. These expenditures include:  
 (a) \$2.4 million for the Unfunded Actuarial Accrued Liability, OPEB and other pension liabilities;  
 (b) \$1.2 million in transfers to the self-insurance and to the CRA for its portion of ad valorem taxes; and  
 (c) \$0.8 million for IT Services which has been moved out of the General Fund into the Internal Service Fund.

Note 2: In the Adopted FY17 Budget, Information Technologies (IT) was transferred to an Internal Service Fund. Consequently, for comparative purposes, IT activity for FY15 & FY16 was presented under the Internal Service Fund, rather than the General Fund.

# CITY OF NORTH MIAMI BEACH, FLORIDA

## GENERAL FUND REVENUES

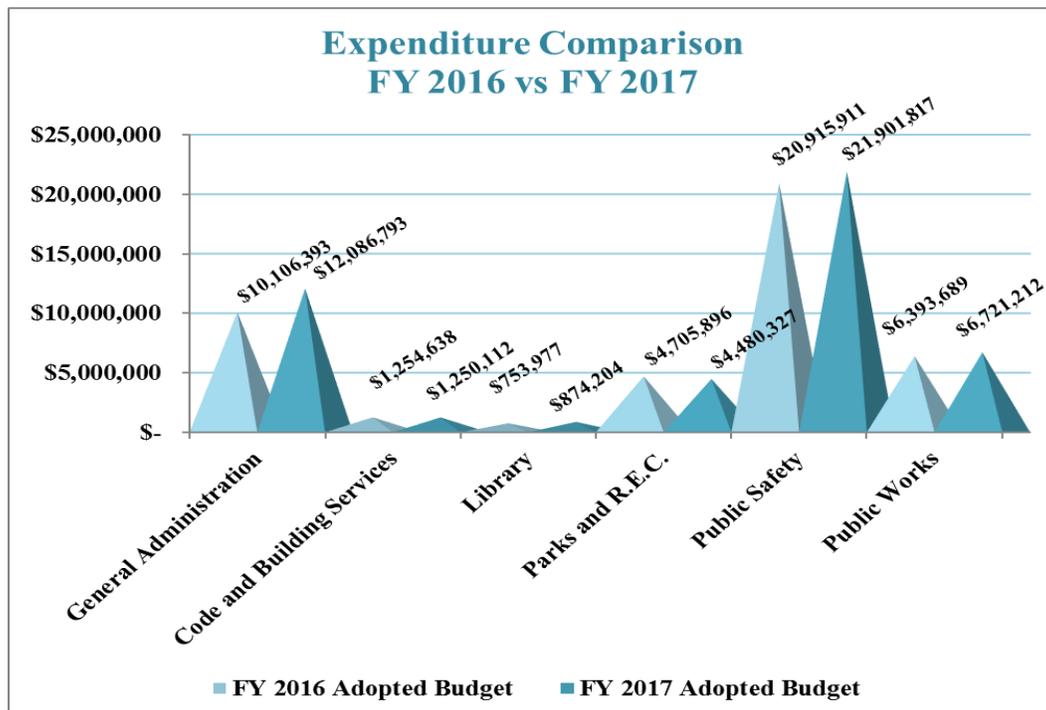
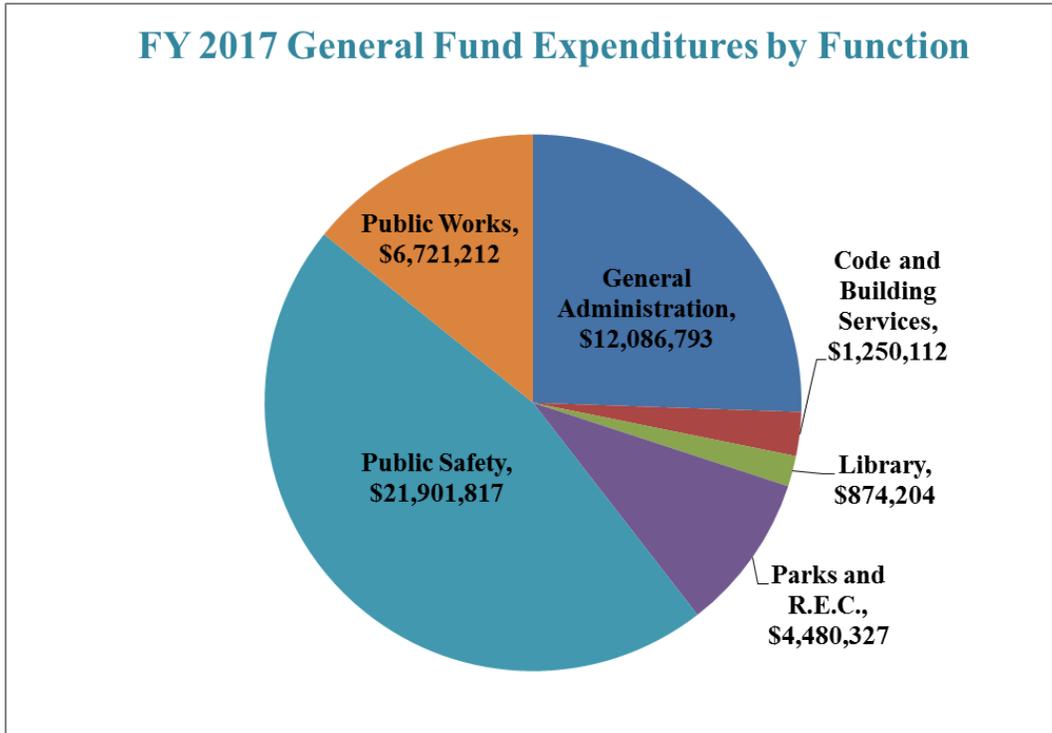
FISCAL YEAR ENDING SEPTEMBER 30, 2017



# CITY OF NORTH MIAMI BEACH, FLORIDA

## GENERAL FUND EXPENDITURES

FISCAL YEAR ENDING SEPTEMBER 30, 2017





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## DEPARTMENTAL BUDGETS

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# CITY OF NORTH MIAMI BEACH, FLORIDA

## MAYOR AND COUNCIL

FISCAL YEAR ENDING SEPTEMBER 30, 2017

### SERVICES, FUNCTIONS AND ACTIVITIES

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

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

Regular City Council meetings are held on the first and third Tuesday of each month at 7:30 p.m. The public is welcome and encouraged to participate in all public meetings.

### GOALS AND MEASUREMENTS

#### Financially Sound City Government

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

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

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

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

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

#### Revitalized Downtown and Major Corridors

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

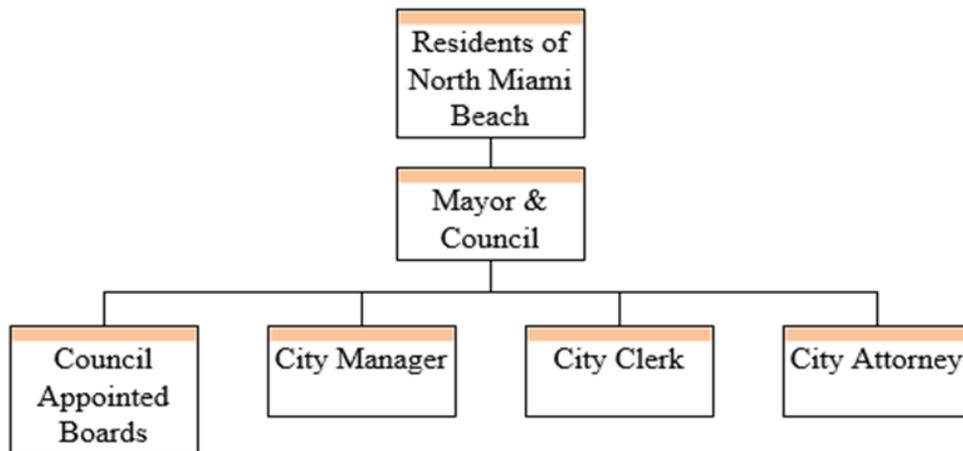
# CITY OF NORTH MIAMI BEACH, FLORIDA

## MAYOR AND COUNCIL

FISCAL YEAR ENDING SEPTEMBER 30, 2017

DIVISION NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2015	ADOPTED BUDGET FY 2016	EST. FY 2016 LENGTH OF SERVICE (MONTHS)	ESTIMATED ACTUAL FY 2016	EST. FY 2017 LENGTH OF SERVICE (MONTHS)	ADOPTED BUDGET FY 2017
100	SALARIES-FULL-TIME						
	GOMEZ, NICOLE		\$ 52,000	12	\$ 58,577	12	\$ 59,600
	Full-time Salaries Subtotal	\$ 46,430	52,000		58,577		59,600
	OTHER WAGES	199,792	193,794		193,794		193,794
	TAXES	18,245	19,068		19,290		19,680
	BENEFITS	763,254	764,442		759,683		777,818
	Salaries and Related Costs	1,027,721	1,029,304		1,031,344		1,050,892
	OPERATING COSTS	154,491	372,650		192,546		150,031
	NON-OPERATING COSTS	-	49,000		-		149,002
	MAYOR AND COUNCIL TOTAL	\$ 1,182,212	\$ 1,450,954		\$ 1,223,890		\$ 1,349,925
105	OTHER WAGES	14,405	14,950		14,525		19,500
	TAXES	1,102	1,144		1,120		1,492
	BENEFITS	2,215,972	2,127,430		1,992,952		2,213,385
	Salaries and Related Costs	2,231,479	2,143,524		2,008,597		2,234,377
	OPERATING COSTS	758,778	457,735		412,488		1,276,073
	CAPITAL OUTLAY	860,028	-		-		-
	NON-OPERATING COSTS	1,623,893	1,438,852		1,438,852		1,424,961
	NON-DEPARTMENTAL TOTAL	\$ 5,474,177	\$ 4,040,111		\$ 3,859,937		\$ 4,935,411
	TOTAL LEGISLATIVE DEPARTMENT	\$ 6,656,388	\$ 5,491,065		\$ 5,083,827		\$ 6,285,336

**Note: Because of the strong financial condition of the City, \$100,000 (\$14,285 for each Councilperson) in addition to the \$7,000 per Councilperson that has been historically budgeted per Councilperson, has been budgeted in Non-Operating for the Mayor and City Council to determine during the budget process how to best apply the funds.**



# CITY OF NORTH MIAMI BEACH, FLORIDA

## CITY CLERK

FISCAL YEAR ENDING SEPTEMBER 30, 2017

### SERVICES, FUNCTIONS AND ACTIVITIES

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

#### Financially Sound City Government

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

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

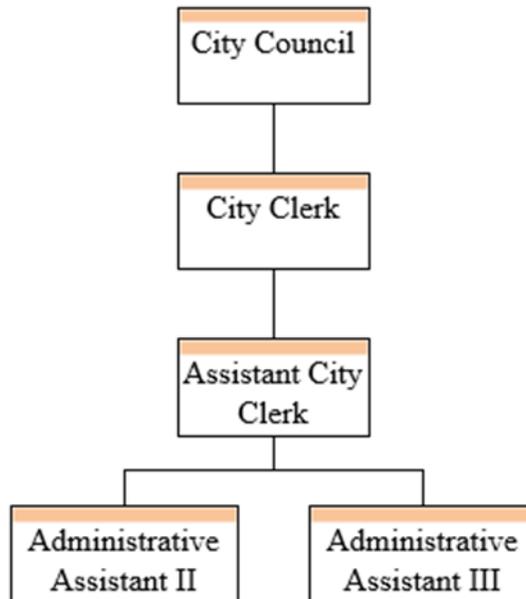
This office is the hub of municipal government, the direct link between the community and their government. The Office of the City Clerk makes a commitment to archive the public record accurately, making it available as quickly as possible and to safeguard the integrity of the election process while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

# CITY OF NORTH MIAMI BEACH, FLORIDA

## CITY CLERK

FISCAL YEAR ENDING SEPTEMBER 30, 2017

ACCOUNT DESCRIPTION	ACTUAL FY 2015	ADOPTED BUDGET FY 2016	EST. FY 2016 LENGTH OF SERVICE (MONTHS)	ESTIMATED ACTUAL FY 2016	EST. FY 2017 LENGTH OF SERVICE (MONTHS)	ADOPTED BUDGET FY 2017
SALARIES-FULL-TIME						
LUCKIE-LATIMORE, PAMELA VIAND		\$ 89,999	12	\$ 95,000	12	\$ 115,000
JACKSON, LYNNETTA THERESA		55,000	10.25	46,538	12	55,000
SIMMONDS, MARVA ROSELIE		32,922	12	32,898	12	32,922
FASS, SHAUN		-	12	39,110	12	39,110
VACANCY - ADMINISTRATIVE ASST III		36,794		-		-
<b>Full-time Salaries Subtotal</b>	<b>\$ 188,507</b>	<b>214,715</b>		<b>213,546</b>		<b>242,032</b>
OTHER WAGES	13,066	30,000		30,274		30,000
TAXES	15,579	17,334		19,469		21,867
BENEFITS	69,878	59,473		67,069		61,892
<b>Salaries and Related Costs</b>	<b>287,029</b>	<b>321,522</b>		<b>330,358</b>		<b>355,791</b>
OPERATING COSTS	162,162	117,040		64,472		252,040
CAPITAL OUTLAY	792	-		1,003		-
<b>CITY CLERK TOTAL</b>	<b>\$ 449,983</b>	<b>\$ 438,562</b>		<b>\$ 395,833</b>		<b>\$ 607,831</b>



# CITY OF NORTH MIAMI BEACH, FLORIDA

## CITY ATTORNEY

FISCAL YEAR ENDING SEPTEMBER 30, 2017

### SERVICES, FUNCTIONS AND ACTIVITIES

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

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

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

### GOALS AND MEASUREMENTS

#### Financially Sound City Government

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

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

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

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

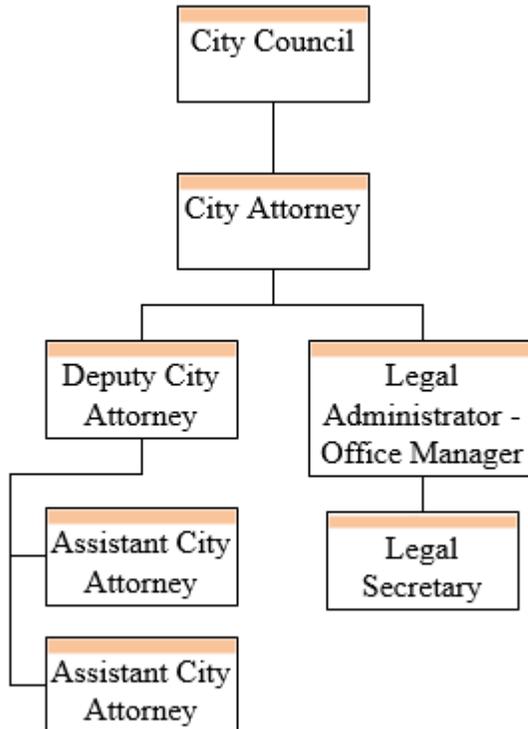
- Recruit and retain competent legal professionals able to enhance the prestige and reputation of the City Attorney's office.
- Maintain the highest standards of professionalism and ethics.
- Enhance and improve effective communication with elected officials, City Manager and staff and perform all legal tasks timely and effectively.
- Reach out to the community to help understand the role of the City Attorney's Office. Within the confines of the City Charter, we will assist residents and their representatives to resolve legal and administrative problems in their dealings with city government.

# CITY OF NORTH MIAMI BEACH, FLORIDA

## CITY ATTORNEY

FISCAL YEAR ENDING SEPTEMBER 30, 2017

ACCOUNT DESCRIPTION	ACTUAL FY 2015	ADOPTED BUDGET FY 2016	EST. FY 2016 LENGTH OF SERVICE (MONTHS)	ESTIMATED ACTUAL FY 2016	EST. FY 2017 LENGTH OF SERVICE (MONTHS)	ADOPTED BUDGET FY 2017
SALARIES-FULL-TIME						
SMITH, JOSE		\$ 188,000	12	\$ 188,000	12	\$ 188,000
JOSEPH, DOTIE		115,000	12	115,000	12	115,000
JOHNSTON, SARAH L		96,000	12	100,327	12	101,000
SAMAROO, MICHELE		-	10.5	66,646	12	76,000
MOYA, MARIA E		79,600	12	79,600	12	79,600
NEAL, JEANE XANTE		-	12	42,500	12	42,500
MINOUX, PATRICIA LEIGH		90,000	2.25	22,154		-
TOMEU, MARIA H		53,193		-		-
<b>Full-time Salaries Subtotal</b>	<b>\$ 634,700</b>	<b>621,793</b>		<b>614,227</b>		<b>602,100</b>
OTHER WAGES	25,565	-		22,538		12,500
TAXES	49,561	44,957		47,505		44,384
BENEFITS	102,565	107,553		98,381		135,888
<b>Salaries and Related Costs</b>	<b>812,391</b>	<b>774,303</b>		<b>782,651</b>		<b>794,872</b>
OPERATING COSTS	60,249	314,004		286,711		316,854
CAPITAL OUTLAY	783	-		1,210		-
<b>CITY ATTORNEY TOTAL</b>	<b>\$ 873,423</b>	<b>\$ 1,088,307</b>		<b>\$ 1,070,572</b>		<b>\$ 1,111,726</b>



# CITY OF NORTH MIAMI BEACH, FLORIDA

## CITY MANAGER

FISCAL YEAR ENDING SEPTEMBER 30, 2017

The City Manager is responsible for oversight of all administrative, management and operational functions of the City. The City Manager is responsible for overseeing the preparation of the City budget and the Comprehensive Annual Financial Report (CAFR), which are approved and accepted by the City Council. The City Manager has direct oversight responsibility of all City staff, departments and all City funds.

The City Manager formulates internal policy and plans and ensures proper implementation of city-wide goals and objectives to meet the overall vision of the City Council.

### GOALS AND MEASUREMENTS

#### Financially Sound City Government

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

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

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

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

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

The City Manager will continue to assess personnel for opportunities to consolidate positions, explore hybrids and outsource opportunities. We will always strive to deliver premier and efficient services. A major initiative in FY 2016 was the operational assessment of our Water, Wastewater utilities and Customer Service Department. This outside and independent analysis identified significant and material operational deficiencies and recommended that the safest, most cost effective and expeditious process to chart our road to recovery was for the City to consider an outside provider to operate the Water, Wastewater and Customer Service Departments. Therefore,

in FY 2017 we will anticipate to consider possible outsourcing partnerships with private utility operators as a means of ensuring the safe and reliable supply of water to our 170,000 customers.

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

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

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

The City Manager will support the CRA in developing creative and original incentives with a focus on the development of thriving and vibrant areas in our City. Additionally, the City Manager Office will continue to evaluate personnel and professional services providers making necessary adjustments to benefit our CRA's potential.

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

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

*High Performing City Organization Providing Great Customer Services*

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

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

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

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

Revitalized Downtown and Major Corridors

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

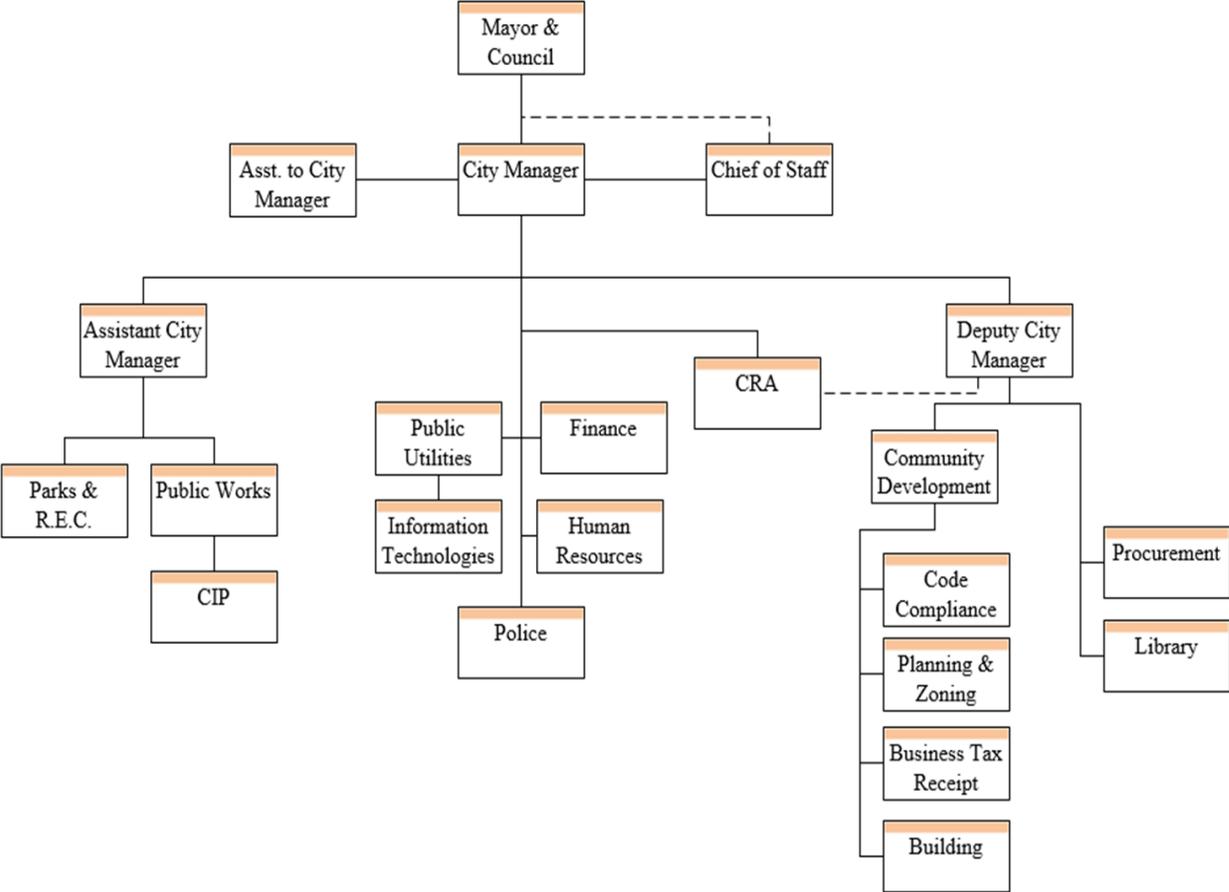
ACCOUNT DESCRIPTION	ACTUAL FY 2015	ADOPTED BUDGET FY 2016	EST. FY 2016 LENGTH OF SERVICE (MONTHS)	ESTIMATED ACTUAL FY 2016	EST. FY 2017 LENGTH OF SERVICE (MONTHS)	ADOPTED BUDGET FY 2017
SALARIES-FULL-TIME						
GARCIA, ANA M		\$ 167,856	12	\$ 187,761	12	\$ 200,000
JACKSON, LYNNETTA T [TRANSFERRED FROM 010050]		-	1.75	8,831	12	59,000
SOSA-CRUZ, CANDIDO - 65% [TRANSFERRED TO 471284]		74,750	12	76,849	12	78,487
VACANCY - ASSISTANT CITY MANAGER - 65%		-		-	12	74,750
SERDA, WILLIAM M [SEE NOTE 1]		24,150	12	24,150		-
PIERRE, ELISABETH [TRANSFERRED TO 010710]		53,214	10.25	46,051		-
<b>Full-time Salaries Subtotal</b>	<b>\$ 347,886</b>	<b>319,970</b>		<b>343,642</b>		<b>412,237</b>
OTHER WAGES	2,857	-		796		
TAXES	24,605	22,508		25,014		27,968
BENEFITS	104,046	93,313		99,208		149,598
<b>Salaries and Related Costs</b>	<b>479,394</b>	<b>435,791</b>		<b>468,660</b>		<b>589,803</b>
OPERATING COSTS	68,964	50,736		38,652		202,280
CAPITAL OUTLAY	400	-		-		-
NON-OPERATING COSTS	-	470,000		-		528,045
<b>CITY MANAGER TOTAL</b>	<b>\$ 548,758</b>	<b>\$ 956,527</b>		<b>\$ 507,312</b>		<b>\$ 1,320,128</b>

Note 1: In FY 2016, position was split: 20% City Manager's Office and 80% 500916 Customer Service.

# CITY OF NORTH MIAMI BEACH, FLORIDA

## CITY MANAGER

FISCAL YEAR ENDING SEPTEMBER 30, 2017



# CITY OF NORTH MIAMI BEACH, FLORIDA

## PROCUREMENT SERVICES

FISCAL YEAR ENDING SEPTEMBER 30, 2017

### SERVICES, FUNCTIONS AND ACTIVITIES

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

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

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

In FY 2016 the Division received the *Award of Excellence* and the award for *Best Practices* for the State of Florida from the Florida Association of Public Procurement Officers.

#### Financially Sound City Government

Procurement Services supports the City's and Council's priority of fiscal sustainability by utilizing the most cost effective means, in line with best practices in the procuring of goods and services for internal and external customers. Initiatives designed to achieve this goal include:

- Online vendor portal for better transparency and service of vendor contracts
- New ERP procurement/contracting module to allow better tracking and contract management throughout the City's Departments
- Implementation of P-Card module for better tracking and monitoring of City Purchasing Cards

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

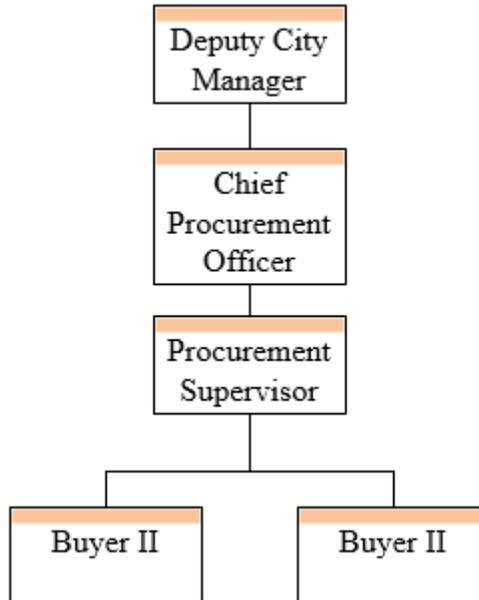
- Recruit and retain top talent to support the Department's procurement services needs
- Focus on staff professional development and training, ensuring current trends and best practices are adopted
- Promote Citywide training, understanding and education on the procurement policies, practices and process

# CITY OF NORTH MIAMI BEACH, FLORIDA

## PROCUREMENT SERVICES

FISCAL YEAR ENDING SEPTEMBER 30, 2017

ACCOUNT DESCRIPTION	ACTUAL FY 2015	ADOPTED BUDGET FY 2016	EST. FY 2016 LENGTH OF SERVICE (MONTHS)	ESTIMATED ACTUAL FY 2016	EST. FY 2017 LENGTH OF SERVICE (MONTHS)	ADOPTED BUDGET FY 2017
SALARIES-FULL-TIME						
CUEVAS, GENESIS Y		\$ 34,997	12	\$ 42,588	12	\$ 42,583
WASSERMAN, JOEL STEVEN		-	6	49,231	12	100,000
VACANCY - BUYER		-		-	12	34,480
CIANELLI BENNETT, MEGHAN BELINDA		-	2.75	16,231	12	72,758
O'CONNOR, BRIAN K.		89,250	3.5	24,715		-
WILLIAMS, LAURIE		45,302	5.75	24,969		-
SEMERARO, CHRISTINA		<u>56,039</u>		<u>-</u>		<u>-</u>
<b>Full-time Salaries Subtotal</b>	<b>\$ 213,980</b>	<b>225,588</b>		<b>157,734</b>		<b>249,821</b>
OTHER WAGES	4,404	-		34,862		500
TAXES	16,744	18,044		14,602		20,035
BENEFITS	<u>49,110</u>	<u>62,449</u>		<u>46,247</u>		<u>86,291</u>
<b>Salaries and Related Costs</b>	<b>284,238</b>	<b>306,081</b>		<b>253,445</b>		<b>356,647</b>
OPERATING COSTS	11,972	7,943		25,308		11,450
CAPITAL OUTLAY	<u>933</u>	<u>-</u>		<u>-</u>		<u>-</u>
<b>PROCUREMENT TOTAL</b>	<b><u>\$ 297,143</u></b>	<b><u>\$ 314,024</u></b>		<b><u>\$ 278,753</u></b>		<b><u>\$ 368,097</u></b>



# CITY OF NORTH MIAMI BEACH, FLORIDA

## DEPARTMENT OF COMMUNITY DEVELOPMENT

FISCAL YEAR ENDING SEPTEMBER 30, 2017

### SERVICES, FUNCTIONS AND ACTIVITIES

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

#### **Planning and Zoning**

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

In fiscal year 2016 the Division was responsible for processing approximately 16 land development applications through to completion. These projects, submitted after the City adopted a new Comprehensive Plan and Zoning Code initiative to spur development, include several major new proposals for top-quality developments, including apartments such as Read Capital (Winn-Dixie site), waterfront condominiums, hotels, retail and educational facilities. These new developments will spur economic growth and provide an important new source of ad valorem taxes for the City. In addition to fostering the new developments, the Planning & Zoning Division also was responsible for processing important new legislation through the City Council approval process. These ordinances included the designation of Maule Lake as a conservation district, improvements to the City's floodplain ordinance to benefit homeowners, and an ordinance requiring development applicants to cover the full costs expended involved in the technical review of developments.

For fiscal year 2017, the Division expects the flow of development applications to continue to increase. The Division is also expecting to work on new legislation involving the rezoning of the Braha-Dixie site, the implementation of new regulations for medical marijuana dispensaries, and addressing other areas of the City that were not included in the previous mixed-use zoning initiative.

#### **Code Compliance**

The Code Compliance Division enforces the City Code, ensuring the health, safety, welfare, and quality of life for the residents, business owners and visitors of North Miami Beach in a fair and uniform manner. The Division handles citizen complaints and reports from other agencies and departments on potential violations of the City's codes and ordinances, conducts investigations into code compliance matters and provides recommendations for solutions. The Division also

prepares evidence in support of legal actions; appears in court as necessary; and testifies at hearings and in court proceedings as required.

For fiscal year 2016 there were many positive changes implemented in the Code Compliance Division such as:

- 24 hour response times to all request.
- The Division has a new fleet composed of 4 F-150 trucks in order to assist the Beautification Team in handling trash in the public right of way.
- The Division now has 6 fulltime Code Compliance Officers that are assigned to specific zones with specific knowledge of the area.
- The Division has extended hours of operation from 8 am -7 pm Monday thru Friday and weekends from 8 am – 5 pm (management staff is available around the clock).
- Increased the average number of mitigated cases seen at Special Magistrate from 4 to 8.
- The Division established Energov training sessions and the started the implementing the new software.

These changes that were established during the 2016 fiscal year are paving the way to our mission of being a premier City. Ultimately, the main goal of Code Compliance is to have voluntary compliance through educating the public. Last fiscal year we had 3,169 cases come into compliance. For every ten cases opened in our system, our Division was able to educate and assist the residents to comply eight of the cases. We are expecting to raise the bar this year by increasing the amount of cases that are voluntarily brought into compliance. Additionally, for 2016 we conducted over 10,000 inspections. For the 2017, we are focusing on a pro-active approach to making contact with the resident during all inspections. Inspections make up for the bulk of the Division’s daily duties. We will be on track to conduct over 12,000 inspections. That equates to 12,000 instances of contact with the residents and opportunities to display that we are a Division that provides excellent municipal services, while engaging residents. The Division has collected over \$300,000 in mitigation fees.

For FY 2017 we are implementing a “Code Cares” campaign. The campaign will include a two-prong approach to get voluntary compliance on cases that have fines and liens. In many instances the property owners are not informed in regards to mitigations, therefore they do not act upon the fines and liens on a property. In other instances they are in need of guidance as to how to comply. The two-prong approaches to resolving these challenges will include.

1. Finding all properties that have fines and liens, but have complied.
  - a. Inform the property owner of the ways to mitigate the fines in order to mitigate any liens against the property. This process will include a fee based on the amount of fines at a lower rate once it is assessed.
2. Finding all properties that have fines and lien, but have not complied.
  - a. Inform the property owner of the ways to comply the violations. Additionally, we will inform the property owner of the mitigation process in order to mitigate any liens against the property. This process will include a fee based on the amount of fines at a lower rate once it is assessed.

This Code Cares initiative we are starting for the new fiscal year will assist with large the volume of cases in our systems that have fines and liens. It would be a catalyst to developing a more cooperative relationship between the residents and the Division.

## **Business Tax Receipts**

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

## **GOALS AND MEASUREMENTS**

### **Department Name: Planning & Zoning Division**

Key Indicator 1:

#### **# of Land Use applications processed (per year).**

This KPI indicates overall activity level of the department with respect to long term planning. Currently the Division is on pace to process 16 separate Land Use applications through the P&Z Board and City Council approval process for Fiscal Year 2016. This reflects the strong increase in development activity within North Miami Beach following the upzoning of the City's Comprehensive Plan and Zoning Code and improvements in Community Development Department staffing and operations to make the process more resident and business friendly.

This measure links to the following Strategic Plan goals:

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

Key Indicator 2:

#### **Turnaround time for review of Building Permit applications (# of days).**

This KPI indicates the efficiency of P&Z staff with respect to current planning. Currently, most plans are reviewed within one or two days of submittal; larger plans may require more time. The goal is to review small permits within one day, and large, more complex permits within three days. The implementation of Energov permitting software later this year will allow greater tracking of plan review turnaround times.

Achieving consistently quick turnaround time for plan review links to the following Strategic Plan goals:

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

**Department Name: Code Compliance**

Key Indicator 1:

**Number of cases brought to Compliance.**

In order to be a High Performing Organization we must be able to provide the residents of our City with the information needed to come into compliance when they have a violation. The purpose of Code Compliance is voluntary compliance. In order to achieve voluntary compliance, the Division needs to educate the residents on the code related challenges. This type of approach of pro-actively educating the public will align us with being a Division that engages our residents. Additionally, this will lead to cooperative relationship between the City and its residents. The benefit of a well-informed community as it relates to code compliance will lead to an increase in complied cases within fiscal year 2017.

Key Indicator 2:

**Number of inspections conducted/turnaround time.**

Every time an inspection is conducted by our Division, there is an opportunity to make contact with the resident. The purpose of an inspection is not only for passing or failing a project, but it is also an opportunity to make contact and address all issues the resident or customer may have. With the increase in inspections, we will also have an increase in addressing concerns within our community. The title of our activities such as inspections does not limit our division to just one action. Every activity points to engaging our residents in order to be recognized as a high-performing city organization providing great customer service in any instance of contact with our residents.

**Department Name: Business Tax Receipts**

Key Indicator 1:

**Number of Business Tax Receipts issued.**

Currently the Division has licensed over 3,500 businesses. The development of our City does not only include the residents, but it also includes attracting businesses to our City. A key measurement within the Business Tax Receipts Division is the number of Business Tax Receipts that are issued. The increase in Business Tax Receipts issued is a direct indicator of revenue that is being generated by the Division. The Division has cross trained staff to proactively seek unlicensed businesses within the City and issue violation in order to obtain compliance. With the specialized cross training, the Division will be able to account for illegal businesses and increase revenue by holding the unlicensed businesses accountable to the fees associated with our municipal code. The tracking of this indicator will ensure that the Division contributes to our mission of being financially sound.

Key Indicator 2:

**Number of inspections conducted for Business Tax Receipts issuance.**

Generally, BTR applications require an inspection. As part of obtaining a Business Tax Receipt, the customer must apply for a permit and the location must be inspected by a building inspector. The business may not operate until the inspection is passed. Currently, we give a three hour window in which the inspector will conduct his/her inspection. In order to provide great customer service we are looking to increase the number of inspections by minimizing the timeframe for inspection to just two hours. This timeframe will allow us to conduct more inspections that in turn will diminish the time that it takes for a business to open legally.

# CITY OF NORTH MIAMI BEACH, FLORIDA

## DEPARTMENT OF COMMUNITY DEVELOPEMENT

FISCAL YEAR ENDING SEPTEMBER 30, 2017

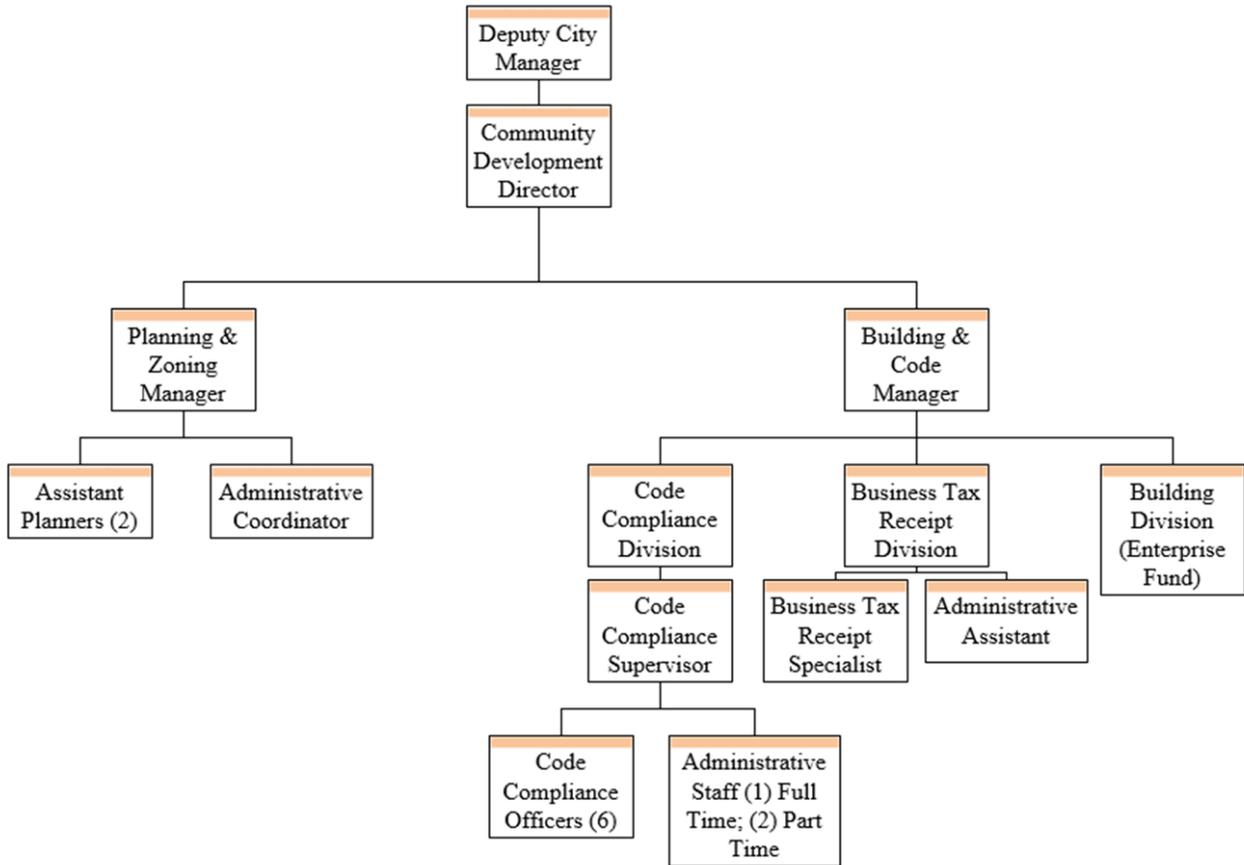
DIVISION NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2015	EST. FY 2016		EST. FY 2017		ADOPTED BUDGET FY 2017
			ADOPTED BUDGET FY 2016	LENGTH OF SERVICE (MONTHS)	ESTIMATED ACTUAL FY 2016	LENGTH OF SERVICE (MONTHS)	
280	SALARIES-FULL-TIME						
	LORBER, RICHARD		\$ 115,000	12	\$ 115,000	12	\$ 116,725
	DESCHAMPS, GISELLE M		48,755	12	49,505	12	51,193
	PROFFITT, JUSTIN THOMAS		-	5.75	41,926	12	91,282
	MYKOO, SHANESA SHANTAL		-	10	36,945	12	47,476
	VACANCY - ADMINISTRATIVE COORDINATOR		43,020		-	12	41,020
	MARCELLUS, KIMBERLY		48,755	8	32,816		-
	RIVERO, CARLOS M.		90,000	4.5	33,231		-
	<b>Full-time Salaries Subtotal</b>	<b>\$ 206,186</b>	<b>345,530</b>		<b>309,423</b>		<b>347,696</b>
	OTHER WAGES	-	-		27,411		9,700
	TAXES	21,446	29,658		29,962		29,963
	BENEFITS	40,232	94,807		77,831		122,788
	<b>Salaries and Related Costs</b>	<b>267,864</b>	<b>469,995</b>		<b>444,627</b>		<b>510,147</b>
	OPERATING COSTS	92,281	166,600		120,004		163,300
	<b>PLANNING AND ZONING TOTAL</b>	<b>\$ 360,145</b>	<b>\$ 636,595</b>		<b>\$ 564,631</b>		<b>\$ 673,447</b>
285	SALARIES-FULL-TIME						
	REMOND, LAZARO SALVADOR - 50% [SPLIT WITH 471284]		\$ 35,000	12	\$ 35,000	12	\$ 36,750
	GUERRERO, ANGEL R		41,136	12	41,136	12	41,136
	MERISE, NEDSSA		33,325	12	33,325	12	33,325
	MERISIER, ALRIDGE		33,325	12	33,257	12	33,325
	PIERRENOEL, EDWIDGE		-	3.5	9,613	12	33,325
	VITALE, ROSARIO		32,064	12	32,064	12	32,064
	LEWIS, TASHEEMA VIOLET [NOTE 1]		33,325	1.5	4,085	12	29,361
	ARONSON, MARA D [TRANSFERRED TO 010286]		-	5.25	12,655		-
	FASS, SHEILA		35,829	5.25	16,912		-
	<b>Full-time Salaries Subtotal</b>	<b>\$ 308,188</b>	<b>244,004</b>		<b>218,047</b>		<b>239,286</b>
	OTHER WAGES	99,887	51,901		45,179		44,628
	TAXES	39,171	26,697		25,170		26,670
	BENEFITS	56,763	55,299		56,464		68,011
	<b>Salaries and Related Costs</b>	<b>504,009</b>	<b>377,901</b>		<b>344,860</b>		<b>378,595</b>
	OPERATING COSTS	58,599	73,184		57,775		79,024
	CAPITAL OUTLAY	12,308	46,000		68,223		-
	IPADS (QTY 8)	-	-		-		4,800
	<b>CODE COMPLIANCE TOTAL</b>	<b>\$ 574,916</b>	<b>\$ 497,085</b>		<b>\$ 470,858</b>		<b>\$ 462,419</b>
286	SALARIES-FULL-TIME						
	RIVERA, MARLENE		\$ 48,362	12	\$ 48,362	12	\$ 48,362
	ARONSON, MARA D [TRANSFERRED FROM 010285 CODE]		-		-	12	28,697
	LEWIS, TASHEEMA VIOLET - 75% [NOTE 1]		-	10.5	28,542		-
	VACANCY - OCCUP LIC INSPECTOR		34,480		-		-
	<b>Full-time Salaries Subtotal</b>	<b>\$ 107,992</b>	<b>82,842</b>		<b>76,904</b>		<b>77,059</b>
	OTHER WAGES	26,994	-		-		-
	TAXES	12,111	7,345		6,924		6,132
	BENEFITS	16,327	22,821		9,431		21,655
	<b>Salaries and Related Costs</b>	<b>163,424</b>	<b>113,008</b>		<b>93,259</b>		<b>104,846</b>
	OPERATING COSTS	1,987	7,950		3,397		9,400
	CAPITAL OUTLAY	2,051	-		-		-
	<b>BUSINESS TAX RECEIPTS TOTAL</b>	<b>\$ 167,462</b>	<b>\$ 120,958</b>		<b>\$ 96,656</b>		<b>\$ 114,246</b>

Note 1: In FY 2016 Budget position was funded 100% in code compliance and was transferred to BTR during year with a split: 75% BTR and 25% 471284. For FY 2017 person was transferred back to 010285 and split: 65% General Fund and 35% Building Fund.

# CITY OF NORTH MIAMI BEACH, FLORIDA

## DEPARTMENT OF COMMUNITY DEVELOPEMENT

FISCAL YEAR ENDING SEPTEMBER 30, 2017



# CITY OF NORTH MIAMI BEACH, FLORIDA

## HUMAN RESOURCES & RISK MANAGEMENT

FISCAL YEAR ENDING SEPTEMBER 30, 2017

### SERVICES, FUNCTIONS AND ACTIVITIES

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

As part of the Strategic Plan, Human Resources has developed a 5 year Roadmap to address current opportunities in regards to automation, manager self-service, employee development, succession planning, and employee engagement. These initiatives are in full alignment with the City's Strategic Goals of having a 1) Financially Sound City Government and 2) being a High Performing City Organization Providing Great Customer Service. Our efforts in these areas will ensure the services we are providing our customers will not only meet their needs, but also exceed their expectations.

### KEY FUNCTIONAL AREAS

#### **Talent Acquisition**

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

##### *Goals:*

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

##### *Initiatives:*

- Develop employee branding through creative collateral and communication campaign
- Build university partnerships and establish professional social network presence
- Implement NEOGOV

##### *Measures:*

- Cost Per Hire
- Time to fill

#### **Talent & Organizational Development**

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

*Goals:*

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

*Initiatives:*

- Development of NMB Employee University
- Creation of Leadership Competencies
- Revamping our Onboarding/Orientation process

*Measures:*

- Turnover rate
- Engagement %

**Employee/Labor Relations/Policies**

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

*Goals:*

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

*Initiatives:*

- Complete review and update of City's Employee Handbook
- Reintroduce progressive disciplinary process and counseling
- Provide organizational training on policies and procedures

*Measures:*

- # of grievances
- \$ amount spent on litigation expenses

**Compensation & Benefits**

Compensation and benefits have a direct correlation with talent acquisition and retention. Establishing a compensation plan will motivate employees, control compensation costs, and ensure equity.

*Goals:*

1. Create a competitive salary and rewards program
2. Focus on wellness programs designed to help NMB employees stay healthy, productive, and engaged

*Initiatives:*

- Conduct City-wide Compensation Survey
- Establish a formal compensation strategy
- Implement wellness programs

*Measures:*

- Medical Loss Ratio
- Compensation & Benefits % of Total Operating Expenses
- Retirement ratio

**Risk Management**

This Division's responsibilities include promoting a safe and healthy work environment, accident and incident investigation, reporting and monitoring of Workers' Compensation claims, review of property values, insurance coverages and premiums, and general liability issues. Our goals for 2017 include:

*Goals:*

1. Continuous improvement - ensuring the products, premiums, and coverage level and types are appropriately calibrated to the City's size and needs.
2. Creating a safety culture
3. Reducing the loss ratio

*Initiatives:*

- Centralization of Claims Management process
- Development of Risk Management Standard Operating Procedures Manual
- Development of leading indicator metrics

*Measures:*

- Loss ratio
- Average # of claims per month

**GOALS AND MEASUREMENTS**

**Financially Sound City Government**

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

Measurements we will use to track progress include: Average Cost per Hire, Medical Loss ratio, Loss Ratio

High Performing City Organization Providing Great Customer Services

Our comprehensive Talent & Organizational Development strategy specifically focuses on creating a High Performing City Organization that Provides Great Customer Services. Through the disciplined execution of our major initiatives in 2017, we are confident that we will continue to drive the City of North Miami Beach to a place where we nourish excellence by providing our employees with the tools to thrive and perform at their best as they deliver outstanding customer service experiences to colleagues and residents.

**KEY PERFORMANCE INDICATORS**

Measurements we will use to track progress include:

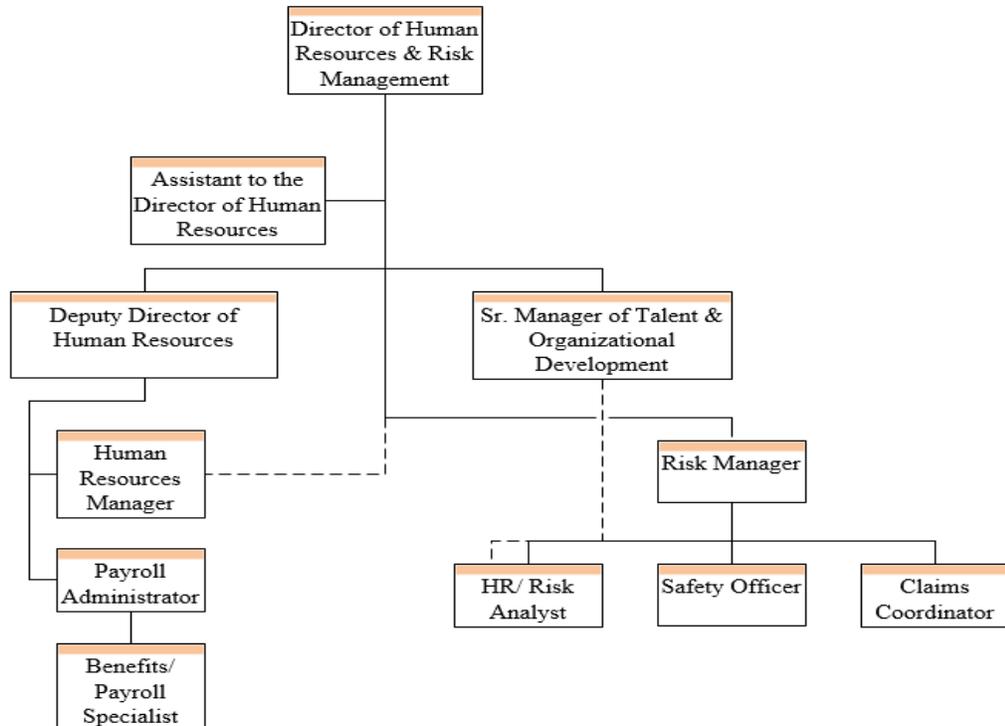
- Turnover rate
- Retirement rate
- Employee Engagement

# CITY OF NORTH MIAMI BEACH, FLORIDA

## HUMAN RESOURCES & RISK MANAGEMENT

FISCAL YEAR ENDING SEPTEMBER 30, 2017

ACCOUNT DESCRIPTION	ACTUAL FY 2015	ADOPTED BUDGET FY 2016	EST. FY 2016 LENGTH OF SERVICE (MONTHS)	ESTIMATED ACTUAL FY 2016	EST. FY 2017 LENGTH OF SERVICE (MONTHS)	ADOPTED BUDGET FY 2017
<b>SALARIES-FULL-TIME</b>						
HAEMEL, KRYSTEN		\$ -	5.25	\$ 21,580	12	\$ 51,839
DOE, CANDICE KAY		42,583	12	46,649	12	49,524
HINDS, AUDREA Y		90,677	12	90,677	12	90,677
ADAMS, MARVIN ANDREW		36,794	12	40,577	12	44,663
LEWIS SEVILLA, NADINE		-	12	115,885	12	115,000
MENEGAZZO, YOLANDA		-	5	35,308	12	85,000
ALICEA, NORMA IRIS		56,418	12	60,082	12	65,000
VACANCY - RISK MANAGER [TRANSFERRED FROM 410900 WATER]		-		-	12	75,000
BUTTS, KEVIN MICHAEL [TRANSFERRED FROM 410900 WATER]		-		-	12	50,786
SANCHEZ, LILIANA ALICE [TRANSFERRED FROM 410900 WATER]		-		-	12	100,000
GREEN, LINNON [TRANSFERRED FROM 410900 WATER]		-		-	12	42,494
ESTHER M. MARTINEZ CARDONA		68,245	3.25	17,463		-
VACANCY - HUMAN RESOURCES DIRECTOR		120,753		-		-
<b>Full-time Salaries Subtotal</b>	<b>\$ 392,297</b>	<b>415,470</b>		<b>428,221</b>		<b>769,983</b>
OTHER WAGES	2,474	750		19,486		18,100
TAXES	30,936	33,089		35,024		63,368
BENEFITS	94,010	101,480		90,538		267,097
<b>Salaries and Related Costs</b>	<b>519,717</b>	<b>550,789</b>		<b>573,269</b>		<b>1,118,548</b>
OPERATING COSTS	96,995	62,290		25,792		90,095
CAPITAL OUTLAY	-	2,970		81		-
NON-OPERATING COSTS	-	-		-		-
<b>HROD TOTAL</b>	<b>\$ 616,712</b>	<b>\$ 616,049</b>		<b>\$ 599,142</b>		<b>\$ 1,208,643</b>



# CITY OF NORTH MIAMI BEACH, FLORIDA

## FINANCIAL SERVICES DEPARTMENT

FISCAL YEAR ENDING SEPTEMBER 30, 2017

### SERVICES, FUNCTIONS AND ACTIVITIES

The Finance Department is responsible for the proper accounting of all City funds and compliance with all applicable regulations and laws. Routine duties include processing payroll, accounts payable, accounts receivable, cash collections, general ledger fund accounting, debt service administration, investment of City funds and preparation of various state, federal and management financial reports.

The Department provides public transparency to promote trust through the implementation and control of the approved budget and the preparation, and disclosure of the financial statements, including responses to the external auditors. The Finance Department provides financial analysis services to other City departments in order to enhance efficiency and assists with banking transactions that arise during the year.

### GOALS

#### Financially Sound City Government

The Finance Department will promote public trust and safeguard the fiscal integrity of the City by providing financial transparency through the implementation and control of the approved budget and the preparation and disclosure of the Comprehensive Annual Financial Report and quarterly financial reports. The department also has monthly meetings with the investment consultant to manage the City's diverse investment portfolio to facilitate a fiscally sound city government. The department will take the lead role in the implementation the first phase of a new Enterprise Resource Planning system. The areas impacted by this process include: accounts payable, bank reconciliation, budgeting, capital assets, cash receipting, contract management, general ledger, grants and project management, miscellaneous billing and account receivables, and purchasing.

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

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

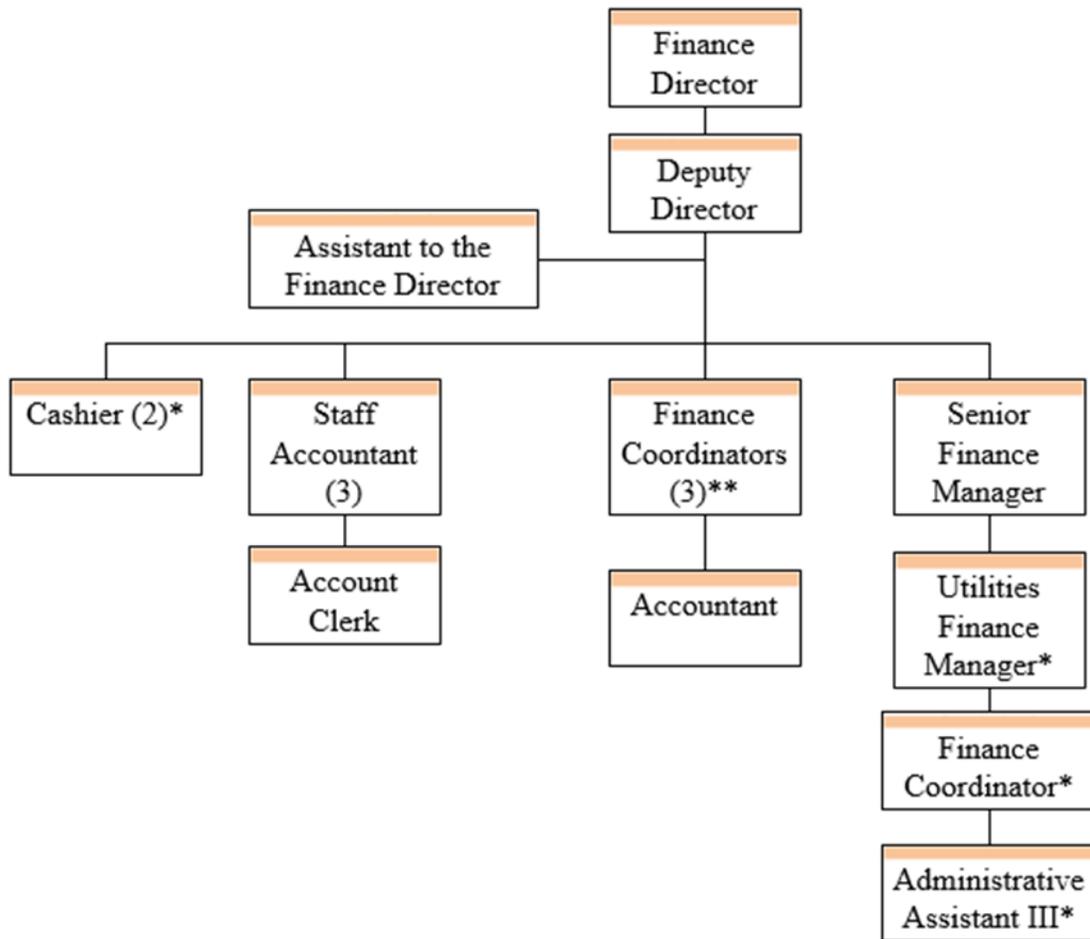
### PERFORMANCE MEASUREMENTS

The Financial Services Department's focus, in support of the Strategic Plan, is to provide a:

- Financially Sound City Government
- High Performing City Organization Providing Great Customer Services

## KEY PERFORMANCE INDICATORS

- Timely Quarterly Financial Analysis reports to the City Manager’s office, Mayor and Council and the public for use in the evaluation of the financial management and status of the City.
- Issuance of the Comprehensive Annual Financial Report (CAFR) by March 31<sup>st</sup> with an unqualified audit opinion.
- Submission of the Annual Financial Report, as required by State Statues, by June 30<sup>th</sup>
- Completion of the Adopted Annual Operating and Capital Budget by October 1<sup>st</sup>



\* Funded by Utilities

\*\* One new position funded by the Police Department

# CITY OF NORTH MIAMI BEACH, FLORIDA

## FINANCE DEPARTMENT

FISCAL YEAR ENDING SEPTEMBER 30, 2017

ACCOUNT DESCRIPTION	ACTUAL FY 2015	ADOPTED BUDGET FY 2016	EST. FY 2016 LENGTH OF SERVICE (MONTHS)	ESTIMATED ACTUAL FY 2016	EST. FY 2017 LENGTH OF SERVICE (MONTHS)	ADOPTED BUDGET FY 2017
SALARIES-FULL-TIME						
SMITH, JANETTE		\$ -	1.5	\$ 16,430	12	\$ 122,055
FENNELL, MARCIA		99,656	12	102,509	12	108,000
TRINKA, BARBARA FAYE		122,055	12	119,086	12	100,000
MAXY, MARC		65,100	12	65,100	12	65,100
SHIELDS, KAREN ROSEMARIE		63,000	12	63,000	12	63,000
TELFORT, FRANTZ		57,000	12	57,000	12	57,000
PENNANT-ALLEN, JULIET A		46,148	12	49,524	12	49,524
SZCZEPANSKI, THOMAS P		50,124	12	50,124	12	50,124
BELTRAN, MARY ELIZABETH		40,587	12	40,587	12	40,587
COX-HAUGHTON, ELOINE M		-	6.25	25,403	12	50,000
ALLADIO, VALERIA NOEMI		-	11.5	49,245	12	51,839
COLDEN, PATRICIA KAYE [TRANSFERRED TO 410916]		37,953	12	37,953		-
MAHARAJ, NAVDITA S [TRANSFERRED TO 410916]		31,009	12	31,009		-
VACANCY - ASST TO FINANCE DIRECTOR		51,839		-		-
WOZNIAK, LAURA		72,501	6	38,188		-
LOPEZ, RACQUEL E.		85,000	7.25	51,327		-
<b>Full-time Salaries Subtotal</b>	<b>\$ 746,863</b>	<b>821,972</b>		<b>796,485</b>		<b>757,229</b>
OTHER WAGES	44,293	5,000		44,981		23,970
TAXES	61,348	65,807		70,384		62,200
BENEFITS	172,468	200,800		186,760		224,433
<b>Salaries and Related Costs</b>	<b>1,024,972</b>	<b>1,093,579</b>		<b>1,098,610</b>		<b>1,067,832</b>
OPERATING COSTS	94,253	108,280		121,009		117,200
CAPITAL OUTLAY	1,739	-		10,245		-
<b>FINANCE TOTAL</b>	<b>\$ 1,120,964</b>	<b>\$ 1,201,859</b>		<b>\$ 1,229,864</b>		<b>\$ 1,185,032</b>

# CITY OF NORTH MIAMI BEACH, FLORIDA

## POLICE DEPARTMENT

FISCAL YEAR ENDING SEPTEMBER 30, 2017

### SERVICES, FUNCTIONS AND ACTIVITIES

The North Miami Beach Police Department (NMBPD) is a professional law enforcement organization that prides itself on delivering the highest level of quality service possible to more than 40 thousand residents and nearly 250 businesses. The NMBPD will continue to work in partnership with various departments within the city and with community leaders. The NMBPD will also strive to ensure a safe environment for all residents, visitors and business owners. The NMBPD is committed to accomplishing its mission to protect the lives and property of all citizens of North Miami Beach by treating every citizen with courtesy, professionalism, and respect and to enforce the laws impartially, fighting crime both through deterrence and the relentless pursuit of criminals.

The NMBPD has implemented a very pro-active Crime Analyst Unit. The overall objective of the NMBPD Crime Analyst Unit is to obtain and analyze as much information as possible, in order to identify crime patterns, trends, offenders, and develop correlations, to improve short term and long term decision making, and the ability of the NMBPD to manage, allocate, and deploy resources so that criminal activities can be stopped.

The NMBPD responds to the request and needs of the community in various ways. Recently, the NMBPD has added a Gang Unit, Street Crimes Unit, Economic Crimes Unit, Traffic Unit and a Community Affairs Bureau. These specialized units work in conjunction with each other to address all aspects of crimes while addressing many qualities' of life needs.

- Summer Crimes Reduction Initiative
- Holiday Task Force
- Multi-Agency Probation Sweeps
- Community Events (Shop with a COP, Winter Fest Toy Drive, Chief for the Day)
- Staff Community Walks
- Partnerships with the community (Club Law & Order and PACT Community Meetings)
- Traffic enforcement (DUI check points, Click it or Ticket Campaign)
- Community Contact Program, business checks, and park checks
- Explorer Program to assist in disseminating important public information and crime prevention tips

As part of our commitment to our community and as an on-going effort to keep our streets safe, the NMBPD continues to develop new ways to reduce crime. Some of the techniques the NMBPD utilizes are as follows:

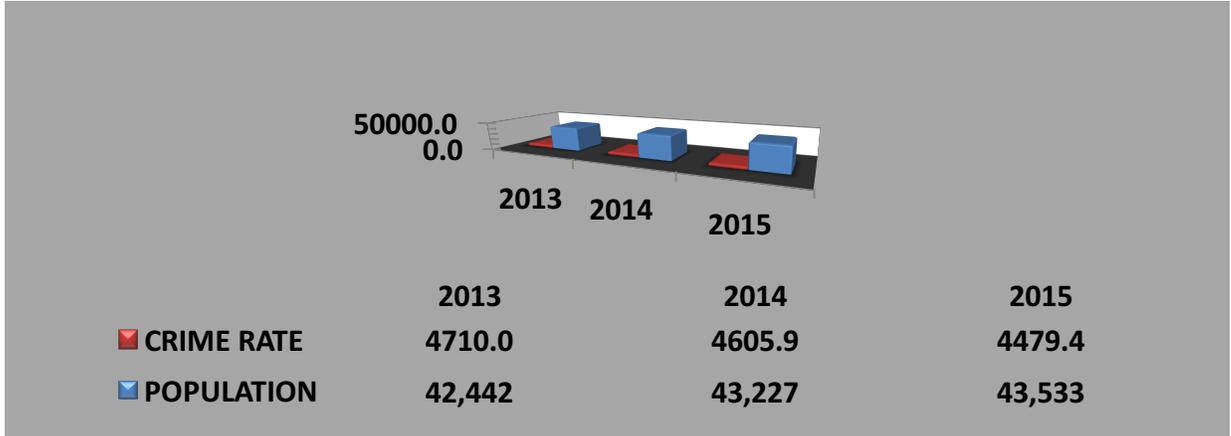
- Increase pro-active operations
- Adjust resources and manpower according to current crime trends
- Increase pro-active traffic enforcement
- Sharing information and partnering with surrounding agencies
- Work with the communities we serve to establish better communication

Implementing a comprehensive and sustained enforcement operation utilizing personnel from these

units will have a direct impact in our efforts to deter and decrease crime, traffic crashes and arrest traffic violators. The goal is to continue keeping the City of North Miami Beach safe.

**Crime Rate:**

	<u>2013</u>	<u>2014</u>	<u>2015</u>
<b>POPULATION</b>	42,442	43,227	43,533
<b>CRIME RATE</b>	4710.0	4605.9	4479.4



**NOTE:** “CRIME RATE” refers to the number of **Part 1** offenses reported to the Florida Department of Law Enforcement (FDLE), divided by the total population of North Miami Beach for the respective year; the result is then multiplied by 100,000.

In 2012, NMBPD had 85 sworn officers. As of July 2016, NMBPD has 103 sworn officers. The addition of these officers has allowed for full staffing of uniform patrol as well as the implementation of specialized units. These units include a designated Gang Unit, Traffic Unit, Economic Crimes Unit, Community Patrol Unit and Crime Analysis Unit, all which supplement uniform patrol efforts. The specialized units respond in real-time to in-progress calls which fall within the scope their respective unit responsibilities. This, in turn, allows uniform patrol to remain available for additional police response. At the conclusion of the 2016 fiscal year, it is anticipated that there will be a total of 107 sworn officers.

NMBPD has seen a decrease in the crime rate due to the increase of sworn police officers. NMBPD has been progressive in working with surrounding agencies to share information and strengthen networks. This sharing of information has helped in suppressing crime by keeping the criminal element out of the City. In addition, the implementation of several target crime initiatives has allowed for increased police visibility which in turn deters crime. NMBPD’s proactive and forward-looking approach is consistent with the 21<sup>st</sup> Century Policing model.

The chart below reflects response times of NMBPD compared to MDPD Intracoastal District.

**2015 Average Response Times Comparison**

<u>Agency</u>	<u>Emergency</u>	<u>Routine</u>
NMBPD	0:04:59	0:02:59
MDPD (Intracoastal)	0:07:03	0:15:44

### **CFA Accreditation**

The North Miami Beach Police Department (NMBPD) is an accredited agency and was nationally accredited June 1991 and State Accredited on October 8, 1997 by the Commission for Florida Law Enforcement Accreditation, Inc. (CFA) Every three years, NMBPD is required to comply with 265 standards in order to maintain the accredited status. The NMBPD was reaccredited by the commission in 2001, 2004, 2007, and 2010. In June of 2013 and 2016, continuing with our long standing commitment, the NMBPD received an Excelsior Award. This award is given to agencies who have maintained an accredited status for five (5) consecutive assessments without conditions.

### **NMB PAL – Police Athletic League**

The North Miami Beach Police Department has enhanced its relationships between the police and youth in the City of North Miami Beach by starting the NMBPD Athletic League, Inc. (PAL) Program. The NMBPD aims to keep juveniles involved in productive *programs under the auspices of* its North Miami Beach Police Athletic League (NMB - PAL). NMBPD-PAL is a youth crime prevention program that provides athletic and educational activities for children, primarily those in high-risk economically disadvantaged neighborhoods.



# CITY OF NORTH MIAMI BEACH, FLORIDA

## POLICE DEPARTMENT

FISCAL YEAR ENDING SEPTEMBER 30, 2017

ACCOUNT DESCRIPTION	ACTUAL FY 2015	ADOPTED BUDGET FY 2016	EST. FY 2016 LENGTH OF SERVICE (MONTHS)	ESTIMATED ACTUAL FY 2016	EST. FY 2017 LENGTH OF SERVICE (MONTHS)	ADOPTED BUDGET FY 2017
<b>SALARIES-FULL-TIME</b>						
JOHNSON SIPPLO, ANGELA G		\$ -	12	\$ 37,223	12	\$ 37,953
THOMAS, ADRIAN MARIE		42,211	12	42,211	12	42,211
VAZQUEZ-BELLO, VANESSA C		-	8.25	19,063	12	27,536
JOSEPH, SABRINA		-	7.75	32,300	12	51,839
HERNANDEZ, WILLIAM ARTHUR [TRANSFERRED FM 010510]		-	7.25	87,398	12	139,743
PRESCOTT, KEVIN		114,785	12	120,382	12	127,532
PEGUERO, RICARDO		52,000	12	52,000	12	52,000
GORRIN, JEAN C		-	8.25	49,356	12	72,500
SARDINAS, ADONIS		-	12	72,221	12	72,500
MARTINEZ, FELIX ANTONIO		24,427	12	24,427	12	24,427
CASSARINO, JOHN		111,307	12	111,307	12	111,307
SMITH, HARVETTE S		76,876	12	78,644	12	80,555
SLUSHER, RICHARD C		78,295	12	79,575	12	81,725
BAUER, WAYNE W		50,680	12	50,680	12	50,680
OCHOA, JASON		-	5	40,758	12	102,065
SILBERMAN, RICHARD		99,033	12	99,232	12	102,626
BELLORIN, RENER EFREN		41,866	12	41,866	12	45,216
WRIGHT, NICHOLA T		59,563	12	58,105	12	56,855
VACANCY - FINANCE COORDINATOR [NEW POSITION]		-		-	12	60,000
ASIM, MOHAMMAD		97,682	6	49,683		-
HINES, TERESA WALKER		27,949	2	4,837		-
DENNIS, JEFFREY SCOTT		144,202		-		-
VACANCY - ASSISTANT TO DIRECTOR		51,839		-		-
VACANCY - ACCOUNT CLERK		37,953		-		-
VACANCY - IT NETWORK ADMINISTRATOR		72,000		-		-
VACANCY - IT NETWORK ADMINISTRATOR		56,469		-		-
<b>Full-time Salaries Subtotal</b>	<b>\$ 1,061,256</b>	<b>1,239,137</b>		<b>1,151,268</b>		<b>1,339,270</b>
OTHER WAGES	128,165	46,250		142,778		104,120
TAXES	119,970	130,992		128,992		144,673
BENEFITS	4,475,966	4,615,028		4,687,417		4,281,049
<b>Salaries and Related Costs</b>	<b>5,785,357</b>	<b>6,031,407</b>		<b>6,110,455</b>		<b>5,869,112</b>
OPERATING COSTS	681,967	733,320		702,045		757,770
CAPITAL OUTLAY	926,597	490,000		351,398		-
<b>POLICE ADMINISTRATION TOTAL</b>	<b>\$ 7,393,921</b>	<b>\$ 7,254,727</b>		<b>\$ 7,163,898</b>		<b>\$ 6,626,882</b>
<b>SALARIES-FULL-TIME</b>						
MIELES, CARLOS OSWALDO		\$ 31,009	12	\$ 31,009	12	\$ 31,009
MAANSTER, PATRICK S		34,971	12	36,924	12	34,971
<b>Full-time Salaries Subtotal</b>	<b>\$ 63,258</b>	<b>65,980</b>		<b>67,933</b>		<b>65,980</b>
OTHER WAGES	20,726	2,500		5,964		4,000
TAXES	9,199	7,614		7,777		7,786
BENEFITS	15,440	14,089		10,869		21,982
<b>Salaries and Related Costs</b>	<b>108,623</b>	<b>90,183</b>		<b>92,543</b>		<b>99,748</b>
OPERATING COSTS	498,188	543,040		449,367		464,040
CAPITAL OUTLAY	-	-		-		-
<b>POLICE GARAGE TOTAL</b>	<b>\$ 606,811</b>	<b>\$ 633,223</b>		<b>\$ 541,910</b>		<b>\$ 563,788</b>
<b>SALARIES-FULL-TIME</b>						
BARRALAGA, ADELA VANESSA		\$ 31,009	12	\$ 31,009	12	\$ 31,009
ASIM, MOHAMMAD		-	6	50,663	12	103,804
ASSAEL, JOSE		101,310	12	106,297	12	111,533
MARCIANTE, ANTONIO		111,067	11.5	112,246	12	119,636
ABBOTT, VINCENT		77,414	12	77,890	12	80,395
ACEVEDO, MARIA FERNANDA		-	6.75	27,234	12	52,477
AJO JR, MICHAEL DAVID		50,556	12	58,249	12	71,606
ALADIN, KENDRICK JAMES L		-	6.75	27,256	12	52,997
ANDERSON, KARL J		76,914	12	76,676	12	79,135
AZEVEDO, MICHAEL C		-	9.75	62,769	12	80,326
BAGWELL, CHRISTOPHER A		77,174	12	76,724	12	79,385
BAKER, KENNETH		79,435	12	80,330	12	82,461
BAUM, TRACY EDWARD		-	4	22,539	12	78,965
BOLINGER, MICHAEL		77,095	12	78,479	12	80,076
CABRERA, INGRID		49,696	12	54,604	12	62,687
CAPOTE, ALEXANDER G		77,654	8	54,689	12	81,450
CHINCHILLA, MICHAEL STANLEY		49,596	12	60,274	12	72,806
DIAZ, LINO		77,534	8	53,664	12	80,265
DURHAM, SHAUNETTA J		-	7.75	26,702	12	52,560
EDDINGTON, BRIDGITTE O		76,855	12	76,981	12	79,835
ELDER, ROBERT JAMES		49,336	12	55,957	12	70,188

# CITY OF NORTH MIAMI BEACH, FLORIDA

## POLICE DEPARTMENT

FISCAL YEAR ENDING SEPTEMBER 30, 2017

DIVISION NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2015	ADOPTED BUDGET FY 2016	EST. FY 2016 LENGTH OF SERVICE (MONTHS)	ESTIMATED ACTUAL FY 2016	EST. FY 2017 LENGTH OF SERVICE (MONTHS)	ADOPTED BUDGET FY 2017
510	SALARIES-FULL-TIME (CONTINUED)						
	FAGAN, DARREN WILLIAM		77,375	12	77,916	12	80,375
	FARINI, KAIO AUGUSTO V		49,336	12	54,641	12	60,811
	FLEITAS BETANCOURT, LAZARO		49,856	12	60,679	12	80,200
	GAUVREAU, RICHARD G		78,454	12	79,423	12	81,460
	GONZALEZ, AYMEE		77,574	12	77,946	12	81,350
	GONZALEZ, LAURA M		78,774	12	79,250	12	80,715
	GORDO, LUIS M		78,614	12	79,649	12	81,095
	HAMILTON JR, JERRY L		76,894	12	77,789	12	79,875
	HANCSAK, ANDREW TYLER		-	9.25	38,133	12	53,651
	HARRELL, ERICSON		77,394	12	77,730	12	80,140
	HASTY, REBECCA E		79,394	12	81,093	12	82,920
	KELLNER III, DOUGLAS MEREDITH		48,816	12	55,160	12	60,811
	KIRKUS, JOSHUA BRANDON		-	4	16,730	12	55,066
	LENTZ, NICHOLAS JOHN		-	4	15,719	12	54,126
	LYSTAD, CHRISTIAN M		78,314	12	79,069	12	81,840
	MARCELIN, KEVIN		-	4.75	19,230	12	53,486
	MAYA, JOSE		77,914	12	81,780	12	81,701
	MENDEZ, MICHAEL C		49,336	12	59,185	12	71,686
	MOOD, NICOLE ELIZABETH		49,336	11	39,560	12	72,476
	MUNDY, MICHAEL J		77,654	12	78,759	12	81,180
	NELSON, JETRO		77,874	12	78,462	12	80,900
	OLIVARES ANDRES JOSE		-	9	46,032	12	71,301
	PARETS, CARLOS		76,854	12	77,745	12	79,835
	PERIGNY JONATHAN REMI		-	-	-	12	69,198
	QUINONES, ROBERTO		77,574	12	79,517	12	80,850
	RIVERA, ERIC C		76,654	12	75,613	12	78,885
	ROJAS JR, PEDRO EDUARDO		78,694	12	79,195	12	80,145
	RUIZ, JEFFERSON S		-	4.25	17,825	12	52,220
	RUIZ, JUAN CARLOS		77,174	12	78,299	12	80,710
	SANDERS, WILL ARTHUR		78,874	12	80,592	12	81,900
	SANON, DUKENS		78,214	12	81,178	12	81,405
	SHERROD, KEVIN OWEN		76,894	12	77,480	12	80,180
	SIMMONS, ZOILA MARINA		76,914	12	77,375	12	79,940
	SIMON JOSELITO FRITZ		-	-	-	12	56,704
	SIMON, SAMUEL MYRON		78,114	12	81,181	12	82,950
	SOTO, LUIS ALBERTO		77,694	12	79,183	12	80,970
	STARNES, CHRISTOPHER L		76,894	12	74,686	12	80,940
	STEWART, TRISTAN JAMES		-	10.5	42,409	12	52,954
	TANIS, MIKE		70,425	12	73,725	12	80,540
	VAZQUEZ BELLO, JORGE E		79,175	12	81,607	12	82,451
	WEDDERBURN, ANTHONY		76,894	12	77,964	12	80,420
	WILSON, JONATHAN L		77,654	12	76,442	12	80,410
	WINCHESTER, AARON ARKEEM M		50,556	12	54,627	12	60,752
	DETECTIVE - VACANCY		-	-	-	12	78,365
	CAMACHO, NELSON O		-	7.75	35,309	12	89,488
	FOY, DAVID WILLIAM		84,613	12	90,762	12	100,360
	GARCIA, SERGIO HUMBERTO		83,152	12	87,965	12	99,697
	JURADO, JUAN G		84,132	12	89,864	12	100,722
	MORALES, ALEXANDER		78,696	12	82,944	12	90,759
	NICHOLS, STUART LEE		84,352	12	89,126	12	100,228
	SOCORRO, LEONARDO		98,423	12	89,197	12	102,905
	WILLIAMS, ROBERT J		103,901	12	101,967	12	103,359
	COLL, MARY LINDA		49,119	12	49,119	12	49,119
	VACANCY - POLICE OFFICER		48,368	-	-	12	50,246
	VACANCY - POLICE MAJOR		-	-	-	12	101,310
	ALFONSO, ALDO		77,414	7.25	46,684	-	-
	FLORENCIO, RAFAEL E		65,055	7.25	38,881	-	-
	FRANCIONI, GIOVANNI		77,154	6.25	40,347	-	-
	GONZALEZ, MARIA G		49,336	7.25	29,725	-	-
	HERNANDEZ, REYNERI		77,854	7.25	46,636	-	-
	HERNANDEZ, WILLIAM ARTHUR [TRANSFERRED TO 010500]		116,560	4.75	49,365	-	-
	JOHNSON, MELANIE J		76,614	5	33,365	-	-
	OCHOA, JASON		83,832	7	48,967	-	-
	PINILLOS, JUAN FRANCISCO		83,392	7	48,693	-	-
	RANDAZZO, JIMMY		78,415	3.5	23,358	-	-
	POLEGA, ALICIA A		-	2.75	10,451	-	-
	RIVERA JR, DAVID		-	3.5	15,114	-	-
	MARIN, JOSE ANGEL		78,456	-	-	-	-
	FELIPE, HERNANDEZ		77,994	-	-	-	-
	VACANCY - POLICE CAPTAIN		95,000	-	-	-	-
	VACANCY - COMMUNITY OFFICER		31,009	-	-	-	-
	VACANCY - POLICE OFF. [NEW POSITION STARTING IN JAN.]		36,276	-	-	-	-
	VACANCY - POLICE OFF. [NEW POSITION STARTING IN JAN.]		36,276	-	-	-	-
	VACANCY - POLICE OFFICER		48,368	-	-	-	-
	VACANCY - POLICE OFFICER		48,368	-	-	-	-
	VACANCY - POLICE OFFICER		48,368	-	-	-	-
	VACANCY - POLICE OFFICER		48,368	-	-	-	-
	<b>Full-time Salaries Subtotal</b>	<b>\$ 5,030,608</b>	<b>5,579,671</b>		<b>5,139,649</b>		<b>5,861,678</b>

# CITY OF NORTH MIAMI BEACH, FLORIDA

## POLICE DEPARTMENT

FISCAL YEAR ENDING SEPTEMBER 30, 2017

DIVISION NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2015	ADOPTED BUDGET FY 2016	EST. FY 2016 LENGTH OF SERVICE (MONTHS)	ESTIMATED ACTUAL FY 2016	EST. FY 2017 LENGTH OF SERVICE (MONTHS)	ADOPTED BUDGET FY 2017
510	OTHER WAGES	625,875	436,377		614,772		638,429
(continued)	TAXES	681,684	699,049		704,873		756,079
	BENEFITS	1,600,550	1,325,091		1,097,733		1,902,593
	<b>Salaries and Related Costs</b>	<b>7,938,717</b>	<b>8,040,188</b>		<b>7,557,027</b>		<b>9,158,779</b>
	OPERATING COSTS	231,746	251,600		244,163		260,250
	CAPITAL OUTLAY	5,472	-		1,368		-
	<b>UNIFORM SERVICES TOTAL</b>	<b>\$ 8,175,935</b>	<b>\$ 8,291,788</b>		<b>\$ 7,802,558</b>		<b>\$ 9,419,029</b>
512	SALARIES-FULL-TIME						
	BROWN, SHADAE DARCELL		\$ -	11	\$ 52,051	12	\$ 60,487
	GOMES, RICK ANTHONY		52,449	12	55,611	12	60,487
	HOLLIMON, TONYA M		57,254	11	50,164	12	59,947
	MARSH-MOOSANG, SHERYL M		57,514	12	57,991	12	60,207
	THOMPSON, MYRA D		57,514	12	58,619	12	60,457
	WHITE, CRYSTAL L		57,254	12	58,300	12	60,477
	YABER, OMAR M		58,817	12	59,242	12	60,727
	CAMACHO, NICHOLE		68,672	12	69,417	12	71,839
	GONZALEZ, MARIA G		-	4.75	23,406	12	60,390
	VACANCY - POLICE COMMUN. OFFICER I		39,405		-	12	40,935
	VACANCY - POLICE COMMUN. OFFICER I		-		-	12	40,935
	VACANCY - POLICE COMMUN. OFFICER I		-		-	12	40,935
	CAPOTE, ALEXANDER G		-	4	25,124		-
	FOGELGREN, DENNIS S		76,894	4.25	28,785		-
	SANTANA, EDITH M		37,112	10	31,260		-
	HENRY, STACY		-	3	10,120		-
	<b>Full-time Salaries Subtotal</b>	<b>\$ 504,234</b>	<b>562,885</b>		<b>580,090</b>		<b>677,823</b>
	OTHER WAGES	258,075	209,087		273,364		223,845
	TAXES	59,144	57,753		71,291		66,947
	BENEFITS	88,498	83,575		74,728		144,076
	<b>Salaries and Related Costs</b>	<b>909,951</b>	<b>913,300</b>		<b>999,473</b>		<b>1,112,691</b>
	OPERATING COSTS	3,769	9,200		6,120		10,200
	<b>COMMUNICATIONS TOTAL</b>	<b>\$ 913,720</b>	<b>\$ 922,500</b>		<b>\$ 1,005,593</b>		<b>\$ 1,122,891</b>
530	SALARIES-FULL-TIME						
	GENAO, JUDY M		\$ 43,020	12	\$ 43,020	12	\$ 43,020
	GASTON-VIRGILE, NINGER		42,000	12	42,000	12	42,000
	PINILLOS, JUAN FRANCISCO		-	5	42,417	12	102,309
	RAND, RICHARD D		100,230	12	108,540	12	113,787
	ALFONSO, ALDO		-	4.75	33,962	12	81,470
	DAISE, ALLEN J		77,914	12	79,927	12	81,440
	DENHAM, PAMELA		78,635	12	80,299	12	82,411
	GARCIA, EDWARD A		78,434	12	79,504	12	81,960
	GONZALEZ, JOHN DAVID		78,915	12	79,531	12	81,941
	MANN, CORA		79,675	12	81,613	12	83,451
	MOORE, JAMES L		81,306	12	81,922	12	85,082
	RANDAZZO, JIMMY		-	9	57,015	12	82,451
	RODRIGUEZ, SANDY ANN		79,154	12	80,014	12	82,430
	ROMERO, JOSEPH L		77,914	12	78,834	12	81,690
	VAZQUEZ-BELLO, ELVIS		77,696	12	79,814	12	81,921
	WEBSTER, TRACY L		78,155	12	78,980	12	81,681
	KOGAN, GARY G		99,753	12	100,575	12	104,109
	KATERMAN, KATHY M		114,665	4	38,385		-
	MARCIANTE, ANTONIO		-	0.5	4,483		-
	VACANCY - POLICE OFFICER/DETECTIVE		48,368		-		-
	<b>Full-time Salaries Subtotal</b>	<b>\$ 1,133,263</b>	<b>1,235,834</b>		<b>1,270,835</b>		<b>1,393,153</b>
	OTHER WAGES	200,903	224,846		290,683		180,818
	TAXES	165,923	162,243		181,798		177,838
	BENEFITS	264,328	239,850		204,052		391,126
	<b>Salaries and Related Costs</b>	<b>1,764,417</b>	<b>1,862,773</b>		<b>1,947,368</b>		<b>2,142,935</b>
	OPERATING COSTS	10,369	17,900		16,455		17,900
	<b>DETECTIVE BUREAU TOTAL</b>	<b>\$ 1,774,786</b>	<b>\$ 1,880,673</b>		<b>\$ 1,963,823</b>		<b>\$ 2,160,835</b>
531	SALARIES-FULL-TIME						
	ACEVEDO, MIGUEL		\$ 38,522	12	\$ 39,682	12	\$ 38,522
	LANE, PATRICIA NICOLE		41,866	12	42,746	12	41,866
	PACHECO, JORGE A		41,866	12	43,066	12	41,866
	TORRES SOTO, MANUELA		38,522	12	39,402	12	38,522
	<b>Full-time Salaries Subtotal</b>	<b>\$ 157,233</b>	<b>160,776</b>		<b>164,896</b>		<b>160,776</b>
	OTHER WAGES	29,157	25,000		30,953		25,000
	TAXES	20,449	21,379		21,688		21,613
	BENEFITS	40,023	50,312		47,351		54,707
	<b>Salaries and Related Costs</b>	<b>246,862</b>	<b>257,467</b>		<b>264,888</b>		<b>262,096</b>
	OPERATING COSTS	4,298	5,400		5,339		5,400
	<b>CRIME SCENE TOTAL</b>	<b>\$ 251,160</b>	<b>\$ 262,867</b>		<b>\$ 270,227</b>		<b>\$ 267,496</b>

# CITY OF NORTH MIAMI BEACH, FLORIDA

## POLICE DEPARTMENT

FISCAL YEAR ENDING SEPTEMBER 30, 2017

DIVISION NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2015	ADOPTED BUDGET FY 2016	EST. FY 2016 LENGTH OF SERVICE (MONTHS)	ESTIMATED ACTUAL FY 2016	EST. FY 2017 LENGTH OF SERVICE (MONTHS)	ADOPTED BUDGET FY 2017
532	SALARIES-FULL-TIME						
	CASTILLO, CARLOS		\$ 77,456	12	\$ 80,167	12	\$ 80,885
	CATLIN, CRAIG M		79,335	12	81,523	12	83,015
	DIAZ, SERGIO G		77,335	12	79,313	12	80,765
	NUNEZ, JORGE M		76,976	12	78,849	12	80,405
	BEAUPARLANT, WILLIAM		98,863	12	101,509	12	103,345
	PEREZ, PEDRO L		97,782	12	99,895	12	102,265
	<b>Full-time Salaries Subtotal</b>	<b>\$ 509,629</b>	<b>507,747</b>		<b>521,256</b>		<b>530,680</b>
	OTHER WAGES	40,345	-		43,975		6,707
	TAXES	78,221	60,975		81,677		64,844
	BENEFITS	123,726	107,432		81,790		129,490
	<b>Salaries and Related Costs</b>	<b>751,921</b>	<b>676,154</b>		<b>728,698</b>		<b>731,721</b>
	OPERATING COSTS	801	4,500		4,500		4,500
	<b>TASK FORCES TOTAL</b>	<b>\$ 752,722</b>	<b>\$ 680,654</b>		<b>\$ 733,198</b>		<b>\$ 736,221</b>
533	SALARIES-FULL-TIME						
	DAVIS, ERIC B		\$ 77,736	12	\$ 80,447	12	\$ 81,415
	DOLCINE, JUAN B		77,736	12	79,923	12	81,415
	EDDINGTON, JONAS		99,383	12	102,430	12	103,865
	FLORENCIO, RAFAEL E		-	4.75	33,500	12	80,425
	HERNANDEZ, REYNERI		-	4.75	32,429	12	81,885
	CAMACHO, NELSON O		77,936	7.25	46,752		-
	FESTA, GEORGE L		77,255	0.25	722		-
	DIAZ, LINO		-	4	25,020		-
	<b>Full-time Salaries Subtotal</b>	<b>\$ 411,707</b>	<b>410,046</b>		<b>401,223</b>		<b>429,005</b>
	OTHER WAGES	39,482	50,000		30,254		51,446
	TAXES	61,671	53,074		57,419		55,942
	BENEFITS	64,718	69,025		36,258		99,994
	<b>Salaries and Related Costs</b>	<b>577,578</b>	<b>582,145</b>		<b>525,154</b>		<b>636,387</b>
	OPERATING COSTS	540	3,750		3,750		3,750
	<b>SPECIAL INVESTIGATION TOTAL</b>	<b>\$ 578,118</b>	<b>\$ 585,895</b>		<b>\$ 528,904</b>		<b>\$ 640,137</b>
555	SALARIES-FULL-TIME						
	ARGUETA CRUZ, TIFFANY		\$ 31,009	12	\$ 31,009	12	\$ 31,009
	VACANCY - COMMUNITY SERVICE OFFICER		31,009		-		-
	<b>Full-time Salaries Subtotal</b>	<b>\$ 24,927</b>	<b>62,018</b>		<b>31,009</b>		<b>31,009</b>
	OTHER WAGES	1,345	-		2,072		-
	TAXES	4,766	7,410		5,273		3,741
	BENEFITS	2,942	11,356		11,984		6,988
	<b>Salaries and Related Costs</b>	<b>33,980</b>	<b>80,784</b>		<b>50,338</b>		<b>41,738</b>
	OPERATING COSTS	294,554	322,800		287,730		322,800
	CAPITAL OUTLAY	1,000	-		-		-
	<b>RED LIGHT CAMERA ENFORCEMENT TOTAL</b>	<b>\$ 329,534</b>	<b>\$ 403,584</b>		<b>\$ 338,068</b>		<b>\$ 364,538</b>
<b>POLICE DEPARTMENT TOTAL</b>		<b>\$ 20,776,705</b>	<b>\$ 20,915,911</b>		<b>\$ 20,348,179</b>		<b>\$ 21,901,817</b>

# CITY OF NORTH MIAMI BEACH, FLORIDA

## LIBRARY

FISCAL YEAR ENDING SEPTEMBER 30, 2017

### SERVICES, FUNCTIONS AND ACTIVITIES

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

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

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

### GOALS AND MEASUREMENTS

#### Financially Sound City Government

The Library Department continues to improve its wide variety of programs that cater to all members of the community with an emphasis on financially sound decision making. During Fiscal-Year 2016, the department enhanced services and implemented programs through collaborative agencies and private donations. During Fiscal Year 2017 the NMB Library will seek to enhance services by implementing automation technology that will free professional staff to create and provide services instead of performing routine tasks, to develop a Friends of the Library financial support group and continue to seek private sector engagement and investment as a means to enhance the services provided to our residents. By providing services that meet Florida Public Library Standards and joining multi-type library cooperatives and consortia the NMB Library saves and provides the equivalent of \$14.01 return on investment for every tax dollar spent and qualifies for federal funding of various programs. It is our goal to continually look for ways to manage and operate the library to reduce the cost of services while increasing them and their value through knowledgeable staff in the most cost effective an efficient manner.

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

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

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

The Department further supports the community by providing educational programming in collaboration with the schools in NMBs feeder pattern, summer reading and educational camp and programs for children, teens, young adults and seniors during the summer months and year round engagement in and outside the library as we support community events.

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

The Library Department seeks to make hospitality the cornerstone of our service model. As a learning institution the NMB Library seeks to anticipate the community needs in order to provide top customer service. As our library transforms into 21<sup>st</sup> century services, a lean and professional staff that meets EDGE Library competencies and provides innovative services will continue to attain top satisfaction ratings from the residents via annual surveys, social media, city website, etc. The library will continue to provide top quality events that highlight our multicultural community (i.e. Black History Month, Lunar New Year), increase learning and technological opportunities (i.e. Early Literacy, Tutoring, Creation Spaces, and Internet Safety), produce consistent and improved educational outcomes (i.e. Measured learning); increase the arts and cultural exposure and education (i.e. Audio-visual display, poetry and music), support empowerment programs (i.e. International Women's Day, Lean-In groups, Alzheimer Support), observe national and ALA celebrations in manner that enhances education (i.e. Thanksgiving, Mother's Day, El Dia, Teen Tech) and support of all of our community events such as Bike 305 and Heritage Days.

### *Revitalized Downtown and Major Corridors*

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

## KEY PERFORMANCE INDICATORS

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

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

Hours of Public Service per week - Goal – 62- 85  
Current is 63

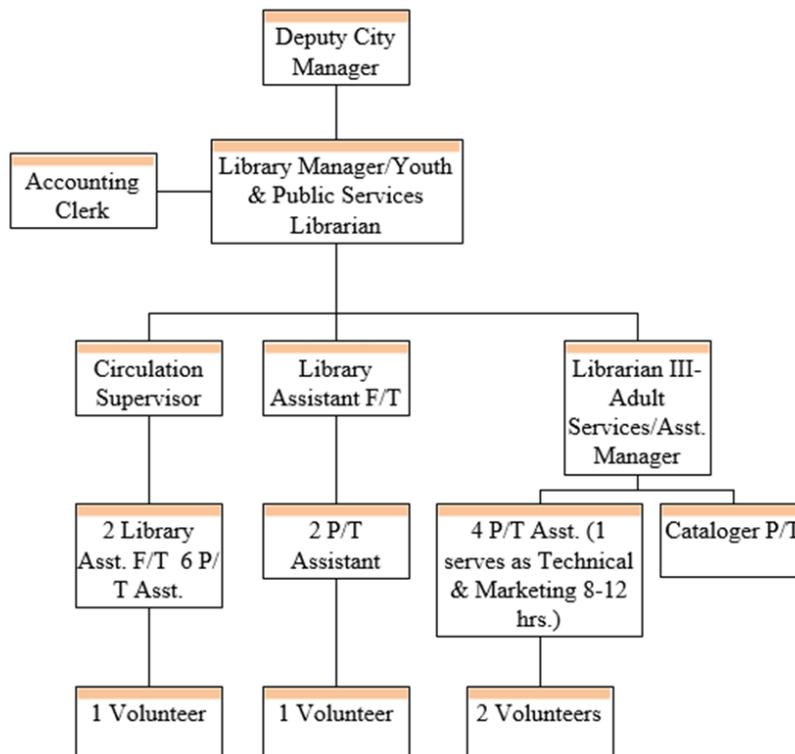
Library Holdings Per Capita- Goal - 2.2  
Current 1.37

Square Feet per Capita- Goal - 0.7  
Current 0.57

Library Visits per Staff FTE- Goal - 9,808  
Current 12,909

Total Program Attendance Per Capita- Goal - 0.40      Learning outcome of 40%  
Current 0.11                              Learning outcome 55%

Percentage of Juvenile Program Attendance- Goal – 80%      Learning outcome of 50%  
Current 97.6                              Learning outcome 55%



# CITY OF NORTH MIAMI BEACH, FLORIDA

## LIBRARY

FISCAL YEAR ENDING SEPTEMBER 30, 2017

DIVISION NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2015	ADOPTED BUDGET FY 2016	EST. FY 2016 LENGTH OF SERVICE (MONTHS)	ESTIMATED ACTUAL FY 2016	EST. FY 2017 LENGTH OF SERVICE (MONTHS)	ADOPTED BUDGET FY 2017
760/600	SALARIES-FULL-TIME [NOTE 1]						
	WIDLAN, DEBRA L		\$ 42,494	12	\$ 42,521	12	\$ 42,494
	SANDNESS, SUSAN L		54,777	12	54,777	12	56,420
	APONTE, JEYDIE		34,320	12	32,264	12	32,240
	PETIT DE, GINA		30,375	12	30,375	12	30,375
	SCHENKEL, DEBRA K		30,438	12	30,438	12	30,438
	HERNANDEZ, EDENIA MARIA		72,000	12	72,000	12	85,000
	VACANCY - LIBRARIAN II PUB SRVCS [NEW POSITION]		-		-	12	40,000
	VACANCY - LIBRARIAN II YOUTH SRVCS [NEW POSITION]		-		-	12	40,000
	<b>Full-time Salaries Subtotal</b>	<b>\$ 273,542</b>	<b>264,404</b>		<b>262,375</b>		<b>356,967</b>
	OTHER WAGES	161,427	175,372		146,297		168,931
	TAXES	33,869	33,169		32,060		41,008
	BENEFITS	46,916	60,072		54,061		78,220
	<b>Salaries and Related Costs</b>	<b>515,754</b>	<b>533,017</b>		<b>494,793</b>		<b>645,126</b>
	OPERATING COSTS	149,046	189,460		171,210		204,078
	CAPITAL OUTLAY	48,257	31,500		23,195		
	BOOKS AND PUBLICATIONS	-	-		-		25,000
	<b>Capital Outlay Subtotal</b>	<b>48,257</b>	<b>31,500</b>		<b>23,195</b>		<b>25,000</b>
	<b>LIBRARY TOTAL [NOTE 1]</b>	<b>\$ 713,057</b>	<b>\$ 753,977</b>		<b>\$ 689,198</b>		<b>\$ 874,204</b>

Note 1: In FY 2016, the Library was included as part of Parks & R.E.C Department in division 010760. For the Adopted FY 2017 Budget, the Library was transferred to division 010600.

# CITY OF NORTH MIAMI BEACH, FLORIDA

## PARKS AND R.E.C. DEPARTMENT

FISCAL YEAR ENDING SEPTEMBER 30, 2017

### SERVICES, FUNCTIONS AND ACTIVITIES

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

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

### GOALS AND MEASUREMENTS

#### Financially Sound City Government

The Parks & R.E.C. Department continues to improve on its wide variety of programs that cater to all members of the community with an emphasis on financially sound decision making. The Department was able to secure sponsorship dollars for special events such as Bike 305, Bike to Work Day and the Heart Health Walk. In addition, scholarships were obtained for North Miami Beach Residents for Summer Camp and SDG/ BOCA Jr. Training Academy. During fiscal year 2017, the department will be considering activities that may be accomplished more effectively by the private sector.

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

The Parks & R.E.C. Department has its first system wide approved Master Plan for Parks to improve accessibility, conditions and desirability of parks and amenities. This plan will be a catalyst for future enhancements, acquisitions and construction of parks. Together with the Master Plans for beautification and landscaping, property values in the proximate area will likely be enhanced.

During FY16, there were several capital improvement projects that were completed. The Ronald A Silver Youth Enrichment Services Center was renovated; Victory Pool's tot lot was refurbished; a new handicap lift was installed at Uleta Pool; six basketball courts were resurfaced; our first installment of "Art in Public Places" was completed at the Victory Park Basketball courts; and the lobby of the Julius Littman Performing Arts Theater was upgraded. Also, as we continue to invest in our cultural programs, in FY 2017, for the first time in NMB history, we will have procured to have lights installed at the Senator Gwen Margolis Amphitheater, and we will have new flame-resistant theater curtains in the Julius Littman Performing Arts Theater. The department will continue to enhance its infrastructure through public/private partnerships, grants, sponsorships and CIP funding.

In FY 2016 Taylor Park, a 21.8 acre site, was designated as the Taylor Park Green Reuse Area and the City is currently working with Miami-Dade County to clean-up the park and re-open the park to the public as an active park for its residents to enjoy. The park is scheduled for remedial cleanup within the next 12 months. Once completed the park will include baseball fields, walking trails, basketball courts, fishing pier and open green spaces.

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

The Department further supports the community by providing afterschool care, summer and winter camps and programs for children, teens, young adults and seniors.

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

The Parks & R.E.C. Department provides top notch service and support to the residents and visitors of the City of North Miami Beach. In May 2016, the City received its first Playful City USA designation. North Miami Beach is one of only 257 cities across the nation to receive this prestigious award. The Department will continue to provide City residents with quality special events, such as: Love In Valentine's Day Event, Monster Mash Bash Halloween Event, Snow Fest Event, Holiday Lighting Ceremony, Veteran's Day, Memorial Day, Mother's Day Breakfast, Youth Symposium, National Day of Prayer, Back to School Health Fair, and Healthy Heart Walk and Event, Bike 305, Bike to Work Day and Jazz Festival. The Department will continue to seek sponsorships, community partnerships and scholarships to offset the cost of special events, programs and activities for the community.

**KEY PERFORMANCE INDICATORS**

**Key Indicator 1: Operating Expenditures per capita**

Based on FY2015 adopted budget of \$4,241,896 with 43,971 residents, the operating cost per capita is \$96.47 per resident.

This key indicator relates to the mission of the strategic plan to “Deliver City services in the most effective and efficient manner.”

**Key Indicator 2: Number of Children Registered in Summer programs/Number of available spaces in Summer Programs.**

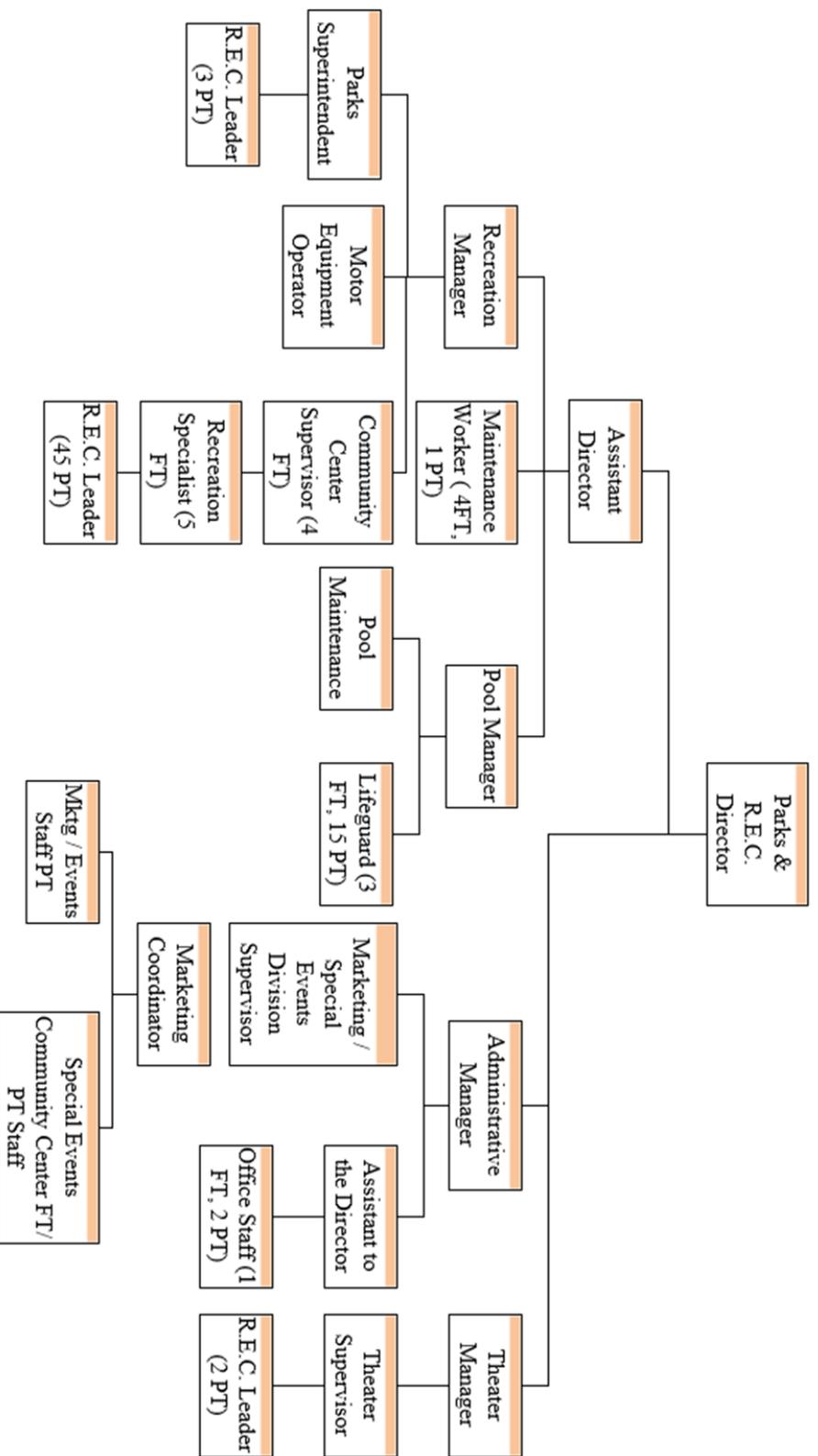
FY15 Summer Camp	Available spaces	Registered
Allen Park Sports Camp	100	107
Highland Village	75	71
Uleta Community Center	135	148
Washington Park	75	70
YES Center	175	192
<b>TOTAL</b>	<b>560</b>	<b>588</b>

This indicator aligns with strategic plan goal “to provide a variety of recreational programs and activities for all.”

# CITY OF NORTH MIAMI BEACH, FLORIDA

## PARKS AND R.E.C. DEPARTMENT

FISCAL YEAR ENDING SEPTEMBER 30, 2017



# CITY OF NORTH MIAMI BEACH, FLORIDA

## PARKS AND R.E.C. DEPARTMENT

FISCAL YEAR ENDING SEPTEMBER 30, 2017

DIVISION NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2015	EST. FY 2016		EST. FY 2017		ADOPTED BUDGET FY 2017
			ADOPTED BUDGET FY 2016	LENGTH OF SERVICE (MONTHS)	ESTIMATED ACTUAL FY 2016	LENGTH OF SERVICE (MONTHS)	
710	SALARIES-FULL-TIME						
	PARMER, ALSHEA NICOLE		\$ -	3	\$ 7,143	12	\$ 28,697
	BETHEL, JANE GUADALUPE		39,426	12	37,946	12	51,840
	SHAKESPEARE, JACQUELINE		83,239	12	80,297	12	79,275
	MAGRISSE, JULIO E		-	9	73,117	12	98,500
	MURPHY, PAULETTE		104,475	12	104,475	12	104,475
	DORSAINVIL, AJA D		-	12	39,110	12	51,500
	PIERRE, ELISABETH [TRANSFERRED FROM 010200]		-	1.75	6,391	12	47,476
	LEGAGNEUR, NAOMI G		50,680	12	50,680	12	50,680
	JACKSON, CINDY L		28,697	8.5	20,088		-
	FINNEY, GLENN		85,050		-		-
	VACANCY - MARKETING COORDINATOR		39,110		-		-
	<b>Full-time Salaries Subtotal</b>	<b>\$ 329,136</b>	<b>430,677</b>		<b>419,247</b>		<b>512,443</b>
	OTHER WAGES	104,995	66,988		48,851		68,288
	TAXES	46,315	55,207		51,788		61,141
	BENEFITS	89,181	92,939		74,847		152,960
	<b>Salaries and Related Costs</b>	<b>569,627</b>	<b>645,811</b>		<b>594,733</b>		<b>794,832</b>
	OPERATING COSTS	248,355	234,350		212,309		219,350
	CAPITAL OUTLAY	158,473	214,500		229,090		-
	<b>ADMINISTRATION TOTAL</b>	<b>\$ 976,455</b>	<b>\$ 1,094,661</b>		<b>\$ 1,036,132</b>		<b>\$ 1,014,182</b>
712	SALARIES-FULL-TIME						
	SEIDE, KERBY M		\$ 39,729	12	\$ 39,729	12	\$ 39,729
	HALL, LORENZO		42,704	12	42,704	12	42,704
	PRICE, KEVIN D		40,707	12	40,810	12	40,707
	THOMAS, ROZZIE		52,607	12	52,745	12	52,607
	SIMS, KEVIN R		55,349	12	55,349	12	55,349
	<b>Full-time Salaries Subtotal</b>	<b>\$ 228,433</b>	<b>231,096</b>		<b>231,337</b>		<b>231,096</b>
	OTHER WAGES	238,775	221,360		221,360		243,716
	TAXES	45,758	45,337		45,337		47,332
	BENEFITS	37,182	40,146		38,426		42,672
	<b>Salaries and Related Costs</b>	<b>550,148</b>	<b>537,939</b>		<b>536,460</b>		<b>564,816</b>
	OPERATING COSTS	247,510	181,150		127,513		181,150
	CAPITAL OUTLAY	2,340	40,000		7,300		-
	<b>AQUATICS TOTAL</b>	<b>\$ 799,998</b>	<b>\$ 759,089</b>		<b>\$ 671,273</b>		<b>\$ 745,966</b>
713	OPERATING COSTS	\$ 59,790	\$ 63,400		\$ 48,351		\$ 63,400
	CAPITAL OUTLAY	-	-		-		-
	<b>TENNIS CENTER TOTAL</b>	<b>\$ 59,790</b>	<b>\$ 63,400</b>		<b>\$ 48,351</b>		<b>\$ 63,400</b>
714	SALARIES-FULL-TIME						
	CHARLES, LOUIS J		\$ 37,097	12	\$ 37,097	12	\$ 37,097
	KING, ANTOINETTE T		26,777	12	27,593	12	28,857
	<b>Full-time Salaries Subtotal</b>	<b>\$ 115,199</b>	<b>63,874</b>		<b>64,690</b>		<b>65,954</b>
	OTHER WAGES	105,682	121,924		137,397		123,364
	TAXES	22,598	17,843		18,769		18,326
	BENEFITS	32,187	18,860		17,955		20,022
	<b>Salaries and Related Costs</b>	<b>275,666</b>	<b>222,501</b>		<b>238,811</b>		<b>227,666</b>
	OPERATING COSTS	45,767	62,106		61,222		62,106
	CAPITAL OUTLAY	-	-		-		-
	<b>MC DONALD/SILVER YES CENTERS TOTAL</b>	<b>\$ 321,433</b>	<b>\$ 284,607</b>		<b>\$ 300,033</b>		<b>\$ 289,772</b>

# CITY OF NORTH MIAMI BEACH, FLORIDA

## PARKS AND R.E.C. DEPARTMENT

FISCAL YEAR ENDING SEPTEMBER 30, 2017

DIVISION NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2015	ADOPTED BUDGET FY 2016	EST. FY 2016 LENGTH OF SERVICE (MONTHS)	ESTIMATED ACTUAL FY 2016	EST. FY 2017 LENGTH OF SERVICE (MONTHS)	ADOPTED BUDGET FY 2017
717	OPERATING COSTS	\$ 3,214	\$ 4,750		\$ 2,901		\$ 4,750
	<b>RESOURCE CENTERS TOTAL</b>	<b>\$ 3,214</b>	<b>\$ 4,750</b>		<b>\$ 2,901</b>		<b>\$ 4,750</b>
721	SALARIES-FULL-TIME						
	AQUINO, MARIA T		\$ 24,427	12	\$ 24,427	12	\$ 24,427
	CASIMIR, EDNER		29,613	12	29,613	12	29,613
	BORRELL, ENRIQUE		31,656	12	31,656	12	31,656
	MEDINA, ERNEST		29,906	12	29,906	12	29,906
	<b>Full-time Salaries Subtotal</b>	<b>\$ 116,045</b>	<b>115,602</b>		<b>115,602</b>		<b>115,602</b>
	OTHER WAGES	19,857	86,764		46,126		86,764
	TAXES	15,537	21,378		17,769		21,536
	BENEFITS	39,378	43,833		42,437		35,361
	<b>Salaries and Related Costs</b>	<b>190,817</b>	<b>267,577</b>		<b>221,934</b>		<b>259,263</b>
	OPERATING COSTS	97,397	617,380		617,380		622,380
	CAPITAL OUTLAY	-	80,500		30,000		-
	<b>BUILDING MAINTENANCE TOTAL</b>	<b>\$ 288,214</b>	<b>\$ 965,457</b>		<b>\$ 869,314</b>		<b>\$ 881,643</b>
722	SALARIES-FULL-TIME						
	PRINCE NEVILLE ANTHONY		\$ 56,121	12	\$ 58,172	12	\$ 58,927
	SECOY SPENCER J [NOTE 1]		37,291	12	38,653	12	43,505
	<b>Full-time Salaries Subtotal</b>	<b>\$ 97,930</b>	<b>93,412</b>		<b>96,825</b>		<b>102,432</b>
	OTHER WAGES	33,494	36,500		37,913		36,500
	TAXES	14,253	14,971		14,222		16,206
	BENEFITS	21,775	25,599		23,136		27,504
	<b>Salaries and Related Costs</b>	<b>167,452</b>	<b>170,482</b>		<b>172,096</b>		<b>182,642</b>
	OPERATING COSTS	41,573	54,080		40,721		54,080
	CAPITAL OUTLAY	1,045	100,000		100,000		-
	<b>CULTURAL PROGRAMS TOTAL</b>	<b>\$ 210,070</b>	<b>\$ 324,562</b>		<b>\$ 312,817</b>		<b>\$ 236,722</b>
730	SALARIES-FULL-TIME						
	JACKSON, DWIGHT		\$ 41,429	12	\$ 44,447	12	\$ 48,506
	MARC, VICTOR GARARD		-	7	15,608	12	26,381
	HARRIS, GILBERTE SONJA		26,777	5	11,673		-
	<b>Full-time Salaries Subtotal</b>	<b>\$ 67,852</b>	<b>68,206</b>		<b>71,728</b>		<b>74,887</b>
	OTHER WAGES	144,357	91,194		95,000		94,854
	TAXES	19,128	15,424		20,322		16,568
	BENEFITS	19,609	23,377		16,152		17,384
	<b>Salaries and Related Costs</b>	<b>250,946</b>	<b>198,201</b>		<b>203,202</b>		<b>203,693</b>
	OPERATING COSTS	63,813	72,830		67,756		72,830
	CAPITAL OUTLAY	94,869	15,000		15,803		-
	<b>ALLEN PARK TOTAL</b>	<b>\$ 409,628</b>	<b>\$ 286,031</b>		<b>\$ 286,761</b>		<b>\$ 276,523</b>

Note 1: In FY 2016, the position was split: 90% Parks & R.E.C. and 10% Water Fund. In the Adopted FY 2017 Budget, position is 100% funded from General Fund

# CITY OF NORTH MIAMI BEACH, FLORIDA

## PARKS AND R.E.C. DEPARTMENT

FISCAL YEAR ENDING SEPTEMBER 30, 2017

ACCOUNT DESCRIPTION	ACTUAL FY 2015	ADOPTED BUDGET FY 2016	EST. FY 2016 LENGTH OF SERVICE (MONTHS)	ESTIMATED ACTUAL FY 2016	EST. FY 2017 LENGTH OF SERVICE (MONTHS)	ADOPTED BUDGET FY 2017
SALARIES-FULL-TIME						
NADAL, YASHEKA		\$ 41,429	12	\$ 41,429	12	\$ 41,429
ROGERS, DANITRA YAKIA		-	7	15,139	12	26,381
AVIN, VLADIMIR		26,381	2.25	4,769		-
<b>Full-time Salaries Subtotal</b>	<b>\$ 54,146</b>	<b>67,810</b>		<b>61,337</b>		<b>67,810</b>
OTHER WAGES	70,531	57,380		69,475		95,780
TAXES	12,398	13,842		13,095		15,766
BENEFITS	9,639	10,465		9,366		17,084
<b>Salaries and Related Costs</b>	<b>146,714</b>	<b>149,497</b>		<b>153,273</b>		<b>196,440</b>
OPERATING COSTS	31,240	27,710		23,907		35,110
CAPITAL OUTLAY	-	-		-		-
<b>HIGHLAND VILLAGE TOTAL</b>	<b>\$ 177,954</b>	<b>\$ 177,207</b>		<b>\$ 177,180</b>		<b>\$ 231,550</b>
SALARIES-FULL-TIME						
KING, QUAVIS T		\$ 41,429	12	\$ 41,429	12	\$ 41,429
LOUIS, ROSELINE		26,777	12	26,912	12	26,777
<b>Full-time Salaries Subtotal</b>	<b>\$ 67,648</b>	<b>68,206</b>		<b>68,341</b>		<b>68,206</b>
OTHER WAGES	70,726	103,405		105,000		106,030
TAXES	13,439	16,358		13,959		16,643
BENEFITS	16,248	18,235		17,926		19,414
<b>Salaries and Related Costs</b>	<b>168,061</b>	<b>206,204</b>		<b>205,226</b>		<b>210,293</b>
OPERATING COSTS	65,036	66,730		61,227		66,730
CAPITAL OUTLAY	-	14,000		14,000		-
<b>ULETA TOTAL</b>	<b>\$ 233,097</b>	<b>\$ 286,934</b>		<b>\$ 280,453</b>		<b>\$ 277,023</b>
SALARIES-FULL-TIME						
HARRIS, GILBERTE SONJA		\$ -	7	\$ 24,017	12	\$ 41,426
JACKSON, YVONNE D		29,537	12	29,537	12	29,537
PATTERSON JR, DELVEN RAYWOOD		41,429	3.25	10,676		-
<b>Full-time Salaries Subtotal</b>	<b>\$ 70,418</b>	<b>70,966</b>		<b>64,230</b>		<b>70,963</b>
OTHER WAGES	51,417	60,710		40,500		59,156
TAXES	12,179	13,384		11,168		13,353
BENEFITS	16,547	17,877		17,454		19,066
<b>Salaries and Related Costs</b>	<b>150,561</b>	<b>162,937</b>		<b>133,352</b>		<b>162,538</b>
OPERATING COSTS	33,380	46,580		32,796		46,580
CAPITAL OUTLAY	-	-		36,124		-
<b>WASHINGTON PARK TOTAL</b>	<b>\$ 183,941</b>	<b>\$ 209,517</b>		<b>\$ 202,272</b>		<b>\$ 209,118</b>
OTHER WAGES	\$ 51,857	\$ 63,540		\$ 59,422		\$ 63,540
TAXES	3,969	4,861		4,580		4,861
<b>Salaries and Related Costs</b>	<b>55,826</b>	<b>\$ 68,401</b>		<b>\$ 64,002</b>		<b>68,401</b>
OPERATING COSTS	9,446	10,860		6,728		10,860
<b>B.L.A.S.T AFTERSCHOOL PROGRAM TOTAL</b>	<b>\$ 65,272</b>	<b>\$ 79,261</b>		<b>\$ 70,730</b>		<b>\$ 79,261</b>
OTHER WAGES	\$ 302	\$ 13,840		\$ 13,840		\$ 13,840
TAXES	23	1,060		1,878		1,060
<b>Salaries and Related Costs</b>	<b>325</b>	<b>14,900</b>		<b>15,718</b>		<b>14,900</b>
OPERATING COSTS	2,797	3,100		2,586		3,100
<b>C.A.R.E. AFTERSCHOOL PROGRAM TOTAL</b>	<b>\$ 3,122</b>	<b>\$ 18,000</b>		<b>\$ 18,304</b>		<b>\$ 18,000</b>

# CITY OF NORTH MIAMI BEACH, FLORIDA

## PARKS AND R.E.C. DEPARTMENT

FISCAL YEAR ENDING SEPTEMBER 30, 2017

DIVISION NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2015	ADOPTED BUDGET FY 2016	ESTIMATED ACTUAL FY 2016	ADOPTED BUDGET FY 2017
745	OTHER WAGES	\$ 20,727	\$ 20,120	\$ 22,000	\$ 20,120
	TAXES	1,586	1,542	659	1,539
	Salaries and Related Costs	<u>22,313</u>	<u>21,662</u>	<u>22,659</u>	<u>21,659</u>
	OPERATING COSTS	4,576	5,480	4,911	5,480
	S.T.A.R. AFTERSCHOOL PROGRAM TOTAL	<u>\$ 26,889</u>	<u>\$ 27,142</u>	<u>\$ 27,570</u>	<u>\$ 27,139</u>
746	OTHER WAGES	\$ 76,612	\$ 98,400	\$ 98,400	\$ 98,400
	TAXES	5,963	7,528	9,798	7,528
	Salaries and Related Costs	<u>82,575</u>	<u>105,928</u>	<u>108,198</u>	<u>105,928</u>
	OPERATING COSTS	18,583	19,350	11,426	19,350
	Y.E.S. AFTERSCHOOL PROGRAM TOTAL	<u>\$ 101,158</u>	<u>\$ 125,278</u>	<u>\$ 119,624</u>	<u>\$ 125,278</u>
<b>PARKS AND R.E.C. DEPARTMENT TOTAL [NOTE 1]</b>		<u><b>\$ 3,860,235</b></u>	<u><b>\$ 4,705,896</b></u>	<u><b>\$ 4,423,715</b></u>	<u><b>\$ 4,480,327</b></u>

Note 1: In FY 2016, the Library was included as part of Parks & R.E.C Department in division 010760. For the Adopted FY 2017 Budget, the Library was transferred to division 010600.

# CITY OF NORTH MIAMI BEACH, FLORIDA

## PUBLIC WORKS DEPARTMENT

FISCAL YEAR ENDING SEPTEMBER 30, 2017

### SERVICES, FUNCTIONS AND ACTIVITIES

The Public Works Department comprises multiple divisions, some of which are recorded in the General Fund and others that are recorded as enterprise funds. The General Fund divisions include Streets and Alleys, Beautification, Facility Management, and Fleet Management and are addressed in this section. The Solid Waste and Stormwater Funds will be addressed separately in this document. The Capital Improvements Program will also be presented separately in this document.

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

### GOALS AND MEASUREMENTS

#### Financially Sound City Government

The Public Works Department will continue to address infrastructure improvements through a deliberate approach, including proactive replacement of major HVAC systems and continuing to upgrade exterior lighting systems to LED. Ongoing assessment of our City facilities, prioritizing and scheduling improvements will continue to be at the forefront. This will be against the backdrop of being financially responsible, environmentally conscious and providing an environment that is beautiful, safe and livable. These activities will address the City Council's objective of investing in well planned, well maintained, and upgraded infrastructure, technology, facilities and buildings.

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

The Public Works Department will continue to solidify beautification and landscaping in the City by addressing the needs within the major corridors and entryways to provide overall purpose and continuity. Two more entry features are being proposed for the western and southernmost points within our city, the western end of SR826 and the southern end of Biscayne Boulevard. The latter will be accompanied by a comprehensive restoration of the median landscaping. Equally comprehensive median landscaping restoration is planned for Miami Gardens Drive from NE 6<sup>th</sup> Avenue to Biscayne Boulevard. The Streets and Alleys Division will continue to replace sidewalks and mill and resurface streets as provided for in the Roadway Master Plan, with significant funding from the Local Option Gas Tax.

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

The Public Works Department budget includes the addition of a Management Coordinator in the administration division to improve the level of customer service it currently provides, with the goal of offering more professional and specialized staffing. In addition, enhanced training programs in several areas will provide staff with the required knowledge, skills, and abilities to provide exceptional service to our residents who serve as our "customers."

### Revitalized Downtown and Major Corridors

The Public Works Department's continued efforts to revitalize its major corridors will continue to be evidenced through the new entryway signs and median restoration projects, as well as the roadway resurfacing projects.

#### **KEY PERFORMANCE INDICATORS**

Key Performance Indicator 1—Sidewalk Repaired Annually: With 4,757 of linear feet of sidewalk repaired annually, our goal is to continue with an aggressive approach to repair/replace damaged sidewalks throughout the city in order to continue to offer our residents *The Place to Live: Beautiful, Safe and Livable* and a *High Performing City Organization Providing Great Customer Service*.

Key Performance Indicator 2—Roadways Resurfaced Annually: 15,000 linear feet. With 120 total miles of roadways resurfaced annually, our goal is to continue resurfacing according to a robust Capital Improvement Program which prioritizes roadway sections. This will help promote a safe and attractive driving experience to our residents and visitors, in support of *The Place to Live: Beautiful, Safe and Livable* and a *High Performing City Organization Providing Great Customer Service*.

Key Performance Indicator 3—Trees Trimmed Annually: With over 1,170 trees trimmed annually within the City, our aim is to increase the number of trimmings through an aggressive maintenance schedule put into place along with contracting out the trimming of major right-of-way medians. This will help maintain a manicured appearance, promote healthy tree growth, and reduce the amount of cleanup/damage after a severe weather event, in support of *The Place to Live: Beautiful, Safe and Livable, Revitalized Downtown and Major Corridors*, and a *High Performing City Organization Providing Great Customer Service*.

Key Performance Indicator 4—Irrigation: There are roughly 106,500 feet of irrigation pipes throughout the City. Our goal is to maintain existing lines in good working order and make necessary upgrades to those in need of replacement. Routine inspections of timers, valves, head and lines will be implemented to effect water conservation and to ensure the sod, plants and trees in our medians and parks are kept vibrant and beautiful, maintaining and enhancing *The Place to Live: Beautiful, Safe and Livable*.

Key Performance Indicator 5—Number of Facilities Management Service Calls per Year: With completion of more than 4,200 service calls in FY16, our aim is lower the service calls by 10 to 20 percent in FY17 in an effort to complete more planned projects. This proactive rather than reactive approach supports a *High Performing City Organization Providing Great Customer Service*.

Key Performance Indicator 6—Number of Fleet Preventive Maintenance Work Orders Performed Annually: This will be closely monitored from year to year and, if possible, correlated to vehicle inventory size. Our aim will be to maintain the preventive maintenance activity level to meet the inventory requirements based on the PM schedule called for per vehicle, in support of a *High Performing City Organization Providing Great Customer Service*, as well *Financially Sound City Government*.

# CITY OF NORTH MIAMI BEACH, FLORIDA

## PUBLIC WORKS DEPARTMENT

FISCAL YEAR ENDING SEPTEMBER 30, 2017

DIVISION NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2015	ADOPTED BUDGET FY 2016	EST. FY 2016 LENGTH OF SERVICE (MONTHS)	ESTIMATED ACTUAL FY 2016	EST. FY 2017 LENGTH OF SERVICE (MONTHS)	ADOPTED BUDGET FY 2017
800	SALARIES-FULL-TIME						
	SCOTT, ESMOND K [TRANSFERRED 50% TO 474810. 60% IN FY16.]		\$ 40,703	12	\$ 40,703	12	\$ 50,878
	RODRIGUEZ, FERNANDO J [TRANSFERRED 15% TO 474810. 25% IN FY16]		68,906	12	68,906	12	78,094
	KLOACK, LISA ANN [TRANSFERRED 25% TO 474810]		38,879	12	38,879	12	38,879
	VACANCY - MANAGEMENT COORDINATOR [NEW POSITION]		-	-	-	12	60,000
	<b>Full-time Salaries Subtotal</b>	<b>\$ 158,488</b>	<b>148,488</b>		<b>148,488</b>		<b>227,851</b>
	OTHER WAGES	-	10,000		-		22,620
	TAXES	14,274	14,202		13,358		21,809
	BENEFITS	35,762	39,683		38,035		74,107
	<b>Salaries and Related Costs</b>	<b>208,524</b>	<b>212,373</b>		<b>199,881</b>		<b>346,387</b>
	OPERATING COSTS	55,252	30,710		46,281		33,920
	CAPITAL OUTLAY	49,434	2,200		3,568		-
	NON-OPERATING COSTS	-	39,051		39,051		39,051
	<b>ADMINISTRATION DIVISION TOTAL</b>	<b>\$ 313,210</b>	<b>\$ 284,334</b>		<b>\$ 288,781</b>		<b>\$ 419,358</b>
820	SALARIES-FULL-TIME						
	PIERRE, JEAN M		\$ -	8.5	\$ 17,124	12	\$ 29,852
	WEBSTER JR, TROY GEORGE		-	8.5	15,432	12	29,852
	HERRERA, JOSE		-	10.25	21,330	12	29,852
	MUNICIPAL SERVICE WORKER - VACANCY		-	-	-	12	29,852
	EMILE, JEAN V (50% IN FY16)		21,573	12	21,712		-
	VACANCY - CIVIL ENGINEER (50% IN FY16)		26,499		-		-
	VACANCY - MAINTENANCE WORKER II		25,224		-		-
	MAINTENANCE WORKER I - VACANCY [TRANSFER FROM 400821 IN FY16]		24,066		-		-
	MAINTENANCE WORKER I - VACANCY [FUNDED 6 MONTHS IN FY16]		12,033		-		-
	MAINTENANCE WORKER II - VACANCY [FUNDED 6 MONTHS IN FY16]		12,612		-		-
	<b>Full-time Salaries Subtotal</b>	<b>\$ 107,733</b>	<b>122,007</b>		<b>75,598</b>		<b>119,408</b>
	OTHER WAGES	4,981	1,000		3,197		1,000
	TAXES	29,572	19,625		15,983		19,398
	BENEFITS	36,231	29,625		13,956		36,427
	<b>Salaries and Related Costs</b>	<b>178,517</b>	<b>172,257</b>		<b>108,734</b>		<b>176,233</b>
	OPERATING COSTS	1,113,331	1,117,750		1,021,477		1,034,520
	CAPITAL OUTLAY	71,734	662,500		781,618		-
	NON-OPERATING COSTS	18,879	18,890		18,890		18,889
	<b>STREETS &amp; ALLEYS DIVISION TOTAL</b>	<b>\$ 1,382,461</b>	<b>\$ 1,971,397</b>		<b>\$ 1,930,719</b>		<b>\$ 1,229,642</b>
831	SALARIES-FULL-TIME						
	RAINES, SHAWN L		\$ 44,024	12	\$ 43,103	12	\$ 42,583
	EUGENE, CARY		37,346	12	36,657	12	37,346
	COOK, LAVONNE MARSHA		29,430	12	32,561	12	33,325
	WILSON, DIANE D		27,446	11.75	28,081	12	29,852
	BACCHUS, LLOYD S		31,839	12	31,792	12	32,029
	SIMPSON, PAYTON P		35,840	12	37,100	12	37,346
	POINTDUIOUR, MICHELET		38,352	12	38,294	12	38,579
	VIXAMA, JEAN MARC		48,519	12	46,932	12	46,931
	VACANCY - LANDSCAPE MANAGER - VACANCY [ELIMINATED]		60,000		-		-
	VACANCY - MOTOR EQUIP. OPERATOR		29,852		-		-
	<b>Full-time Salaries Subtotal</b>	<b>\$ 304,278</b>	<b>382,648</b>		<b>294,520</b>		<b>297,991</b>
	OTHER WAGES	27,511	19,080		29,065		29,400
	TAXES	71,676	64,267		56,524		55,734
	BENEFITS	68,346	102,190		71,904		71,821
	<b>Salaries and Related Costs</b>	<b>471,811</b>	<b>568,185</b>		<b>452,013</b>		<b>454,946</b>
	OPERATING COSTS	800,737	662,820		635,139		695,949
	CAPITAL OUTLAY	74,236	467,500		472,784		-
	<b>BEAUTIFICATION DIVISION TOTAL</b>	<b>\$ 1,346,784</b>	<b>\$ 1,698,505</b>		<b>\$ 1,559,936</b>		<b>\$ 1,150,895</b>
850	SALARIES-FULL-TIME						
	CASTRO, REINOLDS E		\$ 50,133	12	\$ 52,205	12	\$ 50,133
	RUIZ, FRANK V		60,000	12	60,000	12	63,000
	CLARK JR, THOMAS ROY		34,480	12	34,520	12	34,480
	VALDES, ROBERTO A		46,974	12	49,014	12	46,974
	MARTINEZ, LUIS ALFONSO		51,053	12	51,854	12	51,053
	PIERRE, REGINALD		43,222	12	44,315	12	43,222
	CADAVID, JAIME		29,127	12	29,127	12	29,127
	VALENTINE SANDOVAL, KAREEM JA (50% IN FY16. 100% IN FY17)		-	12	14,389	12	28,697
	ESPINAL, VICTOR H		47,838	12	48,248	12	49,918
	FACILITY MAINT SUPERTDNT - VACANCY [TRANSFERRED FROM 500916]		-	-	-	12	44,897
	UTILITY WORKER I - VACANCY (50% IN FY16)		14,348		-		-
	<b>Full-time Salaries Subtotal</b>	<b>\$ 349,788</b>	<b>377,175</b>		<b>383,672</b>		<b>441,501</b>

# CITY OF NORTH MIAMI BEACH, FLORIDA

## PUBLIC WORKS DEPARTMENT

FISCAL YEAR ENDING SEPTEMBER 30, 2017

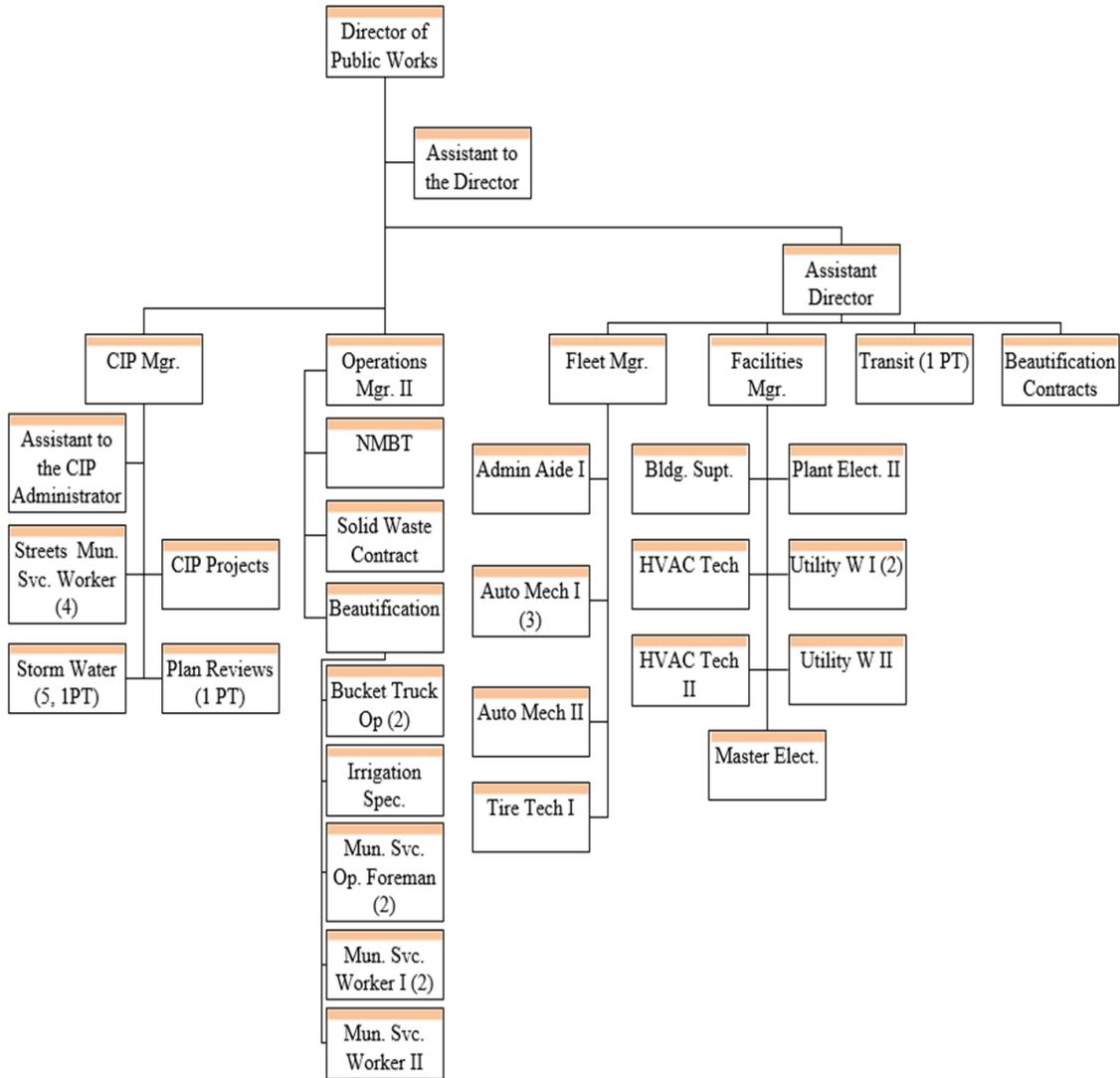
DIVISION NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2015	ADOPTED BUDGET FY 2016	EST. FY 2016 LENGTH OF SERVICE (MONTHS)	ESTIMATED ACTUAL FY 2016	EST. FY 2017 LENGTH OF SERVICE (MONTHS)	ADOPTED BUDGET FY 2017
850	<b>(Division 850 continued)</b>						
	OTHER WAGES	29,599	10,000		14,568		10,000
	TAXES	48,364	47,415		47,580		56,191
	BENEFITS	49,573	77,094		72,037		115,841
	<b>Salaries and Related Costs</b>	<b>477,324</b>	<b>511,684</b>		<b>517,857</b>		<b>623,533</b>
	OPERATING COSTS	289,159	386,710		279,068		332,250
	CAPITAL OUTLAY	317,627	101,000		151,232		-
	NON-OPERATING COSTS	13,706	13,715		13,715		13,760
	<b>FACILITY MANAGEMENT DIVISION TOTAL</b>	<b>\$ 1,097,816</b>	<b>\$ 1,013,109</b>		<b>\$ 961,872</b>		<b>\$ 969,543</b>
860	SALARIES-FULL-TIME						
	FLOWERS, LERA MAEREE [TRANSFERRED FROM 471284]		\$ -	11.25	\$ 43,398	12	\$ 47,476
	JOHNSON, NADJILLA J		-	7	49,135	12	87,500
	ABDIAS H. SAENZ		80,000	3.75	23,385		-
	ASST TO CIP ADMIN - VACANCY		46,055		-		-
	<b>Full-time Salaries Subtotal</b>	<b>\$ 99,332</b>	<b>126,055</b>		<b>115,918</b>		<b>134,976</b>
	OTHER WAGES	11,409	37,700		5,302		37,700
	TAXES	10,555	14,754		10,201		15,665
	BENEFITS	23,212	27,538		25,125		41,742
	<b>Salaries and Related Costs</b>	<b>144,508</b>	<b>206,047</b>		<b>156,546</b>		<b>230,083</b>
	OPERATING COSTS	10,493	250		33		250
	CAPITAL OUTLAY	403,714	718,400		287,124		
	LIBRARY SECURITY CAMERAS						10,000
	REPLACEMENT SERVERS FOR POLICE IT						60,000
	BACKUP STORAGE FOR PD DATA CENTER						30,000
	HAZEL FAZZINO PARK PHASE I						150,000
	YES CENTER 2.5-TON HVAC SPLIT SYSTEMS						17,500
	CITY HALL COMPLEX ROOF REPAIR						120,000
	VICTORY POOL HOUSE EXT. REPAIRS/PAINTING						20,000
	CITY HALL 2ND FLOOR REST ROOM RENOVATION						40,000
	FULFORD FOUNTAIN REHAB W/MATCHING GRANT						112,000
	FDOT 826 BEAUTIFICATION GRANT (MATCHING PORTION)						100,000
	PICKWICK WALL BEAUTIFICATION						50,000
	ALLEN PARK FIELD LIGHTING ASS./REPLACEMENT						50,000
	VICTORY POOL PUMP IMPELLORS						12,000
	POLICE VEHICLES (4)						188,000
	FLUID DISPENSING SYSTEM						26,000
	PROJECTS FUNDED FROM LOCAL OPTION GAS TAX						823,000
	FLEET AND EQUIPMENT REPLACEMENTS	-	-		-		259,943
	<b>Capital Outlay Subtotal</b>	<b>403,714</b>	<b>718,400</b>		<b>287,124</b>		<b>2,068,443</b>
	<b>CAPITAL IMPROVEMENTS DIVISION TOTAL</b>	<b>\$ 558,715</b>	<b>\$ 924,697</b>		<b>\$ 443,703</b>		<b>\$ 2,298,776</b>
890	SALARIES-FULL-TIME [NOTE 1]						
	SANTIAGO, JOSE E		\$ 14,627	12	\$ 14,627	12	\$ 32,504
	BARTLEY, BARRINGTON H		18,479	12	19,064	12	41,064
	JONES, ANTHONY		20,469	12	17,699	12	45,487
	PHILLIPS, JUNIOR L		15,393	12	15,393	12	34,206
	CHARLES, RAYMOND		22,242	12	22,271	12	49,426
	MALDONADO, LEOPOLDO A		24,570	12	24,570	12	54,600
	CHANDLER, DONDRELL J		17,301	12	18,170	12	38,446
	VALDERRAMA, ANTONIO		18,934	4	5,700		-
	SMITH, DENSLEY R		18,478	4	5,640		-
	<b>Full-time Salaries Subtotal</b>	<b>\$ 152,458</b>	<b>170,493</b>		<b>143,134</b>		<b>295,733</b>
	OTHER WAGES	2,670	2,000		3,297		2,000
	TAXES	16,687	18,888		17,069		32,690
	BENEFITS	29,362	38,186		24,291		65,833
	<b>Salaries and Related Costs</b>	<b>201,177</b>	<b>229,567</b>		<b>187,791</b>		<b>396,256</b>
	OPERATING COSTS	278,180	216,100		245,372		250,270
	CAPITAL OUTLAY	34,832	49,500		12,732		-
	NON-OPERATING COSTS	6,465	6,480		6,480		6,472
	<b>FLEET MANAGEMENT DIVISION TOTAL</b>	<b>\$ 520,654</b>	<b>\$ 501,647</b>		<b>\$ 452,375</b>		<b>\$ 652,998</b>
	<b>PUBLIC WORKS DEPARTMENT TOTAL</b>	<b>\$ 5,219,640</b>	<b>\$ 6,393,689</b>		<b>\$ 5,637,386</b>		<b>\$ 6,721,212</b>

Note 1: Salaries split in FY16: 45% General Fund & 55% Customer Service. Split eliminated in FY17.

# CITY OF NORTH MIAMI BEACH, FLORIDA

## PUBLIC WORKS DEPARTMENT

FISCAL YEAR ENDING SEPTEMBER 30, 2017





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## SPECIAL REVENUE FUNDS

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# CITY OF NORTH MIAMI BEACH, FLORIDA

## GOVERNMENTAL IMPACT FEES FUND

FISCAL YEAR ENDING SEPTEMBER 30, 2017

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

ACCOUNT DESCRIPTION	ACTUAL FY 2015	ADOPTED BUDGET FY 2016	ESTIMATED ACTUAL FY 2016	ADOPTED BUDGET FY 2017
<b><u>REVENUES</u></b>				
CARRYOVER FROM PRIOR YEARS	\$ -	\$ 180,459	\$ -	\$ -
BEAUTIFICATION IMPACT FEES	176,843	-	-	-
POLICE IMPACT FEES	30,207	28,500	10,456	10,000
PARK IMPACT FEES	222,638	219,800	2,992	50,000
<b>TOTAL REVENUES</b>	<b><u>\$ 429,688</u></b>	<b><u>\$ 428,759</u></b>	<b><u>\$ 13,448</u></b>	<b><u>\$ 60,000</u></b>
<b><u>EXPENSES</u></b>				
POLICE EXPENDITURES	\$ -	\$ 37,197	\$ 25,218	\$ 10,000
PARKS MACHINERY AND EQUIPMENT	-	229,207	107,115	50,000
BEAUTIFICATION IMPROVEMENTS	-	162,355	162,355	-
<b>TOTAL EXPENSES</b>	<b><u>\$ -</u></b>	<b><u>\$ 428,759</u></b>	<b><u>\$ 294,688</u></b>	<b><u>\$ 60,000</u></b>

# CITY OF NORTH MIAMI BEACH, FLORIDA

## TRANSIT SURTAX FUND

FISCAL YEAR ENDING SEPTEMBER 30, 2017

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

FY 2016 marked a significant departure from the historical transportation service offered by North Miami Beach. In October of 2015, the City transferred the day-to-day operation of our NMB Line Service from an in-house operation to a professional transportation firm. We doubled the hours of weekly service to 72 hours per week, and also added Saturday service. Since these changes were implemented in October 2015, our ridership has increased over 40 percent over last year, and we project that it will result in an annual increase of between 55% and 60%.

Late last year we retained the services of a transportation consulting firm to perform a comprehensive operational analysis of the NMB Line service. The consultant not only looked at how we can improve our current service but also for opportunities to expand it in terms of increasing the number of routes; in effect broadening the geographical coverage of the city to allow for overall connectivity.

Taking all recommendations into consideration, the decision was made to add two routes to our current transit system. This will essentially triple the geographical coverage for this service and will therefore require additional vehicles. Our residents will be best served by using larger, more attractive, and better equipped vehicles. To that end, the City will roll out "Old Town" style trolleys to meet the transportation needs. We are excited about this change to the NMB line. We will be able to heighten aesthetics, enhance safety, offer an increase in per vehicle capacity, and provide greater customer service by availing ourselves of the standard features of Wi-Fi, real time route status update capability, video camera monitoring, GPS Tracking, and other technology that are standard in bus services nowadays.

This improvement to our City fits in perfectly with our goals of making this city one that is beautiful, safe, and livable and a government organization providing great customer services. The funding for this transit expansion is made possible from our appropriation of Miami-Dade's Transportation Trust Surtax Funds.

**CITY OF NORTH MIAMI BEACH, FLORIDA**  
**TRANSIT SURTAX FUND**

FISCAL YEAR ENDING SEPTEMBER 30, 2017

ACCOUNT DESCRIPTION	ACTUAL FY 2015	ADOPTED BUDGET FY 2016	ESTIMATED ACTUAL FY 2016	ADOPTED BUDGET FY 2017
<b><u>REVENUES</u></b>				
CARRYOVER FROM PRIOR YEARS	\$ -	\$ 542,280	\$ -	\$ 180,000
TRANSIT SYSTEM SURTAX	1,659,574	1,535,000	1,539,576	1,744,000
OTHER INCOME	1,931	-	-	-
TRANSFERS FROM GRANTS	-	-	-	-
<b>TOTAL REVENUES</b>	<b>\$ 1,661,505</b>	<b>\$ 2,077,280</b>	<b>\$ 1,539,576</b>	<b>\$ 1,924,000</b>
<b><u>EXPENSES</u></b>				
<b><u>TRANSPORTATION</u></b>				
OPERATING COSTS	\$ 24,296	\$ -	\$ 47,254	\$ 140,000
CAPITAL OUTLAY	569,279	523,600	356,010	
TRAFFIC CALMING, ROADWAY RESURFACING PROJECTS	-	-	-	318,857
<b>Capital Outlay Subtotal</b>	<b>569,279</b>	<b>523,600</b>	<b>356,010</b>	<b>318,857</b>
NON-OPERATING COSTS	752,032	704,400	704,400	711,560
<b>TRANSPORTATION TOTAL</b>	<b>\$ 1,345,607</b>	<b>\$ 1,228,000</b>	<b>\$ 1,107,664</b>	<b>\$ 1,170,417</b>
<b><u>TRANSIT</u></b>				
<b>Full-time Salaries Subtotal</b>	\$ 83,659	\$ -	\$ -	\$ -
OTHER WAGES	29,164	14,976	19,001	22,464
TAXES	14,399	1,146	1,466	1,719
BENEFITS	44,669	-	-	-
	171,891	16,122	20,467	24,183
OPERATING COSTS	26,048	433,158	458,345	698,600
CAPITAL OUTLAY	-	400,000	400,000	
NMB LINE ON BOARD TECHNOLOGY EQUIPMENT	-	-	-	30,800
<b>Capital Outlay Subtotal</b>	<b>-</b>	<b>-</b>	<b>400,000</b>	<b>30,800</b>
<b>TRANSIT TOTAL</b>	<b>197,939</b>	<b>849,280</b>	<b>878,812</b>	<b>753,583</b>
<b>TOTAL EXPENSES</b>	<b>\$ 1,543,546</b>	<b>\$ 2,077,280</b>	<b>\$ 1,986,476</b>	<b>\$ 1,924,000</b>

# CITY OF NORTH MIAMI BEACH, FLORIDA

## COMMUNITY REDEVELOPMENT AGENCY

FISCAL YEAR ENDING SEPTEMBER 30, 2017

### SERVICES, FUNCTIONS AND ACTIVITIES

The City created the Community Redevelopment Agency (CRA) in 2004 in accordance with the Florida Community Redevelopment Act after a delegation of authority by the Miami-Dade County Board of County Commissioners (BCC), and the CRA sunsets in 2028. The CRA's goals are to improve property values, eliminate and prevent the spread of blight, improve infrastructure, reduce incidents of crimes and code violations within the Community Redevelopment Area (Area). The work program for the CRA is defined in the Community Redevelopment Plan (Plan). In this Plan, comprehensive strategies were formulated to promote redevelopment and rehabilitation of the commercial areas and neighborhoods within the Area. These strategies provide for a series of activities over the lifespan of the CRA that revitalizes the Area into a more prosperous part of the City where people can work, live, play, and raise families.

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

### GOALS AND MEASUREMENTS

#### Financially Sound City Government

The CRA will support this objective by remaining and promoting transparency. The capital projects and programs budget are annually reviewed and approved by the City and the BCC. The CRA adopted the City's procurement procedures, follows the Florida Redevelopment Association best practices, Florida Special Districts' legislation, and routinely communicates with BCC staff about ongoing efforts. The CRA experienced, for FY17, a 46% increase in Tax Increment Financial revenue.

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

The CRA will continue to assist existing and new businesses through the comprehensive Commercial Property Improvement Program, which is a 1:1 grant match up to \$25,000. The CRA desires no fewer than two (2) successful applicants for FY17. The CRA also offers a redevelopment incentive program called the Tax Increment Finance Recapture Program for major, large-scale redevelopment projects. This program is set to expire upon reaching the \$200 million cap, with \$151 million remaining. The CRA will explore several new programs to assist commercial property owners with sewer tie-in costs, historic preservation in honor and recognition of the City's 90<sup>th</sup> anniversary, and a pilot arts in public places program. Lastly, the CRA will develop a targeted industry preference and proactively seek to attract those industries.

*High Performing City Organization Providing Great Customer Services*

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

*Revitalized Downtown and Major Corridors*

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

# CITY OF NORTH MIAMI BEACH, FLORIDA

## COMMUNITY REDEVELOPMENT AGENCY

FISCAL YEAR ENDING SEPTEMBER 30, 2017

ACCOUNT DESCRIPTION	ACTUAL FY 2015	ADOPTED BUDGET FY 2016	EST. FY 2016 LENGTH OF SERVICE (MONTHS)	ESTIMATED ACTUAL FY 2016	EST. FY 2017 LENGTH OF SERVICE (MONTHS)	ADOPTED BUDGET FY 2017
<b>REVENUES</b>						
CARRYOVER FROM PRIOR YEARS	\$ -	\$ 706,945		\$ -		\$ 855,000
COUNTY TAX INCREMENT FINANCING	194,472	289,030		289,030		411,413
CITY TAX INCREMENT FINANCING	343,597	404,478		404,478		602,408
OTHER INCOME	14,478	10,000		-		9,209
TRANSFER FROM PROJECT FUND	-	-		-		-
<b>TOTAL REVENUES</b>	<b>\$ 552,547</b>	<b>\$ 1,410,453</b>		<b>\$ 693,508</b>		<b>\$ 1,878,030</b>
<b>EXPENSES</b>						
SALARIES-FULL-TIME						
BRETT, PATRICK		\$ -	11.75	\$ 77,054	12	\$ 81,885
VACANCY - CRA ADMINISTRATOR		90,000		-		-
<b>Full-time Salaries Subtotal</b>	<b>\$ -</b>	<b>90,000</b>		<b>77,054</b>		<b>81,885</b>
OTHER WAGES	39,784	-		1,500		-
TAXES	3,090	7,203		6,306		6,578
BENEFITS	600	27,519		20,211		29,744
<b>Salaries and Related Costs</b>	<b>43,474</b>	<b>124,722</b>		<b>105,071</b>		<b>118,207</b>
OPERATING COSTS	149,638	350,680		123,714		409,691
CAPITAL OUTLAY	24,791	650,755		28,460		
ACQUISITION OF OR INCENTIVIZING OF REAL PROPERTY						500,000
WEST DIXIE STREETScape IMPROVEMENTS						225,000
WAYFINDING SIGNAGE						150,000
PASSENGER RAIL STATION FACILITY						100,000
PARKING FACILITY						50,000
DATA PROCESSING EQUIPMENT	-	-		-		3,750
<b>Capital Outlay Subtotal</b>	<b>24,791</b>	<b>650,755</b>		<b>28,460</b>		<b>1,028,750</b>
NON-OPERATING COSTS	199,587	284,296		284,296		321,382
<b>TOTAL EXPENSES</b>	<b>\$ 417,490</b>	<b>\$ 1,410,453</b>		<b>\$ 541,541</b>		<b>\$ 1,878,030</b>

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## DEBT SERVICE FUNDS

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# CITY OF NORTH MIAMI BEACH, FLORIDA

## DEBT SERVICE FUNDS - CONSOLIDATED

FISCAL YEAR ENDING SEPTEMBER 30, 2017

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

FUND NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2015	ADOPTED BUDGET FY 2016	ESTIMATED ACTUAL FY 2016	ADOPTED BUDGET FY 2017
216	TRANSFER FROM TRANSIT SURTAX FUND	\$ 599,532	\$ 628,400	\$ 628,400	\$ 624,360
	PROCEEDS FROM DEBT ISSUANCE	-	-	-	-
	<b>TOTAL REVENUES</b>	<u>599,532</u>	<u>628,400</u>	<u>628,400</u>	<u>624,360</u>
	PRINCIPAL PAYMENTS	569,000	582,000	582,000	588,000
	INTEREST AND OTHER CHARGES	56,199	46,400	46,400	36,360
	<b>TOTAL EXPENSES</b>	<u>625,199</u>	<u>628,400</u>	<u>628,400</u>	<u>624,360</u>
	<b>SERIES 2013 BOND DEBT SERVICE NET</b>	<u>\$ (25,667)</u>			
217	TRANSFER FROM GENERAL FUND	23,987	23,350	23,350	25,257
	<b>TOTAL REVENUES</b>	<u>23,987</u>	<u>23,350</u>	<u>23,350</u>	<u>25,257</u>
	PRINCIPAL PAYMENTS	20,755	21,672	21,672	23,982
	INTEREST AND OTHER CHARGES	3,232	1,678	1,678	1,275
	<b>TOTAL EXPENSES</b>	<u>23,987</u>	<u>23,350</u>	<u>23,350</u>	<u>25,257</u>
	<b>2005C BOND DEBT SERVICE NET</b>	<u>\$ -</u>			
218	TRANSFER FROM CRA	199,587	203,400	203,400	200,900
	<b>TOTAL REVENUES</b>	<u>199,587</u>	<u>203,400</u>	<u>203,400</u>	<u>200,900</u>
	PRINCIPAL PAYMENTS	166,667	166,700	166,700	166,700
	INTEREST AND OTHER CHARGES	32,920	36,700	36,700	34,200
	<b>TOTAL EXPENSES</b>	<u>199,587</u>	<u>203,400</u>	<u>203,400</u>	<u>200,900</u>
	<b>CRA 2007A BOA DEBT SERVICE NET</b>	<u>\$ -</u>			
220	PROPERTY TAX REVENUE	1,054,125	1,068,300	1,068,300	1,072,000
	<b>TOTAL REVENUES</b>	<u>1,054,125</u>	<u>1,068,300</u>	<u>1,068,300</u>	<u>1,072,000</u>
	PRINCIPAL PAYMENTS	505,000	540,000	540,000	565,000
	INTEREST AND OTHER CHARGES	549,795	528,300	528,300	507,000
	<b>TOTAL EXPENSES</b>	<u>1,054,795</u>	<u>1,068,300</u>	<u>1,068,300</u>	<u>1,072,000</u>
	<b>SERIES 2011 GOB DEBT SERVICE NET</b>	<u>\$ (670)</u>			
221	PROPERTY TAX REVENUE	780,185	787,000	787,000	783,360
	<b>TOTAL REVENUES</b>	<u>780,185</u>	<u>787,000</u>	<u>787,000</u>	<u>783,360</u>
	PRINCIPAL PAYMENTS	635,000	655,000	655,000	665,000
	INTEREST AND OTHER CHARGES	145,184	132,000	132,000	118,360
	<b>TOTAL EXPENSES</b>	<u>780,184</u>	<u>787,000</u>	<u>787,000</u>	<u>783,360</u>
	<b>SERIES 2012 GOB DEBT SERVICE NET</b>	<u>\$ 1</u>			
	<b>DEBT SERVICE TOTAL</b>	<u>\$ 2,683,752</u>	<u>\$ 2,710,450</u>	<u>\$ 2,710,450</u>	<u>\$ 2,705,877</u>



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## CAPITAL PROJECT FUND

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# CITY OF NORTH MIAMI BEACH, FLORIDA

## ALLEY RESTORATION PROGRAM

FISCAL YEAR ENDING SEPTEMBER 30, 2017

The Alley Restoration Program Fund is a capital project fund used to account for improvements to the City's alley infrastructure in order to facilitate traffic flow of vehicles, stormwater runoff and trash collection. Other capital projects funds included in the City's CAFR such as the Leisure Services Projects and Public Services Projects, are not budgeted on an annual basis.

ACCOUNT DESCRIPTION	ACTUAL FY 2015	ADOPTED BUDGET FY 2016	ESTIMATED ACTUAL FY 2016	ADOPTED BUDGET FY 2017
<b><u>REVENUES</u></b>				
PARTIAL CARRYOVER FROM PRIOR YEARS	\$ -	\$ -	\$ -	\$ 275,000
TRF FR FUND 103-TRANSIT SURTAX FUND	75,000	75,000	75,000	-
TRF FR FUND 010-GENERAL FUND	-	-	-	-
TRF FR FUND 400-STORMWATER MGT	75,000	75,000	75,000	-
TRF FR FUND 474-SOLID WASTE	<u>150,000</u>	<u>150,000</u>	<u>150,000</u>	<u>-</u>
<b>TOTAL REVENUES</b>	<b><u>\$ 300,000</u></b>	<b><u>\$ 300,000</u></b>	<b><u>\$ 300,000</u></b>	<b><u>\$ 275,000</u></b>
<b><u>EXPENSES</u></b>				
OPERATING EXPENSES	\$ -	\$ 500	\$ -	\$ 500
ALLEYWAY RESTORATION PROGRAM	<u>293,328</u>	<u>299,500</u>	<u>299,500</u>	<u>274,500</u>
<b>TOTAL EXPENSES</b>	<b><u>\$ 293,328</u></b>	<b><u>\$ 300,000</u></b>	<b><u>\$ 299,500</u></b>	<b><u>\$ 275,000</u></b>



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## ENTERPRISE FUNDS

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# CITY OF NORTH MIAMI BEACH, FLORIDA

## STORMWATER FUND

FISCAL YEAR ENDING SEPTEMBER 30, 2017

### SERVICES, FUNCTIONS AND ACTIVITIES

The Stormwater Fund is responsible for drainage, flood control, and groundwater quality. This fund also constructs, maintains and retrofits drainage structures and storm sewers, which falls under the responsibility of the Public Works Department. As an enterprise fund, it must be self- supporting through user fees charged for services.

### GOALS AND MEASUREMENTS

#### Financially Sound City Government

The Stormwater Fund is used to account for the costs associated with the management, construction, maintenance, protection, control, regulation, use and enhancement of stormwater systems and programs. In order to support Council's mission of fiscal sustainability and providing for a sustainable future, a Stormwater Master Plan will be initiated for balancing the competing objectives of investments in infrastructure and maintaining a reasonable fee structure. In addition, the Stormwater Fund is committed to delivering services in a cost-effective and efficient manner.

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

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

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

Our focus is on continuously evaluating operations to increase productivity, reduce the cost of service delivery and enhance customer service. We strive for a high level of customer satisfaction and to improve our responsiveness to community's needs. This fiscal year we will begin planning to address issues identified through the Stormwater Master Plan-prioritizing our efforts in infrastructure improvements for our community-while meeting and exceeding the standards of the National Pollutant Discharge Elimination System (NPDES) Permit Program as authorized by the Clean Water Act. Our effort is to continue

to control water pollution by regulating point sources that discharge pollutants into our bodies of water. Additionally, as potential drainage concerns are identified, we will assess/inspect the situation and prioritize the work. This approach provides for the opportunity to address immediate concerns, while planning for long-term improvements citywide. Finally, we will be completing the rehabilitation of the damaged pump station at West Dixie Highway and NE 170<sup>th</sup> Street.

### **KEY PERFORMANCE INDICATORS**

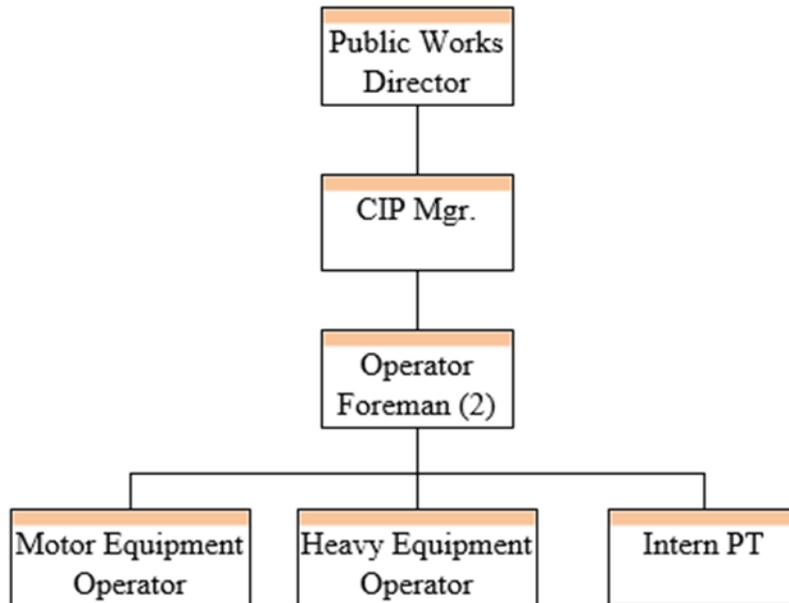
Key Performance Indicator 1—Number of Catch Basins Maintained Annually: With 2,809 catch basins located within the City, we continue to ensure they are serviced periodically, thus reducing the chances of flooding. This will make the streets safer and reduce chances of property damage, supporting *The Place to Live: Beautiful, Safe and Livable*.

# CITY OF NORTH MIAMI BEACH, FLORIDA

## STORMWATER FUND

FISCAL YEAR ENDING SEPTEMBER 30, 2017

DIVISION NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2015	ADOPTED BUDGET FY 2016	EST. FY 2016 LENGTH OF SERVICE (MONTHS)	ESTIMATED ACTUAL FY 2016	EST. FY 2017 LENGTH OF SERVICE (MONTHS)	ADOPTED BUDGET FY 2017
<b>REVENUES</b>							
	CARRYOVER FROM PRIOR YEARS	\$ -	\$ 114,455		\$ -		\$ 60,704
	SERVICE REVENUES	1,269,105	1,273,000		1,265,000		1,265,000
	OTHER INCOME	44,658	36,200		28,200		28,200
	LEASE PROCEEDS	-	-		-		-
	<b>TOTAL REVENUES</b>	<b>\$ 1,313,763</b>	<b>\$ 1,423,655</b>		<b>\$ 1,293,200</b>		<b>\$ 1,353,904</b>
<b>EXPENSES</b>							
921	SALARIES-FULL-TIME						
	PERIN, ALAIN		\$ 34,480	12	\$ 34,960	12	\$ 34,480
	JOSEPH, BURNET		36,546	12	36,900	12	36,546
	EMILE, JEAN V [50% IN FY16. 100% IN FY17.]		21,572	12	21,713	12	43,145
	PAOLETTI, KENNETH J		46,931	11.75	43,741	12	46,931
	VACANCY - CIVIL ENGINEER (50% IN FY16)		26,499		-		-
	<b>Full-time Salaries Subtotal</b>	<b>\$ 104,689</b>	<b>166,028</b>		<b>137,314</b>		<b>161,102</b>
	OTHER WAGES	926	2,500		6,212		2,500
	TAXES	32,414	27,507		25,825		29,151
	BENEFITS	100,030	96,325		86,281		101,158
	<b>Salaries and Related Costs</b>	<b>238,059</b>	<b>292,360</b>		<b>255,632</b>		<b>293,911</b>
	OPERATING COSTS	151,496	449,137		294,961		571,798
	CAPITAL OUTLAY	-	211,413		87,466		-
	NON-OPERATING COSTS	260,055	470,745		470,745		488,195
	<b>TOTAL EXPENSES</b>	<b>\$ 649,610</b>	<b>\$ 1,423,655</b>		<b>\$ 1,108,804</b>		<b>\$ 1,353,904</b>



# CITY OF NORTH MIAMI BEACH, FLORIDA

## WATER FUND

FISCAL YEAR ENDING SEPTEMBER 30, 2017

### SERVICES, FUNCTIONS AND ACTIVITIES

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

The major functions of the Water Enterprise Fund include:

- Water Production (Norwood Water Treatment Plant)
- Water Quality Laboratory
- Utility Facilities Maintenance
- Water Distribution
- Planning & Engineering
- Utility Finance
- Public Information and Community Outreach
- Customer Service/Utility Billing

#### **Water Production**

NMB Water owns and operates the Norwood Water Treatment Plant (NWTP) with a current production capacity of 32 million gallons per day (MGD). NWTP is located in the City of Miami Gardens and is staffed/operating 24-hours per day, 7 days per week.

Raw water is supplied by 16 Biscayne Aquifer wells, and by four (4) Floridan Aquifer wells. The raw water is treated by three (3) types of treatment processes: lime softening, nanofiltration, and reverse osmosis. Once treated, the finished blended water is pumped to customers through 10 high service pumps located at the NWTP and three (3) high service pumps at the Operations Center. There are two (2) storage tanks at NWTP with a capacity of 6.4 million gallons (MG), and one (1) storage tank at the Operations Center with a capacity of 2 MG.

#### **Water Quality Laboratory**

As part of NMB Water's Plant Operations Division, the laboratory conducts a multitude of tests to ensure the high quality production and safe distribution of potable drinking water. The laboratory is state certified in microbiology and is responsible for compliance with all federal, state and local monitoring and testing requirements. Water samples from 138 different locations throughout the water service area are tested monthly for bacteria, chlorine, turbidity (cloudiness), iron, and other characteristics.

#### **Utility Facilities Maintenance**

As part of the NMB Water's Plant Operations Division, this group's primary responsibilities consist of electrical and mechanical maintenance, repair of water treatment systems and equipment, including: the lime softening process, the reverse osmosis process, the nanofiltration process, raw water intake systems, post treatment systems, high service pump systems, and the supervisory control and data acquisition (SCADA) system.

### **Water Distribution**

As part of NMB Water's Field Operations Division, this group consists of several teams that are primarily responsible for small scale construction, maintenance, and repair of NMB Water's potable water distribution system consisting of approximately 550 miles of underground water pipes, over 2,800 fire hydrants, several thousand valves. This group also ensures the proper functioning of over 33,900 meters and performs most fire flow improvement projects. The group responds expeditiously to breaks and emergencies in the distribution system 24 hours per day, 7 days per week. The Field Operations Division is also responsible for the management of two warehouses.

### **Planning & Engineering**

NMB Water's Planning & Engineering Division oversees design and planning of water treatment/distribution and wastewater collection system improvements and expansions. The division also works closely with the Building Department to review proposed improvements by and for our residents, business owners, and developers.

### **Utility Finance**

Under the direction of the City's Finance Department, this group oversees budgeting, revenue/expense forecasting, department accounting, and financial oversight.

### **Public Information and Community Outreach**

NMB Water also promotes conservation efforts and community involvement through our Public Information and Community Outreach Programs. We educate citizens about water quality and conservation practices through workshops, water use assessments, and the annual water quality report.

### **Customer Service**

Customer Service is responsible for handling all billing and customer relations functions for NMB Water. In FY 2017, this department will become integrated with NMB Water and continue to handle all billing services for the utility.

## **GOALS AND MEASUREMENTS**

### **Financially Sound City Government**

The Utility continues to meet current and projected operating, debt service, and capital costs requirements, as well as maintaining adequate working capital. As of 2014, our Fitch bond rating has been A+.

The Utility continues to reduce costs and improve system efficiency and reliability by:

- Initiating development of a comprehensive strategic water master plan for the first time since 1978 to assess long-term capital needs for system improvements and to develop an optimized plan to replace infrastructure prior to it reaching the end of its useful life
- Performing a Condition Assessment of the Norwood Water Treatment Plant to identify deficiencies and the remaining useful life of all plant components and equipment; this assessment will be followed by additional phases looking at other portions of the City's utility infrastructure
- In response to the findings of the aforementioned Condition Assessment, NMB Water retained a Contract Program Manager to act as an extension of engineering staff and accelerate the roll out of urgent capital improvements
- Completed an Operational Assessment of NMB Water and Customer Services in accordance with the City's unanimously approved Strategic Plan goal to assess current operations, identify potential improvement areas for operational effectiveness and efficiencies
- Given the findings of the aforementioned Operational Assessment and City Council's direction to move forward with soliciting qualifications for Contract Operations, Maintenance and Program Management of NMB Water, we anticipate adding highly skilled line-managers and technical experts to the utility by the end of 2016. These professionals will re-train employees in proper maintenance, asset management, and leadership skills while developing policies and procedures and deploying systems that will extend the useful life of our infrastructure, mitigate risk, and improve efficiencies while improving levels of service and reducing costs for our customers.
- Approximately half of the Norwood Water Treatment Plant utilizes a process known as lime softening for water treatment and has three lime feed systems called slakers; two of these systems failed many years ago severely reducing the reliability of water production. We have recently received one replacement lime slaker and will soon have it fully installed. The remaining lime slaker will be replaced in FY 17 to restore full system reliability.
- The Norwood Water Treatment Plant also uses several acid pumps as part of a membrane treatment process; the majority of these pumps have failed over the course of several years, creating significant risk. We have recently procured replacement acid pumps to allow for full system reliability.
- Accelerating deployment of a geographical information system (GIS) to serve as the new hub of our information management system
- Combining GIS with a new computerized maintenance management system (CMMS) to result in significant savings by streamlining the workflow and predicting asset replacement/renewal timelines for the utility's \$1B of infrastructure
- System-wide installation of water sampling devices to sustain high water quality standards
- Implementing water industry best management practices for valve and hydrant maintenance frequency
- Leveraging the recently completed \$12M advanced metering infrastructure (AMI) system's acoustic leak detection sensors and other technologies to maintain "non-revenue" lost water at or below 10 percent and to remotely read and record water usage for greater operational efficiency

While not always obvious to residents, NMB Water plays a major role in meeting the goal of making our service area safe and livable by providing reliable utility services to our customers by:

- Enhancing and modernizing security features in place throughout the utility to maximize deterrence, detection, assessment, and response capabilities leveraging the latest security technologies
- Ensuring well maintained public buildings and attractive infrastructure (potentially including a new distinctive painting scheme for fire hydrants in FY17)
- Providing public education opportunities focused on conservation and the environment to encourage a sustainable future and to protect our natural resources

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

Through continuous evaluation of our operations, comparison with industry benchmarks, and implementation of best management practices, our objectives are to increase productivity and reduce costs while simultaneously improving the level of service provided. We strive for high level customer satisfaction, and improved responsiveness to the community's needs. With the system-wide AMI installation now completed, we anticipate significant improvements in many areas that directly impact our customers. Our customers will soon have online access to real-time consumption information that will enable them to conserve water and to identify potential leaks. This same data will assist the utility to more accurately predict water production needs and mitigate lost water from system leaks.



## WATER FUND

FISCAL YEAR ENDING SEPTEMBER 30, 2017

DIVISION NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2015	ADOPTED BUDGET FY 2016	EST. FY 2016 LENGTH OF SERVICE (MONTHS)	ESTIMATED ACTUAL FY 2016	EST. FY 2017 LENGTH OF SERVICE (MONTHS)	ADOPTED BUDGET FY 2017
<b>REVENUES</b>							
	CARRYOVER FROM PRIOR YEARS - FROM RATES	\$ -	\$ -		\$ -		\$ 5,305,445
	CARRYOVER FROM PRIOR YEARS - FROM SECURITY	-	1,700,000		-		2,210,000
	SERVICE REVENUES	32,915,590	30,463,026		30,223,358		31,050,840
	CUSTOMER SERVICE CHARGES - WATER [NOTE 1]	1,242,060	1,754,639		1,754,639		-
	CUSTOMER SERVICE CHARGES - SEWER [NOTE 1]	396,378	385,941		385,941		373,652
	CUSTOMER SERVICE CHARGES - STORMWATER [NOTE 1]	-	73,771		73,771		66,113
	CUSTOMER SERVICE CHARGES - SOLID WASTE [NOTE 1]	425,305	509,196		509,196		465,981
	OTHER INCOME [NOTE 1]	1,173,350	706,300		599,250		584,000
	<b>TOTAL REVENUES</b>	<b>\$ 36,152,683</b>	<b>\$ 35,592,873</b>		<b>\$ 33,546,155</b>		<b>\$ 40,056,031</b>
<b>EXPENSES</b>							
900	SALARIES-FULL-TIME						
	THOMPSON, JEFFREY F		\$ 115,000	12	\$ 122,831	12	\$ 126,787
	OGUNMOLA, FEMI OLAYINKA		88,500	12	88,500	12	88,500
	BLALOCK JR, DONALD R		80,000	12	83,750	12	87,500
	MANZANARES, DEYANIRA D		51,839	12	56,478	12	57,200
	COAKLEY, JANICE		56,808	12	56,343	12	56,808
	CANTEY, TANGLIA DENISE		46,530	12	46,530	12	46,530
	CHERY, ROBERT J		41,946	12	41,376	12	41,946
	MELO, PEDRO [TRANSFERRED FROM 450910]		-	6	48,156	12	92,500
	VACANCY - DEPUTY DIR PUBLIC UTILITIES		110,000		-	12	110,000
	VACANCY - FINANCE COORDINATOR		51,839		-	12	60,000
	VACANCY - GIS COORDINATOR - VACANCY		45,000		-	12	81,000
	VACANCY - SENIOR PROJECT MANAGER [NEW POSITION]		-		-	12	105,000
	VACANCY - PUBLIC INFORM. OFFICER [ELIMINATED]		-		-		-
	AN, HUREN		105,000	4.75	41,192		-
	COX-HAUGHTON, ELOINE M [TRANSFERRED TO 010470]		45,101	5.75	21,683		-
	WILLIAMS, GREGORY [TRANSFERRED TO 410905]		53,878	12	53,878		-
	PERKINS, MARK AARON J [TRANSFERRED TO 410905]		53,938	12	53,938		-
	GREEN, LINNOR [TRANSFERRED TO 010300]		42,494	12	42,330		-
	BUTTS, KEVIN MICHAEL [TRANSFERRED TO 010300]		50,786	12	50,786		-
	MCNEILL, JEFFREY J		-	2.5	14,135		-
	SANCHEZ, LILIANA ALICE [TRANSFERRED TO 010300]		-	5.75	47,308		-
	VACANCY - RISK MANAGER [TRANSFERRED TO 010300]		-		-		-
	ABRAHAMS, MITCHELL R [TRANSFERRED TO 500212]		51,209	12	51,209		-
	SOSA, GIL [TRANSFERRED TO 500212]		-	4.25	35,135		-
	GUADELOUPE, CHARLES F [TRANSFERRED TO 500212]		-	10	49,616		-
	VACANCY - ACCOUNT CLERK [TRANSFERRED TO IT 500212]		-		-		-
	VACANCY - NETWORK ADMINISTRATOR		70,000		-		-
	SERDA, WILLIAM M (30% FY 2016. SPLIT ELIMINATED)		36,225	12	36,225		-
	SECOY, SPENCER J (10% IN FY16. SPLIT ELIMINATED)		4,143	12	4,295		-
	VALENTINE SANDOVAL, KAREEM JAVIER (50% IN FY16. SPLIT ELIMINATED)		-	12	14,388		-
	VACANCY - UTILITY WORKER 1 (50% IN FY16. SPLIT ELIMINATED)		14,349		-		-
	<b>Full-time Salaries Subtotal</b>	<b>\$ 846,458</b>	<b>1,214,585</b>		<b>1,060,082</b>		<b>953,771</b>
	OTHER WAGES	6,651	2,250		66,168		6,550
	TAXES	67,633	152,362		141,926		83,349
	BENEFITS	1,012,772	1,173,305		1,087,492		891,191
	<b>Salaries and Related Costs</b>	<b>1,933,514</b>	<b>2,542,502</b>		<b>2,355,668</b>		<b>1,934,861</b>
	OPERATING COSTS	2,030,313	3,622,054		4,728,743		4,551,410
	CAPITAL OUTLAY	-	119,260		238,017		-
	DATA PROCESSING EQUIPMENT	-	-		-		24,000
	<b>Capital Outlay Subtotal</b>	<b>-</b>	<b>119,260</b>		<b>238,017</b>		<b>24,000</b>
	NON-OPERATING COSTS	6,708,868	10,110,578		9,881,718		13,503,266
	<b>WATER ADMINISTRATION TOTAL</b>	<b>\$ 10,672,695</b>	<b>\$ 16,394,394</b>		<b>\$ 17,204,146</b>		<b>\$ 20,013,537</b>
901	SALARIES-FULL-TIME						
	ROSADO, MYRIAM M		\$ 37,813	12	\$ 39,013	12	\$ 39,893
	SPEKTOR, LILIYA		46,347	12	46,347	12	46,347
	VACANCY - WATER QUALITY CONTROL MGR		-		-	12	50,680
	PENA-BRATUCU, KIERSY		58,167	9.25	43,676		-
	MOLINA, SHERYL BRIDGETTE		39,110	3.5	11,282		-
	<b>Full-time Salaries Subtotal</b>	<b>\$ 182,414</b>	<b>181,437</b>		<b>140,318</b>		<b>136,920</b>
	OTHER WAGES	11,000	8,000		9,093		8,000
	TAXES	22,563	22,155		19,543		16,941
	BENEFITS	41,158	45,602		42,281		25,874
	<b>Salaries and Related Costs</b>	<b>257,135</b>	<b>257,194</b>		<b>211,235</b>		<b>187,735</b>
	OPERATING COSTS	133,835	218,492		143,115		261,314
	CAPITAL OUTLAY	-	11,200		-		-
	SAMPLING POINT DEVICES	-	-		-		30,000
	INSTRUMENTATION GLASS WARE	-	-		-		20,000
	<b>Capital Outlay Subtotal</b>	<b>-</b>	<b>11,200</b>		<b>-</b>		<b>50,000</b>
	NON-OPERATING COSTS	758	13,460		13,460		13,455
	<b>QUALITY CONTROL TOTAL</b>	<b>\$ 391,728</b>	<b>\$ 500,346</b>		<b>\$ 367,810</b>		<b>\$ 512,504</b>

Note 1: Customer Service was moved from the Internal Service Fund into the Water Fund. For comparative purposes, the FY 15 and FY 16 Customer Service activity was included as part of the Water Fund

# CITY OF NORTH MIAMI BEACH, FLORIDA

## WATER FUND

FISCAL YEAR ENDING SEPTEMBER 30, 2017

DIVISION NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2015	ADOPTED BUDGET FY 2016	EST. FY 2016 LENGTH OF SERVICE (MONTHS)	ESTIMATED ACTUAL FY 2016	EST. FY 2017 LENGTH OF SERVICE (MONTHS)	ADOPTED BUDGET FY 2017
904	SALARIES-FULL-TIME						
	MARLEEN L. GUNN		\$ 36,794	12	\$ 36,794	12	\$ 36,794
	CARLOS MANUEL CARRAZANA		55,882	12	58,393	12	58,677
	MICHAEL M. PAUL		40,588	12	40,588	12	40,588
	ALEYDA ZEGARRA		37,346	12	36,789	12	37,346
	MICHAEL ANTHONY CHAMBERS		43,222	12	43,637	12	43,222
	EDRICK D. JONES		44,749	12	44,749	12	44,749
	MARINO A. MEJIA MESA		44,749	12	44,749	12	44,749
	HUPERT ROSE		55,189	12	54,990	12	55,189
	JULIAN I. CANO		44,951	12	44,951	12	44,951
	GEOFFREY E. IVIE		52,104	12	52,606	12	52,104
	ANAND MAHARAJ		47,425	12	47,881	12	47,425
	FREDDY KELBER ORTEGA		50,230	12	50,230	12	50,230
	JANET M. REED		51,335	12	51,334	12	51,335
	DAVID M. VIGO		51,335	12	51,334	12	51,335
	SCOTT JR STEVIE LENARD		-	12	32,972	12	33,325
	WALKER CHRISTOPHER J		-	12	33,120	12	33,325
	VACANCY - SENIOR MNGR-PLANT OPER		-	-	-	12	75,000
	VACANCY - WATER PLANT OPERATOR I		-	-	-	12	36,794
	KINSEY CHERY		37,346	10	31,062	-	-
	VACANCY - WATER PLANT OPER. TRAINEE		33,325	-	-	-	-
	VACANCY - WATER PLANT OPER. TRAINEE		33,325	-	-	-	-
	PLANT SYSTEMS ENGINEER [TRANSFERRED TO 909]		-	-	-	-	-
	RAUL W. SOTELO		75,000	-	-	-	-
	<b>Full-time Salaries Subtotal</b>	<b>\$ 767,492</b>	<b>834,895</b>		<b>756,179</b>		<b>837,138</b>
	OTHER WAGES	156,722	100,000		172,980		100,000
	TAXES	108,737	109,144		105,522		110,346
	BENEFITS	161,651	186,712		188,147		215,513
	<b>Salaries and Related Costs</b>	<b>1,194,602</b>	<b>1,230,751</b>		<b>1,222,828</b>		<b>1,262,997</b>
	OPERATING COSTS	4,012,525	4,523,030		4,116,531		6,588,183
	CAPITAL OUTLAY	-	2,729,400		778,755		-
	CHEMICAL FEED SYSTEM UPGRADES		-		-		360,000
	CLEARWELL TOP SLAB REPAIRS		-		-		60,000
	BACKWASH RECLAIM IMPROVEMENTS		-		-		125,000
	ACID VALVE, GASKET REPLACEMENT		-		-		60,000
	EXPAND STRIPPER CLEANING SYSTEM TO INCLUDE		-		-		22,500
	REPLACE ELEVATED WALKWAYS, LIME SIDE		-		-		300,000
	MEMBRANE PLANT GRATING AND SUPPORT REPLACEMENT		-		-		60,000
	HIGH SERVICE PUMP AND MOTOR REPLACEMENT		-		-		50,000
	EQUIPMENT REPLACEMENT		-		-		20,000
	COMPUTER EQUIPMENT		-		-		4,000
	<b>Capital Outlay Subtotal</b>	<b>-</b>	<b>2,729,400</b>		<b>778,755</b>		<b>1,061,500</b>
	NON-OPERATING COSTS	1,400	24,835		24,835		24,830
	<b>WATER PRODUCTION TOTAL</b>	<b>\$ 5,208,527</b>	<b>\$ 8,508,016</b>		<b>\$ 6,142,949</b>		<b>\$ 8,937,510</b>
905	SALARIES-FULL-TIME						
	PERKINS, MARK AARON J [TRANSFERRED FROM 410900]		\$ -	-	\$ -	12	\$ 53,938
	WILLIAMS, GREGORY [TRANSFERRED FROM 410900]		-	-	-	12	53,878
	<b>Full-time Salaries Subtotal</b>	<b>\$ -</b>	<b>-</b>		<b>-</b>		<b>107,816</b>
	OTHER WAGES	-	-		-		-
	TAXES	-	-		-		8,718
	BENEFITS	-	-		-		59,095
	<b>Salaries and Related Costs</b>	<b>-</b>	<b>-</b>		<b>-</b>		<b>175,629</b>
	<b>WATER CONSERVATION TOTAL</b>	<b>\$ -</b>	<b>\$ -</b>		<b>\$ -</b>		<b>\$ 175,629</b>
906	OPERATING COSTS	183,260	218,000		221,462		\$ 40,000
	CAPITAL OUTLAY	-	2,314,000		2,286,132		-
	COMPREHENSIVE UTILITY SECURITY IMPROVEMENTS		-		-		2,509,000
	SECURITY EQUIPMENT REPLACEMENT		-		-		500,000
	<b>Capital Outlay Subtotal</b>	<b>-</b>	<b>2,314,000</b>		<b>2,286,132</b>		<b>3,009,000</b>
	<b>PLANT SYSTEM/SECURITY TOTAL</b>	<b>\$ 183,260</b>	<b>\$ 2,532,000</b>		<b>\$ 2,507,594</b>		<b>\$ 3,049,000</b>

# CITY OF NORTH MIAMI BEACH, FLORIDA

## WATER FUND

FISCAL YEAR ENDING SEPTEMBER 30, 2017

DIVISION NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2015	ADOPTED BUDGET FY 2016	EST. FY 2016 LENGTH OF SERVICE (MONTHS)	ESTIMATED ACTUAL FY 2016	EST. FY 2017 LENGTH OF SERVICE (MONTHS)	ADOPTED BUDGET FY 2017
908	SALARIES-FULL-TIME						
	HAYES, RONALD		\$ 45,391	12	\$ 45,353	12	\$ 45,391
	JOHNSON, EARNEST		38,605	12	38,645	12	38,605
	PIERRE-LOUIS, JEAN G		43,428	12	44,494	12	45,165
	JOSEPH, GERARD		30,300	12	30,300	12	30,300
	LOUISSAINT, MARCEL FILS		30,300	12	30,300	12	30,300
	MATTISON, CARROLL R		33,529	12	33,621	12	33,529
	ORTEGA, ANTONIO		32,380	12	32,380	12	32,380
	ROCHESTER, DWIGHT A		30,300	12	29,437	12	30,300
	SMITHE, RYAN S		31,590	11.5	29,259	12	31,590
	TIME, SCHMID		31,590	12	31,560	12	31,590
	DAVIDSON, STANLEY		40,956	12	40,518	12	40,956
	PIERRESAINT, JEAN DANIEL		36,761	12	37,921	12	36,761
	HONER, ASHANTI		60,500	12	66,090	12	70,000
	FLORES, OSCAR		46,435	12	45,991	12	48,757
	SWEET, JOHN		46,509	12	47,656	12	48,838
	WILLIAMS, WILLIE B		63,276	12	62,576	12	63,276
	WILLIAMS, WILLIE L		54,125	12	54,125	12	54,125
	BELLAMY JR, ARNEZ CHARLIE		-	4.75	11,776	12	29,852
	VACANCY - OPERATION MANAGER II		-	-	-	12	50,680
	VACANCY - CONSTRUCTION MANAGER		-	-	-	12	70,000
	VACANCY - METERS & DIST. TECH II		-	-	-	12	33,325
	VACANCY - METERS & DIST. TECH I		29,852	-	-	12	29,852
	SIMON, LOUIS G		38,439	4.5	14,630	-	-
	GILLIS, DAVID G [TRANSFERRED TO 450910]		70,955	6	35,478	-	-
	JEAN-LOUIS, JEAN		41,065	6.5	21,533	-	-
	MILLER, LUIS		35,062	6.25	18,370	-	-
	LLOYD, NICHOLAS M		-	9	21,688	-	-
	DWAYNE L. THOMAS		34,480	-	-	-	-
	<b>Full-time Salaries Subtotal</b>	<b>\$ 901,011</b>	<b>945,828</b>		<b>823,701</b>		<b>925,572</b>
	OTHER WAGES	109,641	65,000		188,721		66,900
	TAXES	122,663	121,329		119,543		120,461
	BENEFITS	226,529	253,363		222,242		236,458
	<b>Salaries and Related Costs</b>	<b>1,359,844</b>	<b>1,388,520</b>		<b>1,354,207</b>		<b>1,349,391</b>
	OPERATING COSTS	641,186	822,980		667,070		814,821
	CAPITAL OUTLAY	-	271,912		10,023		-
	MACHINERY AND EQUIPMENT	-	-		-		108,700
	COMPUTER EQUIPMENT	-	-		-		5,000
	<b>Capital Outlay Subtotal</b>	<b>-</b>	<b>271,912</b>		<b>10,023</b>		<b>113,700</b>
	NON-OPERATING COSTS	3,851	68,285		68,285		68,280
	<b>CONSTRUCTION TOTAL</b>	<b>\$ 2,004,881</b>	<b>\$ 2,548,697</b>		<b>\$ 2,099,585</b>		<b>\$ 2,346,192</b>
909	SALARIES-FULL-TIME						
	CORTES CORTES, DIEGO G		\$ -	3.5	\$ 19,648	12	\$ 70,951
	MACHADO, FRANCISCO J		48,392	12	48,992	12	48,392
	MC CUE, DENNIS J		59,426	12	60,015	12	59,426
	UBEDA, OSWALDO M		-	3.75	13,102	12	42,583
	MOLINA, SHERYL BRIDGETTE [TRANSFERRED FROM 410901]		-	8.5	46,250	12	65,000
	SMITH, ANTWAN LAQUINCEY		31,009	12	31,030	12	31,009
	WILSON, TAMONT L		31,474	12	38,127	12	34,480
	VACANCY - OPERATIONS MANAGER II		-	-	-	12	50,680
	VACANCY - PLANT ELECTRICIAN II		-	-	-	12	42,583
	GAROFALO, GARY		78,714	10.25	64,745	-	-
	VALIENTE, OMAR		43,222	10.5	38,795	-	-
	VACANCY - UTILITY MECHANIC II		34,480	-	-	-	-
	VACANCY - PLANT ELECTRICIAN FOREMAN		49,054	-	-	-	-
	VACANCY - SCADA SUPERVISOR		65,000	-	-	-	-
	VACANCY - UTILITY MECHANIC I		31,009	-	-	-	-
	<b>Full-time Salaries Subtotal</b>	<b>\$ 357,056</b>	<b>471,780</b>		<b>360,704</b>		<b>445,104</b>
	OTHER WAGES	86,952	63,480		61,190		63,480
	TAXES	71,958	64,122		54,320		62,450
	BENEFITS	78,477	101,061		73,599		91,842
	<b>Salaries and Related Costs</b>	<b>594,443</b>	<b>700,443</b>		<b>549,813</b>		<b>662,876</b>
	OPERATING COSTS	69,816	203,284		103,107		275,340
	CAPITAL OUTLAY	-	11,200		1,950		-
	EQUIPMENT AND HEAVY DUTY TOOLS	-	-		-		32,200
	<b>Capital Outlay Subtotal</b>	<b>-</b>	<b>11,200</b>		<b>1,950</b>		<b>32,200</b>
	<b>UTILITY CONTROL SYSTEMS TOTAL</b>	<b>\$ 664,259</b>	<b>\$ 914,927</b>		<b>\$ 654,870</b>		<b>\$ 970,416</b>

# CITY OF NORTH MIAMI BEACH, FLORIDA

## WATER FUND

FISCAL YEAR ENDING SEPTEMBER 30, 2017

DIVISION NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2015	ADOPTED BUDGET FY 2016	EST. FY 2016 LENGTH OF SERVICE (MONTHS)	ESTIMATED ACTUAL FY 2016	EST. FY 2017 LENGTH OF SERVICE (MONTHS)	ADOPTED BUDGET FY 2017
912	SALARIES-FULL-TIME						
	JIMENEZ, BREN DAMAR		\$ 36,794	12	\$ 36,834	12	\$ 36,794
	PIEDRA, ARMANDO		44,496	12	44,495	12	44,496
	ROSSY, KARIM		82,000	12	87,100	12	90,000
	OSBORNE JR, AARON		52,998	12	52,998	12	52,998
	VINOKUR, ALEX		52,998	12	57,091	12	60,000
	BOWLES, JOSEPH L		62,581	12	62,580	12	62,581
	VINCENT, NEHEMI D		38,035	12	40,095	12	44,897
	POLLARD, JOHN E		60,000	12	60,000	12	60,000
	VALDES, ARIEL		62,405	12	62,405	12	62,405
	FONSECA, LEONIDAS		31,474	12	31,115	12	31,474
	GRAHAM, HAROLD A		34,206	10.75	29,458	12	34,206
	FRABIZIO, CHERYL M		51,871	12	51,871	12	51,871
	VACANCY - SENIOR MNGR - PLAN & ENGINEERING		-			12	73,441
	VACANCY - ENGINEERING TECHNICIAN		-			12	34,480
	VACANCY - ENGINEERING MANAGER		73,441		-		-
	VACANCY - CONSTRUCTION COORDINATOR		44,897		-		-
	<b>Full-time Salaries Subtotal</b>	<b>\$ 691,959</b>	<b>728,196</b>		<b>616,042</b>		<b>739,643</b>
	OTHER WAGES	52,651	31,000		24,234		31,000
	TAXES	84,235	79,344		67,510		80,416
	BENEFITS	204,985	191,423		162,197		200,051
	<b>Salaries and Related Costs</b>	<b>1,033,830</b>	<b>1,029,963</b>		<b>869,983</b>		<b>1,051,110</b>
	OPERATING COSTS	75,494	99,963		87,217		130,451
	CAPITAL OUTLAY	-	15,800		-		-
	SAFETY EQUIPMENT	-	-		-		5,600
	COMPUTER EQUIPMENT	-	-		-		12,100
	<b>Capital Outlay Subtotal</b>	<b>-</b>	<b>15,800</b>		<b>-</b>		<b>17,700</b>
	<b>ENGINEERING ADMINISTRATION TOTAL</b>	<b>\$ 1,109,324</b>	<b>\$ 1,145,726</b>		<b>\$ 957,200</b>		<b>\$ 1,199,261</b>
915	SALARIES-FULL-TIME						
	MELLENZ, MYRIAM		\$ 27,536	12	\$ 28,536	12	\$ 27,536
	COTTON, JAMES		70,955	12	73,128	12	74,672
	VACANCY - WAREHOUSE WORKER		-			12	24,066
	VACANCY - MATERIALS CONTROL ASST		-			12	27,536
	NIETO, EDUARDO V		37,084	10.5	32,805		-
	DIAZ-RODRIGUEZ, ANGEL OVIDIO		-	4.75	10,424		-
	FAGAN, ROBERT		29,175	3.5	7,997		-
	<b>Full-time Salaries Subtotal</b>	<b>\$ 147,421</b>	<b>164,750</b>		<b>152,890</b>		<b>153,810</b>
	OTHER WAGES	19,682	19,317		8,785		14,800
	TAXES	20,385	22,317		19,514		20,842
	BENEFITS	29,273	50,596		38,510		40,832
	<b>Salaries and Related Costs</b>	<b>216,761</b>	<b>256,980</b>		<b>219,699</b>		<b>230,284</b>
	OPERATING COSTS	8,555	31,760		26,941		50,280
	CAPITAL OUTLAY	-	-		-		-
	NON-OPERATING COSTS	365	6,480		6,480		6,401
	<b>MATERIALS CONTROL &amp; EQUIPMENT TOTAL</b>	<b>\$ 225,681</b>	<b>\$ 295,220</b>		<b>\$ 253,120</b>		<b>\$ 286,965</b>
916	SALARIES-FULL-TIME [NOTE 1]						
	BERNARD, ANDRISE		\$ 44,000	12	\$ 44,000	12	\$ 44,000
	JONES, MERLIN ELOUISE		25,224	12	26,558	12	27,536
	BLANCO, RICARDO		30,375	12	31,745	12	31,590
	WOODROFFE, KENDRA P		37,346	12	34,078	12	37,346
	CHUNG, DONNA M		45,165	10.75	37,239	12	45,165
	HARRIS, MARC		43,078	12	43,154	12	43,078
	BARRABEITG, ROBERT		50,680	12	50,680	12	50,680
	CLARKE, BRADY		57,911	12	57,911	12	57,911
	ANATHAN, ROBERT PETER		90,000	12	90,000	12	90,000
	VELAZQUEZ, LUIS		55,875	12	55,875	12	55,875
	DESIRE, JOSEPH A		32,737	12	32,746	12	32,737
	GEORGE, ROBINSON DANIEL [FUNDED FOR 3 MONTHS IN FY16]		6,987	12	27,953	12	27,949
	VELASCO, JOHN M [FUNDED FOR 3 MONTHS IN FY16.]		6,987	12	27,949	12	27,949
	WOOD, FARAI KENYETTA		31,590	12	32,607	12	33,325
	CLARK, JAMONZA A		33,825	12	34,665	12	35,905
	KENNEDY, PATRICK J		37,757	12	36,232	12	37,757
	GUTIERREZ, RENE		31,294	12	30,916	12	31,294
	HIDDO, TRACY ANN		-	6	12,612	12	25,224
	MOSLEY, MERCEDES		-	8.5	17,932	12	25,224
	NAVDITA S MAHARAJ [TRANSFERRED FROM 010470]		-			12	31,009
	PATRICIA KAYE COLDEN [TRANSFERRED FROM 010470]		-			12	37,953
	VACANCY - DEP DIR-UTILITY BILL & CS		-			12	80,000
	WILLIAM SERDA (50% IN FY16)		60,375	12	60,375		-
	YOUNG, GALE		80,000	5	33,231		-
	SANTIAGO, JOSE E [NOTE 2]		17,877	12	17,877		-
	BARTLEY, BARRINGTON H [NOTE 2]		22,585	12	23,300		-
	JONES, ANTHONY [NOTE 2]		25,018	12	21,633		-
	PHILLIPS, JUNIOR L [NOTE 2]		18,813	12	18,813		-
	SMITH, DENSLEY R [NOTE 2]		22,585	4	6,893		-
	CHARLES, RAYMOND [NOTE 2]		27,184	12	27,220		-
	VALDERRAMA, ANTONIO [NOTE 2]		23,141	4	6,966		-
	MALDONADO, LEOPOLDO A [NOTE 2]		30,030	12	30,030		-
	CHANDLER, DONDRELL J [NOTE 2]		21,145	12	22,208		-
	JEAN-LOUIS, MIKE [FUNDED FOR 3 MONTHS IN FY16]		6,987	1.5	2,781		-
	SCOTT JR, STEVIE LENARD		27,949		-		-
	VACANCY - ADMINISTRATIVE AIDE I		28,697		-		-
	ALBAN, MARITZA		25,602		-		-
	VACANCY - FACILITY MAINT SUPERDTNT [POSITION ELIM. IN FY17]		44,897		-		-
	<b>Full-time Salaries Subtotal</b>	<b>\$ 964,007</b>	<b>1,143,716</b>		<b>996,179</b>		<b>909,507</b>
	OTHER WAGES	202,071	200,305		215,763		201,395
	TAXES	104,095	128,535		105,300		98,375
	BENEFITS	330,392	445,027		324,315		427,577
	<b>Salaries and Related Costs</b>	<b>1,600,565</b>	<b>1,917,583</b>		<b>1,641,557</b>		<b>1,636,854</b>
	OPERATING COSTS	415,298	625,511		424,324		432,710
	CAPITAL OUTLAY	-	-		2,995		-
	NON-OPERATING COSTS	58,505	210,453		210,453		495,453
	<b>CUSTOMER SERVICE TOTAL</b>	<b>\$ 2,074,368</b>	<b>\$ 2,753,547</b>		<b>\$ 2,279,329</b>		<b>\$ 2,565,017</b>
<b>WATER FUND TOTAL EXPENSES</b>		<b>\$ 22,534,723</b>	<b>\$ 35,592,873</b>		<b>\$ 32,466,603</b>		<b>\$ 40,056,031</b>

Note 1: Customer Service was moved from the Internal Service Fund into the Water Fund. For comparative purposes, the FY 15 and FY 16 Customer Service activity was included as part of the Water Fund

Note 2: Note 2: Salaries split in FY16: 45% General Fund & 55% Customer Service. Split eliminated in FY17.

# CITY OF NORTH MIAMI BEACH, FLORIDA

## WASTEWATER FUND

FISCAL YEAR ENDING SEPTEMBER 30, 2017

### SERVICES, FUNCTIONS AND ACTIVITIES

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

The Wastewater Fund is faced with new challenges and new mandates as a result of the Consent Decree that Miami-Dade County signed with the US Environmental Protection Agency (EPA), the Florida Department of Environmental Protection, and the US Department of Justice. The County was mandated to make changes to its wastewater operating practices in order to ensure compliance with State Code and with the Federal Clean Water Act. Because NMB Water sends wastewater to MDWASD for treatment, we are required to comply with the same standards applicable to the County under their Consent Decree. Over the past few years, NMB Water has made significant progress addressing infiltration/inflow (I&I) deficiencies within our wastewater collection system. NMB Water was recently awarded the 2016 Mid-sized Wastewater Collection System of the Year by Florida Section American Water Works Association for our work on reducing infiltration and inflow of groundwater and stormwater into our sewer system.

### GOALS AND MEASUREMENTS

#### *Financially Sound City Government*

The Utility continues to reduce costs and improve system efficiency and reliability by:

- Initiating development of a comprehensive strategic Wastewater Master Plan for the first time since 1978 to assess long-term capital needs for system improvements and to develop an optimized plan to replace infrastructure prior to it reaching the end of its useful life
- NMB Water has retained a Contract Program Manager to act as an extension of engineering staff and accelerate the roll out of urgent capital improvements
- Completed an Operational Assessment of NMB Water and Customer Services in accordance with the City's unanimously approved Strategic Plan goal to assess current operations, identify potential improvement areas for operational effectiveness and efficiencies
- Given the findings of the aforementioned Operational Assessment and City Council's direction to move forward with soliciting qualifications for Contract Operations, Maintenance and Program Management of NMB Water, we anticipate adding highly skilled

line-managers and technical experts to the utility by the end of 2016. These professionals will re-train employees in proper maintenance, asset management, and leadership skills while developing policies and procedures and deploying systems that will extend the useful life of our infrastructure, mitigate risk, and improve efficiencies while improving levels of service and reducing costs for our customers.

- Implementation of best maintenance practices for air release valves and gravity/force main condition assessment
- Continuing our long-term focus on infiltration and inflow (I&I) to reduce groundwater and stormwater flows to Miami-Dade Water & Sewer Department
- Timely rehabilitation and maintenance of wastewater pump and grinder stations for improved efficiency
- Extended sewer service to the NE 163rd St business district

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

As part of NMB Water's Field Operations Division, the Wastewater Collection System group has a mission to ensure the public health through the continuous proper conveyance of wastewater in a safe and cost-effective manner. Our efforts are focused on minimizing the frequency and severity of sanitary sewer overflows (SSOs). Untreated wastewater from overflows could contaminate our beautiful surface waters, potentially causing serious water quality degradation. SSOs may also back-up into homes and businesses, potentially causing property damage and risks to public health. Proper wastewater management and system maintenance is vital to the health and safety of our community.

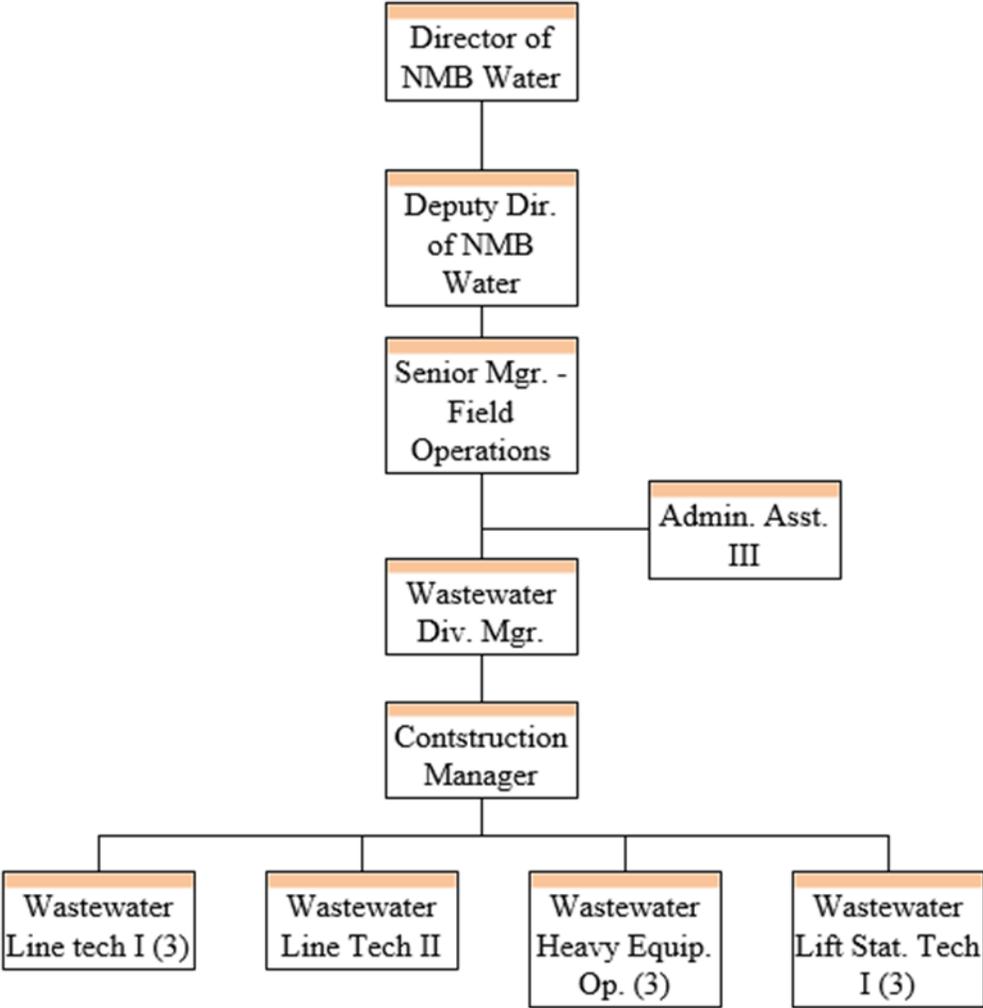
### ***High Performing Organization Providing Great Customer Service***

Through continuous evaluation of our operations, comparison with industry benchmarks, and implementation of best management practices, our objectives are to increase productivity and reduce costs while simultaneously improving the level of service provided. We strive for high level customer satisfaction, and improved responsiveness to the community's needs. The Wastewater Collection System group has developed processes and controls for expeditiously identifying, tracking and responding to wastewater backups or overflows.

CITY OF NORTH MIAMI BEACH, FLORIDA

WASTEWATER FUND

FISCAL YEAR ENDING SEPTEMBER 30, 2017



# CITY OF NORTH MIAMI BEACH, FLORIDA

## WASTEWATER FUND

FISCAL YEAR ENDING SEPTEMBER 30, 2017

DIVISION NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2015	ADOPTED BUDGET FY 2016	EST. FY 2016 LENGTH OF SERVICE (MONTHS)	ESTIMATED ACTUAL FY 2016	EST. FY 2017 LENGTH OF SERVICE (MONTHS)	ADOPTED BUDGET FY 2017
<b>REVENUES</b>							
	CARRYOVER FROM PRIOR YEARS	\$ -	\$ -		\$ -		\$ 5,286,514
	SERVICE REVENUES	7,035,876	6,786,232		6,846,707		7,149,389
	OTHER INCOME	214,604	63,000		150,610		2,800
	LEASE PROCEEDS	-	-		-		-
	<b>TOTAL REVENUES</b>	<b>\$ 7,250,480</b>	<b>\$ 6,849,232</b>		<b>\$ 6,997,317</b>		<b>\$ 12,438,703</b>
<b>EXPENSES</b>							
910	SALARIES-FULL-TIME						
	AHAMED, MUMTAZ S		\$ -	10.25	\$ 30,858	12	\$ 36,794
	GILLIS, DAVID G [TRANSFERRED FROM 410900]		-	6	37,665	12	74,672
	COMPAS, DAVID		-	4.75	10,810	12	28,697
	NOTTAGE, TRAMAINE SHARROD		-	4.75	9,602	12	28,697
	SOLOMON, JIMMY ANDREW		32,612	12	32,612	12	32,612
	ESTIEN, ALEXIS		34,720	12	34,719	12	34,720
	ALTIAGA, SEVERE		42,441	12	43,441	12	42,441
	OLIBRIS, BERNARDO CHARLES		40,588	12	41,628	12	40,588
	CLARK, SAMMY L		31,656	12	35,453	12	36,794
	IBE-PAULINO, SCOTTIE		40,588	12	41,468	12	40,588
	ROSA BREBAN, CARLOS A		40,588	12	41,628	12	40,588
	VACANCY - WW HEAVY EQUIP OPERATOR		36,794		-	12	36,794
	VACANCY - CONSTRUCTION MANAGER		-		-	12	50,368
	MELO, PEDRO [TRANSFERRED TO 410900]		70,955	6	35,478		-
	LONGSWORTH, MARLON O		50,368	6.25	25,765		-
	VACANCY - WW LIFT STAT TECH I		36,794		-		-
	VACANCY - ADMINISTRATIVE ASST III		36,794		-		-
	VACANCY - WW LINE TECH I		28,697		-		-
	VACANCY - WW LINE TECH I		28,697		-		-
	<b>Full-time Salaries Subtotal</b>	<b>\$ 420,318</b>	<b>552,292</b>		<b>421,127</b>		<b>524,353</b>
	OTHER WAGES	33,555	36,680		49,637		36,680
	TAXES	52,580	62,852		52,400		60,859
	BENEFITS	234,230	250,586		207,835		233,739
	<b>Salaries and Related Costs</b>	<b>740,683</b>	<b>902,410</b>		<b>730,999</b>		<b>855,631</b>
	OPERATING COSTS	2,268,424	3,169,275		3,030,003		5,435,140
	CAPITAL OUTLAY	-	1,188,632		397,956		
	CAPITAL PROJECTS BASED ON MASTER PLAN						2,270,000
	MASTER FORCE MAIN REPLACEMENT						1,002,918
	PUMP AND EQUIPMENT REPLACEMENTS						299,600
	<b>Capital Outlay Subtotal</b>	<b>-</b>	<b>1,188,632</b>		<b>397,956</b>		<b>3,572,518</b>
	NON-OPERATING COSTS	1,384,355	1,588,915		1,588,915		2,575,414
	<b>WASTEWATER FUND TOTAL EXPENSES</b>	<b>\$ 4,393,462</b>	<b>\$ 6,849,232</b>		<b>\$ 5,747,873</b>		<b>\$ 12,438,703</b>

# CITY OF NORTH MIAMI BEACH, FLORIDA

## PROPRIETARY IMPACT FEES FUNDS

CONSOLIDATED

FISCAL YEAR ENDING SEPTEMBER 30, 2017

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

FUND NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2015	ADOPTED BUDGET FY 2016	ESTIMATED ACTUAL FY 2016	ADOPTED BUDGET FY 2017
<b>REVENUES</b>					
420	FIREFLOW IMPACT FEE	\$ 1,418,887	\$ 1,450,000	\$ 1,745,532	\$ 1,450,000
420	CARRYOVER FROM PRIOR YEARS	-	1,725,000	-	945,000
430	WATER INPLANT IMPACT FEE	1,426,255	1,500,000	769,436	977,000
430	CARRYOVER FROM PRIOR YEARS	-	1,500,000	-	1,855,000
460	WASTEWATER INPLANT IMPACT FEE	142,334	560,000	48,654	52,000
460	CARRYOVER FROM PRIOR YEARS	-	575,000	-	-
	<b>Total Revenues</b>	<b>\$ 2,987,476</b>	<b>\$ 7,310,000</b>	<b>\$ 2,563,622</b>	<b>\$ 5,279,000</b>
<b>EXPENSES</b>					
420	IMPROVEMENTS OTHER THAN BUILDINGS	\$ -	\$ 3,175,000	\$ -	\$ 2,395,000
430	IMPROVEMENTS OTHER THAN BUILDINGS	-	3,000,000	-	2,832,000
460	IMPROVEMENTS OTHER THAN BUILDINGS	-	1,135,000	208,940	52,000
	<b>Total Expenses</b>	<b>\$ -</b>	<b>\$ 7,310,000</b>	<b>\$ 208,940</b>	<b>\$ 5,279,000</b>

# CITY OF NORTH MIAMI BEACH, FLORIDA

## BUILDING FUND

FISCAL YEAR ENDING SEPTEMBER 30, 2017

### SERVICES, FUNCTIONS AND ACTIVITIES

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

### GOALS AND MEASUREMENTS

#### Financially Sound City Government

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

The Building Division is committed to delivering services in a cost effective and efficient manner. By the end of fiscal year 2015-2016, the Building Division will have a surplus of approximately \$1.5 million over budgeted revenues. We have implemented a complete permitting manual to assist with the training of each individual employee. During this fiscal year, we have also promoted a Permit Clerk II to Administrative Coordinator in order to better serve and supervise the front counter staff.

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

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

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

### High Performing Organization Providing Great Customer Service

- Digitize all completed plans to make room for the larger projects.
- Provide elderly and disabled residents with a Mobile permitting service.
- The Department is enhancing employee training and providing opportunities to increase employee certifications, in turn providing a higher level of service to our customers.
- Implement “permitting training sessions” for Condominium Associations.
- Summarize departmental processes so that customers can more easily understand the critical path of the application process.
- The Department is enhancing employee training and providing opportunities to increase employee certifications, in turn providing a higher level of service to our customers.
- The Building Department’s forms have been updated, redundancies in regular plan reviews and inspection procedures have been eliminated, and work flows have been updated throughout the Department
- Complete Energov implementation.
- Cross train all Building Division staff in order to increase efficiency to the customers.

### **KEY PERFORMANCE INDICATORS**

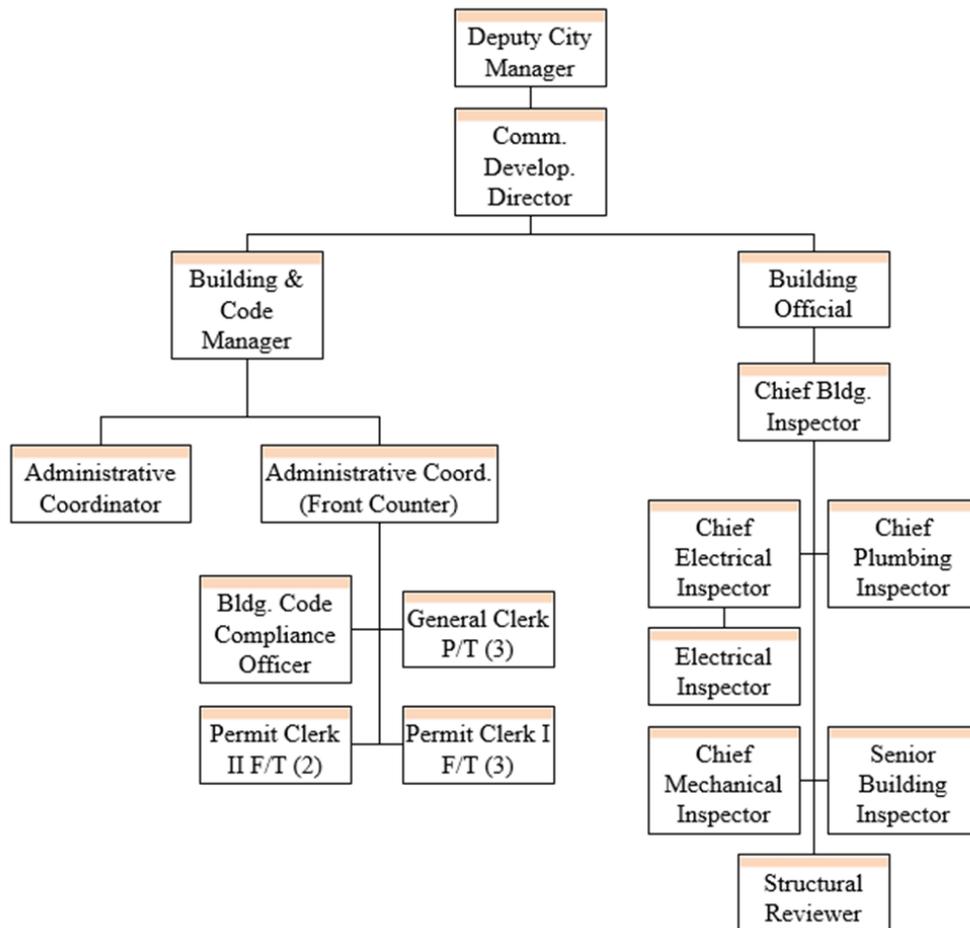
Key Indicator 1: *Number of Permit applications processed.* In order to be a High Performing Organization we must be able to provide the customers with fast and reliable services. The intake of applications is where the process starts. The more applications we can intake accurately, the quicker we can process the them, which in turn will speed up development within the City. Every instance that the City intakes an application there is an upfront fee that is charged to the customer. With an increase in taking application we would be aligning our City with the Financially Sound section of our City’s Strategic Plan. With the newly approved budget, we would be able to raise the amount of permits taken in because of the extra labor resources for the front counter. The increase in permit applications would be noticeable during the 2017 fiscal year.

Key Indicator 2: *Number of permits finalized.* The intake of the application is where the process starts, but the process is not complete till it is reviewed and inspected. In the construction industry as it is any industry, any latency in a process can cost the customer economic strife. It is the goal of the Building Division to intake the application and finalize the process in order to complete the construction. Processing permits faster and more efficiency will lead to a revitalized city not only in the Downtown area and Major Corridors, but in all areas by allowing the customer to finish the construction. With the increase in the budget for extra contractual services our Division would be able to tap into funds to acquire more inspectors or reviewers from the City contract with CAP Engineering. The City is currently awaiting large projects and will need the extra professional services. We would be able to see the diminishing timeframe between review, approval, and final on permits within the 2016-2017 fiscal year.

# CITY OF NORTH MIAMI BEACH, FLORIDA

## BUILDING FUND

FISCAL YEAR ENDING SEPTEMBER 30, 2017



# CITY OF NORTH MIAMI BEACH, FLORIDA

## BUILDING FUND

FISCAL YEAR ENDING SEPTEMBER 30, 2017

ACCOUNT DESCRIPTION	ACTUAL FY 2015	ADOPTED BUDGET FY 2016	EST. FY 2016 LENGTH OF SERVICE (MONTHS)	ESTIMATED ACTUAL FY 2016	EST. FY 2017 LENGTH OF SERVICE (MONTHS)	ADOPTED BUDGET FY 2017
<b>REVENUES</b>						
CARRYOVER FROM PRIOR YEARS	\$ -	\$ 16,015		\$ -		\$ -
SERVICE REVENUES	3,800,163	2,126,061		3,010,625		2,471,499
OTHER INCOME	421,813	263,700		232,064		278,217
LEASE PROCEEDS	-	-		-		-
<b>TOTAL REVENUES</b>	<b>\$ 4,221,976</b>	<b>\$ 2,405,776</b>		<b>\$ 3,242,689</b>		<b>\$ 2,749,716</b>
<b>EXPENSES</b>						
<b>SALARIES-FULL-TIME</b>						
ROGER, PEARL		\$ -	12	\$ 30,856	12	\$ 31,009
SZCZEPANSKI, HERENA		52,200	12	52,200	12	52,200
OZUNA, JOSE DANIEL		111,650	12	111,650	12	113,325
ANNESE, RICHARD		72,800	12	72,800	12	74,984
VALDES, ROY		72,800	12	72,800	12	74,984
REMOND, LAZARO S [TRANSFERRED 50% FROM 010285]		35,000	12	35,000	12	36,750
JONES, KEISHA S		31,009	12	31,009	12	31,009
NAVAS, CLAUDIA MARIA		31,474	12	31,474	12	31,474
ZELAYA, LEONARDO		31,474	12	35,956	12	36,794
LAMAR, ANTHONY B		37,346	12	39,022	12	41,547
MIRANDA, RUTH		37,346	12	37,666	12	37,346
VIELOT, KLEBER MAX		-	8.75	21,896	12	31,009
SOSA-CRUZ, CANDIDO [TRANSFERRED 35% FROM 010200]		40,250	12	41,380	12	42,263
ISMAIL, MASHAER		80,000	12	80,000	12	82,400
LEWIS, TASHEEMA VIOLET [NOTE 1]		-	10.75	9,514	12	15,810
VACANCY - PERMIT CLERK I [NEW POSITION]		-		-	12	31,009
FLOWERS, LERA MAEREE [TRANSFERRED TO 010860]		37,346	0.75	2,155		-
VACANCY - BLDG CODE COMPLIANCE OFF		31,009		-		-
SECOY, SPENCER J (10% IN FY16. SPLIT ELIMINATED.)		4,143		-		-
<b>Full-time Salaries Subtotal</b>	<b>\$ 707,120</b>	<b>705,847</b>		<b>705,378</b>		<b>763,913</b>
OTHER WAGES	318,695	321,999		291,000		327,434
TAXES	89,211	91,954		85,199		95,693
BENEFITS	231,690	264,910		221,511		345,326
<b>Salaries and Related Costs</b>	<b>1,346,716</b>	<b>1,384,710</b>		<b>1,303,088</b>		<b>1,532,366</b>
OPERATING COSTS	213,229	389,295		244,458		600,687
CAPITAL OUTLAY	-	110,750		50,548		
VEHICLE REPLACEMENT	-	-		-		25,000
<b>Capital Outlay Subtotal</b>	<b>-</b>	<b>110,750</b>		<b>50,548</b>		<b>25,000</b>
NON-OPERATING COSTS	174,861	521,021		521,021		591,663
<b>TOTAL EXPENSES</b>	<b>\$ 1,734,806</b>	<b>\$ 2,405,776</b>		<b>\$ 2,119,115</b>		<b>\$ 2,749,716</b>

Note 1: In FY16 position was split: 75% 010286 & 25% 471284. In FY17, position was transferred to Code and split: 65% 010285 & 35% 471284.

# CITY OF NORTH MIAMI BEACH, FLORIDA

## SOLID WASTE FUND

FISCAL YEAR ENDING SEPTEMBER 30, 2017

### SERVICES, FUNCTIONS AND ACTIVITIES

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

### GOALS AND MEASUREMENTS

#### Financially Sound City Government

Neighborhood Maintenance and Beautification Division clerical and field personnel will continue to be vigilant with all factors pertaining to our service account system. A well-monitored contractor and updated service accounts inventory is critical to maintaining revenues at their maximum, and this will continue to be at the forefront. In addition, assessing and providing supplemental neighborhood maintenance and beautification services at the best prices with qualified personnel will further evidence our fiscal responsibility. A highlight of this effort is a proposed inventory and GIS mapping of all trees in the city's rights-of-way, which will assist with efficient and cost-effective maintenance and tree-planting schedules.

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

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

Keeping residential and business districts in good sanitary and aesthetic conditions always promotes economic development. This enhanced vigilance will evidence and ensure such.

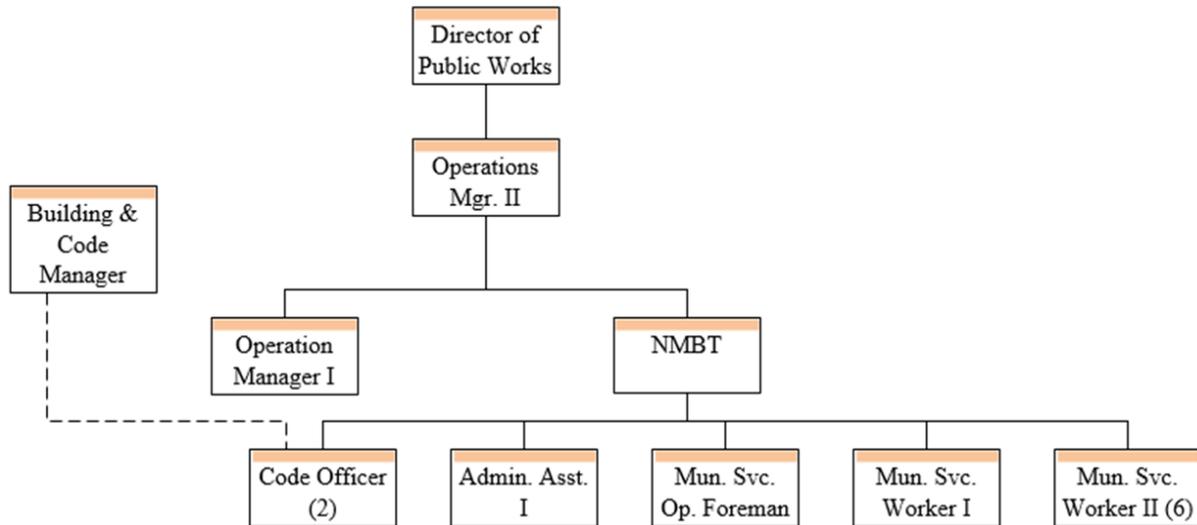
#### High Performing City Organization Providing Great Customer Service

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

## KEY PERFORMANCE INDICATORS

Key Performance Indicator 1—Litter Removed Annually: There are 24 miles of roads, medians, parks, canals and 287 street containers located within the city. Our goal is to heighten our level of services and increase the number of containers by 5 percent during FY17. This will help enhance the aesthetics of our city and demonstrate our commitment to a clean environment, supporting *The Place to Live: Beautiful, Safe and Livable* and a *High Performing City Providing Excellent Customer Service*.

Key Performance Indicator 2—30 Neighborhood Signs: There are approximately 30 neighborhood signs throughout all the different zones in the city. The goal is to focus on these entry features from a qualitative standpoint: weed control, irrigation, landscaping (changing flower beds two times per year), supporting *The Place to Live: Beautiful, Safe and Livable*.



Note: The organization chart above reflects the outsourcing of Sanitation and the creation of the new Neighborhood Maintenance and Beautification Team

# CITY OF NORTH MIAMI BEACH, FLORIDA

## SOLID WASTE FUND

FISCAL YEAR ENDING SEPTEMBER 30, 2017

DIVISION NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2015	ADOPTED BUDGET FY 2016	EST. FY 2016 LENGTH OF SERVICE (MONTHS)	ESTIMATED ACTUAL FY 2016	EST. FY 2017 LENGTH OF SERVICE (MONTHS)	ADOPTED BUDGET FY 2017
<b>REVENUES</b>							
	CARRYOVER FROM PRIOR YEARS	\$ -	\$ 300,000		\$ -		\$ -
	SERVICE REVENUES	8,938,745	9,036,633		8,914,460		8,914,000
	OTHER INCOME	11,576	2,112,042		880,542		968,667
	<b>TOTAL REVENUES</b>	<b>\$ 8,950,321</b>	<b>\$ 11,448,675</b>		<b>\$ 9,795,002</b>		<b>\$ 9,882,667</b>
<b>EXPENSES</b>							
810	SALARIES-FULL-TIME						
	HARRINGTON, VAN Z		\$ 70,955	12	\$ 70,955	12	\$ 70,955
	STURTZ, BRIAN		59,616	12	59,616	12	59,616
	SCOTT, ESMOND K [TRANSFERRED 50% FROM 010800. 60% IN FY16.]		61,054	12	61,054	12	50,879
	RODRIGUEZ, FERNANDO J [TRANSFERRED 15% FROM 010800. 25% IN FY16]		22,969	12	22,969	12	13,781
	KLOACK, LISA ANN [TRANSFERRED 25% FROM 010800]		12,960	12	12,960	12	12,960
	RAMOS TORRES, SHAKIRA		-	6	13,024	12	28,697
	HOLNESS, CARL [NOTE 1 & FILLED MUNICIPAL OPERATOR FOREM VAC.]		6,706	12	43,946	12	43,586
	PIERRE, DANIEL E [NOTE 1 & FILLED MUNICIPAL SVCS WKER VAC.]		4,208	12	29,638	12	29,852
	DABEL, YVON [NOTE 1 & FILLED MUNICIPAL SVCS WKER VAC.]		5,066	12	34,030	12	34,248
	LARROSA, IVAN MARCEL [NOTE 1 & FILLED MUNICIPAL SVCS WKER VAC.]		4,662	12	32,984	12	33,325
	LAURENCIN, FIDELIS [NOTE 1 & FILLED MUNICIPAL SVCS WKER VAC.]		4,662	12	32,984	12	33,325
	BERNARD, SAMUEL GEORGE [TRANSFERRED FROM 812]		-	10.25	29,530	12	33,325
	FANDINO, ROBERT [TRANSFERRED FROM 812]		-	10.25	33,263	12	39,331
	GUITEAU, HERVE [TRANSFERRED FROM 812]		-	10.25	29,838	12	35,282
	LOUIS, LEOPOLD LISSEN L (CODE)		33,325	12	33,341	12	33,325
	PARASZEWSKI, LANCE ROSS (CODE)		-	5.75	15,773	12	33,325
	GONZALEZ SABATES, DARIO (CODE)		33,325	3.25	8,459		-
	VELA, BETSEY WENDY		29,127	4.25	9,092		-
	HERRERA, JOSE [TRANSFERRED TO 010820. NOTE 1]		3,702	1.75	3,702		-
	RITCHIE, LEVINGSTON C [NOTE 1]		5,592	2	6,011		-
	WICKETT, JAMES [NOTE 1]		7,120	2	7,654		-
	BLONDIN, ANTONIO [NOTE 1]		5,384	2	5,788		-
	LUDDEN, JAMES W [NOTE 1]		5,109	2.25	5,878		-
	SAWYER, CHRISTOPHER S [NOTE 1]		4,556	2	4,897		-
	LEONARD, ANDRE [NOTE 1]		4,909	2	5,277		-
	SIESHOLTZ, STEPHEN [NOTE 1]		6,548	2	7,199		-
	ESPINAL, JANCY [NOTE 1]		7,732	2.25	8,995		-
	GOINS, KEITH CORNELIUS [NOTE 1]		5,066	2	5,496		-
	JACQUES, ROLD [NOTE 1]		5,622	2	6,044		-
	LOPEZ, MARIO F [NOTE 1]		5,622	2	6,044		-
	LUBIN, ALDRAS [NOTE 1]		5,700	2.25	6,202		-
	MEZIER, JIRO J [NOTE 1]		5,622	2.25	5,803		-
	PERRIN, MELVIN C [NOTE 1]		4,928	2.25	5,420		-
	PACE, BRANDON J [NOTE 1]		3,702		-		-
	VACANCY - MUNI SERVS OPERATOR FOREM [NOTE 2]		38,356		-		-
	VACANCY - MUNICIPAL SVCS WORKER I [NOTE 2]		37,452		-		-
	VACANCY - MUNICIPAL SVCS WORKER II [NOTE 2]		35,391		-		-
	VACANCY - MUNICIPAL SVCS WORKER II [NOTE 2]		35,391		-		-
	VACANCY - MUNICIPAL SVCS WORKER II [NOTE 2]		35,391		-		-
	VACANCY - MUNICIPAL SVCS WORKER II [NOTE 2]		35,391		-		-
	VACANCY - MUNICIPAL SVCS WORKER II [NOTE 2]		35,391		-		-
	VACANCY - MUNICIPAL SVCS WORKER II [NOTE 2]		35,391		-		-
	VACANCY - MUNICIPAL SVCS WORKER II [NOTE 2]		35,391		-		-
	<b>Full-time Salaries Subtotal</b>	<b>\$ 1,008,320</b>	<b>723,703</b>		<b>663,866</b>		<b>585,812</b>
	OTHER WAGES	129,471	176,326		164,285		55,250
	TAXES	208,316	121,336		114,471		93,437
	BENEFITS	625,323	478,149		508,255		323,535
	<b>Salaries and Related Costs</b>	<b>1,971,430</b>	<b>1,499,514</b>		<b>1,450,877</b>		<b>1,058,034</b>
	OPERATING COSTS	3,777,166	6,889,216		6,368,504		7,144,632
	CAPITAL OUTLAY	-	284,200		327,686		-
	NON-OPERATING COSTS	2,445,298	2,462,656		2,462,656		1,680,001
	<b>SOLID WASTE MANAGEMENT TOTAL</b>	<b>\$ 8,193,894</b>	<b>\$ 11,135,586</b>		<b>\$ 10,609,723</b>		<b>\$ 9,882,667</b>

Note 1: Position was only funded for 2 months in FY16 due to the outsourcing of solid waste services.

Note 2: New position in FY16 that was funded for 2 months. Fully funded in FY17.

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## INTERNAL SERVICE FUNDS

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# CITY OF NORTH MIAMI BEACH, FLORIDA

## LIABILITY SELF-INSURANCE FUND

FISCAL YEAR ENDING SEPTEMBER 30, 2017

### SERVICES, FUNCTIONS AND ACTIVITIES

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

### GOALS AND MEASUREMENTS

#### Financially Sound City Government

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

ACCOUNT DESCRIPTION	ACTUAL FY 2015	ADOPTED BUDGET FY 2016	ESTIMATED ACTUAL FY 2016	ADOPTED BUDGET FY 2017
<b>REVENUES</b>				
CARRYOVER FROM PRIOR YEARS \$	-	\$ 100,407	\$ -	\$ -
OTHER REVENUE	79,312	-	100,931	-
TRANSFERS FROM:				
WATER	342,646	402,000	402,000	534,250
SEWER	117,008	106,000	106,000	143,750
GENERAL FUND	434,018	440,988	440,988	547,296
BUILDING	14,462	86,000	86,000	99,750
SOLID WASTE	175,513	148,000	148,000	78,500
CUSTOMER SERVICE	58,505	119,000	119,000	-
<b>TOTAL REVENUES</b>	<b>\$ 1,221,464</b>	<b>\$ 1,402,395</b>	<b>\$ 1,402,919</b>	<b>\$ 1,403,546</b>
<b>EXPENSES</b>				
OTHER WAGES	\$ 28,455	\$ 30,000	\$ 44,173	\$ 30,000
TAXES	115	115	116	115
BENEFITS	169,219	204,180	246,658	181,568
<b>Salaries and Related Costs</b>	<b>197,789</b>	<b>234,295</b>	<b>290,947</b>	<b>211,683</b>
OPERATING COSTS	1,100,046	1,168,100	565,096	1,191,863
NON-OPERATING COSTS	1,050,000	-	-	-
<b>TOTAL EXPENSES</b>	<b>\$ 2,347,835</b>	<b>\$ 1,402,395</b>	<b>\$ 856,043</b>	<b>\$ 1,403,546</b>

# CITY OF NORTH MIAMI BEACH, FLORIDA

## WORKERS' COMPENSATION FUND

FISCAL YEAR ENDING SEPTEMBER 30, 2017

### SERVICES, FUNCTIONS AND ACTIVITIES

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

### GOALS AND MEASUREMENTS

#### Financially Sound City Government

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

ACCOUNT DESCRIPTION	ACTUAL FY 2015	ADOPTED BUDGET FY 2016	ESTIMATED ACTUAL FY 2016	ADOPTED BUDGET FY 2017
<b>REVENUES</b>				
CARRYOVER FROM PRIOR YEARS	\$ -	\$ -	\$ -	\$ -
OTHER REVENUE	205,697	-	70,552	-
TRANSFER FROM:				
TRANSIT SURTAX	6,128	-	-	-
WATER	184,762	196,816	196,816	165,406
SEWER	19,280	17,637	17,637	17,826
GENERAL FUND	556,618	519,397	519,397	557,726
STORMWATER	24,678	14,615	14,615	16,543
COMMUNITY REDEVELOPMENT	-	272	272	253
LIABILITY SELF INS	-	-	-	-
LAW ENFORCEMENT TRUST	-	563	563	847
BUILDING	16,471	11,603	11,603	11,616
SOLID WASTE	168,696	57,077	57,077	44,061
INTERNAL SERVICE FUND	21,285	25,126	25,126	2,140
GRANT / OTHER	108	-	-	141
<b>TOTAL REVENUES</b>	<b>\$ 1,203,723</b>	<b>\$ 843,106</b>	<b>\$ 913,658</b>	<b>\$ 816,559</b>
<b>EXPENSES</b>				
OPERATING COSTS	\$ 884,579	\$ 843,106	\$ 1,345,225	\$ 816,559
NON-OPERATING COSTS	300,000	-	-	-
<b>TOTAL EXPENSES</b>	<b>\$ 1,184,579</b>	<b>\$ 843,106</b>	<b>\$ 1,345,225</b>	<b>\$ 816,559</b>

# CITY OF NORTH MIAMI BEACH, FLORIDA

## INFORMATION TECHNOLOGIES

FISCAL YEAR ENDING SEPTEMBER 30, 2017

### SERVICES, FUNCTIONS AND ACTIVITIES

#### **Information Technologies Division**

The City is establishing the Information Technology Fund during the current budget cycle to ensure adequate funding for technology components on a city-wide basis. The fund is managed by the Public Utilities Department. Contributions are made by the General, Water, Sewer, and Building Funds to cover operating and capital expenditures and to maintain adequate reserves. Reserve levels are determined annually by management. The Information Technology Fund is included with the Water Fund for financial reporting but is budgeted as a separate and distinct internal service fund.

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

#### **GOALS AND MEASUREMENTS**

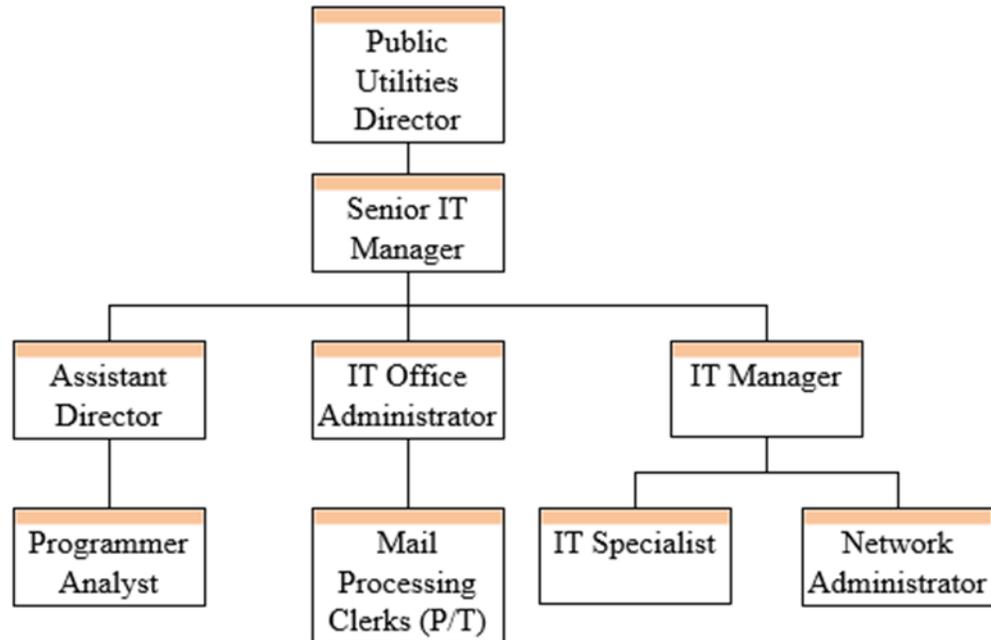
##### *Financially Sound City Government*

The Information Technologies Division will support Council's priority of fiscal sustainability by utilizing the most cost effective means of providing services to both internal and external customers. Initiatives designed to achieve this goal include:

- Continue process of virtualizing existing servers to reduce capital expenditures on new hardware
- Evaluate and enhance the City's data and telecommunications networks to achieve a more flexible and cost effective merger of voice and data services.
- Increased reliance on cloud based technologies to minimize staffing requirements and maximize reliability of critical applications.
- Investing in new cabling infrastructure will allow for the continued reliable delivery of I.T. services to staff and residents.

High Performing City Organization Providing Great Customer Service

- Additional I.T. staffing will allow for a more agile and high performing customer service experience.
- Cloud technologies such as Office 365 will introduce increased levels of mobility, accessibility and collaboration to our staff.
- New firewalls will increase our network security and help protect the City from the ever increasing security threats, such as Crypto-ransomware attacks, which have the potential to compromise and shut down our operations. In addition, the upgrade will increase network and internet access speeds for our staff.
- Investing in our computing infrastructure, will improve our overall network stability and capabilities, as well as provide a conduit which will allow us to provide new and enhanced ways to communicate with our residents.
- Public access computing environments will be enhanced to allow for better reliability and more efficient communication with our residents.
- Public facing communication channels such as our website will be upgraded. Providing for easier and enhanced levels of access for our residents.
- Enhanced technology and security training for all employees will increase the reliability and availability of the data network and protect our infrastructure.
- I.T. will oversee the Utility’s G.I.S., SCADA and asset management systems as well as administer building video security and facility access control systems.
- Technology enhancements to the City Hall lobby including digital signage and a kiosk to aid customers.



# CITY OF NORTH MIAMI BEACH, FLORIDA

## INFORMATION TECHNOLOGIES

FISCAL YEAR ENDING SEPTEMBER 30, 2017

ACCOUNT DESCRIPTION	ACTUAL FY 2015	ADOPTED BUDGET FY 2016	EST. FY 2016 LENGTH OF SERVICE (MONTHS)	ESTIMATED ACTUAL FY 2016	EST. FY 2017 LENGTH OF SERVICE (MONTHS)	ADOPTED BUDGET FY 2017
<b>REVENUES [NOTE 1]</b>						
IT CHARGE-WATER	\$ -	\$ -		\$ -		\$ 1,439,733
IT CHARGE-SEWER	-	-		-		338,760
IT CHARGE-BUILDING PERMIT	-	-		-		225,840
IT CHARGE-GENERAL FUND	-	-		-		818,671
LEASE PROCEEDS	-	-		-		629,000
<b>TOTAL REVENUES</b>	<b>\$ -</b>	<b>\$ -</b>		<b>\$ -</b>		<b>\$ 3,452,004</b>
<b>EXPENSES</b>						
<b>DIV #</b>						
212 - SALARIES-FULL-TIME [NOTE 1]						
HELTON, LORI		\$ 94,027	12	\$ 94,027	12	\$ 94,027
BONNIER-PEREZ, MARIA		54,156	12	54,156	12	54,156
ROSLAK, PATRICK M		99,750	12	99,750	12	99,750
GONZALEZ, MICHAEL		-	6	25,600	12	52,000
VELASQUEZ, GUSTAVO		90,000	12	90,000	12	90,000
GUADELOUPE, CHARLES F [TRANSFERRED FROM 410900]		-		-	12	60,000
SOSA, GIL [TRANSFERRED FROM 410900]		-		-	12	105,000
ABRAHAMS, MITCHELL R [TRANSFERRED FROM 410900]		-		-	12	51,209
VACANCY - PROGRAMER		-		-	12	88,500
SELLAN, MANUEL S		-	0.25	769		-
WILLIAMS, JONATHAN P		44,421	2.5	8,970		-
<b>Full-time Salaries Subtotal</b>	<b>\$ 422,890</b>	<b>382,354</b>		<b>373,272</b>		<b>694,642</b>
OTHER WAGES	4,575	-		5,675		-
TAXES	33,264	30,803		32,243		55,862
BENEFITS	66,725	70,935		62,933		227,399
<b>Salaries and Related Costs</b>	<b>527,454</b>	<b>484,092</b>		<b>474,123</b>		<b>977,903</b>
OPERATING COSTS	558,669	461,703		466,047		918,427
CAPITAL OUTLAY	44,459	22,000		1,806		
SYSTEM UPGRADES						17,000
COMPUTER EQUIPMENT PURCHASES	-	-		-		629,000
<b>Capital Outlay Subtotal</b>	<b>44,459</b>	<b>22,000</b>		<b>1,806</b>		<b>646,000</b>
NON-OPERATING COSTS	-	-		-		909,674
<b>INFORMATION TECHNOLOGIES - TOTAL</b>	<b>\$ 1,130,582</b>	<b>\$ 967,795</b>		<b>\$ 941,976</b>		<b>\$ 3,452,004</b>

Note 1: In FY 2016, the Internal Service fund only included Customer Service. In the FY 2017 Adopted Budget, Customer Service is transferred to the Water Fund and Information Technologies (IT) is moved from the General Fund into the Internal Service Fund. For comparative purposes, IT figures are presented above for both FY16 and FY17.



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## CITYWIDE CAPITAL IMPROVEMENTS

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# CITY OF NORTH MIAMI BEACH, FLORIDA

## CAPITAL IMPROVEMENT PROGRAM (CIP)

FISCAL YEAR ENDING SEPTEMBER 30, 2017

### SERVICES, FUNCTIONS AND ACTIVITIES

The Capital Improvement Plan (CIP) provides a roadmap as well as a monitoring tool for all capital projects. CIP Guidelines are provided in the document immediately following this narrative. The guidelines include key elements of a capital project definition, two of which are: (1) a monetary value greater than \$5,000; and (2) a useful life period of greater than five years.

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

### GOALS AND MEASUREMENTS

#### Financially Sound City Government

Due to the planning and procurement processes involved with items of substantial cost, many of the projects and purchases budgeted in the current year's CIP Plan will come to fruition during the first part of FY17. After a multi-year period of relatively low expenditure levels in the CIP, most of the items included in the FY16 budget were critical to the City's programs and infrastructure. Taking this cyclical pattern into account, the FY17 CIP Adopted Budget represents a fiscally responsible but much less aggressive funding plan in comparison to FY16. What it does is to allow for the completion of projects – needed and critical – in a deliberately prioritized and timely-managed approach. This allows for more diligent inspections, value-engineering, and timely delivery of projects.

For FY 17, the overall total adopted CIP budget is \$16,946,918. Last year, the adopted budget was \$21,271,184. The decrease is largely based on a reduction in General Fund projects, the need for master plans to determine and guide future projects, no infusion of fund balance as was approved last year and the NMB Water's approach to foster utility assessments.

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

A robust and well-planned CIP Plan is critical to ensure a safe, beautiful and ultimately livable place to reside in, visit, and conduct business. Roadways and medians that are in great condition, aesthetically pleasing public landscaping, well performing drainage systems, modern, well-

equipped public facilities, pipe-replacements, force-main replacements, leak detection, fireflow improvements and other CIP related and system betterment items, are major contributors to this important Strategic Plan Goal.

The FY17 CIP Plan addresses many of the most pressing needs through a wide array of projects, including lighting improvements, roadway and alleyway repairs, American with Disabilities (ADA) upgrades, facility upgrades, pump station improvements, aerial crossings, force main inspections, transmission mains and fireflow improvements.

*High Performing City Organization Providing Great Customer Service*

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

**KEY PERFORMANCE INDICATOR**

Key Performance Indicator 1—Number of CIP Projects Budgeted at \$100,000 or less completed on time and within budget: Not previously quantified. This metric will be closely monitored from year to year. Our aim will be to maximize this number. Among the many areas that a CIP Plan contributes to are safety, aesthetics, the proper functioning of infrastructure such as roadways and drainage, and the fiscally responsible replacement of high-cost items such as vehicles and equipment. Accordingly, the CIP budget supports a *High Performing City Organization Providing Great Customer Service* and *Financially Sound City Government*.

SIX YEAR CAPITAL IMPROVEMENT PLAN

CIP GRAND TOTAL	FY16	FY17	FY18	FY19	FY20	FY21
General Fund	\$ 3,145,900	\$ 2,073,743	\$ 954,000	\$ 870,000	\$ 840,000	\$ 800,000
Water Fund	\$ 12,239,072	\$ 9,535,100	\$ 17,199,600	\$ 7,952,400	\$ 2,470,000	\$ 1,225,000
Waste Water Fund	\$ 2,448,632	\$ 3,624,518	\$ 1,150,000	\$ 1,150,000	\$ 1,150,000	\$ 1,150,000
Building Department	\$ 60,750	\$ 25,000	\$ -	\$ -	\$ -	\$ -
Solid Waste	\$ 282,000	\$ -	\$ -	\$ -	\$ -	\$ -
Police LETF	\$ 300,000	\$ 248,000	\$ 60,000	\$ -	\$ -	\$ -
Stormwater Fund**	\$ 211,413	\$ -	\$ 200,000	\$ -	\$ 200,000	\$ -
Transit Surtax*	\$ 923,600	\$ 318,857	\$ 180,000	\$ 180,000	\$ 180,000	\$ 180,000
Community Redevelopment Agency Fund	\$ 650,755	\$ 201,200	\$ -	\$ -	\$ -	\$ -
Government Impact Fund	\$ 391,562	\$ -	\$ -	\$ -	\$ -	\$ -
Alley Restoration Fund	\$ 299,500	\$ 274,500	\$ 274,500	\$ 274,500	\$ 274,500	\$ 274,500
Grant Fund***	\$ 318,000	\$ -	\$ -	\$ -	\$ -	\$ -
Internal Service Fund****	\$ -	\$ 646,000	\$ -	\$ -	\$ -	\$ -
<b>Grand Total</b>	<b>\$ 21,271,184</b>	<b>\$ 16,946,918</b>	<b>\$ 20,018,100</b>	<b>\$ 10,426,900</b>	<b>\$ 5,114,500</b>	<b>\$ 3,629,500</b>

\* Cost of operating the NMB line has increased, reducing the available funds for capital expenditures. Capital primarily funded through LOGIT

\*\* No Capital projects budgeted for FY17, Stormwater Master Plan in proposed budget

\*\*\* No GOB funding in FY17

\*\*\*\* First Year of Internal Service Fund

**SIX YEAR CAPITAL IMPROVEMENT PLAN**

DEPT	No.	PROJECT NAME	FUNDING SOURCE	ADOPTED FY 16	FY 17	FY 18	FY 19	FY 20	FY 21	SIX-YEAR TOTAL
LIBRARY	1	Library Security with Facial recognition Camera	GF		\$ 10,000					\$ 10,000
	2	ILS Library System	GF	\$ 20,000						\$ 20,000
	3	Fire Sprinkler System Upgrade	GF	\$ 80,000	\$ -					\$ 80,000
	4	Power Grid Panel Replacement	GF	\$ 80,000	\$ -					\$ 80,000
	5	Replace servers for Police IT ( First yr and every yr for Two Years	GF	\$ 30,000	\$ 60,000	\$ 60,000	\$ -	\$ -	\$ -	\$ 150,000
	6	Back up Storage Unit for Data Center	GF		\$ 30,000	\$ -	\$ 30,000	\$ -	\$ -	\$ 60,000
	7	Handheld Radios	LETF		\$ 30,000	\$ 30,000				\$ 60,000
	8	Replace Tasers (maintain 100 Tasers w/ yearly replacement)	LETF		\$ 30,000	\$ 30,000				\$ 60,000
	9	IT Department In Line Dehumidifier	GF	\$ 22,000						\$ 22,000
	10	Council Chambers Video Recording	GF	\$ 50,000						\$ 50,000
POLICE	11	YES Center-30 Ton Split System	GF	\$ 78,000		\$ -	\$ -	\$ -	\$ -	\$ 78,000
	12	City Hall Chiller - 8 Ton Unit(Needs to be connected from 8Ton to 5Ton Annex Build. 2nd Floor)	GF	\$ 20,000						\$ 20,000
	13	Yes Center - RM 6 and 7 - 4 Ton Split System	GF	\$ 15,000						\$ 15,000
	14	City Hall VAV Boxes Installation	GF	\$ 40,000						\$ 40,000
	15	Roof Repairs - Police Motor Pool & Police Records	GF	\$ 50,000						\$ 50,000
	16	Roof Repairs - Parks and Rec Building	GF	\$ 50,000						\$ 50,000
	17	Chill Water Ductwork/City Hall/Repair and Coating	GF	\$ 13,000						\$ 13,000
	18	Beautification of Bisayne Blvd Between City Limits	GF	\$ 400,000						\$ 400,000
	19	Hazel Fazzino Park - Phase I & Phase II	GF/IMP	\$ 90,000	\$ 150,000	\$ -	\$ -	\$ -	\$ -	\$ 240,000
	20	Entrance Sign - South Side of Bisayne Blvd & West End of NE 163 RD St	GF	\$ 115,000						\$ 115,000
	21	Sidewalk Reconstruction	CITT	\$ 368,600	\$ 138,857	\$ 180,000	\$ 180,000	\$ 180,000	\$ 180,000	\$ 1,227,457
	22	NE 13 Ave Traffic Calming <i>(carryforward to FY 17)</i>	CITT	\$ 80,000	\$ 80,000					\$ 80,000
	23	Highland Drive Roundabout <i>(carryforward to FY 17)</i>	CITT	\$ 180,000	\$ 100,000					\$ 100,000
	24	Trolley Service - 3 new trolleys	CITT	\$ 400,000	\$ -					\$ 400,000
	25	Drainage Projects ( 4 Locations)	SWF	\$ 211,413		\$ 200,000	\$ -	\$ -	\$ -	\$ 611,413
	27	Roadway Resurfacing Projects	GF	\$ 550,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 550,000
	28	Roadway Improvement Projects (locations pending Roadway Master Plan )	GF (LOGT)		\$ 623,000	\$ 800,000	\$ 800,000	\$ 800,000	\$ 800,000	\$ 3,823,000
	29	Highland Drive Design and Construction	GF (LOGT)		\$ 200,000	\$ -	\$ -	\$ -	\$ -	\$ 200,000
	30	Alleyway Reconstruction	ALLEY	\$ 299,500	\$ 274,500	\$ 274,500	\$ 274,500	\$ 274,500	\$ 274,500	\$ 1,672,000

**SIX YEAR CAPITAL IMPROVEMENT PLAN**

DEPT	No.	PROJECT NAME	FUNDING SOURCE	ADOPTED FY 16	FY 17	FY 18	FY 19	FY 20	FY 21	SIX-YEAR TOTAL	
PUBLIC WORKS	31	YES Center -2.5 TON HVAC SPLIT SYSTEMS (Front and Rear Offices)	GF	\$	17,500	\$	-	\$	-	\$	17,500
	32	City Hall/Administration Building Roof Repair	GF	\$	120,000	\$	-	\$	-	\$	120,000
	33	Victory Pool House- Exterior Repairs/Painting	GF	\$	20,000	\$	-	\$	-	\$	20,000
	34	City Hall Second, Fourth, Third & First Floor Bathroom Renovations	GF	\$	40,000	\$	40,000	\$	40,000	\$	160,000
	35	City Hall Fourth Floor Carpet Replacement	GF	\$	-	\$	54,000	\$	-	\$	54,000
	36	Fulford Fountain Rehabilitation(Matching Grant Contribution Total - \$225,000)	GF	\$	112,500	\$	-	\$	-	\$	112,500
	37	FDOT Matching Grant Contribution for SR 826 (Total \$200K)	GF	\$	100,000	\$	100,000	\$	-	\$	200,000
	38	NE 183 St Bbce Path	LAP	\$	318,000	\$	-	\$	-	\$	318,000
	39	Pick Wick Wall Beautification	GF	\$	50,000	\$	-	\$	-	\$	50,000
	40	Sewer Project NE 163 St/West Dixie Design and beautification	CRA	\$	650,755	\$	-	\$	-	\$	650,755
	CRA	41	Replacement Computer	CRA	\$	1,200	\$	-	\$	-	\$
42		West Dixie Streetscape Improvements	CRA	\$	200,000	\$	-	\$	-	\$	200,000
43		Well Water- switch from City	GF	\$	30,000	\$	-	\$	-	\$	30,000
44		Curtain replacement- Litman Theater	GOB	\$	100,000	\$	-	\$	-	\$	100,000
45		Field Lighting Assessment/Replacement (Musco lights - green technology) - Allen Park	GF	\$	50,500	\$	50,000	\$	-	\$	100,500
46		Replace indoor/outdoor Security Cameras	GF	\$	14,000	\$	-	\$	-	\$	14,000
47		Senator Owen Margolis Amphitheater - Lighting Improvements	GF	\$	75,400	\$	-	\$	-	\$	75,400
48		Beautification Impact Fees	GIF	\$	391,562	\$	-	\$	-	\$	391,562
49		Uleia (fencing- to be diverted to ADA Pool lift)	\$	3,000	\$	-	\$	-	\$	-	3,000
50		Fulford Park (seeding)	\$	6,000	\$	-	\$	-	\$	-	6,000
PARKS	51	Allen Park Improvements	\$	15,000	\$	-	\$	-	\$	-	15,000
	52	Victory Pool (originally for jets- warranty- Kiddie Pool Refurbishment)	\$	40,000	\$	-	\$	-	\$	-	40,000
	53	Victory Pool (2) Pool pump impellers	GF	\$	12,000	\$	-	\$	-	\$	12,000
	54	#8587 (2000 Cargo Van) - Facilities (850)	GF	\$	22,000	\$	-	\$	-	\$	22,000
	55	#8598 (2000 Cargo Van) -Facilities (850)	GF	\$	22,000	\$	-	\$	-	\$	22,000
	56	#9342 (1999 Cargo Van) - Facilities (850)	GF	\$	22,000	\$	-	\$	-	\$	22,000
	57	#8491 (1997 Lift Truck) - Facilities (850)	GF	\$	35,000	\$	-	\$	-	\$	35,000
	58	#8185 (1999 Chevy Pick Up) - Beautification (831)	GF	\$	22,500	\$	-	\$	-	\$	22,500
	59	#8298 (1999 Chevy Pick Up) - Beautification (831)	GF	\$	22,500	\$	-	\$	-	\$	22,500
	60	#8807 (1999 Chevy Pick Up) - Beautification (831)	GF	\$	22,500	\$	-	\$	-	\$	22,500
VEHICLES	61	#8102 (2000 GMC Pick Up) - (820)	GF	\$	22,500	\$	-	\$	-	\$	22,500
	62	#8104 (2001 Pick Up) - (820)	GF	\$	22,500	\$	-	\$	-	\$	22,500

SIX YEAR CAPITAL IMPROVEMENT PLAN

DEPT	No.	PROJECT NAME	FUNDING SOURCE	ADOPTED FY 16	FY 17	FY 18	FY 19	FY 20	FY 21	SIX-YEAR TOTAL
	63	#8220 (2003 Pick Up) - (820)	GF	\$ 22,500						\$ 22,500
	64	#8295(1998 Pick Up) - (820)	GF	\$ 22,500						\$ 22,500
	65	#8012 (2002 Pick Up) - (820)	GF	\$ 22,500						\$ 22,500
	66	#8014 - 2003 Silverado - (820)	GF	\$	\$ 27,518					\$ 27,518
	67	#8010 - 2000 Pick Up - (810)	SWF	\$ 30,000						\$ 30,000
	68	#8023 - 2005 Pick Up (810)	SWF	\$ 30,000						\$ 30,000
	69	#8049 - 2002 Pick Up (810)	SWF	\$ 30,000						\$ 30,000
	70	#8050 - 2005 Pick Up (810)	SWF	\$ 30,000						\$ 30,000
	71	#8120 - 1999 Pick Up (810)	SWF	\$ 30,000						\$ 30,000
	72	#9177 -1999 Pick Up (810)	SWF	\$ 30,000						\$ 30,000
	73	#8083 Green Machine -(810)	SWF	\$ 102,000						\$ 102,000
	74	#8453 - 2000 Silverado (831)	GF	\$	\$ 27,518					\$ 27,518
	75	#8456 - 2000 Cargo Van (831)	GF	\$	\$ 29,568					\$ 29,568
	76	#8519 - 2006 PU Lift Gate (850)	GF	\$	\$ 30,958					\$ 30,958
	77	#8921 - 2000 Chevy (890)	GF	\$	\$ 39,438					\$ 39,438
	78	#8921 (1996 Chevy) - (890)	GF	\$ 22,500						\$ 22,500
	79	#8916 (1996 Chevy) - (890)	GF	\$ 27,000						\$ 27,000
	80	#767 -2000 Van Express Pass -PR	GF	\$	\$ 27,224					\$ 27,224
	81	#765 -2000 Van Express Pass -PR	GF	\$	\$ 27,224					\$ 27,224
	82	#776 -2004 Van Express Pass -PR	GF	\$	\$ 27,224					\$ 27,224
	83	#778 -2005 Van Express Cargo -PR	GF	\$	\$ 23,471					\$ 23,471
	84	Police Vehicles	GF	\$ 300,000	\$ 188,000					\$ 488,000
	85	Police Vehicles (6)	LETF	\$ 300,000	\$ 188,000					\$ 488,000
	86	Building Department Vehicles	BLDG	\$ 60,750	\$ 25,000					\$ 85,750
	87	Additional Fleet Assessments	GF	\$ 273,500						\$ 273,500
	88	Fluid Dispensing System(890)	GF	\$	\$ 26,000					\$ 26,000
	89	Replace Computers and Equipment(285)	GF	\$	\$ 4,800					\$ 4,800
	90	System Upgrades to accommodate new infrastructure and servers	ISF	\$	\$ 17,000					\$ 17,000
	91	POE Switches to complete Infrastructure Upgrade	ISF	\$	\$ 30,000					\$ 30,000
	92	Firewall upgrade for enhanced internet connectivity	ISF	\$	\$ 154,000					\$ 154,000
	93	Server Upgrades	ISF	\$	\$ 120,000					\$ 120,000
	94	NAS Storage Device	ISF	\$	\$ 30,000					\$ 30,000

SIX YEAR CAPITAL IMPROVEMENT PLAN

DEPT	No.	PROJECT NAME	FUNDING SOURCE	ADOPTED FY 16	FY 17	FY 18	FY 19	FY 20	FY 21	SIX-YEAR TOTAL
INFORM	95	VOIP Phones Upgrade	ISF		\$ 150,000					\$ 150,000
	96	WiFi Infrastructure Upgrade	ISF		\$ 20,000					\$ 20,000
	97	Replace Old, Outdated PC Systems throughout City	ISF		\$ 125,000					\$ 125,000
<b>GRAND TOTAL (LESS WATER AND WASTEWATER)</b>				\$ 6,583,480.00	\$ 3,787,300	\$ 1,668,500	\$ 1,294,500	\$ 1,494,500	\$ 1,254,500	\$ 16,082,780
<b>NMB WATER</b>										
<b>SIX YEAR CAPITAL IMPROVEMENT PLAN</b>										
<b>WATER</b>										
	89	Wide format Printer	Water		\$ 14,000					\$ 14,000
	90	Other Computer related Equipments	Water		\$ 10,000					\$ 10,000
	91	Instrumentation --jar testing, spectrophotometer accessories	Water		\$ 20,000					\$ 20,000
	92	Sampling Point Devices	Water		\$ 30,000					\$ 30,000
	93	Chemical Feed System Upgrades	Water		\$ 360,000					\$ 360,000
	94	Clearwell top slab repairs	Water		\$ 60,000					\$ 60,000
	95	Backwash Reclaim Improvements	Water		\$ 125,000					\$ 125,000
	96	Acid valve gasket replacement	Water		\$ 60,000					\$ 60,000
	97	Expand stripper cleaning system to include odor control scrubbers	Water		\$ 22,500					\$ 22,500
	98	Replace elevated walkways, lime slide	Water		\$ 300,000					\$ 300,000
	99	Membrane Plant grating and support replacement	Water		\$ 60,000					\$ 60,000
	100	High Service Pump and Motor Replacement (1 per year x 1)	Water		\$ 50,000					\$ 50,000
	101	L-Pad Accessories	Water		\$ 4,000					\$ 4,000
	102	Equipment Replacement (pH, Turbidity, SDI)	Water		\$ 20,000					\$ 20,000
<b>DEAD END ELIMINATION PROJECTS</b>										
	103	NE 11 AVE from NE 169 St to NE 169 Ter	Water	\$ 16,000						\$ 16,000
	104	NE 15 Ave from Ne 161 St to NE 162 St	Water	\$ 4,800						\$ 4,800
	105	NE 10 Ct. Alleyway between NE 156 St. and NE 157 St.	Water	\$ 1,800						\$ 1,800
	106	NE 10 Ave and NE 160 Ter	Water	\$ 6,000						\$ 6,000
	107	NE 10 Ave and NE 161 Ter	Water	\$ 600						\$ 600
	108	NE 162 St and NE 10 Ave	Water	\$ 7,200						\$ 7,200
	109	NE 160 Ter and NE 12 Ave	Water	\$ 3,000						\$ 3,000
	110	NE 14 Ct and NE 152 Ter	Water	\$ 1,800						\$ 1,800
	111	NE 157 St between NE 14 Ct to NE 15 Ave	Water	\$ 19,200						\$ 19,200

SIX YEAR CAPITAL IMPROVEMENT PLAN

DEPT	No.	PROJECT NAME	FUNDING SOURCE	ADOPTED FY 16	FY 17	FY 18	FY 19	FY 20	FY 21	SIX-YEAR TOTAL
	112	NE 162 St and NE 16 Ave	Water	\$ 3,000						\$ 3,000
	113	NE 158 St and NE 15 Ave	Water	\$ 6,600						\$ 6,600
	114	NE 191 St along Snake Creek Canal	Water	\$ 5,600						\$ 5,600
	115	NE 168 Terr and 3 Ct	Water	\$ 1,200						\$ 1,200
	116	NE 173 St and NE 2 Ave	Water	\$ 6,000						\$ 6,000
	117	NE 2 Ave. Alleyway between NE 174 St and NE 175 St	Water	\$ 3,600						\$ 3,600
	118	NE 4 Ct and NE 174 Street	Water	\$ 1,800						\$ 1,800
	119	NE 3 Ave and NE 164 St*	Water			\$ 15,000				\$ 15,000
	120	NE 158 St and NE 2 Ave*	Water			\$ 20,000				\$ 20,000
	121	NE 162 St and NE 6 Ave*	Water			\$ 2,500				\$ 2,500
	122	NE 164 Street between NE 6 Ave and NE 7 Ave*	Water			\$ 12,300				\$ 12,300
	123	NE 163 Street between NE 7 Ave and NE 8 Ave*	Water			\$ 15,000				\$ 15,000
	124	NE 160 Street between NE 7 Ave and NE 8 Ave*	Water			\$ 6,000				\$ 6,000
	125	NE 159 St between NE 2 Ave and NE 3 Ave*	Water			\$ 2,000				\$ 2,000
	126	NE 160 Terr between NE 4 Ave and NE 5 Ave*	Water			\$ 2,500				\$ 2,500
	127	NE 5 Ave between NE 159 St and 160 St*	Water			\$ 1,700				\$ 1,700
	128	NE 151 St and NE 7 Ave*	Water			\$ 6,000				\$ 6,000
	129	NE 152 St and NE 7 Ave*	Water			\$ 2,000				\$ 2,000
	130	NE 7 Ave. Alleyway between NE 153 St and NE 154 St*	Water			\$ 9,000				\$ 9,000
	131	NE 164 St and NE 8 Ave*	Water			\$ 6,000				\$ 6,000
	132	NE 151 Street and N. Spur Drive	Water			\$ 30,400				\$ 30,400
	133	NE 2 Ave south of NE 148 Street	Water			\$ 600				\$ 600
	134	Between NW 2 Ave and NE 3 Ave. Along Snake Creek Canal	Water			\$ 6,000				\$ 6,000
	135	NW 183 terr and North Miami Ave	Water			\$ 13,600				\$ 13,600
	136	NE 185 Terr and NE 1 Ct	Water			\$ 5,400				\$ 5,400
	137	NE 1 Ct and NE 187 St	Water			\$ 3,600				\$ 3,600
	138	NW 164 St. West of N. Miami Ave	Water			\$ 6,000				\$ 6,000
	139	NW 164 St. East of N. Miami Ave	Water			\$ 1,200				\$ 1,200
	140	NW 165 St and N. Miami Ave	Water			\$ 12,600				\$ 12,600
	141	NW 17 Ave and NW 173 St	Water			\$ 8,400				\$ 8,400
	142	NW 17 Ave 175 St	Water			\$ 9,600				\$ 9,600
	143	NW 15 AVE between NW 163 St and NW 159 St	Water			\$ 1,200				\$ 1,200

WATER

SIX YEAR CAPITAL IMPROVEMENT PLAN

DEPT	No.	PROJECT NAME	FUNDING SOURCE	ADOPTED FY 16	FY 17	FY 18	FY 19	FY 20	FY 21	SIX-YEAR TOTAL	
WATER	144	NW 15 AVE between NW 155 Terr and NW 159 St	Water				\$ 6,400			\$ 6,400	
	145	NW 16 Drive and NW 12 Ave	Water				\$ 7,800			\$ 7,800	
	146	NW 15 Drive and NW 13 Ave	Water				\$ 1,800			\$ 1,800	
	147	NW 168 Terr between NW 29 Ave and NW 30 Ave	Water				\$ 18,000			\$ 18,000	
	148	NW 30 Ave between NW 171 st. to NW 170 St	Water				\$ 6,000			\$ 6,000	
	149	NW 171 St from NW 29 Ave to NW 28 Ave	Water				\$ 19,200			\$ 19,200	
	150	NW 27 Ave and NW 163 St (Approx 350 FT South of Interest)	Water				\$ 26,400			\$ 26,400	
	151	NW 27 Ave and Biscayne Canal	Water				\$ 4,800			\$ 4,800	
	152	Dead End Elimination Program - Projects to be identified	Water				\$ 10,000	\$ 100,000	\$ 100,000	\$ 210,000	
	Transmission Mains - Assessments of Mains over 40 Yrs.										
	153	Biscayne Blvd. between N.E. 187 st. and N.E. 193 st. east of Biscayne	Water		\$ 19,000						\$ 19,000
	154	Biscayne Blvd 183 St. and 100' north of Oleta River crossing. E of Bisc.	Water		\$ 22,000						\$ 22,000
155	Biscayne Blvd from 172 st. to 1300 ft. north	Water		\$ 13,000						\$ 13,000	
156	Eastside of Bisc. Blvd between 163 st. and Snake Creek Canal	Water		\$ 9,500						\$ 9,500	
157	Westside of Bisc. Blvd between N.E. 139 st. and N.E. 162 st.	Water		\$ 52,800						\$ 52,800	
Alleyways Improvements											
158	Commercial alleyways	Water		\$ 225,000						\$ 225,000	
159	2-4" main replacement Commercial Govt. Center Site	Water				\$ 467,500				\$ 467,500	
160	2" main replacement in rear easements - Site TBD	Water				\$ 300,000				\$ 300,000	
161	2" main replacement in rear easements - Site TBD	Water				\$ 100,000				\$ 100,000	
162	2" main replacement in rear easements - Site TBD	Water				\$ 100,000				\$ 100,000	
163	2" main replacement in rear easements - Site TBD	Water					\$ 100,000			\$ 100,000	
164	2" main replacement in rear easements - Site TBD	Water						\$ 100,000		\$ 100,000	
Fireflow Improvements											
165	Firehydrant Replacements	Water		\$ 150,000						\$ 150,000	
166	Myrtle Grove Fireflow Improvements NW 171 St*	Water		\$ 350,000			\$ 270,000			\$ 620,000	
167	NE 172 St fireflow improvement ( 9-10 Ave)*	Water					\$ 126,000			\$ 126,000	
168	NW 1 Ave fireflow improvements ( 128-135 St)*	Water					\$ 528,000			\$ 528,000	
169	North Glades Dr. (NE 170- 173 St)	Water				\$ 40,000				\$ 40,000	
170	NW 183 St. & NW 2 Ave	Water				\$ 40,000				\$ 40,000	
171	NW 159 St between NW 2 Ave and N. Miami Ave	Water				\$ 40,000				\$ 40,000	
172	NW 167 St from NW 19 ave. to NW 20 Ave	Water				\$ 35,000				\$ 35,000	

FIREFLOW

SIX YEAR CAPITAL IMPROVEMENT PLAN

DEPT	No.	PROJECT NAME	FUNDING SOURCE	ADOPTED FY 16	FY 17	FY 18	FY 19	FY 20	FY 21	SIX-YEAR TOTAL	
WATER	173	NW 161 St between NW 2 Ave and N Miami Ave	Water			\$ 30,000				\$ 30,000	
	174	NW 15 Ave between NW 163 St and NW 159 St*	Water				\$ 84,000			\$ 84,000	
	175	NW 15 Dr Fireflow Improvements (143-147 St)*	Water				\$ 624,000			\$ 624,000	
	176	Nw 27 Ave (151-154 St)	Water				\$ 90,000			\$ 90,000	
	177	Ne 157 Ter Fireflow Improvements (18-19 Pl)	Water					\$ 220,000		\$ 220,000	
	178	NW 155 Dr /13 Ave railroad sing in exist casing*	Water	\$ 175,000			\$ 172,500			\$ 347,500	
	179	Fire Hydrants Phase 9 - Honey Hill*	Water	\$ 175,000			\$ 192,500			\$ 367,500	
	180	Fire Hydrants Phase 10 - Norwood*	Water				\$ 315,000			\$ 315,000	
	181	Fire Hydrants Phase 11 - Norland*	Water				\$ 315,000			\$ 315,000	
	182	Fire Hydrants Phase 12 - South Biscayne Gardens	Water			\$ 175,000				\$ 175,000	
	183	Fire Hydrants Phase 13 - North Biscayne Gardens	Water			\$ 175,000				\$ 175,000	
	184	Fire Hydrants Phase 14 - Bell Gardens	Water				\$ 175,000			\$ 175,000	
	185	Fire Hydrants Phase 15 - Fulford Highlands	Water				\$ 175,000			\$ 175,000	
	186	Fire Hydrants Phase 16 - Oak Grove	Water				\$ 175,000			\$ 175,000	
	187	Fireflow improvements- main extensions w/hyd ph1	Water					\$ 225,000			\$ 225,000
	188	NW 159 St between NW 2 Ave and NW 6 Ave*	Water				\$ 100,000				\$ 100,000
	<b>System Betement Projects (&lt;10")</b>										
	WATER INPLANT	189	Honey Hill 2" main replacement*	Water	\$ 360,000			\$ 1,000,000			\$ 1,360,000
190		NE 167 St (3-5 Ave)*	Water				\$ 300,000			\$ 300,000	
191		NW 23 Ave (91-196 Ter)	Water			\$ 138,000				\$ 138,000	
192		NE 158 St System Betement (15-18 Ave)	Water				\$ 240,000			\$ 240,000	
193		NW 151 St System Betement ( Nw 7-10 Ave)*	Water				\$ 260,000			\$ 260,000	
194		Mitchell Lake Estates System Betement*	Water				\$ 260,000			\$ 260,000	
195		Pipe bursting project (site TBD)	Water					\$ 250,000			\$ 250,000
196		Pipe bursting project (site TBD)	Water					\$ 250,000			\$ 250,000
193		Water Implant Fee	Water			\$ 2,832,000				\$ 2,832,000	
194		Capital Projects to be prioritized based on Master Plan	Water						\$ 250,000		\$ 250,000
<b>Aerial Pipe Crossings</b>											
OW	195	West Dixie Hwy & NE 176 St remove, replace & upgrade*	Water	\$ 250,000			\$ 275,000			\$ 525,000	
	196	Other Fireflow Improvements as Required *Project Contingent on Receipt of Fireflow Fees and not started Until Funds are Received*	Water	\$ 1,900,000						\$ 1,900,000	
	197	Biscayne Canal & NW 32 Ave remove, replace and upgrade*	Water				\$ 357,500			\$ 357,500	
	198	NW 168 St & 17 Ave - paint , ARV & signs	Water	\$ 15,000						\$ 15,000	

SIX YEAR CAPITAL IMPROVEMENT PLAN

DEPT	No.	PROJECT NAME	FUNDING SOURCE	ADOPTED FY 16	FY 17	FY 18	FY 19	FY 20	FY 21	SIX-YEAR TOTAL
WATER FIREFLOW	199	NW 167 St & 16 Ct - paint, ARV & signs	Water	15,000						\$ 15,000
	200	Williams Island Blvd & Two Island Blvd- paint ARV & signs	Water	15,000						\$ 15,000
	201	NE 199 St & 25 Ave (Olefin River) - Remove and replace*	Water				300,000			\$ 300,000
	202	Biscayne Canal & NW 7 Ave- remove and replace*	Water				172,500			\$ 172,500
	203	C9 Canal & NE 182 St- provide ultrasonic testing	Water				10,000			\$ 10,000
	204	C9 Canal & NE 176St- provide ultrasonic testing	Water				10,000			\$ 10,000
	205	C9 Canal & NE 199 St- provide AR V, paint and signs	Water	25,000						\$ 25,000
	206	Biscayne Canal & North Miami Ave- provide paint, ARV & signs	Water	15,000						\$ 15,000
	207	Biscayne Canal & NW 17 Ave- provide paint and signs	Water	15,000						\$ 15,000
	208	Poinciana Dr. & West of Collins - Ultrasonic testing & paint	Water			25,000				\$ 25,000
	209	Athletic Isle - provide ARV, rust removal, paint & signs	Water			20,000				\$ 20,000
	210	The Strand & Golden Beach Dr- paint & sign	Water			25,000				\$ 25,000
	211	Verona Ave Bridge - paint & sign	Water			15,000				\$ 15,000
	212	Biscayne Blvd & 176 St- paint & signs	Water				20,000			\$ 20,000
	213	Biscayne Blvd & Snake Creek canal- paint & signs	Water				20,000			\$ 20,000
	214	Oleta River & SR 826 - paint and Signs	Water				30,000			\$ 30,000
	215	Bakers Haulover miter - liner &/or replace sections*	Water			345,500				\$ 345,500
216	Painting/Coating Aerial Utility Crossing†	Water			250,000				\$ 250,000	
216	Fireflow Improvements	Water		\$ 2,395,000						\$ 2,395,000
217	Aerial Crossing Maint. Program - Projects to be Identified	Water				30,000		100,000	100,000	\$ 230,000
<b>FDOT/MUNICIPALITIES MISC RELOCATION</b>										
	218	SR 5 Biscayne Boulevard 135-151 Street	Water	75,000						\$ 75,000
	219	SR 916 NW 135 St ( 6 Ave -SR5)	Water	15,000						\$ 15,000
	220	SR 826 ( NW 17- 27 Ave)	Water	10,000						\$ 10,000
	221	Leak Detection Program	Water	75,000		50,000	50,000	50,000	50,000	\$ 275,000
	222	Service Line Replacement	Water	100,000						\$ 100,000
	223	GIS	Water			125,000	125,000	125,000	125,000	\$ 500,000
<b>WATER PLANT</b>										
	224	Lime slaker and silo # 3 Replacement*	Water	600,000		1,300,000				\$ 1,900,000
	225	Repair of broken mains-adjust valve boxes fire	Water	100,000		1,300,000				\$ 1,400,000
	226	Other Projects As Necessary	Water	1,815,000						\$ 1,815,000
	227	Banache Park AC WM Replacement†	Water			250,000	250,000	250,000	250,000	\$ 1,000,000

SIX YEAR CAPITAL IMPROVEMENT PLAN

DEPT	No.	PROJECT NAME	FUNDING SOURCE	ADOPTED FY 16	FY 17	FY 18	FY 19	FY 20	FY 21	SIX-YEAR TOTAL	
	228	Comprehensive Utility Security - Systemwide (carried forward to FY 17)	Water	\$ 2,089,000	\$ 2,210,000	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000	\$ 3,710,000	
	229	Security Equipment	Water	\$ 225,000						\$ 225,000	
	230	Program Management Software	Water			\$ 100,000				\$ 100,000	
	Other Nonwood Improvements Pending Conditional Assessments Currently Being Performed										
	231	Lime softening Filters Rehab Filters # 3, 5, 7, 9, 10 and 11*	Water	\$ 800,000		\$ 250,000				\$ 1,050,000	
	232	Miscellaneous Projects Plant improvements: Painting, concrete repairs, R/O Namo Process area trench drain repairs, cat walk repairs, landscape repairs, etc.	Water	\$ 480,000						\$ 480,000	
	233	Remote monitoring system Operations Center, off site electrical building and wells,	Water	\$ 50,000						\$ 50,000	
	234	Chemical feed system Rehab Acid, Hydroxide, Hypochlorite, Fluoride.	Water	\$ 150,000						\$ 150,000	
	235	CO2 Tank Replacement (existing system exceeds the manufacturers operational life expectancy) Tank built in 1984, life span approx. 25-30 years	Water	\$ 500,000						\$ 500,000	
	236	Lime Generator Rehabilitation Existing portable generator for the Lime Plant stand-by power is in disrepair.	Water	\$ 100,000						\$ 100,000	
	237	Improvement to Buildings-Op. Cr., Wellness Center, Storage	Water	\$ 286,000						\$ 286,000	
	238	Water Storage Tank Inspection & Rehab	Water	\$ 50,000						\$ 50,000	
	239	Scrubber/Degassifiers System Improvements/Repairs	Water	\$ 25,000						\$ 25,000	
	240	Monitoring sys. Ops. Cr. off site electrical bldg and wells*	Water			\$ 480,000				\$ 480,000	
	241	1984 CO2 Tank Replacement. Life span approx. 25-30 yrs*	Water			\$ 715,000				\$ 715,000	
	242	Lime Generator Rehabilitation	Water			\$ 2,300,000				\$ 2,300,000	
	243	Water Storage Tank Inspection & Rehab*	Water			\$ 1,020,000				\$ 1,020,000	
	244	Clarifier Optimization Study†	Water			\$ 75,000				\$ 75,000	
	245	HVAC Condition Assessment†	Water			\$ 30,000				\$ 30,000	
	246	Miami-Dade Interconnect Study†	Water			\$ 40,000				\$ 40,000	
	247	Groundwater Rule Compliance/Redundancy Study†	Water			\$ 60,000				\$ 60,000	
	248	Investigation of Black Pt. Subsidence†	Water			\$ 25,000				\$ 25,000	
	249	Water Audit†	Water			\$ 50,000				\$ 50,000	
	250	As-Built Gap Analysis†	Water			\$ 50,000				\$ 50,000	
	251	Lime Sliker #2 and Sulfuric Acid Repairs†	Water			\$ 270,000				\$ 270,000	
	252	R/O Saddle Replacement†	Water			\$ 120,000				\$ 120,000	
	253	Static Mixer Replacement†	Water			\$ 360,000				\$ 360,000	
	254	Valve Replacement†	Water			\$ 480,000				\$ 480,000	
	255	Lime Plant Auto Instrumentation and Filter Control Replace†	Water			\$ 480,000				\$ 480,000	
	256	Lime Softening Clarifier and Backwash Tank Renovation†	Water			\$ 912,000				\$ 912,000	
	257	Black Pt. Replacement†	Water			\$ 1,920,000				\$ 1,920,000	

WATER

SIX YEAR CAPITAL IMPROVEMENT PLAN

DEPT	No.	PROJECT NAME	FUNDING SOURCE	ADOPTED FY 16	FY 17	FY 18	FY 19	FY 20	FY 21	SIX-YEAR TOTAL
	258	Arc Flash†	Water			\$ 75,000				\$ 75,000
	259	Landscaping for Security†	Water			\$ 240,000				\$ 240,000
	260	Upgrade SCADA Historian†	Water			\$ 480,000				\$ 480,000
	261	Paint†	Water			\$	\$ 375,000	\$ 375,000		\$ 750,000
	262	VOC Phase II Effluent Piping†	Water			\$ 225,000				\$ 225,000
	263	GIS†	Water			\$ 150,000				\$ 150,000
	264	Replace Line Slide Cleanwell Interconnect Valves†	Water			\$ 240,000				\$ 240,000
	265	VOC II Transfer Pump Renovation†	Water			\$ 12,000				\$ 12,000
	266	High Service Pump Reno. & Valve Replacement(1 year)	Water			\$ 50,000				\$ 50,000
	267	Nano Feed Pump Rank†	Water			\$ 24,000				\$ 24,000
	268	RO Feed Pump Rank†	Water			\$ 24,000				\$ 24,000
	269	Lime Slide Valve Replacement	Water			\$ 12,000				\$ 12,000
	270	Stripper Cleaning System Rank†	Water			\$ 6,000				\$ 6,000
	271	Comprehensive Utility Security (System Wide)	Water		\$ 299,000					\$ 299,000
	272	System Wide Security Equipments Replacements	Water		\$ 500,000					\$ 500,000
	273	Model 833 Midwest Instruments Backflow test kit 4 @ 308.00 each	Water		\$ 3,700					\$ 3,700
	274	2016 Case CX368 Mini Excavator replacement	Water		\$ 37,000					\$ 37,000
	275	2016 walk behind trencher 1 @ 16,000	Water		\$ 16,000					\$ 16,000
	276	Trailer Mounted Light Tower 2 @ 9,000	Water		\$ 18,000					\$ 18,000
	277	Portable Changeable Message board 2@ 17,000	Water		\$ 34,000					\$ 34,000
	278	71-Pads @ \$700 each	Water		\$ 5,000					\$ 5,000
	279	New P/U Accessories, step side access, saddle tool box	Water		\$ 1,000					\$ 1,000
	280	New Van Utility Accessories, ladder rack, conduit carrier, etc.	Water		\$ 5,500					\$ 5,500
	281	Hand tools, power tools, medium duty machinery	Water		\$ 20,000					\$ 20,000
	282	VB70 12 X 4 @ \$ 4872.00/each	Water	\$ 19,488						\$ 19,488
	283	Arrow board	Water	\$ 2,700						\$ 2,700
	284	Field Hydraulic System	Water	\$ 11,524						\$ 11,524
	285	Emergency Stroke lights for division vehicles (\$1400.00 ea.)	Water	\$ 4,200						\$ 4,200
	286	Sampling Point Devices	Water	\$ 7,000						\$ 7,000
	287	Emergency Stroke lights for division vehicles (\$1400.00 ea.)	Water	\$ 4,200	\$ 5,700					\$ 9,900
	288	Transfer Pump and Motor Replacement (1 per year x 5)	Water	\$ 50,000						\$ 50,000
	289	High Service Pump and Motor Replacement (2 per year x 5)	Water	\$ 130,000						\$ 130,000
	290	Site #1, #2 and #3 Dist Collector Replacement (Existing in a complete state of deterioration, failure is eminent)	Water	\$ 75,000						\$ 75,000

WATER

SIX YEAR CAPITAL IMPROVEMENT PLAN

DEPT	No.	PROJECT NAME	FUNDING SOURCE	ADOPTED FY 16	FY 17	FY 18	FY 19	FY 20	FY 21	SIX-YEAR TOTAL
WASTEWATER	291	Equipment Replacement (pH, Turbidity, SD)	Water	\$ 20,000						\$ 20,000
	292	Well Pump & Motor Replacement (2 per year x 5)	Water	\$ 100,000						\$ 100,000
	293	Emergency Strobe Lights for all 904 division vehicles (6 X \$1,400.00)	Water	\$ 8,400						\$ 8,400
	294	New Van Utility Accessories, ladder rack, conduit carrier, etc.	Water	\$ 5,600						\$ 5,600
	295	Emergency Strobe lights for division vehicles (\$1,400.00 ea.)	Water	\$ 5,600						\$ 5,600
	296	Ground Penetrating Radar ( GPR)	Water	\$ 13,000						\$ 13,000
	297	New safety package for leased vehicles (2) @\$1,400	Water	\$ 2,800						\$ 2,800
	298	Wide format Printer	Water	\$ 7,060						\$ 7,060
	299	Other Computer related Equipments	Water	\$ 10,000						\$ 10,000
	300	Four pads \$750 x 4	Water	\$ 3,000						\$ 3,000
	301	Computer and accessories to replace outdated PCs	Water	\$ 8,000						\$ 8,000
	302	New safety package for leased vehicles (4) @\$1,400	Water	\$ 5,600						\$ 5,600
	303	4 Tablets with accessories	Water	\$ 4,100						\$ 4,100
	304	Improvements Based on Master Plan for building	Wastewater	\$ 380,000						\$ 380,000
	305	Ball Gardens Force main re-routing	Wastewater	\$ 850,000						\$ 850,000
	306	Improvements Based on Master Plan	Wastewater	\$ 100,000						\$ 100,000
	307	Air release valve replacement & valve insertion project	Wastewater	\$ 100,000						\$ 100,000
	308	Electrical Upgrades	Wastewater	\$ 30,000						\$ 30,000
	309	NE 19 Avenue Business District sewerage	Wastewater	\$ 550,000						\$ 550,000
	310	Medical Pizza Pump Station	Wastewater	\$ 120,000						\$ 120,000
	311	Cosco Pump Station Rehabilitation	Wastewater	\$ 120,000						\$ 120,000
	312	Grinder Pump Replacement (ABS & Myers)	Wastewater	\$ 25,000						\$ 25,000
	313	Pump Spare Program (Homa Pumps)	Wastewater	\$ 54,600						\$ 54,600
	314	Tractor-Trailer Tanker (estimate)	Wastewater	\$ 100,000						\$ 100,000
	315	Trailer replacement for the Vac-truck	Wastewater	\$ 10,000						\$ 10,000
	316	Trailer mounted pump # 9952 & trailer pump # 9949	Wastewater	\$ 110,000						\$ 110,000
	317	Collection System Rehabilitation (1 & 1)	Wastewater	\$ 850,000						\$ 850,000
	318	Sierca Miranda Pump Station Rehabilitation	Wastewater	\$ 410,000						\$ 410,000
	319	MD #1 Electrical Upgrades and Transducers at All Stations (30K+75K)	Wastewater	\$ 105,000						\$ 105,000
	320	Concrete Mixer/Tamp Machine/Vac Truck Hose Replacement	Wastewater	\$ 103,703						\$ 103,703
	321	Inflow and Infiltration (I&I) Reduction Program	Wastewater	\$ 549,929						\$ 549,929
	322	Sewering of New Areas	Wastewater	\$ 300,000	\$ 300,000	\$ 300,000	\$ 300,000	\$ 300,000	\$ 300,000	\$ 1,200,000
<b>Force Main Replacements</b>										

### SIX YEAR CAPITAL IMPROVEMENT PLAN

DEPT	No.	PROJECT NAME	FUNDING SOURCE	ADOPTED FY 16	FY 17	FY 18	FY 19	FY 20	FY 21	SIX-YEAR TOTAL
	323	Yelda Farms W/Railroadking (Design & Construction)	Wastewater	\$ 25,000						\$ 25,000
	324	Master (Design & Construction) <i>carried forward to FY 17</i>	Wastewater	\$ 1,000,000	\$ 1,002,918					\$ 1,002,918
	325	Bell Gardens (Design & Construction)	Wastewater	\$ 85,000						\$ 85,000
	326	Maintlines, manholes and forcemain repairs	Wastewater	\$ 50,000						\$ 50,000
	327	Installation of Isolation Valves to the LS	Wastewater	\$ 100,000						\$ 100,000
	328	Corona del Mar Low Pressure System	Wastewater			\$ 1,312,500				\$ 1,312,500
INPLANT	329	GIS Application for Wastewater System	Wastewater	\$ 20,000	\$ 72,000					\$ 92,000
		<b>WATER AND WASTEWATER TOTAL</b>		<b>\$ 14,687,704.00</b>	<b>\$ 13,159,618</b>	<b>\$ 19,682,100</b>	<b>\$ 9,102,400</b>	<b>\$ 3,620,000</b>	<b>\$ 2,375,000</b>	<b>\$ 59,537,822</b>