



MIAMI GARDENS



★ 2020 ★

FISCAL YEAR 2025

PROPOSED BUDGET



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VISION STATEMENT

The vision of the City of Miami Gardens, Florida, is to enhance the quality of life through the efficient and professional delivery of public services. We are committed to fostering civic pride, participation and responsible development for the community.

MISSION STATEMENT

The City will deliver superior services designed to enhance public safety and quality of life while exercising good stewardship through open government and active civic business and resident involvement.

Miami Gardens is and will be a vibrant and diverse City with a strong sense of community ownership, civic pride, abundant employment opportunities and cultural and leisure activities for its residents. We will provide continued economic viability through well planned, responsible and sustainable growth and redevelopment.

City of Miami Gardens



Mayor Rodney Harris



Vice Mayor
Katrina Wilson



Councilwoman
Katrina L. Baskin



Councilman
Reggie Leon



Councilwoman
Michelle C. Powell



Councilwoman
Linda Julien



Councilman Robert
Stephens III



City Attorney
Sonja K. Dickens, Esq.



City Manager
Cameron D. Benson



City Clerk
Mario Bataille, CMC



Deputy City Manager
Craig Clay



Assistant City Manager
Vernita Nelson

CITY COUNCIL

Honorable Rodney Harris, Mayor

Katrina Wilson, Vice Mayor

Reggie Leon, Seat 2

Linda Julien, Seat 5

Katrina L. Baskin, Seat 1

Michelle C. Powell, Seat 3

Robert L. Stephens III, Seat 6

CITY MANAGER

Cameron D. Benson

CITY ATTORNEY

Sonja K. Dickens, Esq.

CITYCLERK

Mario Bataille, CMC

EXECUTIVE STAFF

Craig Clay, Deputy City Manager

Vernita Nelson, Assistant City Manager

Mirtha Dziedzic, C.G.F.O., Finance Director



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**City of Miami Gardens
Florida**

For the Fiscal Year Beginning

October 01, 2023

Christopher P. Morill

Executive Director

The City of Miami Gardens has received 19 GFOA Distinguished Budget Presentation Awards.

This Distinguished Budget Presentation Award is presented to state and local governments that have prepared budget documents of the very highest quality that reflect both the guidelines established by the National Advisory Council on State and Local Budgeting and the GFOA's best practices on budgeting.

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User's Guide to the Budget Document

The Budget

The budget is the spending plan for all financial resources available to the City. Through these resources, services are provided that attempt to meet the needs and desires for Miami Gardens' residents. The City Council and City staff respond to the community's needs in large part through the budget. It balances not only revenues and costs, but actualizes community priorities and desires. The proposed budget document is divided into sections as outlined below. Each Section provides the reader with important information on the City and its spending priorities. A glossary is provided at the end of the document so that readers can easily find the definition of unusual or unfamiliar words and acronyms.

Table of Contents and Users Guide to the Budget

This introductory section is designed to familiarize the reader with the City of Miami Gardens and the budget process itself. Governmental budgeting can be a confusing maze of actions, deadlines and legal requirements. This section provides the reader with an overview of the process and summaries of the critical policy issues that drive the budget.

City Manager's Budget Message

The Charter of the City of Miami Gardens charges the City Manager with the preparation of the City's Annual Budget. The Manager's Budget Message contains a summary of the upcoming budget, issues and challenges faced in its development. It presents an overview of the budget format and a detailed explanation of property taxes as they apply to Miami Gardens.

Fund and Departmental Detail

This Section comprises the heart of the proposed budget. Divided by fund, each Section presents a detailed summary of expected revenues and expenditures by department and Operating Division, including historical information about each revenue source and proposed expenditure line item for personnel, operating and capital expenditure line items. At the end of each Fund detail, there is a Fund summary. The historical data provides the reader with a good view of trends and assists in developing meaningful projections.

In addition to the financial data, the Section provides a brief narrative description of the duties and responsibilities of each Department and Fund, a listing of major accomplishments for the preceding year, and goals for the coming year. Also provided, is a staffing history for the Department and an Organizational Chart. Finally, a millage equivalent has been calculated for each department in order to give the reader a different perspective on the cost of running the various operations.



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Miami Gardens



2020

CITY MANAGER'S LETTER



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CITY OF MIAMI GARDENS

CITY MANAGER'S BUDGET MESSAGE FOR FISCAL YEAR (FY) 2025

Dear Mayor and City Council:

I am pleased to present the City of Miami Gardens' FY 2025 Proposed Budget. This balanced budget maintains the operating millage rate at its current level for the twelfth (12th) consecutive year, despite the ongoing challenges of the current economic environment. We have successfully preserved the services our residents, businesses, and visitors rely on, while laying the groundwork for continued investment in our City's future.

Our approach to resource allocation has been both prudent and intentional. We have been strategic and precise in our decision-making, remaining fully aware of national and global events impacting our local economy. Over the past few years, the completion of several major projects, such as Vista Lago, Majorca Estates, and The Oaks Enclave, has significantly contributed to the growth of our taxable value, which has increased from \$7.9 billion in FY 2024 to \$8.6 billion in FY 2025.

The ongoing progress of our General Obligation Bond initiative has led to the completion of Brentwood Park, and the anticipated completion of Rolling Oaks Park, our signature park, in the near future. Additionally, our Public Works Department is advancing multiple infrastructure projects, including the Leslie Estates Road and Drainage improvements, the installation of Road Traffic Calming Devices, and the Vista Verde Road Improvement Project – Phase 4.

Parks programming is at an all-time high, with offerings that include after-school programs, summer camps, digital photography classes, and new community gardens in many of our parks, providing fresh produce to residents. Furthermore, the City paid off two (2) debt obligations in FY 2024, resulting in over \$1.4 million in savings on interest payments in the coming years.





CITY OF MIAMI GARDENS

Looking ahead to FY 2025, the City is in the early stages of developing the Performing Arts Center project, which will be a cornerstone of the Performing Arts, Civic, and Entertainment (PACE) District.

To manage the growth driven by these projects and address inflationary pressures, the City must maintain a flexible and adaptive approach to budgeting. We will continue to review operations to ensure optimal performance, reduce inefficiencies, and eliminate redundancies.

The Financial Policies adopted by the City have been instrumental in steering our growth with prudent optimism. Demonstrating our financial stability, Fitch Ratings affirmed the City's AA-rating in November 2023 and upgraded our outlook from Stable to Positive, citing the "City's strong operating performance and high level of financial flexibility, supported by the growth in general fund reserves."

The outlook for FY 2025 is promising, with another year of taxable value growth. On July 1st, the property appraiser's office certified the City's taxable value at approximately \$8.6 billion, up from \$7.9 billion in FY 2024. This growth includes \$102 million from new construction, \$76 million from the Community Redevelopment Agency (CRA), and \$683 million from existing tangible property. For the twelfth (12th) year in a row, the operating millage rate is proposed to remain at 6.9363 mills.

Taxable Value	Amount
FY 2024 Taxable Value	7,890,732,663
Total Growth (Change in Value)	862,381,710
FY 2024 Taxable Value	8,753,114,373



CITY OF MIAMI GARDENS

Change in Taxable Value	Amount
FY 2025 Taxable Value	862,381,710
New Construction	102,452,098
CRA Growth	76,776,228
Growth in Existing Base	683,153,384

The City of Miami Gardens' Proposed Fiscal Year 2025 Budget reflects a balanced and fiscally responsible approach. This budget has been carefully crafted without increasing property taxes, drawing from reserves, or compromising funding for our newly opened General Obligation Bond-funded facilities.

The proposed budget for Fiscal Year 2025 ensures the continued strength of our financial future. Our commitment to sustainable growth now demands flexibility and a willingness to explore innovative methods for delivering top-tier services. While we are cautiously optimistic about the positive shift in our revenue stream, indicating confidence in our local economy, we remain vigilant of the significant inflationary pressures ahead. The City is prepared to confront future challenges by continually seeking new and innovative strategies to grow, adapt, and maintain fiscal stability.

As your City Manager, I believe we are upholding the promises made to our residents. The City's growth remains robust, with economic development activities accelerating, new projects breaking ground, and Miami Gardens increasingly being chosen as a venue for national and international events. As we move forward together, we recognize growth comes with its own set of challenges. Our duty is to advance while delivering services to our residents in the most effective manner, adeptly managing the changes on the horizon. It is our collective energy, passion, and commitment that will make our residents proud of the City where they live, work, and play.



CITY OF MIAMI GARDENS

The Fiscal Year 2025 budget is designed to support the essential operations necessary to responsibly meet our fiscal and fiduciary responsibilities. It continues to build upon the foundation of the vision our residents had when the City was incorporated in 2003.

I want to thank Mayor Rodney Harris, Vice Mayor Katrina Wilson, Councilwoman Katrina L. Baskin, Councilman Reggie Leon, Councilwoman Michelle C. Powell, Councilwoman Linda Julien, and Councilman Robert Stephens III for your input and continued support regarding the initiatives of the City Administration.

It is encouraging having an opportunity to serve the City of Miami Gardens. It is an honor to be a part of the Miami Gardens team. It is a privilege to work day in and day out with staff members willing to take the extra steps, ensuring essential services are being provided throughout the City on a daily basis.

Finally, I applaud Deputy City Manager Craig Clay for his outstanding leadership and visionary outlook in guiding the preparation of the annual operating budget. His exemplary efforts and strategic vision have played a crucial role in shaping a budget that reflects both our city's current needs and its future aspirations.

Additionally, I would like to express my sincere gratitude to Finance Director Mirtha Dziedzic, Assistant Finance Director Yvette Phillip, and Budget Analysts Erika Culmer and Deston Simmons for their invaluable contributions. Their expertise and diligent work have been instrumental in developing the Fiscal Year 2025 Annual Budget. I also want to acknowledge and thank each of the Department Directors for their input and assistance throughout this process. Their collective efforts ensure that our financial planning is both comprehensive and effective.



CITY OF MIAMI GARDENS

Let's continue to move forward.

Respectfully Submitted,

A handwritten signature in blue ink, appearing to read "Cameron D. Benson".

Cameron D. Benson

City Manager



Miami Gardens



2020

BUDGET HIGHLIGHTS



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Budget Highlights

On July 1, 2024, the Miami Dade County Property Appraiser provided an estimated taxable value for the City in the amount of \$8,753,114,373, an increase of 10.93% over the FY 2024 certified taxable value. This budget proposes the same millage rate for the twelfth (12th) consecutive year at 6.9363 mills. This rate will generate additional revenue of \$ 5.9 million from ad valorem taxes compared to FY 2024. Other revenue sources such as, Half-Cent Sales Tax, State Revenue Sharing, Utility Franchise Fees and Utility Taxes are projected to increase over pre-pandemic levels. A detailed discussion on these and other revenue sources are included below.

General Fund

Major Revenues

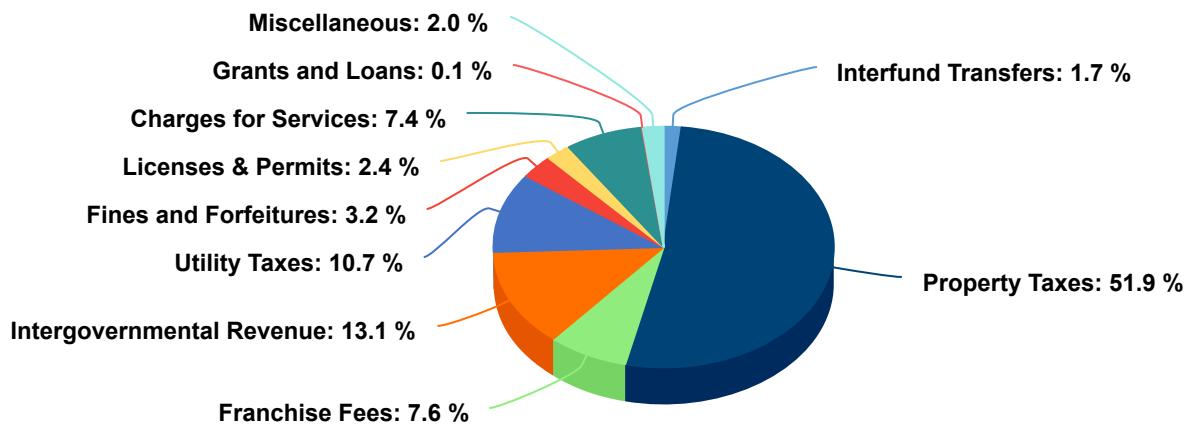
In building a budget, we usually look at revenues first. The Administration is aware of the following for FY 2025 revenue:

- **Ad Valorem or Property Tax:** Ad valorem or property taxes are taxes levied against the taxable value of real and certain personal property. In Miami-Dade County, each municipality sets a tax rate based on its needs and levies this as a dollar cost per \$1,000 of taxable valuation. For the twelfth (12th) year in a row, the City is proposing a flat tax rate in this budget of 6.9363 mills. The City's certified taxable value provided by the Property Appraiser's Office in July 2024 was \$8.75 billion. This reflects an increase of 10.93% from the FY 2024 certified taxable value. Using the new July 1 taxable value, our roll back millage rate is 6.3025 mills which would generate \$5.5 million less in taxes. This budget is balanced at the current millage of 6.9363.
- **State Revenue Sharing Revenues:** This revenue source was created by the State of Florida to ensure revenue parity among local governments statewide. State Revenue Sharing is comprised of various State-collected revenues including a portion of the State's sales and gas taxes. The City's portion, estimated by the State, is \$3.8 million of which 76% remains in the General Fund and 24% is allocated to the Transportation Fund.
- **Utility Franchise Fees:** Franchise fees are locally levied taxes designed to compensate the municipality for allowing private utility businesses to use the City's rights-of-way to conduct their business. The Utility Franchise Fee is economy-based revenue. As an area's growth increases, so does the revenue. They are affected by weather, especially electric and water. In 2019, the City entered into a 30 year agreement with Florida Power and Light (FPL) replacing the previous agreement between FPL and Miami-Dade County. The agreement began in August 2020 and will continue until 2049. Electric franchise fee for FY 2025 is projected to be approximately \$7.00 million, an increase of approximately \$0.75 million over the initial FY2023 estimate.
- **Utility Taxes:** Utility taxes are paid by the utility customer as a percentage of their bill for using the various utilities services- water, sewer, electric and communications. These taxes are collected by other local governments and remitted to the City. The portion remitted to the City by the Miami-Dade Water and-Sewer Department is net after the City's portion of a past payment is deducted (Quality Neighborhood Improvement Program Bond). The Cities of North Miami Beach and Opa Locka are the other utility providers in Miami Gardens. The budget for FY 2025 is \$12.1 million, an increase of approximately \$381,212 compared to that of FY 2024.
- **Half Cent Sales Tax:** The Half Cent Sales Tax is levied as a percentage of the retail sales price on all goods and many services purchased in the private sector. The Miami Dade-County tax rate is 7%. This tax is collected by the State of Florida and allocated to cities and counties by statutory formula. The distribution is based largely on population rather than point-of-sale. The State's FY 2025 forecast for the City's share of Half Cent Sales Tax revenue is \$11.8 million, an increase of approximately \$0.5 million above the FY 2024 estimate.
- **Other Local Revenues:** Locally derived revenues form a major component of our City budget. These revenues include business tax licenses, alarm and landlord permits, certificates of use, zoning fees, parks and recreation fees, interest earnings, sales of surplus properties, other operational revenues, fines and forfeitures. Some of these revenues are collected by the County, while others are directly collected by the City. The total of other local revenue is estimated at approximately \$17.8 million.

The above represents 96.3% of total General Fund Revenues. The remaining 3.7% of revenues includes items such as internal service charges, miscellaneous State and County-shared revenues and grant reimbursements.

Chart #1 below, depicts the breakdown of the various revenue types as a percentage of total General Fund revenues by revenue type.

Chart #1: General Fund Revenues for FY 2025



Expenses

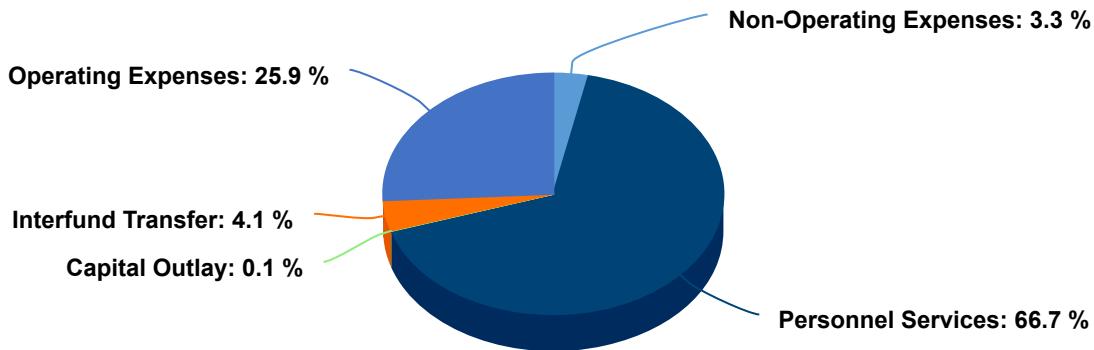
The other side of constructing a budget is expenditures. The current economic climate has affected the cost of doing business with inflationary increases affecting most, if not all, operating areas within this budget. Realizing the effects of the economy on the staff as well, the City has budgeted a 6% salary adjustment for non-union employees.

Salaries and Benefits and other highlights

In addition to the 6% salary adjustment, the pension rates for entities within the Florida Retirement System (FRS) as of July 1, 2024 on average, will remain relatively the same as the previous year. Health Insurance premiums are budgeted at about 15% higher than in FY 2024. Property Insurance increased by approximately 15% over FY 2024.

Several General Obligation Bond (GOB) improvement projects are anticipated to be completed in FY 2025. Funding for these projects will be included for expenses such as staffing, utilities and maintenance, as well as for new positions to support the expanded operations.

Transfers represent internal transactions between budget Funds. Transfers may appear as revenues or expenditures, depending on whether a Fund is making or receiving a transfer. One of the largest of these transfers besides the transfer to the Debt Service Fund is the General Fund administrative charge to non-General Fund activities. This charge is based on actual past usage of General Fund assets (personnel, finance, legal, management and legislative support, purchasing, fleet, information technology, etc.) and is charged to the Transportation, Development Services and the Stormwater Funds. The Debt Service Fund accepts transfers for bond payments based on actual debt service attributable to each fund's usage of bond proceeds.

Chart #2: General Fund Expenditures for FY 2025

Transportation Fund

The Transportation Fund is primarily funded by revenue from the Citizens' Independent Transportation Trust (Transportation Trust or C.I.T.T.). The Transportation Trust is the 15-member body created to oversee the People's Transportation Plan funded with the half-penny sales surtax. As a result of a settlement with the Citizens Independent Transportation Trust (C.I.T.T.) in FY 2012, the City established three (3) separate C.I.T.T. budget Divisions: 1) For deposit of the settlement monies. These funds have fewer restrictions than routine allocations the City receives annually, thus they need to be accounted for and used separately. These funds must be for transportation uses; 2) The City established an operating Division for the regular C.I.T.T. funds in October 2012 and 3) C.I.T.T. transit-restricted funds. These must be used to further transit within the City or the funds must be returned to the County. A portion of these funds will be used to continue the in-City circulator to help transport people to major City destinations without having to transfer to County transit two or three times.

Revenues

The Transportation Fund has four (4) principal sources of operating revenue. Two (2) of these are local gas taxes enacted by the County and State and shared with the municipalities. The First Local Option Gas Tax is a 6-cent per gallon levy by the County Commission and is expected to bring the City \$1.7 million in revenue for FY 2025 and the 3-cent per gallon tax allocation to the City is expected to be \$641,744 for FY 2025. Both estimates are from the State and are slightly above the amounts for FY 2024.

The third major revenue source in the Transportation Fund is State Revenue Sharing. State Statutes require 24% of all City allocated State Revenue Sharing be used for transportation expenses. The other 76% is revenue to the General Fund. State Revenue Sharing for transportation purposes is estimated at \$0.9 million for FY 2025.

The fourth major revenue is the County's Transportation Surtax which the City will be receiving on a monthly basis in FY 2025. In FY 2023, the City received \$5.7 million and project receipts at approximately \$4.3 million at the end of FY 2024. Based on preliminary estimates from the County, this revenue stream is anticipated to be approximately \$7.0 million.

Expenditures

Because almost all of the activities of the Public Works Department concern roads and rights-of-way, the entire operation of the Public Works Department is budgeted within the Transportation Fund. The only public works-type activity not funded in the Transportation Fund is the City's Stormwater activities. These employees are housed in Public Works and work under the supervision of Public Works but are funded from the City's Stormwater Utility Fund.

The Keep Miami Gardens Beautiful (KMGB) program continues to operate at approximately the same level as FY 2024. KMGB has had an extremely successful year working with community groups to enhance the looks of many neighborhoods to include tree planting in swales. KMGB has been very aggressive in seeking sponsors and grants to maintain and enhance their program success. The Division works extensively with local schools for its Earth Day and other environmental programs.

Development Services Fund

The City's Development Services Fund accounts for activities in the Building Services Division. Its activities include development plan review, building inspections during construction and unsafe structures enforcement. The budgeted revenues for FY 2025 are \$ 4,883,020 which represents a 11.2% decrease from the previous fiscal year.

Stormwater Utility Fund

Operation of the City of Miami Gardens Stormwater Utility was assumed from Miami-Dade County in March 2007. For FY 2025, the Division continues to be staffed with fifteen (15) positions, which add up to a total of 14.65 full time equivalent employees.

The City's Stormwater fee for FY 2025 is \$6 per month for each Equivalent Residential Unit (ERU), or approximately 1,500 square feet of impervious surface. In FY 2018, the Council adopted a fee increase from \$4 per month to \$6 per month for each ERU. The previous fee of \$4 had been in place since the City incorporated in 2003. Any properties over 10 acres can apply for a discount of up to 42% when the property is in compliance with certain stipulations.

Revenues

Approximately ninety-six percent (96%) percent of the operating revenue for the Stormwater Utility comes from the Stormwater Utility Fee. In FY 2013, staff proposed to the City Council to utilize the "uniform method of collection" which allowed the fee to be billed under the ad valorem tax bill as an assessment instead of through utility billing. This method has provided better accountability of billing which will include vacant properties without utility services, as well as the collection of any delinquent amount collected through tax sales. There are approximately 90,004 Equivalent Residential Units (ERU's) in Miami Gardens and a projection of \$6.4 million in revenues.

Expenditures

Expenditures in the Stormwater Utility involve operations and projects. For FY 2025 these include neighborhood drainage improvements throughout the City. It includes canal cleaning, swale preservation, street cleaning and storm drain cleaning.

Capital Projects Fund

The City has been very successful in securing outside financial commitments for its future capital projects. Most capital-related grants are accounted for in this fund. The FY 2025 budget includes a transfer of 4,524,228 from the General Fund to the Capital Projects Fund.

Revenues

Revenues in the Capital Projects Fund generally consist of four (4) types: grants, bonds, transfers from operating Departments and interest earnings. Any unspent bond proceeds of the \$60 million General Obligation Bond for improvements of Parks and Recreation facilities and the purchase of crime prevention equipment from FY 2024 will automatically be carried forward to FY 2025.

Expenditures

There is currently a total of 5.0 full-time equivalents budgeted in this fund; one (1) Community Improvement Director; one (1) Project Manager; one (1) Senior Project Manager; one (1) Facilities and Construction Manager; and one (1) Administrative Analyst.

Community Development Block Grant Fund

The City is designated an Entitlement City for the purposes of receiving Community Development Block Grant (CDBG) funds from the United States Department of Housing and Urban Development (USHUD). In Fiscal Year 2025, the City of Miami Gardens CDBG allocation from HUD, for the program year will be \$1,003,648.

Projects and programs in the CDBG Fund are based on the priorities established by the City Council in the Annual Action Plan as approved by USHUD.

Debt Service Fund

In FY 2009, the City established a consolidated Debt Service Fund from which all bonded debt and capital lease payments are made. Individual operating funds transfer their proportionate share of such debt through the budgetary process. This fund provides the public with a quick view of the City's outstanding debt obligations in any particular year.



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Miami Gardens



2020

OVERVIEW OF THE CITY



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City Overview

The City of Miami Gardens, Florida, was incorporated on May 13, 2003, as the 33rd municipality in Miami-Dade County, and at a population of 115,053, is the county's third largest city after the cities of Miami and Hialeah. Located in North Central Miami-Dade County, it stretches from I-95 and NE 2nd Avenue on the East, to NW 47th and NW 57 Avenue on the West, and from the Broward County line on the North, to NW 151st Street on the South. The City comprises approximately 20 square miles.

Miami Gardens is a solid, working and middle class community of unique diversity. It is the largest predominantly African-American municipality in the State of Florida, and boasts many Caribbean residents. It is the home to the Miami Dolphins at Hard Rock Stadium and to Calder Casino and Race Track. It has vibrant commercial corridors along the Palmetto Expressway serving as a central shopping district for the furniture trade, and along North U.S. 441 serving the automobile trade.

The City is blessed with a central location, being midway between the cities of Fort Lauderdale and Miami, and is traversed by I-95, the Palmetto Expressway (SR 826), and the Florida Turnpike. It has rail access through the Florida East Coast Railway and the South Florida Tri-rail system.

There are three high schools and two universities within the City. The City provides various municipal services to its residents including police, code enforcement, planning and zoning services, building services, public works, stormwater utility, community development, parks and recreation, and school crossing guards. Fire rescue services, sanitation and library services are provided by Miami-Dade County.



Image: City of Miami Gardens Municipal Complex



Cloverleaf Park



Bunche Park

Quick City Facts

Number of Residents	115,299
African-American	56.20%
Hispanic	42.10%
White	1.30%

Number of Schools

Elementary	16
Middle	4
High School	2
Opportunity Education	1

Colleges/Universities

St. Thomas University	1
Sullivan and Cogliano Training Center	1
Florida Memorial University	1

Number of Budgeted City Employees

Total F.T.E. regular positions	686.65
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City of Miami Gardens Police

Number of budgeted positions	316
Vehicular patrol units	254

Public Works

Miles of streets	369.81
Miles of canal	27

Parks and Recreations

Number of Parks	21
Playgrounds in City Parks	14
Number of City Pools	3
Tennis courts	12
Basketball courts	20
Football/Soccer fields	7

Special Recreational Facilities

Hard Rock Stadium
Calder Casino and Race Track

Libraries (County)

North Dade Regional	1
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City of Miami Gardens, Florida

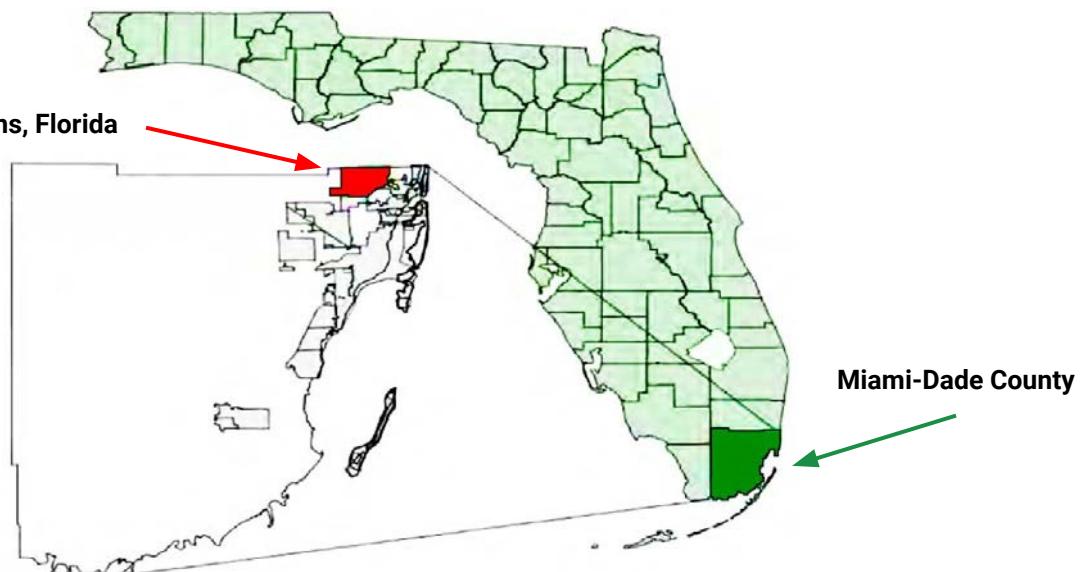


Image: Map of Florida with Miami-Dade County highlighted & City of Miami Gardens highlighted

City of Miami Gardens Population Projections

The future population of Miami Gardens was estimated using the shift-share approach and mathematical extrapolation method. This methodology utilizes statistical evaluation and analyzes the appropriateness of each extrapolation into the future, from a mathematical measure. It also looks at the extent to which a given extrapolation technique corresponds to the historic and estimated population perspective. The extrapolation technique assumes that Miami Gardens future population estimates would remain constant based on the growth rates at the 2000 Census level.

POPULATION ESTIMATES & PROJECTIONS - MIAMI GARDENS PER U.S.CENSUS DATA (2000- 2030)

Year	Population	Actual Growth Rate
2000	100,809	
2005	105,141	4.30%
2010	109,730	4.36%
2015	109,951	0.20%
2020	114,363	4.01%
2025	118,938	4.00%
2030	123,695	4.00%

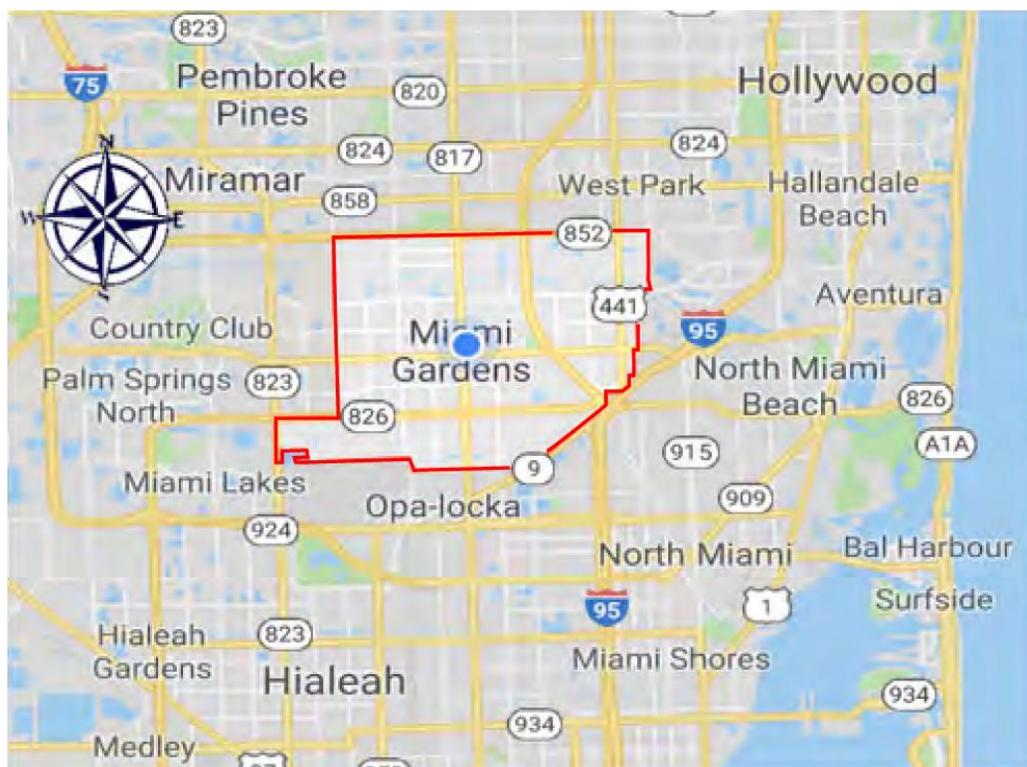
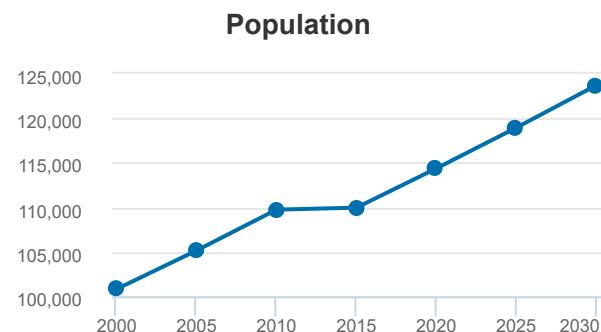


Image: Map of Miami Gardens, Florida

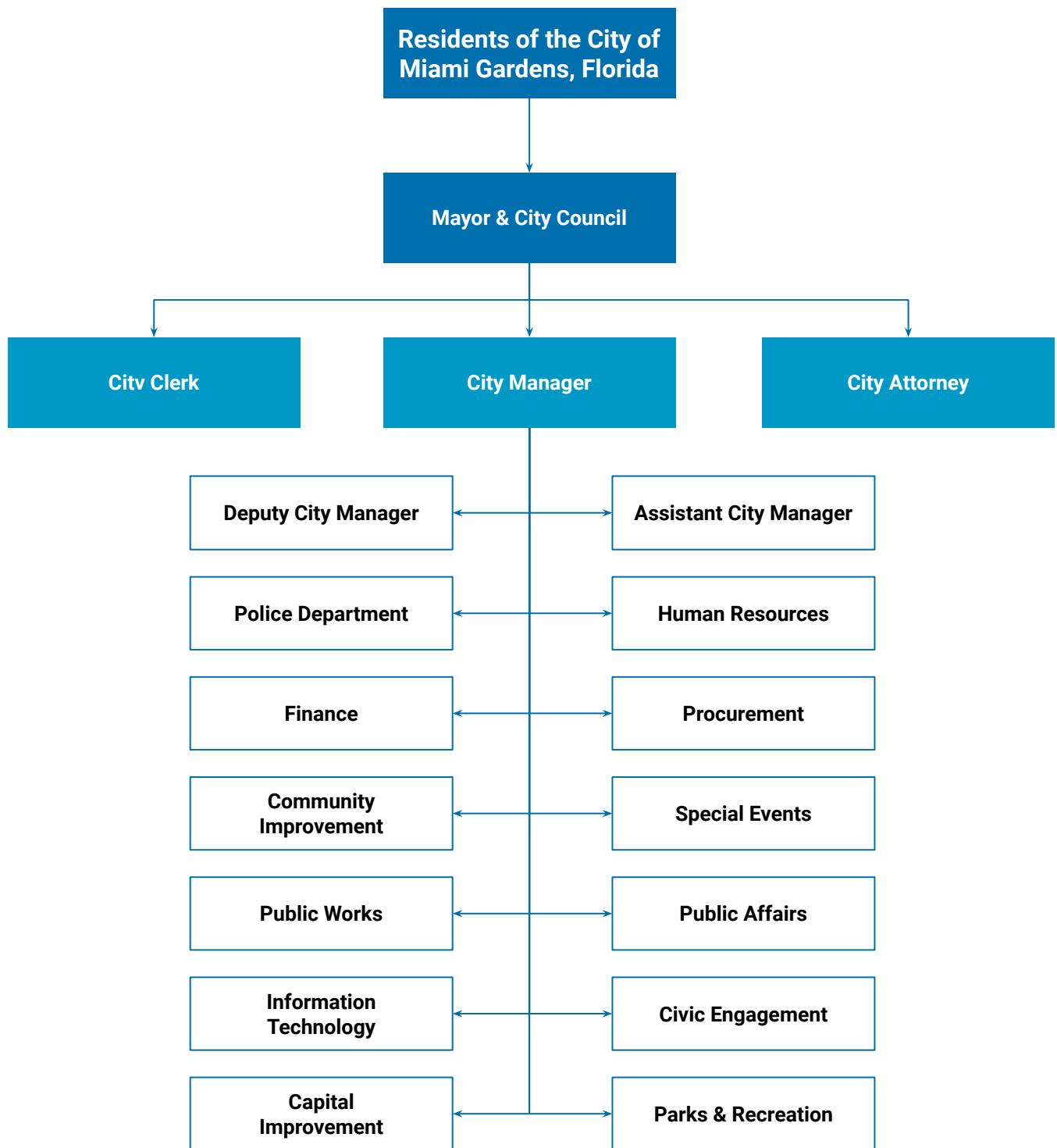
Structure Of The Government Body

The City of Miami Gardens, Florida, operates under a Mayor-Council-Manager form of government. Elected officials include the mayor and six council members. There are four singlemember, resident districts from which four council members are elected with the remaining two council members elected at-large by citywide vote. The mayor is also elected at-large. The citywide organizational chart, shown on the following page of this book, displays the relationships between the various organizational units of the City government. The Mayor nominates and the City Council appoints three staff members - The City Manager, the City Clerk, and the City Attorney. All other departments and employees report to the City Manager. As shown in the organizational chart, there is a Deputy City Manager and an Assistant City Manager who are responsible for overseeing the various departments. Each department within the city has a Director with supporting staff. The Directors of each department report directly to the City Manager.



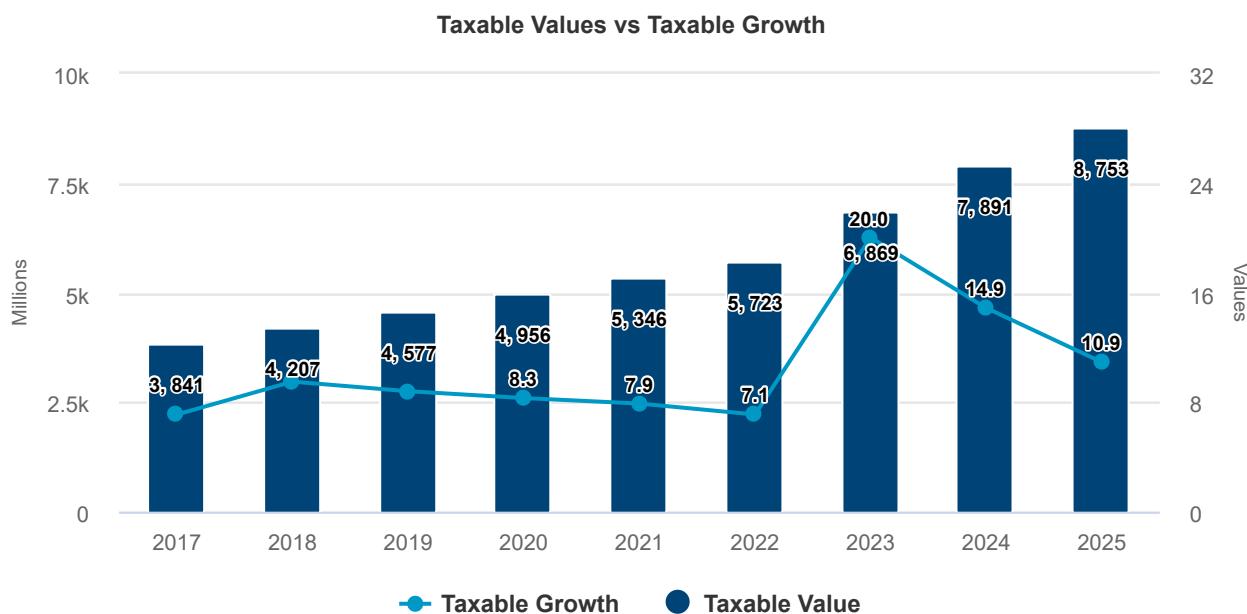
Image: City of Miami Gardens Complex with Flags waving in front

City of Miami Gardens Organizational Chart



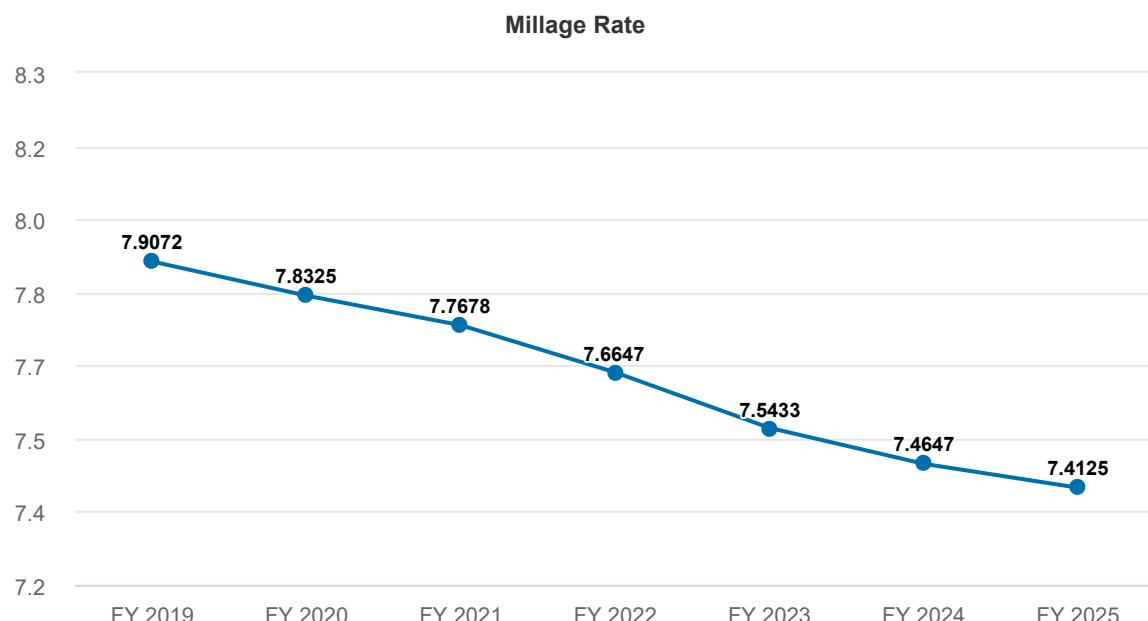
Assessed Value and Millage Data

For Fiscal Year 2025, the City experienced an increase in its taxable assessed property values. According to the Miami Dade County Property Appraiser's Office, the certified taxable value for the City for tax year 2024 (FY 2025) is \$8,753,114,373, which is a net increase of \$862,381,710 or 10.93% compared to last year's final gross taxable value of \$7,890,732,663. The chart below indicates the assessed value of taxable property in the City of Miami Gardens over the past nine (9) years.



Property Tax Rate For The Last Seven (7) Years

The following chart summarizes the City of Miami Gardens' combined property tax millage rates for the last seven (7) years. The Operating millage rate has remained constant at 6.9363 for the last seven (7) years while the Debt Service millage rate has gone down from 1.3000 mills in FY15 to 0.4762 mills for FY25.





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Miami Gardens



2020

INTRODUCTION



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Budget Calendar

February	2/26/24	Budget Prep Manual Distributed to Departments
	3/7/24	Organizational Charts for FY 2025 due to Finance
March	3/11-15/24	Organization Charts reviewed by Deputy City Manager /Assistant City Manager
	3/25/24	Deadline for same level service budget submissions
	3/25- 4/19/24	Deadline for Mission Statement; Accomplishments, Goals and Objectives; and Performance Measures
	4/4/24	Finance review of departmental submittals
April	4/25/24	Deadline to submit Program Modification forms to Finance electronically
	5/16/24	Departmental budgets submitted to DM for review
May	6/1/24	Budget Planning meeting with CM
	6/3-30/24	Property Appraiser provides preliminary taxable value
	6/26/24	Departmental meetings with CM/DCM/ACM
	7/1/24	Finance updates budget with DC/ACM revisions
	7/17/24	Preliminary balancing of Proposed budget
June	7/24/24	Finance prepares proposed budget summary for workshop
	8/1/24	Property Appraiser certifies Taxable Value
	9/5/24	FY 2025 First Budget Workshop
	9/10/24	City Council sets "not to exceed" millage rate for certification to Property Appraiser
August	9/23/24	Notification to Property Appraiser of Proposed Millage Rate, Rollback Rate and, Time and Place of Public Hearings
	9/25/24	Proposed Budget available to the Public
	10/1/24	First Public Hearing; adoption of tentative millage rate at 5:01 p.m.
	10/1/24	Advertise Final Public Hearing
September	10/1/24	Final Public Hearing; adoption of tentative millage rate at 5:01 p.m.
	10/1/24	First Day of Fiscal Year 2025

Budget Process

Budget Process and Calendar

A large portion of the budget process in Florida is statutorily driven as outlined in the timetable below. The formal budget policy can be found on page 68 of the Financial Policies. Immediately following this timetable is the specific budget calendar for the City of Miami Gardens. Utilizing this timetable, the City Manager and his staff prepare a tentative budget for consideration by the Mayor and City Council.

The Planning Phase

In October of each fiscal year, plans are set forth for next year's budget process by the City Manager; however, the actual budget formulation process generally begins in late February. Prior to budget formulation, the City Manager and Finance staff review the GFOA comments from the prior year's budget and begin developing the data necessary to address those comments and suggestions.

The Preparation Phase

In March, the budget preparation phase involves staff preparing updates to the City's anticipated revenues and major equipment needs. This involves developing accurate projections of traditional revenues and estimating any new revenues expected in the subsequent year. Also during this phase, staff develops expenditure profiles for each City Department and operation.

The Review Phase

This phase involves the City Manager and the various Department heads reviewing the submittals from their respective Departments. Changes and updates were made to the proposed revenue and spending levels based on overall City priorities and as a result of these one-on-one meetings. Matching proposed service levels with the necessary personnel and other resources was an on-going process that demanded considerable investigation and focus on the multiple missions.

The Adoption Phase

At their July 24, 2024 regular City Council meeting, a proposed balanced budget was presented to the Council. At this meeting, the City Council must adopt a tentative millage rate for the coming year. This is a requirement of State statutes. The adopted rate is then the maximum millage rate that can be included in the coming year's budget. The City Council may, at a later budget hearing, reduce the rate if it so desires, but cannot raise it above the adopted tentative rate.

At this July's meeting, Council set the tentative millage rate at 6.9363, which is the current millage rate. State law requires that two (2) formal public hearings be held in September and neither can conflict with the hearing dates established by the County School Board or the County Commission. The dates are September 10th and September 25th.

Subsequent to the July vote, the Notice of Proposed Property Taxes, otherwise known as TRIM (Truth in Millage) notices, are prepared and mailed to taxpayers by the County Property Appraiser. Printed on the TRIM notice is the date of the first scheduled public hearing to adopt the tentative budget and the tentative millage rate. This meeting is set for the evening of September 10, 2024. The purpose of the public hearing is to give the general public an opportunity to speak for or against the proposed budget and millage rate. At the end of the first public hearing, a date and time will be set for the final public hearing, which is currently scheduled on September 25, 2024. An advertisement will then be prepared and placed in a local newspaper. This ad contains summary budget information along with the tentative millage rate and the tentative approved budget based on the first hearing. Also noted are the time, date and location for the final hearing.

The purpose of the final public hearing is to once again give the general public an opportunity to speak for or against the budget and proposed millage rate. At this meeting, the City Council will adopt the final budget and millage rate. Within three (3) days of that adoption, the City must notify the County Property Appraiser, County Tax Collector and the State Department of Revenue, of the adopted millage rate. Final tax invoices are mailed to property owners by the Tax Collector at the beginning of November. The budget is effective on October 1st of each year.

Budget Summary

FY2024- 2025 Proposed Operating

The City's Adopted Operating Budget for FY 2024-2025: \$160,499,065

The City's Operating Budget comprises two (2) major types of funds: Governmental Funds and Enterprise Fund. Within the Governmental Fund is the General Fund and six (6) Special Revenue Funds, Debt Service Fund and Capital Projects Fund.

General Fund: the General Fund is the City's primary operating fund and is used to account for all financial resources, except those that are required to be accounted for in another fund. Most governmental operations such as Police, Parks & Recreation, and Planning and Zoning administration are accounted for in this fund.

Special Revenue Fund(s): accounts for revenues that are restricted to a specific purpose.

Transportation Fund: accounts for the revenues the City received from the State-shared local option gas funds, and other revenues designated for transportation purposes.

Grant Fund: accounts for all operating grants that City receives from State or Federal Programs for a specific purpose.

State Housing Initiative Partnership Grant (SHIP): accounts for revenues and expenditures of the City's SHIP program.

Community Development Block Grant (CDBG): accounts for revenues and expenditures of the City's CDBG program.

Development Services Fund: accounts for fees and expenses of the City's building department.

Formula One Fund: accounts for funding provided through partnership with the Formula One organization.

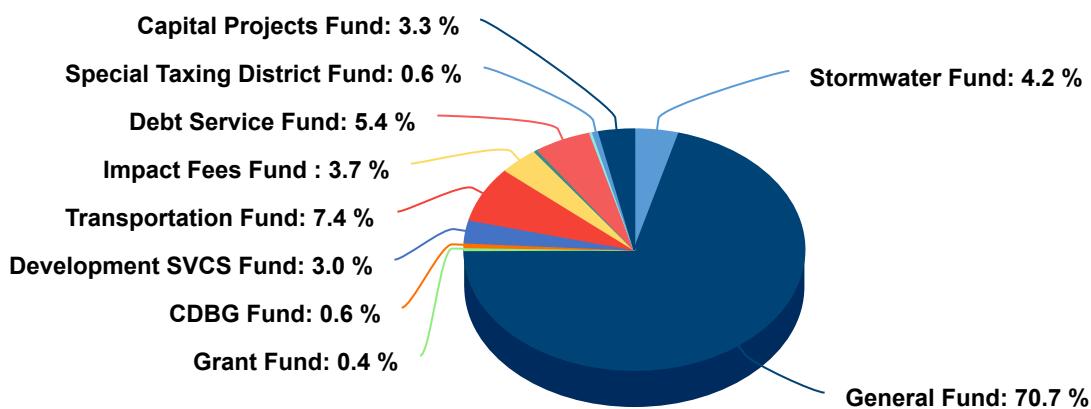
Special Taxing District Fund: account for revenues and expenditures of the City's special taxing district program which include funding for lighting and maintenance.

Debt Service Fund: accounts for proceeds of City issued debt and repayment of principal and interest.

Capital Projects Fund: accounts for the improvements of our parks and recreational facilities.

Stormwater Utility Fund: accounts for neighborhood drainage improvements, including canal, street and storm drain cleaning, as well as swale preservation.

Citywide Revenues By Fund For FY 2024-2025



Staff Structure

Full-Time Equivalent (FTE) Positions By Fund And Department

	FY 20	FY 21	FY 22	FY 23	FY 24	FY 25
GENERAL FUND						
Legislative	8.00	6.00	8.00	9.00	8.00	8.00
City Manager	8.75	7.00	7.00	8.50	9.30	8.00 ⁽¹⁾
Civic Engagement	2.00	2.00	2.00	2.00	2.00	2.00
Public Affairs	7.10	8.40	7.60	7.60	9.60	9.00 ⁽²⁾
City Clerk	4.00	4.00	4.00	4.00	5.00	5.00
City Attorney	3.00	3.00	4.00	4.50	4.00	4.00
Human Resources	8.60	8.60	8.60	8.80	8.80	8.80
Finance	11.50	11.50	11.50	12.00	13.00	14.00 ⁽³⁾
Planning & Zoning	6.00	6.80	7.80	8.10	7.10	7.10
City Hall Maintenance	2.00	2.00	2.00	2.00	2.00	2.00
Code Enforcement	22.00	21.70	21.70	23.50	25.00	25.00
Law Enforcement	309.40	308.15	317.15	319.85	331.85	331.25 ⁽⁴⁾
Parks & Recreation	120.85	121.25	130.25	120.80	131.25	156.15 ⁽⁵⁾
Procurement Services	5.00	5.00	5.00	5.00	4.00	4.00
Information Services	10.50	10.50	10.50	10.50	10.50	10.50
Fleet	2.00	2.00	2.00	2.00	1.25	1.25
GENERAL FUND	530.70	527.90	549.10	548.15	572.65	596.05
TRANSPORTATION FUND						
Administrative Division	4.25	4.25	4.25	4.00	4.00	4.00
KMGB Program Division	2.00	2.00	2.00	2.00	2.00	2.00
Streets Division	24.95	25.45	25.45	25.45	24.95	24.45 ⁽⁶⁾
CITT- Capital Division	2.00	2.00	2.00	3.00	3.00	3.00
CITT- Transit Division	3.00	3.00	3.00	3.00	3.75	3.75
TRANSPORTATION FUND	36.20	36.70	36.70	37.45	37.70	37.20
DEVELOPMENT SVCS. FUND						
Building Services	19.25	20.45	21.25	22.10	23.10	23.10
DEVELOPMENT SVCS. FUND	19.25	20.45	21.25	22.10	23.10	23.10
CDBG & SHIP FUNDS						
Community Development	4.20	4.20	2.20	1.50	1.70	2.00
CDBG & SHIP FUNDS	4.20	4.20	2.20	1.50	1.70	2.00
CAPITAL PROJECTS FUND						
CIP Administration	5.70	5.70	5.70	6.00	5.00	5.00
CAPITAL PROJECTS FUND	5.70	5.70	5.70	6.00	5.00	5.00
STORMWATER FUND						
Stormwater Utility Division	12.95	13.15	13.15	13.15	14.15	14.65 ⁽⁷⁾
STORMWATER FUND	12.95	13.15	13.15	13.15	14.15	14.65
GRANT FUND						
Live Healthy Miami Gardens	2.80	2.80	2.80	3.00	-	-
Parks & Recreation	22.40	16.80	16.80	7.90	7.65	7.65
GRANT FUND	25.20	19.60	19.60	10.90	7.65	7.65
TOTAL CITY POSITIONS	634.20	627.70	647.70	639.25	661.95	685.65

CHART NOTES

⁽¹⁾ One Assistant to the City Manager position was eliminated

⁽²⁾ Two part-time positions eliminated to create a full-time Receptionist

⁽³⁾ One Controller position was added for FY 2025

⁽⁴⁾ One full-time Administrative Associate position was eliminated and two part-time Detention Officer positions were converted to full-time status

⁽⁵⁾ Staffing added for the newly opened Brentwood Park and Rolling Oaks Park

⁽⁶⁾ Public Service Worker II position split 50/50 with Stormwater Program

⁽⁷⁾ Public Service Worker II position split 50/50 with Streets Division

Significant Financial Policies

1. The annual operating budget of the City of Miami Gardens, Florida, shall balance the public service needs of the community with the fiscal capabilities of the City. It is intended to achieve those goals and objectives established by the City Council for the following fiscal year. Service programs will represent a balance of services, but with special emphasis on the City public safety, quality of life, and compliance with various state and federal mandates. Services shall be provided on a most cost effective basis. A balance between personnel and other classes of expenditures will also be achieved.
2. The City recognizes its residents deserve a commitment from their local government to fiscal responsibility and a balanced operating budget is the cornerstone of fiscal responsibility. Annual operating expenditures (personal services, contracts, commodities and supplies and capital outlay) will be fiscally balanced with revenues or income estimates that can reasonably and normally be projected to be received during the fiscal year. New programs or changes in policies which would require the expenditure of additional operating funds will either be funded through reductions in existing programs of lower priority or through adjustments to fee rates, service charges or taxes.
3. Requests for new or changes to programs or policies will be accompanied by an analysis of the short and long-term impact on the operational budget caused by such changes or new program or policy. When possible, a standard format using this procedure shall be routinely provided to the Council when requesting approval of each new or changed program or policy.
4. New programs, services or facilities shall be based on general citizen demand or need.
5. The City shall prepare and implement a Capital Improvement Plan Budget (CIP), consistent with State requirements, which shall schedule the funding and construction of projects for a five-year (5) period. The CIP Budget shall balance the needs for improved public facilities, as identified in the City's comprehensive plan, within the fiscal capabilities and limitations of the City.
6. The City shall maintain its accounting records in accordance with generally accepted accounting principles (GAAP), applied to governmental units as promulgated by the Governmental Accounting Standards Board (GASB) and the Financial Accounting Standards Board (FASB).
7. The City shall provide funding for public services on a fair and equitable basis, and shall not discriminate in providing such services on the base of race, sex, color, religion, sexual orientation, national origin, physical handicap or other non-merit basis.
8. Budgets for all City funds and all other City expenditures, shall be under City Council appropriation control.
9. Inter-fund loans must be supported by a fiscally sound source of funds available for repayment.
10. Copies of the proposed and final budgets shall be provided at the North Dade Regional Public Library, posted on the City's website, and shall be available for inspection and copying at the office of the City Clerk. Copies of the proposed budget shall be provided at no charge at all public hearings and workshops.

Balanced Budget

1. Balanced Budget Requirement: The operating budget of the City of Miami Gardens shall be balanced using current year revenues to finance current year expenditures. Fund balances shall not normally be budgeted as a resource to support routine annual operating expenses. Fund balances may be budgeted as a resource to support capital, debt, or extraordinary major maintenance needs on a non-recurring basis, or as reserves to be carried forward. Under ordinary economic conditions, the use of fund balance forward should not exceed .25 mills equivalent.
2. Revenue projections will be based on an analysis of historical trends and reasonable assumptions of future conditions.
3. Revenue estimates will be made on a reasonable, conservative basis to ensure estimates are realized.
4. The operating budget will be prepared based on 95% of the certified taxable value of the property tax roll revenues.
5. The City will not use long-term debt to finance expenditures required for operations.
6. As early as practical in each annual budgeting cycle, the City Council shall give direction to staff as to the circumstances under which an ad valorem tax millage increase would be considered. Normally, such direction should be given in conjunction with the setting of a tentative budget calendar.
7. Fees should be collected on all City-provided services for which specific users may be readily identified and use may be reasonably quantified. The amount of the fee should be based on actual costs incurred in providing the services (or facility) and shall be reviewed at least biannually. The degree to which fees shall recover full costs shall be a policy determination of the City Council.

Fund Structure

For financial purposes, the City conducts its operations from various accounting entities called "Funds." Each Fund is treated as a 'business and is designed to operate quasi-independently from the other funds. The City's current operating funds are The General Fund; the Transportation Fund; the Development Services Fund; the Special Revenue Fund; the Capital Projects Fund, the Stormwater Utility Fund, the CDBG Grant Fund, the SHIP Grant Fund and the Debt Service Fund.

The General Fund is the principal fund through which the City conducts business. Its activities are supported and complemented by the other operating funds. Each of the various Funds has its own revenue sources and undertakes expenditures relative to their stated purpose. They may "purchase" various needed services from one or more of the other City Funds, or may provide administrative oversight to the other funds for a cost. Monies can only move between the Funds under certain circumstances as outlined in the City's Charter, financial policies and/or the adopted budget ordinance.

General Fund revenues are collected by the City and by Miami-Dade County and the State of Florida on behalf of the City. Revenue estimates are prepared in several ways. Estimates for revenues such as Business Tax Licenses, Solid Waste Franchise, Gas Franchise, Certificates of Use and local fees and charges are based on historical collections. The State provides its projections for State Revenue Sharing, Half Cent Sales Tax and Telecommunication Service Tax to assist in the development of the budget for each recipient.

Estimating revenues is always difficult. Trying to anticipate economic trends a year in advance is at best problematic. General budgeting principles dictate the use of caution in revenue prediction and staff has adopted that approach in developing the estimates herein. The consumer price index is normally used to gauge trends and anticipate revenue levels for general revenue sources. Property taxes are budgeted at 95% as required by the Florida Statute.

The pages that follow will breakdown each of the funds within the City's operations.

Fund and Fund Type

Government resources are allocated to and accounted for in individual funds based upon the purpose for which they are to be spent and the means by which spending activities are controlled. All Funds in Miami Gardens are appropriated. The various funds are grouped within three (3) broad categories as follows:

Governmental Fund Types

1. General Fund (001)- The General Fund is the general operating fund of the City. It is used to account for all financial resources except those required to be accounted for in another fund.
2. Special Revenue Funds (100s)- Special Revenue Funds are used to account for the proceeds from specific revenue sources (other major capital projects) that are legally restricted to expenditures for specified purposes. The City currently has several special revenue funds as described immediately below.
 - a. Transportation Fund (100)- The Transportation Fund is used to account for the revenues the City receives from the State-shared local option gas funds, and other revenues designated for transportation purposes. It is the operating fund for the City's Public Works Department.
 - b. Grant Fund (102)- The Grant Fund is used to account for all operating grants the City receives from State or Federal Program for a specific purpose.
 - c. State Housing Initiative Partnership Grant (SHIP) Fund (103)- The State Housing Initiative Partnership Grant (SHIP) Fund is used to account for revenues and expenditures of the City's SHIP Program.
 - d. Community Development Block Grant (CDBG) Fund (104)- The Community Development Block Grant Fund is used to account for revenues and expenditures of the City's CDBG Program. The City is an entitlement community under the U.S. Department of Housing and Urban Development (HUD).
 - e. Development Services Fund (105)- The Development Services Fund is the accounting entity for the City's Building Department. The fund was established to capture a record of fees and expenses oriented toward the building and development industry to ensure these service costs are largely recaptured by the users.
 - f. Law Enforcement Trust Fund (107)- The Law Enforcement Trust Fund is used to account for forfeiture funds and property seized or confiscated by State, and/or local law enforcement agencies.
 - g. Federal Forfeiture Fund (108)- The Federal Forfeiture Fund is used to account for forfeiture funds and property seized or confiscated by Federal law enforcement agencies.
 - h. Impact Fee Funds (110-112)- This Impact Fee Funds is used to account for receipts of impact fees imposed on new developments within the City, and expenditures for the type of system improvements for which the impact fee was imposed and only within the impact fee benefit district where the impact fee was collected.
 - i. Law Enforcement Training Trust Fund (113)- The Law Enforcement Training Trust Fund (LETF) is used to account for specific training for law enforcement personnel.
 - j. Formula One Fund (116)- The Formula One Fund is used to account for community benefits programs for the City of Miami Gardens.
 - k. Special Taxing District Fund (121-139)- The Special Revenue Fund is used to account for the revenues and expenditures of the City's special taxing districts program.
3. Capital Project Fund (300)- Capital Projects Funds are used to account for financial resources to be used for the acquisition or construction of major capital facilities (other than those financed by proprietary funds and trust funds) or capital improvements. This fund serves as an operating fund for the construction of various projects and will receive grants and other project-oriented revenues.
4. Debt Service Funds (201)- Debt Service Funds account for the accumulation of resources for, and the payment of, principal, interest, and related costs on general long term debt (other than those payable from the operations of enterprise funds). The City currently has one Debt Service Fund.

Proprietary Fund Types

Enterprise Funds- Enterprise Funds are used to account for operations financed and operated in a manner similar to private business enterprises, where the intent of the governing body is the costs of providing goods or services to the general public on a continuing basis be financed or recovered primarily through user charges; or where the governing body has decided periodic determination of revenues earned, expenses incurred, and/or net income is appropriate for capital maintenance, public policy, management control, accountability or other purposes.

1. Stormwater Utility Fund (401)- The Stormwater Utility Fund is used to account for revenues and expenditures related to the City's Stormwater utility operation. Major revenues include the \$6 per month Stormwater utility fee and grants.

Fund Structure Table

Fiscal Year 2025 Proposed Budget		
\$160,499,065		
Governmental Funds		
\$153,698,466		
001	General Fund	
	\$113,446,827	
100	Transportation Fund	
	\$11,899,662	
102	Grant Fund	
	\$650,000	
103	SHIP Fund	
	\$557,486	
104	CDBG Fund	
	\$1,003,648	
105	Development Services Fund	
	\$4,883,020	
110-112	Impact Fees Fund	
	\$5,918,773	
116	Formula One Fund	
	\$444,444	
121-147	Special Taxing Districts Fund	
	\$921,081	
201	Debt Service Fund	
	\$8,625,252	
300	Capital Projects Fund	
	\$5,348,273	
Enterprise Fund		
\$6,800,599		
401	Stormwater Fund	
	\$6,800,599	

Expenditure Policy

The City shall operate on a current funding basis. Expenditures shall be budgeted and controlled so as not to exceed current revenues plus planned use of fund balance accumulated through the prior years.

1. The City Manager shall take immediate corrective actions if at any time during the fiscal year expenditure and revenue re-estimates are such that an operating deficit is projected at year- end. Expenditure deferrals into the following fiscal year, short-term loans, or use of one-time revenue sources shall be avoided.
2. The City manager shall undertake periodic staff and third party reviews of City programs for both efficiency and effectiveness. Privatization and contracting with other governmental agencies will be evaluated as alternatives to service delivery. Programs that are determined to be inefficient and/or ineffective shall be reduced in scope or eliminated.
3. The City shall make every effort to maximize any discounts offered by creditors/vendors. Staff shall also use competitive bidding to attain the best possible price on goods and services.
4. Normal maintenance requirements necessary to sustain the basic asset value will be included in the budget of the proper operating fund.
5. Contractual obligations and compensation plans for employees will be provided, including estimated pay-out amounts for accrued personal leave.
6. Capital for major improvements and automation of services will be based on multiple-year planning and cost benefit analysis.
7. Working Capital Reserve- This reserve should be established in all operating funds where emergencies may occur. The amount recommended is a minimum of \$50,000 to \$500,000 depending on the size of the fund.
8. Each year, the risk manager shall prepare an estimate of amounts to be budgeted for workers' compensation, self-insured, and malpractice claims.

Fund Balance Policy

Purpose

In 2009, the Governmental Accounting Standards Board (GASB) issued GASB Statement 54 Fund Balance Reporting and Governmental Fund Type Definitions. This statement substantially changes how fund balances are categorized. This policy establishes procedures for reporting fund balance classifications, and establishes prudent reserve requirements. It also authorizes and directs the Finance Director to prepare financial reports, which accurately categorize fund balance according to GASB 54.

Definitions of Fund Balance

Fund balance is the difference between the assets and liabilities reported in a governmental fund. GASB 54 established the following definitions, each of which identifies the extent to which the City is bound to honor constraints on the specific purposes for which amounts can be spent.

1. Non-Spendable Fund Balance:

The non-spendable fund balance classification includes amounts that cannot be spent because they are either (a) not in a spendable form or (b) legally or contractually required to be maintained intact. The “not spendable form” criterion includes items that are not expected to be converted to cash, for example, inventories and prepaid amounts. It also includes the long term amount of loans and notes receivable.

2. Restricted Fund Balance:

This classification includes amounts that reflect constraints placed on the source of resources, other than non-spendable items that are either (a) externally imposed by creditors (such as through bonded debt reserve funds required pursuant to debt covenants), grantors, contributors, or laws or regulations of other governments; or (b) imposed by law through constitutional provisions or enabling legislation.

3. Committed Fund Balance:

This classification includes amounts that can only be used for specific purposes pursuant to constraints imposed by formal action (an ordinance or resolution) of the government’s highest level of decision making authority. The committed amounts cannot be used for any other purposes unless the government removes or changes the specific use by taking formal action. Committed fund balance also incorporates contractual obligations to the extent that existing resources in the fund have been specifically committed for use in satisfying those contractual requirements.

4. Assigned Fund Balance:

The assigned fund balance classification includes amounts that are constrained by the government’s intent to be used for specific purposes, but that are not restricted or committed. Such intent needs to be established by (a) the governing body itself or (b) a body or official to which the governing body has delegated the authority to assign amounts to be used for specific purposes. The authority to “assign” fund balance is delegated to the City Manager or his designee. A few examples for assigned fund balance are as follows:

- Continuing Appropriations: Fund balance levels must be sufficient to meet funding requirements for projects approved in prior year and which must be carried forward into the next fiscal year.
- Funds set aside for equipment replacement according to the City’s Capital Improvement Plan.

5. Unassigned Fund Balance:

This classification is for the government’s General Fund and includes all spendable amounts not contained in the other classifications, and therefore not subject to any constraints. Unassigned amounts are available for any purpose.

Stabilization Arrangements

Included in the City’s Adopted Budget each year, it is the City’s goal to maintain an unassigned general fund balance equal to 16% to 25% of the annual budgeted general fund expenditures. All unassigned general fund balance should be appropriated into the succeeding year’s budget and identified as “working capital reserve”.

Comparison of Past Practice and GASB 54 Fund Balance Types

Past Practice	GASB 54 Format
Reservations:	
Inherited: Inventories, Prepaid	Non Spendable
Legal restriction:	Restricted
Special Revenue Fund: Impact Fee	Restricted
Special Revenue Fund: Grants	Restricted
Development Service Fund	Restricted
Transportation Fund: Gas Tax	Restricted
Contractual restriction: Encumbrances	Committed: Contractual obligated
Capital Projects Fund	Restricted: Grant
Unreserved, reported in	
Special Revenue Funds	Special Revenues with the exception listed above
Capital Projects Fund	Capital Projects with the exception listed above
Debt Service Fund	Debt Service
Unreserved, undesignated:	
	Unassigned:
	General Fund Only*

*Exception: Other governmental funds have Expenditures that exceed the restricted or committed fund balance.

Specific Guidelines for Individual Funds

General Fund

It is the objective of the City to pay as great a portion of operating expenses of the General Fund as possible from sources other than ad valorem taxes. Only to the extent that non-ad valorem tax sources of revenue are inadequate to support services at desired levels should ad valorem taxes be considered for an increase. Service charges and fees for all general fund services will be analyzed to ensure an appropriate proportional recovery of direct costs and overhead from Proprietary Funds.

The annual operating budget of any enterprise or special revenue operating fund shall pay the appropriate general fund operations for a portion of the cost of general administrative departments and a payment-in-lieu-of taxes which will be computed on the latest undepreciated value as established in the latest Comprehensive Annual Financial Report. Service charges, rent, and fee structure will be established so as to ensure recovery of all costs for these funds to the fullest extent possible, considering public benefit. All capital projects and capital bonds shall pay a one-time 2% when applicable an administrative fee to the General Fund for administration and accounting for such projects.

Capital Asset Management Policy

Threshold

The City will capitalize all individual assets and infrastructure with a cost of \$5,000 or more and a life of 5 years or more (except computers at 3 years).

Asset categorization

The City shall account for assets and infrastructure meeting the minimum dollar and life thresholds in the following categories:

- Land
- Buildings
- Improvements
- Equipment
- Infrastructure
 - Roads
 - Stormwater system
 - Sidewalks
- Construction in progress

Infrastructure Accounting

- Pre-2003 valuations. Prior to the incorporation of the City in 2003, the City has used the estimated historical cost method of valuation.
- Method:
 - The City determined the estimated cost of road replacement by using the Florida Department of Transportation Statistics Unit Prices and then applied the US Bureau of Labor Statistics price trend information for asphalt, concrete, paving mixtures and blocks weighted average deflator index in determining the present value of the roads.
 - The Stormwater system estimated cost is based upon the Florida Department of Transportation Statistics Unit Prices and then applied the US Bureau of Labor Statistics price trend information for storm sewer pipes and concrete pipes weighted average deflator index in determining the present value of the Stormwater system.
 - The City determined the estimated cost of sidewalks by using the Florida Department of Transportation Statistics Unit Prices and then applied the US Bureau of Labor Statistics price trend information for asphalt, concrete, paving mixtures and blocks weighted average deflator index in determining the present value of the sidewalks.

Capital Expenditure/Capital Outlay

Budget vs. GAAP (Generally Accepted Accounting Principles). Only assets or infrastructure with a value over \$5,000 will be budgeted as a capital item in the budget. Short lived assets which do not meet the capital asset threshold will be budgeted as operational materials and supplies.

- Deprecation Method: GASB (Governmental Accounting Standards Board) Statement 34 requires governments to depreciate capital assets with a defined estimated life.
- The City will use the straight line depreciation method.
- There will be no depreciation on land or other assets with an indefinite life.
- Construction in progress projects are not subject to depreciation until the projected is completed.
- Depreciation expense is not calculated on the salvage value (value which the asset will not fall below).

Capital Assets

Assets vs. Repair & Maintenance: GASB 34 requires that repair and maintenance items are expenses rather than capitalized assets.

- The criteria determining whether an item is capitalized or expensed is whether the service life of the assets will be extended.
- The City will adapt this definition and capital expenditures that extend the life of the asset will be classified as capital assets.

Estimated useful assets life

The estimated useful lives of the assets are based on City experience and established projections reflected in the 5 year capital plan. The useful life will be used when determining depreciation expense. The useful lives are:

- Land- indefinite
- Buildings- 40 years
- Improvements- 15 years
- Equipment :
 - Cars- 5 years
 - Trucks- 10 years
 - Equipment- 5 years
 - Computer equipment- 3 years
- Infrastructure:
 - Roads- 25 years
 - Stormwater system- 50 years
 - Sidewalks- 20 years

Five year capital plan

The City prepares a 5 year capital plan which reports the capital asset budget needs for the City.

Fixed Asset Accounting

The City will comply with the standards established by GASB 34 (Governmental Accounting Standards Board) and all subsequent pronouncements set forth by GASB or its successor organization.

Capital Expenditures and Debt Policy

All Funds

Revenue

Revenue projections for the Capital Improvement Budget shall be based on conservative assumptions of future earnings and bond market conditions.

Requirements

Capital projects shall be justified in relation to the applicable elements of the City's comprehensive plan or other requirements or needs. Estimated requirements for capital projects shall include all costs reasonably associated with the completion of the project. The impact of each project on the operating revenues and requirements of the City shall be analyzed as required by the general fiscal policy stated above.

Long Term Debt

Long term borrowing will not be used to finance current operations or normal maintenance. A policy of full disclosure will be included in all financial reports and official statements for debt.

Medium Term Debt

Capital lease purchase methods, bonds, or other debt instruments may be used as a mediumterm (5 to 8 years) method of borrowing for the financing of vehicles, other specialized types of equipment, or other capital improvements. The equipment or improvement must have an expected life at least equal to the years leased or financed. The City will determine and utilize the least costly financing methods available and where practical, shall use an open bid system for such financing. Such debt arrangements will be repaid within the expected life of the equipment or improvement acquired.

Short Term Debt

Short-term borrowing may be utilized for temporary funding of anticipated tax revenues; anticipated grant payments, anticipated bond proceeds, or other expected revenues. Such debt should normally be made from pooled cash; however, in rare circumstances, it may be by the use of the line-of-credit at the City's depository or other financial institution, utilizing a shortterm note maturing before the end of the current appropriation period. Other short-term debt, such as tax exempt commercial paper, bond anticipation notes, tax anticipation notes, or grant anticipation notes, may be used when it provides immediate financing and an interest advantage, or the advantage to delay long-term debt until market conditions are more favorable. The City will determine and utilize the least costly method for short term borrowing. Short-term debt may be refunded in accordance with applicable federal laws. Anticipated funding is defined as an assured source with the anticipated amount based on conservative estimates.

Specific Guidelines

1. General Capital Improvements

General capital improvements, or those improvements not related to City-owned enterprises, shall be funded from general operating fund revenues or fund balances, the sale of revenue or general obligation bonds, and from special assessments and grants.

1. Pay-As-You-Go Capital Improvements

Pay-as-you-go capital improvements shall be funded from general operating fund revenues or fund balances, state and federal grants, special assessments, or other sources of revenue which may become available to the City. Major capital projects related to the delivery of general public services shall be paid from general purpose revenues.

1. Special Assessments

When special assessments are used for pay-as-you-go general capital improvements where the City as a whole receives the benefit, the interest rate charged will be established by the City consistent with state law.

1. Revenue Bond Debt Limit

Sale of revenue bonds shall be limited to that amount which can be supported by user fees and other associated revenues. Revenue bond coverage shall not be less than parity required coverage or as fixed in the approving bond documents. While the City has no legal debt limit, it is the City's policy that the total net annual general revenue bond debt service should not exceed 15% of the total net general purpose revenue and other funds available for such debt service. Net annual debt service shall be gross annual debt service less estimated interest on debt service reserve accounts and funds from other governmental units designated for payment of such debt service.

1. Enterprise Capital Improvements

Enterprise revenue bond coverage shall not be less than parity or the required coverage, whichever is greater.

1. Miscellaneous

The maximum of net bonded debt per capita shall be \$1,000. The maximum percentage of annual debt service to general expenditures shall be 10%.

1. Types of Debt Pledges

There are different types of debt available to finance the City's needs. They are as follows:

- a. **General Obligation Bonds**- These bonds are secured by ad valorem tax beyond operating levels. All General Obligation Bond issuance must be approved by voters through a referendum. The State of Florida limits the General Obligation debt service not to exceed a tax of 2 mills.
- b. **Covenant to Budget and Appropriate** - This is a pledge that the City will consider making payment of debt service annually through the budget process.
- c. **Special Revenue Bonds** - These bonds are repaid by the pledge of specific governmental revenue such as public service tax, gas tax or sales tax. This bond requires that the revenue stream be used first to satisfy the bond covenants and then used for other governmental purposes.
- d. **Special Assessment Bonds** - This bond is secured by special assessments that the City can levy. This includes any improvements to streets, such as sidewalk program, lighting program, traffic calming devices etc.
- e. **State Revolving Loan** - This is a low interest loan offered by the State for water, sewer and Stormwater improvements. This loan is secured by user fees charged by the jurisdiction.

1. Final Maturity

The following is the guideline and is not a mandatory schedule; however, in no circumstances should the maturity of the loan be longer than the life of the assets.

- a. Vehicles/Equipment: 3-5 years
- b. Heavy Equipment such as loader, dump truck: 5-8 years
- c. Building: 20- 30 years
- d. Infrastructure Improvement: 10- 20 years
- e. Land: 20-30 years

1. Debt Instruments

The Finance Director shall choose the best structure of debt warranted by the market conditions and the project to be financed and recommend to Council for approval. The City also has the option of participating in one of the many pool bonds, where local governments have joined together to issue debt to gain economies of scale to reduce issuance costs and to obtain better interest rates.

- a. **Fixed Rate Bonds**- Fixed rate bonds have the future principal and interest payments scheduled until maturity from the time of issuance.
- b. **Variable Rate Notes** - Variable rate notes are when the amount of interest paid changes in reaction to market demands and investor's preference. Variable rate debt should be used for two purposes: (1) as an interim financing device (during construction periods) and (2) subject to limitations, as an integral portion of a long- term strategy to lower the City's effective cost of capital. Under either circumstance, when the cycle of long-term rates moves down to or near historic lows, consideration should be given to converting to a fixed rate.

c. Line or Letters of Credit- When the use is considered prudent the City can enter in agreements with local banks or other financial entities to acquire loans or letters of credit that provide City access to funds under emergency circumstances to fund temporary cash flow demands.

2. Measures of Future Flexibility

As the City addresses its needs at any one period in time, the Mayor and City Council must be prepared to ensure the flexibility to meet the present needs and challenges which face the community. Since neither State law nor the City Charter provide any fixed limits on the amount of debt which may be incurred (other than the requirement to have General Obligation debt approved in advance by referendum), the following targets or limits are established to ensure future flexibility. The following goals/targets are set to ensure the current and future flexibility, and financial vitality of the City.

MEASURES OF FUTURE FLEXIBILITY

Description	Ceilings
General Government Debt Service as a percentage non-ad valorem General Fund Expenditures:	
Debt Limit (net of General Obligation Bond)	10%
Goal/Target	8%
Weighted Average Maturity of Debt Programs:	
Self-Supporting	10 years
Non-Self-Supporting	20 years
Weighted Average Maturity of Internal Loan Program:	5 years
General Government Direct Debt per capita:	
Limit	\$100
Goal/Target	\$800
Annual Capital Projects Funding (paid as you go or debt service incurred) from non-ad valorem tax	
Limit- mill	2
Goal/Target- mill	1.5
Unassigned Fund Balance	16-25% of annual operating budget

1. Refunding Criteria

Periodic review of the City's outstanding debt should be undertaken to determine refunding opportunities. The City may issue refunding bonds when advantageous, legally permissible, and when aggregate net present value saving, expressed as a percentage of par amount for the refunding bonds, is within a target range of 3-5% or when the average annual savings are greater than \$10,000 per year.

2. Monitoring, Reporting, Amendments and/or Exceptions

The Finance Director shall monitor the actual results against the targets presented in this policy and the report will include the following information, to the extent applicable:

- Debt Program Targets and
- Measures of Future Flexibility Targets;

From time to time, circumstances may suggest that an exception be approved to one or more of the policy constraints established herein. Amendments and/or exceptions must be submitted to the City Council and shall become effective only after approved by the City Council. This Debt Management Policy will be submitted for ratification by the City Council should economic circumstances arise.

Policies and Procedures for Issuance and Post-Issuance Compliance with Internal Revenue Code Requirements

The City issues tax-exempt and tax credit bonds (including certificates of participation) that are subject to certain requirements under the Internal Revenue Code (the “Code”). The City has established the policies and procedures outlined in this section in order to ensure compliance with the requirements of the Code that are applicable to tax-exempt bonds and tax credit bonds, including “Build America Bonds” that are “qualified bonds” within the meaning of Section 54^{AA} thereof (“Direct-Pay BABs”) that are eligible for interest subsidy payments (the “Subsidy”). These policies and procedures, coupled with requirements contained in the Arbitrage and Tax Certificate (the “Tax Certificate”) executed at the time of issuance of the bonds, are intended to constitute written procedures for compliance with the Federal tax requirements applicable to the bonds and for timely identification and remediation of violations of such requirements.

1. General Matters

The Finance Director shall have overall responsibility for ensuring that the ongoing requirements described in this section are met with respect to the bonds. The Finance Director shall identify additional employees who will be responsible for each of the procedures described in this section, notify the current holder of that office of the responsibilities, and provide that person with a copy of the procedures. New personnel will be advised of responsibilities under the procedures and the importance of the procedures. If positions are restructured or eliminated, responsibilities will be reassigned as necessary to ensure that all procedures are monitored.

2. Periodic Review

The Finance Director or other responsible persons should periodically review compliance with these procedures and with the terms of the related Tax Certificate to determine whether any violations have occurred so that such violations can be remedied through the “remedial action” regulations (Treasury Regulation §1.141-12) or the Voluntary Closing Agreement Program described in Internal Revenue Service (“IRS”) Notice 2008-31 (or successor guidance).

3. Changes in Bond Terms

If any changes to the terms of the bonds are contemplated, bond counsel will be consulted. Such modifications could result in a reissuance, i.e., a deemed refunding, of the bonds. Such a reissuance could jeopardize the status of any bonds that are Direct-Pay BABs and thereby affect the continued receipt of the Subsidy.

4. Issue Price; Premium Limit for Build America Bonds

- a. In order to document the issue price of bonds, the Finance Director shall consult with bond counsel and obtain a written certification from the underwriter, placement agent or other purchaser of the bonds as to the offering price of the bonds that is in form and substance acceptable to the City and bond counsel.
- b. Prior to issuing Build America Bonds, the Finance Director shall consult with bond counsel and the City’s financial advisors to assure that the premium on each maturity of the bonds (stated as a percentage of principal amount) does not exceed one- quarter of one-percent (0.25%) multiplied by the number of complete years to the earlier of final maturity of the bonds or, generally, the earliest call date of the bonds, and that the excess of the issue price of the bonds over the price at which the bonds are sold to the underwriter or placement agent, when combined with other issuance costs paid from proceeds of the bonds, does not exceed 2% of the sale proceeds of the bonds.
- c. In connection with monitoring the premium limitation that applies to the issuance of Build America Bonds, the Finance Director shall ensure that a party other than the underwriter or placement agent, such as the City’s financial advisor, reviews the market trading activity of the bonds after their sale date but before their issuance date, answers such questions as the Finance Director shall reasonably ask of such party concerning such data, and produce such reports concerning the sales data as the Finance Director shall reasonably request. Market trading information is generally available through the Municipal Securities Rulemaking Board’s Electronic Municipal Market Access System (EMMA) (<http://www.emma.msrb.org.>).

5. Information Reporting

- a. The Finance Director will confirm that bond counsel has filed the applicable information reports (such as Form 8038-G or Form 8038-B) for such bond issue with the IRS on a timely basis, and maintain copies of such form including evidence of timely filing as part of the transcript of the bond issue.

- b. For Direct-Pay BABs, the Finance Director shall review the IRS Form 8038-CP in order to ensure that the proper amount of interest is being reported and the proper amount of subsidy is being requested with respect to each interest payment date. The Finance Director shall ensure that the IRS Form 8038-CP is filed on a timely basis with respect to each interest payment date in order to receive timely payment of the subsidy. If the subsidy is to be paid to a person other than the City (i.e., the bond trustee), the Finance Director shall obtain and record the contact information of that

6. Use of Proceeds of Bonds

The Finance Director or other responsible person shall:

- a. Maintain clear and consistent accounting procedures for tracking the investment and expenditures of bond proceeds, including investment earnings on bond proceeds.
- b. At or shortly after closing of a bond issue, ensure that any allocations for reimbursement expenditures comply with the Tax Certificate.
- c. With respect to Build America Bonds, monitor that no more than 2% of the sale proceeds are used to pay costs of issuance.
- d. With respect to Build America Bonds, determine the correct amount of available project proceeds and monitor that 100% of all sale proceeds and investment earnings on sale proceeds (other than proceeds used to pay costs of issuance or deposited in a reasonably required reserve fund) are allocated to capital expenditures in a timely fashion consistent with the requirements of the Tax Certificate.
- e. Utilize requisitions to draw down bond proceeds, and ensure that each requisition contains detailed information in order to establish when and how bond proceeds were spent; review them carefully before submission to ensure proper use of bond proceeds to minimize the need for reallocations.
- f. Ensure that a final allocation of bond proceeds (including investment earnings) to qualifying expenditures is made if bond proceeds are to be allocated to project expenditures on a basis other than "direct tracing" (direct tracing means treating the bond proceeds as spent as shown in the accounting records for bond draws and project expenditures). An allocation other than on the basis of "direct tracing" is often made to reduce the private business use of bond proceeds that would otherwise result from "direct tracing" of proceeds to project expenditures. This allocation must be made within 18 months after the later of the date the expenditure was made or the date the project was placed in service, but not later than five years and 60 days after the date the bonds are issued, or 60 days after the bond issue is retired. Bond counsel can assist with the final allocation of bond proceeds to project costs.
- g. Maintain careful records of all project and other costs (e.g., costs of issuance, credit enhancement and capitalized interest) and uses (e.g., deposits to a reserve fund) for which bond proceeds were spent or used. These records should be maintained separately for each issue of bonds.

7. Monitoring Private Business Use

The Finance Director or other responsible person shall:

- a. Review all of the following contracts or arrangements with non-governmental persons or organizations or the federal government (collectively referred to as "private persons") with respect to the bond-financed facilities which could result in private business use of the facilities:
 - i. Sales of bond-financed facilities;
 - ii. Leases of bond-financed facilities;
 - iii. Management or service contracts relating to bond-financed facilities;
 - iv. Research contracts under which a private person sponsors research in bond-financed facilities; and
 - v. Any other contracts involving "special legal entitlements" (such as naming rights or exclusive provider arrangements) granted to a private person with respect to bond-financed facilities.
- b. Before amending an existing agreement with a private person or entering into any new lease, management, service, or research agreement with a private person, consult bond counsel to review such amendment or agreement to determine whether it results in private business use.
- c. Establish procedures to ensure that bond-financed facilities are identified and are not used for private use without written approval of the Finance Director or other responsible person.

- d. Analyze any private business use of bond-financed facilities and, for each issue of bonds, determine whether the 10% limit on private business use (5% in the case of “unrelated or disproportionate” private business use) is exceeded, and contact bond counsel or other tax advisors if either of these limits is exceeded.
- e. If private business use limits are exceeded, consult with bond counsel to determine if a remedial action is required with respect to nonqualified bonds of the issue under Treasury Regulation §1.141-12, or if the IRS should be contacted under its Voluntary Closing Agreement Program.
- f. Retain copies of all of the above contracts or arrangements (or, if no written contract exists, detailed records of the contracts or arrangements) with private persons for the period indicated below.
- g. Ensure that loans to persons other than governmental units made with proceeds of bonds comply with the limitations provided in the Code. Consult bond counsel if any such loans are contemplated.

8. Arbitrage and Rebate Compliance

The Finance Director or other responsible person shall:

- a. Review each Tax Certificate to understand the specific requirements that are applicable to each bond issue.
- b. Record the arbitrage yield of the bond issue, as shown on IRS Form 8038-G or 8038B.
- c. Review the Tax Certificate to determine the “temporary periods” for each bond issue, which are the periods during which proceeds of bonds may be invested without yield restriction.
- d. Ensure that any investment of bond proceeds after applicable temporary periods is at a yield that does not exceed the applicable bond yield, unless yield reduction payments can be made pursuant to the Tax Certificate.
- e. Monitor that bond proceeds (including investment earnings) are expended promptly after the bonds are issued in accordance with the expectations for satisfaction of three-year or five-year temporary periods for investment of bond proceeds and to avoid “hedge bond” status.
- f. Ensure that investments acquired with bond proceeds satisfy IRS regulatory safe harbors for establishing fair market value (e.g., through the use of bidding procedures), and maintaining records to demonstrate satisfaction of such safe harbors.
- g. Consult with bond counsel before engaging in credit enhancement or hedging transactions relating to a bond issue, and before creating separate funds that are reasonably expected to be used to pay debt service on bonds. Maintain copies of all contracts and certificates relating to credit enhancement and hedging transactions that are entered into relating to a bond issue.
- h. Before beginning a capital campaign that may result in gifts that are restricted to bond-financed projects (or, in the absence of such a campaign, upon the receipt of such restricted gifts), consult bond counsel to determine whether replacement proceeds may result.
- i. Even after all proceeds of a given bond issue have been spent, ensure that the debt service fund meets the requirements of a “bona fide debt service fund,” i.e., one used primarily to achieve a proper matching of revenues with debt service that is depleted at least once each bond year, except for a reasonable carryover amount not to exceed the greater of: (i) the earnings on the fund for the immediately preceding bond year; or (ii) one-twelfth of the debt service on the issue for the immediately preceding bond year. To the extent that a debt service fund qualifies as a bona fide debt service fund for a given bond year, the investment of amounts held in that fund is not subject to yield restriction for that year.
- j. Ensure that amounts invested in any reasonably required debt service reserve fund do not exceed the least of: (i) 10% of the stated principal amount of the bonds (or the sale proceeds of the bond issue if the bond issue has original issue discount or original issue premium that exceeds 2% of the stated principal of the bond issue plus, in the case of premium, reasonable underwriter’s compensation); (ii) maximum annual debt service on the bond issue; or (iii) 125% of average annual debt service on the bond issue.
- k. Review the Arbitrage Rebate covenants attached to the Tax Certificate. Subject to certain rebate exceptions described below, investment earnings on bond proceeds at a yield in excess of the bond yield (i.e., positive arbitrage) generally must be rebated to the U.S. Treasury, even if a temporary period exception from yield restriction allowed the earning of positive arbitrage.
 - i. Ensure that rebate calculations will be timely performed and payment of rebate amounts, if any, will be timely made; such payments are generally due 60 days after the fifth anniversary of the date of issue of the bonds, then in succeeding installments every five years. The final rebate payment for a bond issue

is due 60 days after retirement of the last bond of the issue. The City should hire a rebate consultant if necessary.

- ii. Review the rebate section of the Tax Certificate to determine whether the “small issuer” rebate exception applies to the bond issue.
- iii. If the 6-month, 18-month, or 24-month spending exceptions from the rebate requirement (as described in the Tax Certificate) may apply to the bonds, ensure that the spending of proceeds is monitored prior to semi-annual spending dates for the applicable exception.
- iv. Make rebate and yield reduction payments and file Form 8038-T in a timely manner.
- v. Even after all other proceeds of a given bond issue have been spent, ensure compliance with rebate requirements for any debt service reserve fund and any debt service fund that is not exempt from the rebate requirement (see the Arbitrage Rebate covenants attached to the Tax Certificate).
- vi. Maintain records of investments and expenditures of proceeds, rebate exception analyses, rebate calculations, Forms 8038-T, and rebate and yield reduction payments, and any other records relevant to compliance with the arbitrage restrictions.

9. Record Retention

The Finance Director or other responsible person shall ensure that for each issue of bonds, the transcript and all records and documents described in these procedures will be maintained while any of the bonds are outstanding and during the three-year period following the final maturity or redemption of that bond issue, or if the bonds are refunded (or re-refunded), while any of the refunding bonds are outstanding and during the three-year period following the final maturity or redemption of the refunding bonds.

Disclosure Policies and Procedures

1. Introduction

In general, municipal market disclosure is subject to the anti-fraud rules under the Federal securities laws. Disclosures by municipal issuers are generally made in three contexts: (1) primary market disclosure through offering documents prepared for primary offerings of securities; (2) secondary market disclosures prepared in compliance with undertakings under Rule 15c2-12 of the Securities and Exchange Commission under the Securities Exchange Act of 1934, as amended (the “Rule”); and (3) releases and/or statements by the issuer and its officials that are reasonably expected to reach investors and the trading markets, such as communications through investor websites, press releases or other public responses.

When the City of Miami Gardens (the “City”) publicly issues bonds, notes, certificates of participation or other obligations (collectively, “Obligations”), preliminary and final offering statements (each an “Offering Statement”) are prepared that provide disclosure to buyers of the Obligations of financial and other information relating to the City and the security for the Obligations.

The City will engage its own disclosure counsel (hereinafter referred to as “Disclosure Counsel”) in order to prepare Offering Statements and to advise the City with respect to disclosure obligations and requirements under the aforementioned federal securities laws. Disclosure Counsel shall provide an opinion to the City as described below relating to the Offering Statement in connection with each issuance of Obligations.

In connection with each Offering Statement, the Mayor, City Manager and/or Finance Director shall provide a written certification (which certification may be made as part of the closing documents executed in connection with such transaction) to the effect that (i) the information contained therein, as of the date of such Offering Statement, does not contain any untrue statement of a material fact or omit to state any material fact necessary to make the statements contained therein, in light of the circumstances under which they were made, not misleading (except for information relating to The Depository Trust Company and its book- entry only system of registration and information relating to a bond insurer (or other credit enhancer) and its policy, as to all of which no certification need be made), and (ii) there has been no material adverse change in the financial condition and affairs of the City from the date of the financial statements contained in the Offering Statement to the date of issuance of the Obligations that was not disclosed in or contemplated by the Offering Statement.

In connection with each Offering Statement, the City Attorney shall opine to the effect that the information contained therein, as to legal matters relating to the City, as of the date of such Offering Statement and as of the date of issuance of the Obligations, does not contain any untrue statement of a material fact or omit to

state any material fact necessary to make the statements contained therein, in light of the circumstances under which they were made, not misleading.

Similarly, the City's Disclosure Counsel shall deliver a customary opinion to the effect that nothing has come to its attention that has caused such counsel to believe that the information contained in the Offering Statement, excepting information relating to The Depository Trust Company and its book-entry only system of registration, information relating to the bond insurer (or other credit enhancer) and its policy, if any, and financial, statistical and demographic information, as to all of which no opinion need be expressed, contains an untrue statement of a material fact or omits to state a material fact necessary to make the statements contained therein, in light of the circumstances under which they were made, not misleading.

In order to support the certification described above, the City hereby adopts these Policies and Procedures for preparing the Offering Statement and updating, from time to time, certain information contained within the Offering Statement (the "Disclosure Policies and Procedures"). By adopting these Disclosure Policies and Procedures and by requiring staff to adhere to these Disclosure Policies and Procedures, the City hereby formalizes the appropriate policies and procedures and documents to ensure that the City efficiently carries out its obligations pursuant to the Rule. In interpreting these Disclosure Policies and Procedures, it should be noted that the Mayor, the City Manager and the Finance Director are ultimately responsible for all factual information to be included in (or omitted from) the Offering Statement, and the City Attorney, in consultation with the Disclosure Counsel and any other special counsel to the City in finance matters (such as Bond Counsel), is ultimately responsible for all legal matters relating to the City described in (or omitted from) the Offering Statement.

The Finance Director shall periodically review the Disclosure Policies and Procedures at least annually and may, from time to time, as may be necessary, recommend to the City Manager modifications to the Disclosure Policies and Procedures in consultation with Disclosure Counsel.

2. Preparation of Offering Statements

Commensurate with the source of security for the Obligations, the Finance Director, with the advice of Disclosure Counsel, shall collect, coordinate and review, then provide all information that a reasonable investor would want to know in making an informed investment decision. In order to accomplish this objective, the following procedure will be followed:

- a. The Finance Director, with the assistance of the City Manager and such other City departments or employees as may be necessary with respect to the type of information needed, shall provide textual, demographic, financial and budgetary information and operating data to Disclosure Counsel, and if requested in writing, to counsel to the underwriter ("Underwriter's Counsel").
- b. The City Attorney shall provide descriptions of material litigation to Disclosure Counsel and, if requested in writing, to Underwriter's Counsel.
- c. The Finance Director shall contact the City Attorney and the City Manager to obtain relevant information on pending or approved legislation, proposed and actual actions of the state government, and strategic and policy considerations. If any of such matters are believed to be "significant," they should be reported to and reviewed by Disclosure Counsel, the City's financial advisor, the underwriter(s) and Underwriter's Counsel, to determine if any of such matters present material disclosure issues.
- d. The Finance Director shall ensure that all information that is provided to any rating agencies and/or insurers as part of the credit process is also shared with Disclosure Counsel, and if requested in writing, with Underwriter's Counsel.
- e. The Finance Director, or his or her designee(s), shall review documentation and reports available on the City's website that are also contained or to be contained in its Offering Statements, to identify if there are any material inconsistencies in the information provided in each place.
- f. Prior to printing each Offering Statement, following appropriate review, each of the parties providing information pursuant to paragraph (1) above or their designees shall provide to the Finance Director a written indication or approval via electronic mail or such other means that are acceptable to the Finance Director that each has reviewed the portions of the disclosure for which he or she is individually responsible and that each has determined that the information contained in such portions does not contain any untrue statement of a material fact or omit to state any material fact necessary to make the statements contained in such portions, in light of the circumstances under which they were made, not misleading.

g. The City will enter into a Continuing Disclosure Agreement, or otherwise provide a continuing disclosure undertaking in the ordinance, resolution or trust indenture related to the Obligations, in connection with each issuance of Obligations that are subject to a continuing disclosure undertaking, containing the undertaking of the City under the Rule (the "Undertaking").

A copy or summary of the Undertaking shall be included in the Offering Statement.

3. Preparation of Annual Continuing Disclosure Filing

By October 31st of each year, the Finance Director shall review the City's annual filing requirements in each continuing disclosure Undertaking relating to outstanding Obligations to determine what financial information and operating data must be updated and filed on an annual basis, and when such filings are required to be submitted. The Finance Director shall involve the City Manager, the City Attorney and such other City departments or employees as may be necessary with respect to the type of information needed, in the preparation of the requisite updates. The Finance Director shall ensure the City complies with the annual filing requirements of all such Undertakings. The process of preparing the annual continuing disclosure filing shall be the same as the process for preparation of Offering Statements described above. The City may employ the services of an outside dissemination agent to assist with the foregoing responsibilities, if necessary.

In connection with the filing of information subject to an Undertaking, the Finance Director shall provide a written certification to the dissemination agent, if any, to the effect that, to the best of his or her knowledge, the information contained therein, as of the date of such filing, is true and accurate.

4. Monitoring Material Events Which May Trigger An Obligation To Make A Continuing Disclosure Filing

The Finance Director shall consult regularly with Disclosure Counsel to review the list of enumerated events in each active continuing disclosure undertaking, to maintain an awareness of the circumstances which may trigger a filing obligation, including the timeframe within which such a filing would be required to be made. As of the date of adoption of these Disclosure Policies and Procedures, the Rule requires the City to provide notice the Municipal Securities Rulemaking Board's Electronic Municipal Market Access system ("EMMA") of the occurrence of the following events, to be filed within ten (10) business days of the occurrence of any such event:

- Principal and interest payment delinquencies;
- Non-payment related defaults, if material;
- Unscheduled draws on debt service reserves reflecting financial difficulty;
- Unscheduled draws on credit enhancements reflecting financial difficulty;
- Substitution of credit or liquidity providers, or their failure to perform;
- Adverse tax opinions, the issuance by the IRS of proposed or final determinations of taxability, Notices of Proposed Issue (IRS Form 5701 TEB) or other material notices of determination with respect to the tax status of the security or other material events affecting the tax status of the security;
- Modifications to rights of security holders, if material;
- Bond calls, if material, and tender offers;
- Defeasances;
- Release, substitution, or sale of property securing repayment of the securities, if material;
- Rating changes;
- Bankruptcy, insolvency, receivership or similar event of the City;
- The consummation of a merger, consolidation, or acquisition involving the City or the sale of all or substantially all of the assets of the City, other than in the ordinary course of business, the entry into a definitive agreement to undertake such an action or the termination of a definitive agreement relating to any such actions, other than pursuant to its terms, if material; and
- Appointment of a successor or additional trustee or the change of name of a trustee, if material.

- The Finance Director shall ensure the City complies with the ongoing filing requirements of all such Undertakings. The Finance Director may utilize the services of an outside dissemination agent to assist with the foregoing responsibilities, and, if necessary, to transmit the annual report to EMMA.

5. Documents to be Retained

The Finance Director, working with the City Clerk as needed, shall be responsible for retaining records demonstrating compliance with these Disclosure Policies and Procedures. The Finance Director shall retain an electronic or paper file ("Deal File") for each continuing disclosure annual report that the City completes. Each Deal File shall include final versions of Disclosure Documents identified in Exhibit "A" hereto; written confirmations, certifications, letters and legal opinions described herein; and a list of individuals (City officials and outside consultants) involved in the preparation of each of the Disclosure Documents. The Deal File shall be maintained for a period of five years from the later of the date of delivery of the Obligations referenced in the Disclosure Document, or the date the Disclosure Document is published, posted, or otherwise made publicly available, as applicable.

6. Website Disclaimer

The City's website is a very useful tool for communicating with citizens and taxpayers in the City, and this informational tool should be encouraged. In certain instances, potential investors may also find the City's website useful, which requires that the City be cautious in the administration of its website. Relating to information of the "investor relations" variety (i.e., information that the City reasonably expects to reach investors and the trading markets), the City shall include a disclaimer to the following effect before allowing access to potential investors:

The information on this website does not and should not be considered an offer to buy or sell securities. In connection with certain outstanding public debt issues of the City of Miami Gardens, Florida (the "City"), the City files, or causes to be filed, its offering statements, its audited financial statements, certain operating data and financial information, and occasional voluntary notices on the Municipal Securities Rulemaking Board's Electronic Municipal Market Access system ("EMMA") which can be accessed at <http://emma.msrb.org/>. The information on EMMA and this website is for informational purposes only, and does not include all information which may be of interest to a potential investor, nor does it purport to present full and fair disclosure within the meaning of the applicable federal securities laws. Such information about the City is only accurate as of its date, and the City undertakes no obligation to update such information beyond its date. No representation is being made that there has not been a change in the affairs of the City since such date. Such information is subject to change without notice and posting of other information on the website does not imply that there has been no change in the affairs of the City since the date of such information. The updating or lack of updating of any information contained on EMMA or this website should not be considered to convey a complete picture of the affairs of the City. Such information concerning past performance should not be relied upon as a forecast of future performance. Third party information is believed to be reliable; however, the City takes no responsibility for its accuracy.

BY CLICKING OK, I ACKNOWLEDGE I HAVE READ THE DISCLAIMER DOCUMENT BEFORE USING THE INVESTOR'S SITE.

7. Periodic Training

As of the date of adoption of these Disclosure Policies and Procedures, pertinent City staff are current in the knowledge of their obligations under applicable law with regards to disclosure issues impacting Offering Statements and annual continuing disclosure obligations. At least every three (3) years, or as may be necessary upon the occurrence of new developments impacting disclosure, the City's dissemination agent, or its Disclosure Counsel, shall be engaged to conduct training for the City officials identified herein, including, but not limited to, the Mayor, the City Manager, the Finance Director and the City Attorney, to review their roles and responsibilities in these Disclosure Policies and Procedures. Such training shall include: (i) a review of the City's annual filing requirements in each active continuing disclosure undertaking, (ii) a review of the list of enumerated events and the timeframe within which a filing would be required to be made in each active continuing disclosure undertaking, and (iii) updates on current issues in the area of federal securities law as well as a question and answer session. Feedback on the process should be invited. During the training process, the need for modifications to the Disclosure Policies and Procedures, if any, should be considered.

8. Chief Disclosure Officer

The Finance Director is responsible for ensuring compliance by the City with these Disclosure Policies and Procedures and will have general oversight of the entire disclosure process which shall include: (i) maintaining appropriate records of compliance with these Disclosure Policies and Procedures; (ii) evaluating the effectiveness of the procedures contained in the Disclosure Policies and Procedures and (iii) recommending appropriate changes to the Disclosure Policies and Procedures when revisions or modifications to the process become necessary.

9. General Principles

- a. Everyone involved in the disclosure process should be encouraged to raise potential disclosure items (such as matters that may have a material adverse effect on the financial condition of the City or its ability to fulfill its contractual obligations described in an Offering Statement) at any time, and report them to the Finance Director. However, if such potential issues or concerns are related to information provided, or to be provided, by the Finance Director, such issues or concerns shall be reported to the City Attorney.
- b. Everyone should be encouraged to err on the side of raising issues to the officials described in (1) above and shall communicate any such concerns in writing (including through electronic mail) to such officials.
- c. While care should be taken not to shortcut or eliminate any steps outlined in the Disclosure Policies and Procedures on an ad hoc basis, the Disclosure Policies and Procedures contained herein are a “work in progress” and recommendations for improvement should be solicited and regularly considered.
- d. The process of primary disclosure should not be viewed as a mechanical insertion of current information and data. Everyone involved in the preparation of Offering Statements should consider the need for revisions in the form and content of the sections for which they are responsible at the time of each update.
- e. Care should be taken that any information produced and maintained for public consumption, and which may be relied upon by an investor in making an investment decision in the primary or secondary market, does not contain any untrue statement of a material fact or omit to state any material fact necessary to make the statements contained therein, in light of the circumstances under which they were made, not misleading.
- f. Consideration should be made, based on consultation with Disclosure Counsel, as to whether a public statement by a City official or the response by the City to an investor inquiry (e.g., a question from one of the City’s investors) may be material enough to merit a voluntary EMMA filing in order to ensure that the City’s Obligations are trading based on equal access to material information.

EXHIBIT A

LIST OF DISCLOSURE DOCUMENTS

1. Preliminary and final official statements, private placement memoranda and remarketing memoranda relating to the City's Obligations, together with any supplements.
2. Financial Statements.
3. Filings made by the City with the MSRB, or made on behalf of the City by a dissemination agent, whether made pursuant to a continuing disclosure undertaking to which the City is a party or otherwise.
4. Press releases and other information distributed by the City for public dissemination to the extent that such releases are reasonably expected, in the determination of the Finance Director, to reach investors and the trading markets for municipal securities.
5. Rating agency presentations.
6. Postings on the investor information section of the City's website.
7. Any other communications that are reasonably expected, in the determination of the Finance Director, to reach investors and the trading markets for municipal securities.

Investment Policy

Scope

This investment policy applies to all financial assets of the City, which are under the direct control of the City in accordance with Section 218.415, Florida Statutes. This policy applies to all funds under the control and possession of the City in excess of those required to meet short-term expenses. The investment of bond proceeds shall be in accordance to the corresponding Bond Resolutions or Trust Indentures. This policy is also applicable to all persons responsible for authorizing and executing investment transactions of such funds.

Investment Objectives

The following investment objectives will be applied in the management of the City's funds.

1. Safety of Principal

The foremost objective of this investment program is the safety of the principal of those funds within the portfolios. Investment transactions shall seek to keep capital losses at a minimum, whether they are from securities defaults or erosion of market value. To attain this objective, diversification is required so that potential losses on individual securities do not exceed the income generated from the remainder of the portfolios.

2. Maintenance of Liquidity

The portfolios shall be managed in such a manner that funds are available to meet reasonably anticipated cash flow requirements in an orderly manner. Periodic cash flow analyses will be completed to ensure that the portfolios are positioned to provide sufficient liquidity.

3. Return on Investment

The portfolios shall be designed with the objective of attaining a market rate of return throughout budgetary and economic cycles, taking into account the investment risk constraints and liquidity needs. Return on investment is of least importance compared to the safety and liquidity objectives described above. However, return is attempted through active management utilizing total return strategy (which includes both realized and unrealized gains and losses in the portfolios). This total return strategy seeks to increase the value of the portfolios through reinvestment of income and capital gains. The core of investments is limited to relatively low risk securities in anticipation of earning a fair return relative to the risk being assumed. Despite this, a trade may recognize a loss from time to time to achieve a perceived relative value based on its potential to enhance the total return of the portfolios.

Standards of Care

Prudent Person Rule

Investments shall be made with judgment and care - under circumstances then prevailing - which persons of prudence, discretion, and intelligence exercise in the management of their own affairs, not for speculation, but for investment, considering the probable safety of their capital as well as probable income to be derived.

The standard of prudence to be used by investment officials shall be the "prudent person" standard and shall be applied in the context of managing an overall portfolio. Investment officers acting in accordance with written procedures and the policy, and exercising due diligence, shall be relieved of personal responsibility for an individual security's credit risk or market price changes, provided deviations from expectations are reported in a timely fashion and appropriate action is taken to control adverse developments.

While the standard of prudence to be used by investment officials who are officers or employees is the Prudent Person standard, any person or firm hired or retained to invest, monitor, or advise concerning these assets shall be held to the higher standard of "Prudent Expert". The standard shall be that in investing and reinvesting moneys and in acquiring, retaining, managing, and disposing of investments of these funds, the contractor shall exercise: the judgment, care, skill, prudence, and diligence under the circumstances then prevailing, which persons of prudence, discretion, and intelligence, acting in a like capacity and familiar with such matters would use in the conduct of an enterprise of like character and with like aims by diversifying the investments of the funds, so as to minimize the risk, considering the probable income as well as the probable safety of their capital.

Ethical Standards

The City Manager, Finance Department employees, and all involved in the investment process shall refrain from personal business activity that could conflict with the proper execution and management of the investment program, or that could impair their ability to make impartial decisions. The above personnel shall disclose any material interests in financial institutions with which they conduct business and any personal financial or investment positions that could be related to the performance of the investment portfolio. Investment related officers and personnel shall refrain from undertaking personal investment transactions with the same individual with whom business is conducted on behalf of their entity.

All personnel involved in the investment function shall adhere closely to the following:

- All persons authorized to place or approve investments shall not, personally nor through a close relative, maintain any accounts, interests or private dealings, including the incurring of debt, with any broker/dealer or financial institution with which the City places investments, except for regular savings accounts, checking accounts, money market accounts, or other transactions which are offered on a non-negotiable basis to the general public.
- All persons authorized to place or approve investments shall report to the City any kinship relations with employees of firms with which the City places investments.
- Officers and employees involved in the investment process shall refrain from personal business activity that could conflict with proper execution of the investment program, or which could impair their ability to make impartial investment decisions.
- Employees and investment officials shall disclose to the City any material financial interests in financial institutions that conduct business within the City, and they shall further disclose any significant personal financial/investment positions that could be related to the performance of the City portfolios.
- Employees and officers shall subordinate their personal investment transactions to those of the City, particularly with regard to the time of purchases and sales.

Delegation of Authority

- **Procedures and Internal Controls** - Responsibility for the administration of the investment program is vested in the City Manager. The City Manager shall exercise this authority and regulate the administration of the investment program through the Finance Department. No person may engage in an investment transaction except as stated in the internal controls section of the policy. Management responsibility for the investment program's day-to-day operations is hereby delegated to the Finance Director by the City Manager who shall establish written procedures for the operation of the investment program consistent with the policy. Such procedures shall include but not limited to: monitoring cash balances; determining amounts recommended for investment, including the use of cash flow estimates provided by the Finance Department; recommending investment types; coordinating investment activity with financial institutions and broker/dealers; buying and selling securities; maintaining appropriate records; maintaining safekeeping receipts for investments purchased, where necessary; reporting to the City periodically on investment activity. The City Manager and Finance Director shall also determine and implement appropriate accounting procedures for investment activity and establish a system of internal controls. Internal controls are designed to prevent and control losses of public funds arising from fraud, employee error, misrepresentation by third-parties, unanticipated changes in financial markets or imprudent actions by employees and officers. They include explicit delegation of authority to persons responsible for investment transactions. No person may engage in an investment transaction except as provided under the terms of this investment policy and the procedures established by the City Manager and Finance Director.
- **Authorization of Investments** - The City Manager's designees shall be authorized to transact investments of the funds of the City in accordance with Section 218.415, Florida Statutes and this policy. Consequently, except for investments of surplus funds in the Local Government Surplus Funds Trust Fund, or as authorized by the Florida Interlocal Cooperation Act of 1969, Section 163.01, Florida Statutes, all investments must comply with the parameters stated in the Permitted Investments table in this policy.

- **Custody of Securities** - The City Manager and Finance Director shall be authorized to establish safekeeping accounts and/or other arrangements for documents as may be necessary within the boundaries of this stated policy (Also, see SAFEKEEPING OF SECURITIES).
- **Cash Forecasts** - The City Manager and Finance Director are authorized to review annual forecasted cash requirements for use in determining appropriate length of investments. The Assistant Director for Budget shall periodically adjust the annual forecasted cash requirements, as needed, to provide opportunities for maximizing investment results. When such revisions occur, they will be made available to the City Manager and Finance Director.

Portfolio Management (Active and Passive)

Active Management of an investment portfolio implies the investing official, occasionally or frequently, will sell some investment securities to shift assets into other vehicles. This may be done simply to rebalance a portfolio that has become over-concentrated in one sector, or it may reflect an effort to enhance total returns by trading or swapping into securities that are expected to outperform the original holding. Active management may be employed to guard against other risks such as liquidity and/or interest rate risk.

This contrasts with the Passive Management technique that involves buy-and-hold purchases that require relatively minimal personal judgment, no particular market timing and the lowest possible administrative and transaction costs. By using an active investment strategy, rather than one of buy and hold, portfolio yield may be enhanced without an appreciable increase in risk and the portfolio can be rebalanced to adjust for overconcentration in one sector, structure, type or maturity.

Continuing Education

The City Manager and Finance Director or any other personnel responsible for overseeing investments or designee shall annually complete 8 hours of continuing education in subjects or course of study related to investment practices and products.

Maturity & Liquidity Requirements

To the extent possible, an attempt will be made to match investment maturities, from the Permitted Investments table in this policy, with known cash needs and anticipated cash flow requirements. The maturities of the underlying securities of a repurchase agreement will follow the requirements of the Securities Industry and Financial Markets Association (SIFMA) Master Repurchase Agreement.

Risk & Diversification

Assets held shall be diversified to control risks resulting from over concentration of assets in a specific maturity, issuer, instruments, dealer, or bank through which these instruments are bought and sold. The City Manager and Finance Director shall determine diversification strategies within the established guidelines.

Authorized Investments & Portfolio Composition

Investments should be made subject to the cash flow needs and such cash flows are subject to revisions as market conditions and the City's needs change. However, when the invested funds are needed in whole or in part for the purpose originally intended or for more optimal investments, the City Manager and Finance director may sell the investment at the then-prevailing market price and place the proceeds into the proper account at the City's custodian.

The following are the investment requirements and allocation limits on security types, issuers, and maturities as established by the City Council. Diversification strategies within the established guidelines shall be reviewed and revised periodically as necessary by the City Manager and Finance Director. The City Manager and Finance Director shall have the option to further restrict investment percentages from time to time based on market conditions, risk and diversification investment strategies. The percentage allocations requirements for investment types and issuers are calculated based on the original cost of each investment, at the time of purchase. Investments not listed in this policy are prohibited. The following requirements do not apply to funds derived from the sale of debt.

TABLE: PERMITTED INVESTMENTS

Sector	Sector Maximum (%)	Per Issuer Maximum (%)	Minimum Ratings Requirement ¹	Maximum Maturity
U.S. Treasury	100%	100%	N/A	5.50 Years avg. life ³ for GNMA
GNMA		40%		
Other U.S. Government Guaranteed (e.g., AID, GTC)		25%		
Federal Agency/GSE: FNMA, FHLMC, FHLB, FFCB*	75%	40% ²	N/A	5.50 Years
Federal Agency/GSE other than those above		10%		
Supranationals where U.S. is a shareholder and voting member	25%	10%	Highest ST or Highest LT Rating Categories (A-1/P-1, AAA/Aaa, or equivalent)	5.50 Years
Corporates	3%	0.20 %	Highest ST or Three Highest LT Rating Categories (A-1/P-1, A-/A3 or equivalent)	5.50 Years
Municipals	25%	5%	Highest ST or Three Highest LT Rating Categories (SP-1/MIG 1, A-/A3, or equivalent)	5.50 Years
Agency Mortgage-Backed Securities (MBS)	25%	40% ²	N/A	5.50 Years Avg. Life ³
Asset-Backed Securities (ABS)	25%	5%	Highest ST or LT Rating (A-1+/P-1, AAA/Aaa, or equivalent)	5.50 Years Avg. Life ³
Non-Negotiable Collateralized Bank Deposits or Savings Accounts	50%	None, if fully collateralized	None, if fully collateralized.	5 Years
Commercial Paper (CP)	25%	5%	Highest ST Rating Category (A-1/P-1, or equivalent)	270 Days
Repurchase Agreements (Repo or RP)	40%***	20%	Counterparty (or if the counterparty is not rated by an NRSRO, then the counterparty's parent) must be rated in the Highest ST Rating Category (A-1/P-1, or equivalent) If the counterparty is a Federal Reserve Bank, no rating is required	3 Years
Money Market Funds (MMFs)	50%	25%	Highest Fund Rating by all NRSROs who rate the fund (AAAm/Aaa-mf, or equivalent)	N/A
Intergovernmental Pools (LGIPs)	75%	100%	Highest Fund Quality and Volatility Rating Categories by all NRSROs who rate the LGIP, (AAAm/AAAf, S1, or equivalent)	N/A
Florida Local Government Surplus Funds Trust Funds ("Florida Prime") SBA	100%	N/A	Highest Fund Rating by all NRSROs who rate the fund (AAAm/Aaa-mf, or equivalent)	N/A
Purchase of Tax Certificates: See Next Section for parameters				
Uncollateralized Investment Agreements that meet the criteria above.				
<u>Notes:</u>				
¹ Rating by at least one SEC-registered Nationally Recognized Statistical Rating Organization ("NRSRO"), unless otherwise noted. ST=Short-term; LT=Long-term.				
² Maximum exposure to any one Federal agency, including the combined holdings of Agency debt and Agency MBS, is 40%.				
³ The maturity limit for MBS and ABS is based on the expected average life at time of settlement, measured using Bloomberg or other industry standard methods.				
* Federal National Mortgage Association (FNMA); Federal Home Loan Mortgage Corporation (FHLMC); Federal Home Loan Bank or its District banks (FHLB); Federal Farm Credit Bank (FFCB).				
** The City Council of the City of Miami Gardens adopted a policy to incorporate the State of Florida's "Protecting Florida's Investment Act," (Chapter 2007-88, Laws of Florida), prohibiting the investment of public funds managed by the City in any "scrutinized companies" with active business operations in Sudan or Iran, as listed by the State Board of Administration (SBA) on a quarterly basis, in accordance with the provisions of the Act.				
*** This limit may be increased up to 75% if collateralized by Treasuries, Agencies or Munis.				

The City may invest in delinquent tax certificates for property located in Miami Gardens within the following guidelines:

- a. First year tax certificates must be purchased from the property appraiser's second tax certificate sale each year (18% fixed sale).
- b. Second year certificates must be from those properties for which the City holds the first-year certificate.
- c. The City shall not purchase any certificate on any property for which there is a current homestead exemption, and which is currently occupied.
- d. City staff shall review all properties from which a tax deed is eligible and shall recommend to City Council those properties that will serve a public purpose through community redevelopment, parks and recreation, public infrastructure, housing assistance potential, revenue generation or other such purpose that City Council may deem appropriate.
- e. Prior to filing for a tax deed to any property, the City Council must approve by Resolution the acquisition of such property.

- 1. U.S. Treasury & Government Guaranteed** – U.S. Treasury obligations, and obligations the principal and interest of which are backed or guaranteed by the full faith and credit of the U.S. Government.
- 2. Federal Agency/GSE** – Debt obligations, participations or other instruments issued or fully guaranteed by any U.S. Federal agency, instrumentality or government-sponsored enterprise (GSE).
- 3. Supranationals** – U.S. dollar denominated debt obligations of a multilateral organization of governments where U.S. is a shareholder and voting member.
- 4. Corporates** – U.S. dollar denominated corporate notes, bonds or other debt obligations issued or guaranteed by a domestic corporation, financial institution, non-profit, or other entity.
- 5. Municipals** – Obligations, including both taxable and tax-exempt, issued or guaranteed by any State, territory or possession of the United States, political subdivision, public corporation, authority, agency board, instrumentality or other unit of local government of any State or territory.
- 6. Agency Mortgage Backed Securities** – Mortgage-backed securities (MBS), backed by residential, multi-family or commercial mortgages, that are issued or fully guaranteed as to principal and interest by a U.S. Federal agency or government sponsored enterprise, including but not limited to pass-throughs, collateralized mortgage obligations (CMOs) and REMICs.
- 7. Asset-Backed Securities** – Asset-backed securities (ABS) whose underlying collateral consists of loans, leases or receivables, including but not limited to auto loans/leases, credit card receivables, student loans, equipment loans/leases, or home-equity loans.
- 8. Non-Negotiable Certificate of Deposit and Savings Accounts** – Non-negotiable interest bearing time certificates of deposit, or savings accounts in banks organized under the laws of this state or in national banks organized under the laws of the United States and doing business in this state, provided that any such deposits are secured by the Florida Security for Public Deposits Act, Chapter 280, Florida Statutes.
- 9. Commercial Paper** – U.S. dollar denominated commercial paper issued or guaranteed by a domestic corporation, company, financial institution, trust or other entity, only unsecured debt permitted.
- 10. Repurchase Agreements** – Repurchase agreements (Repo or RP) that meet the following requirements:
 - a. Must be governed by a written SIFMA Master Repurchase Agreement which specifies securities eligible for purchase and resale, and which provides the unconditional right to liquidate the underlying securities should the Counterparty default or fail to provide full timely repayment.
 - b. Counterparty must be a Federal Reserve Bank, a Primary Dealer as designated by the Federal Reserve Bank of New York, or a nationally chartered commercial bank.
 - c. Securities underlying repurchase agreements must be delivered to a third party custodian under a written custodial agreement and may be of deliverable or tri-party form. Securities must be held in the City's custodial account or in a separate account in the name of the City.
 - d. Acceptable underlying securities include only securities that are direct obligations of, or that are fully guaranteed by, the United States or any agency of the United States, or U.S. Agency-backed mortgage related securities.
 - e. Underlying securities must have an aggregate current market value of at least 102% (or 100% if the counterparty is a Federal Reserve Bank) of the purchase price plus current accrued price differential at the close of each business day.
 - f. Final term of the agreement must be 1 year or less.

11. Money Market Funds – Shares in open-end and no-load money market mutual funds, provided such funds are registered under the Investment Company Act of 1940 and operate in accordance with Rule 2a-7.

A thorough investigation of any money market fund is required prior to investing, and on an annual basis. Appendix 1 is a questionnaire that contains a list of questions, to be answered prior to investing, that cover the major aspects of any investment pool/fund. A current prospectus must be obtained.

12. Local Government Investment Pools – State, local government or privately-sponsored investment pools that are authorized pursuant to state law.

A thorough investigation of any intergovernmental investment pool is required prior to investing, and on an annual basis. Appendix 1 is a questionnaire that contains a list of questions, to be answered prior to investing, that cover the major aspects of any investment pool/fund. A current prospectus must be obtained.

13. The Florida Local Government Surplus Funds Trust Funds (“Florida Prime”) – A thorough investigation of the Florida Prime is required prior to investing, and on an annual basis. Appendix 1 is a questionnaire that contains a list of questions, to be answered prior to investing, that cover the major aspects of any investment pool/fund. A current prospectus or portfolio report must be obtained.

General Investments & Portfolio Limits

1. General investment limitations:

- a. Investments must be denominated in U.S. dollars and issued for legal sale in U.S. markets.
- b. Minimum ratings are based on the highest rating by any one Nationally Recognized Statistical Ratings Organization (“NRSRO”), unless otherwise specified.
- c. All limits and rating requirements apply at time of purchase.
- d. Should a security fall below the minimum credit rating requirement for purchase, the City Manager and Finance Director will make recommendations to follow within a reasonable amount of time to minimize loss of principle value.
- e. The maximum maturity (or average life for MBS/ABS) of any investment is 5.50 years. Maturity and average life are measured from settlement date. The final maturity date can be based on any mandatory call, put, pre-refunding date, or other mandatory redemption date.

2. Investment in the following are permitted, provided they meet all other policy requirements:

- a. Callable, step-up callable, called, pre-refunded, putable and extendable securities, as long as the effective final maturity meets the maturity limits for the sector
- b. Variable-rate and floating-rate securities
- c. Subordinated, secured and covered debt, if it meets the ratings requirements for the sector
- d. Zero coupon issues and strips, excluding agency mortgage-backed Interest-only structures (I/Os)
- e. Treasury TIPS

3. The following are NOT PERMITTED investments, unless specifically authorized by statute and with prior approval of the governing body:

- a. Trading for speculation
- b. Derivatives (other than callables and traditional floating or variable-rate instruments)
- c. Mortgage-backed interest-only structures (I/Os)
- d. Inverse or leveraged floating-rate and variable-rate instruments
- e. Currency, equity, index and event-linked notes (e.g. range notes), or other structures that could return less than par at maturity
- f. Private placements and direct loans, except as may be legally permitted by Rule 144A or commercial paper issued under a 4(a)(2) exemption from registration
- g. Convertible, high yield, and non-U.S. dollar denominated debt
- h. Short sales
- i. Use of leverage
- j. Futures and options
- k. Mutual funds, other than money market funds
- l. Equities, commodities, currencies and hard assets

Master Repurchase Agreement

The City will require all approved institutions and dealers transacting repurchase agreements to execute and perform as stated in the Securities Industry and Financial Markets Association (SIFMA) Master Repurchase Agreement. All repurchase agreement transactions will adhere to requirements of the SIFMA Master Repurchase Agreement.

Authorized Investment Institutions and Dealers

Only firms meeting one of the following requirements shall be eligible to serve as Qualified Institutions:

1. Non-Primary Dealers and investment institutions which are designated as Primary Dealers by the Federal Reserve Bank of New York (source of information: http://www.newyorkfed.org/markets/pridealers_current.html). The firm must comply with all of the following requirements.
 - a. Primary and regional dealers that qualify under Securities and Exchange Commission Rule 15 C3-1 (uniform net capital rule);
 - b. Capital of no less than \$10,000,000;
 - c. Registered as a dealer under the Securities Exchange Act of 1934;
 - d. A member of the Financial Industry Regulatory Authority, Inc. (FINRA);
 - e. Registered to sell securities in Florida; and
 - f. The firm and assigned broker have been engaged in the business of effecting transactions in U.S. government and agency obligations for at least five (5) consecutive years; or,
2. Public Depositories qualified by the Treasurer of the State of Florida, in accordance with Chapter 280, Florida Statutes. A listing of the Qualified Public Depositories is available at https://apps8.fldfs.com/CAP_Web/PublicDeposits/ActiveQPDDisplayList.aspx
3. Qualified Public Depositories may provide the services of a securities dealer through a Section 20 subsidiary of the financial institution.
4. Direct issuers of commercial paper.

The City Manager and Finance Director shall utilize and maintain its own list of approved primary and non-primary dealers using the criteria listed under Authorized Investment Institutions and Dealers.

Delivery v. Payment

All securities transactions of the City shall be conducted on a "DELIVERY V. PAYMENT" basis. Simultaneous with the release of City funds to purchase a security, there will be a delivery of the security purchased. Accordingly, for any sale of a security, there will be a simultaneous transfer of funds to the City before the release of the security. This procedure ensures that the City neither transfers funds or securities before receiving the reciprocal portion of the transaction. Transfers will occur simultaneously through a custodial bank authorized to conduct transactions on behalf of the City.

Delivery in or out of safekeeping with a Federal Reserve Bank will be completed simultaneously.

Collateralization

Collateral for public deposits is controlled by the State of Florida through Chapter 280, Florida Statutes. The City shall not be under any obligation to secure additional collateral beyond the provisions of Chapter 280, except in the case of Repurchase Agreements.

In addition to the collateralization requirements for Repurchase Agreements contained in this policy, collateral requirements for Repurchase Agreements shall be contained in the Master Repurchase Agreement executed between the City and the broker/dealer or financial institution. The actual collateral requirements will be based on economic and financial conditions existing at the time of execution, as well as the credit risk of the broker/dealer or financial institution which enters into the Repurchase Agreement with the City. Generally, the broker/dealer or financial institution may substitute equal value securities for any pledged securities only with the written consent of the City and, at all times, the aggregate value of such securities shall be marked to market.

At no time will the collateral (margin ratios) be less than 102% of the original investment plus accrued interest.

Safekeeping of Securities

To protect against potential fraud and embezzlement, the investment securities of the City shall be secured through third-party custody and safekeeping procedures. Sections 218.415(18)(a) and (b), Florida Statutes, state:

- 1.** Every security purchased under this section on behalf of the governing body of a City shall be properly earmarked and:
 - a. If registered with the issuer or its agents, must be immediately placed for safekeeping in a location that protects the governing body's interest in the security or with Custodian Bank(s);
 - b. If in book entry form, must be held for the credit of the governing body by a depository chartered by the Federal Government, the state, or any other state or territory of the United States which has a branch or principal place of business in this state as defined in s. 658.12, or by a national association organized and existing under the laws of the United States which is authorized to accept and execute trusts and which is doing business in this state, and must be kept by the depository in an account separate and apart from the assets of the financial institution; or
 - c. If physically issued to the holder but not registered with the issuer or its agents, must be immediately placed for safekeeping in a secured vault.
- 2.** The unit of local government's governing body may also receive bank trust receipts in return for investment of surplus funds in securities. Any trust receipts received must enumerate the various securities held, together with the specific number of each security held. The actual securities on which the trust receipts are issued may be held by any bank depository chartered by the Federal Government, this state, or any other state or territory of the United States which has a branch or principal place of business in this state as defined in s. 658.12, or by a national association organized and existing under the laws of the United States which is authorized to accept and execute trusts, and which is doing business in this state.

Certificates of deposit and other time deposits do not require safekeeping with a third-party custodian since all such deposits may only be transacted with Qualified Public Depositories under Chapter 280, Florida Statutes; collateral for such deposits is protected and under the control of Chapter 280, Florida Statutes.

Investments held in custody and safekeeping by a Federal Reserve Bank will qualify as third-party safekeeping.

As noted in the pro-forma Custodial Agreement, all securities purchased by, and all collateral obtained by the City should be properly designated as an asset of the City when appropriate arrangements are made for the holding of City assets by third parties. No withdrawal of securities, in whole or in part, shall be made from safekeeping, except by authorized personnel of the governmental unit.

Third Party Custodial Agreements

All securities, with the exception of certificates of deposits, shall be held with a third-party custodian and all securities purchased by, and all collateral obtained by the City should be properly designated as an asset of the City. The securities must be held in an account separate and apart from the assets of the financial institution. A third-party custodian is defined as any bank depository chartered by the Federal Government, the State of Florida, or any other state or territory of the United States which has a branch or principal place of business in the State of Florida as defined in Section 658.12, Florida Statutes, or by a national association organized and existing under the laws of the United States which is authorized to accept and execute trusts and which is doing business in the State of Florida. Certificates of deposits maintained by book-entry at the issuing bank shall clearly identify the City as the owner.

The City shall execute third-party custodial agreement(s) with its bank(s) and depository institution(s). Such agreements may include letters of authority from the City, details as to the responsibilities of each party, method of notification of security purchases, sales, delivery procedures related to repurchase agreements and wire transfers, safekeeping and transaction costs, procedures in case of wire failure or other unforeseen mishaps and describing the liability of each party.

The custodian shall accept transaction instructions only from those persons who have been duly authorized by the City and which authorization has been provided, in writing, to the custodian. No withdrawal of securities, in whole or in part, shall be permitted from safekeeping unless by a duly authorized person.

The third-party custodian shall provide the Finance Director & the Assistant Director for Finance and Accounting with safekeeping receipts that provide detailed information on the securities held by the custodian. Security transactions between a broker/dealer and the custodian involving the purchase or sale of securities by transfer of money or securities must be made on a "delivery vs. payment" basis, if applicable, to ensure that the custodian will have the security or money,

as appropriate, in hand at the conclusion of the transaction. Securities held as collateral shall be held free and clear of any liens.

Diversification

The City will diversify its investments by security type, institution and maturities to reduce the portfolio's risk while attaining acceptable rates of return. The Permitted Investments in this policy addresses these diversification considerations.

Diversification strategies within the established guidelines shall be reviewed and revised periodically, as deemed necessary.

Bid Requirement

After the City Manager and Finance Director have determined the approximate maturity date based on cash flow needs and market conditions and has analyzed and selected one or more optimal types of investments, a minimum of three (3) qualified banks and/or approved broker/dealers must be contacted and asked to provide bids/offers on investments in question. Bids will be held in confidence until the bid deemed to best meet the investment objectives is determined and selected.

However, if obtaining bids/offers are not feasible and appropriate, investments may be purchased utilizing the comparison to current market price method on an exception basis. Acceptable current market price providers include, but are not limited to the following:

- a. TradeWeb
- b. Bloomberg Information Systems
- c. Wall Street Journal or a comparable nationally recognized financial publication providing daily market pricing.
- d. Daily market pricing provided by the CITY'S third-party custodian or its correspondent institutions.

Examples of when this method may be used include the following:

- a. When time constraints due to unusual circumstances preclude the use of the competitive bidding process
- b. When no active market exists for the issue being traded due to the age or depth of the issue
- c. When the transaction involves new issues or issues in the "when issued" market

Overnight sweep investments will not be bid but may be placed with the City's depository bank relating to the demand account for which the repurchase agreement was purchased.

Internal Controls

The City Manager shall exercise and monitor a set of internal controls which are designed to protect the City's funds and ensure proper accounting and reporting of the securities transactions. Such internal controls shall consist of the following:

- a. All securities purchased or sold will be transferred only under the "delivery versus payment" method to ensure that funds or securities are not released until all criteria relating to the specific transactions are met.
- b. The City Manager is authorized to accept, on behalf of and in the name of the City of Miami Gardens, bank trust receipts and/or confirmations as evidence of actual delivery of the obligation or securities in return for investment of funds. Trust receipts or confirmations shall fully describe the various obligations or securities held. The receipt or confirmation shall state that the investment is held in the name of the City of Miami Gardens.
- c. Written documentation and/or confirmation of telephone transactions and wire transfers will be maintained.
- d. There will be adequate separation of duties with clear delegation of authority among investment personnel.
- e. Custodial safekeeping shall be properly utilized.
- f. Investment review and performance reporting, interim and annual, shall be done by the Finance Director and reviewed by the City Manager.
- g. The Finance Director will promptly notify the City Manager of any threat to the safety of the portfolio and proper security measures will be suggested and implemented to conform to market conditions.
- h. There will be an avoidance of bearer-form securities.

- i. There will be no physical delivery of securities, except certificates of deposit, which will be maintained in a safe in an approved financial institution.
- j. There will be a prohibition of collusion.
- k. A wire transfer agreement with the custodial bank outlining the various controls and security provisions for making and receiving wire transfers shall be executed.
- l. Quarterly safekeeping account statements shall be maintained.
- m. Transaction confirmations will be received from the financial institution or securities dealer awarded the investment and maintained as investment document.
- n. Periodic training and educational opportunities will be provided and made available concerning investments and related subjects for appropriate personnel.
- o. Investment activity will be performed by the Finance Director and subsequently approved by the City Manager. In the absence of the Finance Director, the Chief Staff Accountant responsible for overseeing investment record keeping, will perform the investment activity and obtain approval of the City Manager.
- p. The following personnel are designated by the City Manager as having authority to initiate all investment activities.
 - i. Finance Director
 - ii. Chief Staff Accountant responsible for overseeing investment record keeping (if one is appointed).
- q. Additional controls will be established in written policies and procedures by the City Manager as needed.
- r. The internal controls for investments receipts to the City Manager's office listing the specific instrument, par value, rate, maturity, and any other pertinent information. In addition, the safekeeping institution shall send a report on at least a quarterly basis listing all securities held in each safekeeping account which shall be verified by the City Manager's office. All securities purchased by the City under this policy shall be purchased using the "delivery versus payment" procedure. If it is ever determined to be necessary to perform security transactions on a "free delivery" basis, or to have securities held by the broker/dealer for a temporary period, the approval of the Finance Director must be secured prior thereto and the reason documented in writing.

Performance Measurements

To assist in the evaluation of the portfolios' performance, the Deputy City Manager will use performance benchmarks for short-term and long-term portfolios, which will allow measurement of its returns against other investors in the same markets. Examples of these benchmarks include:

1. The short-term investment portfolio (portfolio with maturities 12 months and less) shall be designed with the annual objective of exceeding the weighted average return (net book value rate of return) of the S&P Rated GIP Index Government 30-Day Gross of Fees Yield.
2. The long-term investment portfolio shall be designed with the annual objective of exceeding the return of the Bank of America Merrill Lynch 1-3 Year U.S. Treasury/Agency Index compared to the portfolio's total rate of return. The Bank of America Merrill Lynch 1-3 Year U.S. Treasury/Agency Index represents all U.S. Treasury securities maturing over one year, but less than three years. This maturity range is an appropriate benchmark based on the objectives of the City.

The appropriate index will have a duration and asset mix that approximates the portfolios and will be utilized as a benchmark to be compared to the portfolios yield to worst at cost and/or total rate of return (if applicable).

On an annual basis, the City Manager or his designee shall prepare and submit to the City Council a written report on all invested funds. The annual report shall provide all, but not limited to, the following: a complete list of all invested funds, name or type of security in which the funds are invested, the amount invested, the maturity date, earned income, the book value, the market value, and the yield on each investment.

The annual report will show performance on both a book value and total rate of return (if applicable) basis when required and will compare the results to the above-stated performance benchmarks. All investments shall be reported at fair value per GASB standards. Investment reports shall be available to the public.

Miami Gardens City Reporting Requirements

To provide appropriate performance measures, the City Manager or his designee will prepare and deliver to the City a quarterly report of investment activity. This report will contain the following minimum level of information regarding the portfolios:

- Amount of each investment
- Type of investment and percentage share of total portfolios
- Financial institution or broker/dealer
- Purchase and sale dates (trade and settlement)
- Maturity date
- Yield
- Income received, accrued or prepaid (total and by fund)

Reservation of Authority

The City Manager and Finance Director shall review the Policy annually. The authority to issue and/or revise this policy is reserved for the city.

Budget Policy

Budgetary Practices and Basis of Budgeting

Balanced Budget

A budgetary state in which planned expenditures equal anticipated revenues. In Florida, it is a requirement that all governmental operating budgets submitted and approved, must be balanced without borrowing. The basis of budgeting for all governmental funds is on a modified accrual basis, while the enterprise fund is on an accrual basis.

1. **Operating Budget Practices:** Each department and division prepares its own budget for review by the City Manager. The budget is approved in the form of an appropriations ordinance after the Mayor and Council have conducted advertised public hearings. The Operating Budget is adopted at the Fund level. During the year, it is the responsibility of the City Manager to administer the budget. The legal control, which the budget ordinance establishes over spending, is set up under Generally Accepted Accounting Principles. The City Manager has the authority to transfer budgeted amounts between Departments within any Fund, but changes in the total appropriations level for any given Fund can only be enacted by the Mayor and Council through an amendment to the current appropriations ordinance, except for prior year encumbrances carried-forward, grants, reimbursements and bond proceeds, which the City Manager may appropriate to the appropriate fund without further Council action.

The City will adopt an annual General Fund budget in which expenditures, net of pay-as-you-go capital project contributions, do not exceed projected revenues. As a management policy, budgetary control is maintained in the General and the Special Revenue Funds at the program level by the encumbrance of estimated purchase amounts prior to the release of purchase orders to vendors. Purchase orders which result in overruns of balances are not processed (locked out of the computer system) until sufficient appropriations are made available through approved intrafund transfers.

The City Manager is authorized by the City's adopted purchasing ordinance, to expend certain amounts without further action by City Council. The Manager is authorized to expend up to \$10,000 without bidding; however, the City Manager has established a staff policy that generally requires multiple quotes for such purchases. Authorization to approve purchase orders under this amount has been delegated to the Assistant City Managers. Purchases between \$10,000 and \$25,000 can be authorized by the City Manager subject to the securing of at least three (3) written quotes. Purchases between \$25,000 and \$50,000 can be authorized by the City Manager after a formal, sealed bidding process. Such purchases are reported after the fact to City Council in a monthly report. All purchases over \$50,000 must be approved by City Council.

2. **Basis of Accounting and Budgeting:** The basis for budgeting is the same as the basis for accounting. Budgets for General, Special Revenue, Capital Projects, and Debt Service Funds are adopted on a basis consistent with Generally Accepted Accounting Principles. Accordingly, all Governmental Fund budgets are presented on the modified accrual basis as well as the "current resources measurement focus." Under this method of accounting, revenue is recorded when susceptible to accrual, such as when measurable and available for the funding of current appropriations. The Governmental Funds are the General Fund, the Special Revenue Funds, the Capital Projects Fund, and the Debt Service Fund. Enterprise Fund budgets are presented on the full accrual basis as well as "the economic resources measurement focus". Under this method of accounting, revenues are recognized when earned, as billed and unbilled, and expenditures are recorded when incurred. The City has only one Enterprise Fund, the Stormwater Fund. See the Fund Summaries Budget Detail sections for detailed information on the Fund descriptions.
3. **Capital Improvements Program Practices:** Along with the operating budget, the City Manager submits a Capital Improvements Program (CIP) to the Mayor and Council. This document provides for improvements to the City's public facilities for the ensuing fiscal year and five years thereafter. The first year of the plan establishes a capital budget for the new fiscal year. The remaining five years serve as a guide for use in determining probable future debt issuance needs and operating cost impacts. The Capital Budget is adopted at the Fund level. CIP expenditures are accounted for in the Capital Projects Fund or the Enterprise Funds, as appropriate, and are funded by a variety of sources. The City strives to maintain a reasonable balance between "pay-as-you-go" financing and bond financing for its capital improvements in order to maintain debt within prudent limits.

In July 2020, the City received ratings A1 from Moody's, and A+ Stable from Standard & Poor for the issuance of the General Obligation Bond.

Other Budget Policies

1. Formal budgetary integration is employed as a management control device during the year for all funds.
2. All fund budgets are adopted on a basis consistent with generally accepted accounting principles (GAAP).
3. Florida Statutes provide that expenditures in excess of those total fund budgets are unlawful.
4. Unused appropriations lapse at the end of each fiscal year. Such unexpended funds may be retained in the appropriate fund's reserve or budgeted for the subsequent fiscal year.
5. The City has chosen to implement GASB 45 through a combination of pay-as-you-go and trust reserve. For those amounts accruing for implied future costs, the City's policy is to fund these expenses as it always has, on a yearly, pay-as-you-go budget basis. The City's health insurance premiums are highly competitive with other cities and the addition of future retirees is not expected to have more than an incremental affect on this budgetary item.

As for those future costs associated with the City's own post-retirement benefits, there will be a direct expense of the City, thus the City has elected to establish a trust for these future expenditures.

Budget Amendments

Budget Amendments

The City adopts the annual budget at the Fund level. Budget amendments are required when it is necessary to move funds between budgeted funds, to create new funds, or to appropriate funds from fund balance. Generally, budget amendments are done once or twice each year.

Internal Budget Adjustments (Budget Transfers)

General

Budget transfers are designed to give the City Manager a degree of flexibility in his/her budgetary administration. They may generally be approved for one of four reasons. First, a budgetary mistake may have been made in the approved budget. Because the budget cycle must begin so early in the year, it is very easy to overlook certain items which should have been included, or to over and/or underestimate the expenses or need for certain other items. A second reason for which transfers should be approved is emergency purchases. In many instances, equipment, supply, or maintenance costs must be incurred at a higher level than could have been anticipated due to a breakdown of equipment, the assumption of a new service, or unusually large contract prices.

A third reason for an amendment is an avoidance of future cost increases. Such opportunities often arise when a certain product or service can be purchased at a certain time rather than putting off the purchase until a later date.

Finally, a municipal organization needs to be dynamic to respond to change. Often this requires moving funds from one area to another.

Budget adjustments exist for very specific reasons, as noted above and should not be used to balance an organization's budget each month. Operating within one's available budgetary resources is a managerial responsibility, and one which should be taken very seriously. While the approved budget is only a plan and can be changed as circumstances change; it should be adhered to as closely as possible. The budget should contain a reasonable working capital reserve account in each Fund to meet unexpected needs.

When needs are less than originally anticipated or should prices come in lower than budgeted, excess funds should accrue as savings to the City. They should not be considered as available dollars for additional expenditures beyond the appropriation level contained in the approved budget without specific justification. These accrued savings become fund balance reserve or cash forwarded into the next year's budget; a valuable revenue in maintaining service levels and avoiding tax rate increases. The more that can be accrued in one year, the easier the budget process will be the next year.

Capital equipment item funds are budgeted for in the annual budget; however, as needs change, individual items are not specifically approved in the budget. Additional capital equipment needs can be purchased if funds are available. First, if the amount does not exceed \$10,000, and if the requesting party has the funds available, then the Department Head can approve the purchase. If the individual item or systems exceed \$10,000 but do not exceed \$50,000, and if the requesting party has funds available, then the City Manager can approve the purchase after following approved purchasing procedures. Individual items or systems over \$50,000 require City Council approval with justification of fund availability whether from the adopted budget or the appropriate reserve.

Encumbrances

Encumbrances represent commitments related to unperformed contracts for goods or services. Encumbrance accounting, under which purchase orders, contracts, and other commitments for the expenditure of resources are recorded in order to reserve that portion of the applicable appropriation, is utilized in the governmental funds.

Policies

1. The City Manager is authorized to make budgetary transfers, limited to line item allocations within a single fund, including apportioning budgets within funds to line items in the Chart of Accounts for the City. Said authority includes the authority to correct inter- programmatic budgeting and accounting allocations. The budgetary level of control is at the fund level.

- 2.** The City Manager has the authority to adjust the adopted budget to correct scrivener's errors.
- 3.** A receipt of revenue from a source not anticipated in the budget and received for a particular purpose including, but not limited to, grants, donations, gifts, or reimbursement for damages, may be appropriated by the City Manager and expenditures provided for in the budget.
- 4.** The City Manager is hereby authorized to create a suspension reserve account in each fund and, further, authorized to transfer funds across appropriation centers into said accounts.

Accounting, Auditing And Financial Reporting

1. The City's accounting and financial reporting systems will be maintained in conformance with Generally Accepted Accounting Principles (GAAP) and the standards set by the Governmental Accounting Standards Board (GASB) and the Government Finance Officers Association (GFOA).
2. An independent public accounting firm will perform an annual audit. The auditor's opinion will be included with the City's published Comprehensive Annual Financial Report (CAFR).
3. The City's CAFR will be submitted to the GFOA Certification of Achievement for Excellence in Financial reporting program. The financial report should be in conformity with GAAP, demonstrate compliance with finance related legal and contractual provisions, provide full Disclosure of all financial activities and related matters, and minimize ambiguities and potentials for misleading inference.
4. The City's budget will be submitted to the GFOA Distinguished Budget Presentation Program. The budget should satisfy criteria as a financial and programmatic policy document, as a comprehensive financial plan, as an operations guide for all organizational units and as a communications device for all significant budgetary issues, trends, and resources.
5. The Finance Department will also prepare, in conjunction with the release of the CAFR, the "Popular Annual Financial Report" which is a condensed and easy to read version of the annual CAFR. This document will be provided to residents so that they can easily understand how the City is using their funds. This document will also be submitted to the GFOA committee in order to receive their award.
6. Financial systems will be maintained to monitor revenues, expenditures, and program performance on an ongoing basis.
7. Monthly budget reports shall be prepared and presented to the City Council on a timely basis.
8. The Finance Department will also prepare, in conjunction with the release of the CAFR, an annual "Financial Trends Report" and presented to the City Council on a timely basis.



Miami Gardens



2020

SUMMARY OF FUNDS



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Summary of All Funds	
Consolidated Budget Summary FY 2025	
Description	FY 2025 Budget
RE-APPROPRIATE FUND BALANCE - ALL FUNDS	\$9,267,464
REVENUES - ALL FUNDS	
Property Taxes	\$62,888,337
Franchise Fees	\$8,614,406
Intergovernmental Revenue	\$22,816,732
Utility Taxes	\$12,126,593
Fuel Taxes	\$2,327,673
Fines and Forfeitures	\$3,595,750
Licenses, Permits & Fees	\$6,546,018
Charges for Services	\$15,041,664
Grants and Loans	\$2,286,134
Miscellaneous	\$3,645,151
Interfund Transfers	\$11,343,143
TOTAL REVENUES - ALL FUNDS	\$151,231,601
TOTAL RESOURCES AVAILABLE - ALL FUNDS	\$160,499,065
EXPENDITURES - ALL FUNDS	
Operating Expenditures	
Personnel Services	\$84,944,798
Operating Expenses	\$36,807,670
Debt Service Payment	\$9,171,745
Interfund Transfers	\$11,343,143
Non-Operating Expenses	\$10,068,391
TOTAL OPERATING EXPENDITURES - ALL FUNDS	\$152,335,747
Capital Outlay	\$8,163,318
TOTAL EXPENDITURES - ALL FUNDS	\$160,499,065
TOTAL REVENUE OVER EXPENDITURES	\$-

Summary of Funds	
General Fund Budget Summary FY 2025	
DESCRIPTION	FY 2025 BUDGET
RE-APPROPRIATE FUND BALANCE	\$-
REVENUES - GENERAL FUND	
Property Taxes	\$58,928,516
Franchise Fees	\$8,614,406
Intergovernmental Revenue	\$14,905,940
Utility Taxes	\$12,126,593
Fines and Forfeitures	\$3,592,950
Licenses, Permits & Fees	\$2,683,500
Charges for Services	\$8,372,093
Grants & Loans	\$75,000
Miscellaneous	\$2,236,648
Interfund Transfers	\$1,911,181
TOTAL REVENUES	\$113,446,827
TOTAL RESOURCES AVAILABLE - GENERAL FUND	\$113,446,827
EXPENDITURES - GENERAL FUND	
Council/Legislative	\$1,851,537
Civic Engagement	\$365,112
City Manager	\$2,186,358
Public Affairs	\$1,363,144
Special Events	\$6,013,500
City Clerk	\$1,060,755
Finance	\$1,976,894
Human Resources	\$1,516,001
City Attorney	\$1,271,844
Planning Division	\$1,060,556
School Crossing Guards	\$803,844
Police	\$52,204,586
Code Enforcement	\$2,587,978
Parks & Recreation	\$15,853,766
Procurement	\$613,175
Information Technology	\$4,121,277
Fleet	\$4,197,236
City Hall Maintenance	\$1,055,627
Non-Departmental	\$13,343,637
TOTAL EXPENDITURES	\$113,446,827
TOTAL REVENUE OVER EXPENDITURES - GENERAL FUND	\$-

Summary of Funds	
Transportation Fund Budget Summary FY 2025	
Description	FY 2025 Budget
RE-APPROPRIATE FUND BALANCE	\$943,393
REVENUES - TRANSPORTATION FUND	
Fuel Taxes	\$2,327,673
Intergovernmental Revenue	\$7,910,792
Fines and Forfeitures	\$2,800
Licenses, Permits & Fees	\$402,000
Charges for Services	\$30,000
Miscellaneous Revenues	\$40,701
Interfund Transfers	\$242,303
TOTAL REVENUES	\$10,956,269
TOTAL RESOURCES AVAILABLE - TRANSPORTATION FUND	\$11,899,662
EXPENDITURES - TRANSPORTATION FUND	
Administration Division	\$1,749,902
Keep Miami Gardens Beautiful Division	\$326,817
Streets Division	\$2,544,181
CITT- Capital Improvements	\$4,957,274
CITT- Transit	\$2,321,488
TOTAL EXPENDITURES	\$11,899,662
TOTAL REVENUE OVER EXPENDITURES - TRANSPORTATION FUND	\$-

Summary of Funds

Grant Fund Summary FY 2025

DESCRIPTION	FY 2025 BUDGET
RE-APPROPRIATE FUND BALANCE	\$-
REVENUES - GRANT FUND	
Children's Trust Grant	\$650,000
TOTAL REVENUES	\$650,000
TOTAL FUNDS AVAILABLE - GRANT FUND	\$650,000
EXPENDITURES - GRANT FUND	
Children's Trust- YAS	\$650,000
TOTAL EXPENDITURES	\$650,000
TOTAL REVENUE OVER EXPENDITURES - GRANT FUND	\$-

Summary of Funds	
Development Services Fund Budget Summary FY 2025	
DESCRIPTION	FY 2025 BUDGET
RE-APPROPRIATE FUND BALANCE	\$2,004,926
REVENUES - DEVELOPMENT SERVICES FUND	
Licenses, Permits & Fees	\$2,486,129
Charges for Services	\$317,652
Miscellaneous Revenues	\$74,313
TOTAL REVENUES	\$2,878,094
TOTAL FUNDS AVAILABLE - DEVELOPMENT SERVICES FUND	\$4,883,020
EXPENDITURES - DEVELOPMENT SERVICES FUND	
Building Department	\$4,883,020
TOTAL EXPENDITURES	\$4,883,020
TOTAL REVENUE OVER EXPENDITURES - DEVELOPMENT SERVICES FUND	\$-

Summary of Funds	
Impact Fees Fund Summary FY 2025	
DESCRIPTION	FY 2025 BUDGET
RE-APPROPRIATE FUND BALANCE	\$5,918,773
TOTAL FUNDS AVAILABLE - IMPACT FEES FUND	\$5,918,773
EXPENDITURES - IMPACT FEES FUND	
Open Space/Parks Impact Fees	\$2,832,186
Police Impact Fees	\$2,709,946
Admin. Impact Fees	\$376,641
TOTAL EXPENDITURES	\$5,918,773
TOTAL REVENUE OVER EXPENDITURES - IMPACT FEES FUND	\$-

Summary of Funds	
SHIP Fund Summary FY 2025	
DESCRIPTION	FY 2025 BUDGET
RE-APPROPRIATE FUND BALANCE	\$-
REVENUES - SHIP FUND	
State Housing Initiative Program Revenue	\$557,486
TOTAL REVENUES	\$557,486
TOTAL FUNDS AVAILABLE - SHIP FUND	\$557,486
EXPENDITURES - SHIP FUND	
State Housing Initiative Program	\$557,486
TOTAL EXPENDITURES	\$557,486
TOTAL REVENUE OVER EXPENDITURES - SHIP FUND	\$-

Summary of Funds

CDBG Fund Summary FY 2025

DESCRIPTION	FY 2025 BUDGET
RE-APPROPRIATE FUND BALANCE	\$-
REVENUES-CDBG FUND	
Community Development Block Grant Revenue	\$1,003,648
TOTAL REVENUES	\$1,003,648
TOTAL FUNDS AVAILABLE - CDBG FUND	\$1,003,648
EXPENDITURES - CDBG FUND	
Community Development Block Grant Program	\$1,003,648
TOTAL EXPENDITURES	\$1,003,648
TOTAL REVENUE OVER EXPENDITURES - CDBG FUND	\$-

Summary of Funds	
Formula One Fund 2025	
Description	FY 2025 Budget
RE-APPROPRIATE FUND BALANCE	\$-
REVENUES - FORMULA ONE FUND	
Miscellaneous Revenues	\$444,444
TOTAL REVENUES	\$444,444
TOTAL RESOURCES AVAILABLE - FORMULA ONE FUND	\$444,444
EXPENDITURES - FORMULA ONE FUND	
Formula One Programming	\$444,444
TOTAL EXPENDITURES	\$444,444
TOTAL REVENUE OVER EXPENDITURES - FORMULA ONE FUND	\$-

Summary of Funds	
Special Taxing Districts Fund Summary FY 2025	
DESCRIPTION	FY 2025 BUDGET
RE-APPROPRIATE FUND BALANCE	\$-
REVENUES - SPECIAL REVENUE FUND	
Special Lighting Districts Revenue	\$921,081
TOTAL REVENUES	\$921,081
TOTAL FUNDS AVAILABLE - SPECIAL TAXING DISTRICTS FUND	\$921,081
EXPENDITURES - SPECIAL REVENUE FUND	
Special Lighting Districts Expenditures	\$921,081
TOTAL EXPENDITURES	\$921,081
TOTAL REVENUE OVER EXPENDITURES - SPECIAL TAXING DISTRICTS FUND	\$-

Summary of Funds	
Debt Service Fund Summary FY 2025	
DESCRIPTION	FY 2025 BUDGET
RE-APPROPRIATE FUND BALANCE	\$-
REVENUES - DEBT SERVICE FUND	
Ad Valorem Taxes	\$3,959,821
Transfers In	\$4,665,431
TOTAL REVENUES	\$8,625,252
TOTAL FUNDS AVAILABLE - DEBT SERVICE FUND	\$8,625,252
EXPENDITURES - DEBT SERVICE FUND	
Principal and Interest Payments	\$8,625,252
TOTAL EXPENDITURES	\$8,625,252
TOTAL REVENUE OVER EXPENDITURES - DEBT SERVICE FUND	\$-

Summary of Funds
Capital Projects Fund Summary FY 2025

DESCRIPTION	FY 2025 BUDGET
RE-APPROPRIATE FUND BALANCE	\$-
REVENUES - CIP FUND	
Transfer In- General Fund	\$4,524,228
Build America Bonds Rebate	\$824,045
TOTAL REVENUES	\$5,348,273
TOTAL FUNDS AVAILABLE - CAPITAL PROJECTS FUND	\$5,348,273
EXPENDITURES - CIP FUND	
Capital Projects Operations	\$5,348,273
TOTAL EXPENDITURES	\$5,348,273
TOTAL REVENUE OVER EXPENDITURES - CAPITAL PROJECTS FUND	\$-

Summary of Funds

Stormwater Fund Summary FY 2025

DESCRIPTION	FY 2025 BUDGET
RE-APPROPRIATE FUND BALANCE	\$400,372
REVENUES - STORMWATER FUND	
Charges for Services	\$6,321,919
Licenses, Permits & Fees	\$53,308
Miscellaneous Revenues	\$25,000
TOTAL REVENUES	\$6,400,227
TOTAL FUNDS AVAILABLE - STORMWATER FUND	\$6,800,599
EXPENDITURES - STORMWATER FUND	
Stormwater Operating Division	\$3,855,348
Engineering Services Division	\$2,945,251
TOTAL EXPENDITURES	\$6,800,599
TOTAL REVENUE OVER EXPENDITURES - STORMWATER FUND	\$-



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Miami Gardens



2020

TWO YEAR SUMMARY COMPARISON



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All Funds Summary with Year-to-Year Changes by Revenue Source

This table offers an overview of all major operating revenues that comprise the City's financial accounting system. The summary below shows all funds.

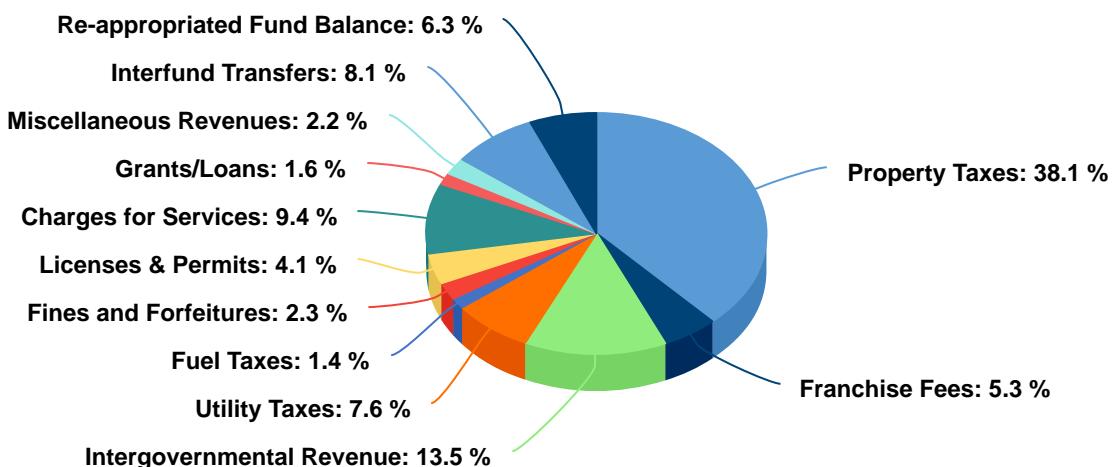
All Funds Summary with Year-to-Year Changes by Revenue Source

ALL FUNDS REVENUES	BUDGET FY 2024	BUDGET FY 2025	% Change
Property Taxes	\$56,956,855	\$62,888,337	10.40% ⁽¹⁾
Franchise Fees	\$8,100,625	\$8,614,406	6.30% ⁽²⁾
Intergovernmental Revenue	\$19,670,162	\$22,816,732	16.00% ⁽³⁾
Utility Taxes	\$11,745,381	\$12,126,593	3.20%
Fuel Taxes	\$2,216,832	\$2,327,673	5.00%
Fines and Forfeitures	\$3,645,750	\$3,595,750	(1.40%)
Licenses & Permits	\$6,381,881	\$6,546,018	2.60%
Charges for Services	\$14,628,427	\$15,041,664	2.80%
Grants/Loans	\$2,596,807	\$2,286,134	(12.00%) ⁽⁴⁾
Miscellaneous Revenues	\$3,430,318	\$3,645,151	6.30%
Interfund Transfers	\$14,293,311	\$11,343,143	(20.60%) ⁽⁵⁾
Re-appropriated Fund Balance	\$10,683,093	\$9,267,464	(13.30%) ⁽⁶⁾
TOTAL OPERATING REVENUES	\$154,349,442	\$160,499,065	4.00%

CHART NOTES

- ⁽¹⁾ Increase is attributed to growth in the City's taxable value
- ⁽²⁾ Attributed to increase in Electric Franchise Fees revenues
- ⁽³⁾ Reflects increase for Half Cents Sales Tax distribution
- ⁽⁴⁾ Reflects decrease in funding for CDBG & SHIP grant funds
- ⁽⁵⁾ Reflects decrease in transfers for debt service payments (two loans were paid off in FY 2024)
- ⁽⁶⁾ Reflects decrease in transfers for debt service payments (two loans were paid off in FY 2024)

All Funds: Revenue by Source for FY 2024-2025



All Funds Summary with Year-to-Year Changes by Expenditure Class

This table offers an overview of all operating expenditures for each class of expenditure that comprises the City's financial accounting system. The system consists of various funds: The General Fund, the Transportation Fund, The Development Services Fund, The Community Development Block Grant Fund, The Capital Projects Fund, The Stormwater Utility Fund, The Grants Fund, The Special Taxing Districts Fund and the Debt Service Fund.

All Funds Summary with Year-to-Year Changes by Expenditure Class

All Funds Expenditures	Budget FY 2024	Budget FY 2025	% Change
Personnel Expenditures	\$79,868,401	\$84,944,798	6.40%
Operating Expenses	\$32,423,723	\$36,807,670	13.50% ⁽¹⁾
Debt Service Payment	\$11,102,123	\$9,171,745	(17.40%) ⁽²⁾
Capital Outlay	\$7,044,351	\$8,163,318	15.90% ⁽³⁾
Interfund Transfers	\$14,293,312	\$11,343,143	(20.60%) ⁽⁴⁾
Non-Operating Expenses	\$9,617,532	\$10,068,391	4.70%
TOTAL OPERATING EXPENDITURES	\$154,349,442	\$160,499,065	4.00%

CHART NOTES

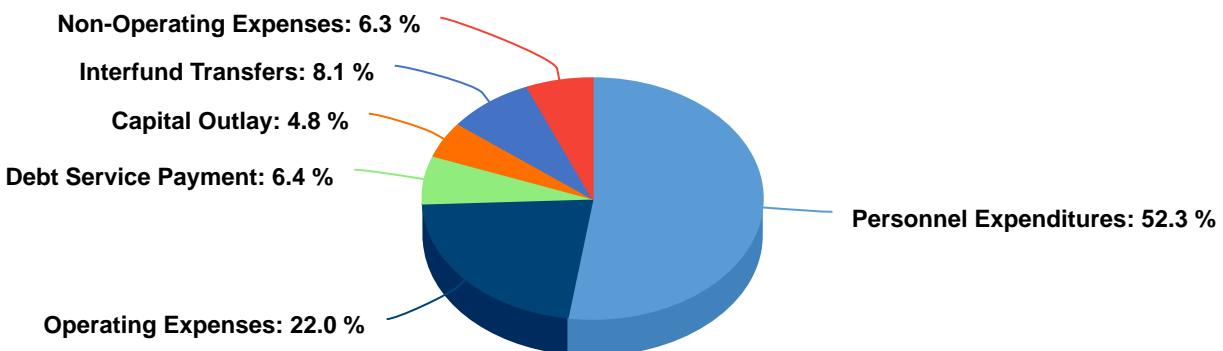
⁽¹⁾ Reflects funding for two newly opened parks

⁽²⁾ In FY 2024, the city paid off two loans whereby reducing its debt obligations for FY 2025

⁽³⁾ Increase in capital projects scheduled for Stormwater and Transportation

⁽⁴⁾ Decrease in transfers for debt service payments

All Funds: Expenditure by Use for FY 2024-2025



All Funds Expenditure Summary and Year-to-Year Changes by Department

This table offers an overview of all operating expenditures by each operating department within the City's financial accounting system.

All Funds Expenditures by Department with Year-to-Year Changes

All Funds Expenditures	Budget FY 2024	Budget FY 2025	% Change
Council/Legislative	\$1,747,441	\$1,851,537	5.96%
Civic Engagement	\$324,041	\$365,112	12.67%
City Manager	\$2,063,574	\$2,186,358	5.95%
Public Affairs	\$1,320,845	\$1,363,144	3.20%
Special Events	\$4,863,000	\$6,013,500	23.66% ⁽¹⁾
City Clerk	\$1,031,585	\$1,060,755	2.83%
Finance	\$1,733,138	\$1,976,894	14.06%
Human Resources	\$1,479,221	\$1,516,001	2.49%
City Attorney	\$1,187,693	\$1,271,844	7.09%
Public Safety	\$51,437,651	\$53,008,430	3.05%
Code Enforcement	\$2,318,558	\$2,587,978	11.62% ⁽²⁾
Parks & Recreation	\$13,630,249	\$16,503,766	21.08% ⁽³⁾
Information Technology	\$3,914,504	\$4,121,277	5.28%
Procurement	\$572,230	\$613,175	7.16%
Public Works			
Fleet Management Division	\$3,962,575	\$4,197,236	5.92%
City Hall Maintenance Division	\$953,387	\$1,055,627	10.72% ⁽⁴⁾
Transportation Division	\$10,559,795	\$11,899,662	12.69% ⁽⁵⁾
Stormwater Division	\$6,093,292	\$6,800,599	11.61% ⁽⁶⁾
Planning & Zoning	\$994,154	\$1,060,556	6.68%
Building Services	\$4,390,111	\$4,883,020	11.23% ⁽⁷⁾
Community Development	\$1,871,807	\$1,561,134	(16.60%) ⁽⁸⁾
Capital Improvement	\$6,414,820	\$5,348,273	(16.63%) ⁽⁹⁾
Non-Departmental			
General Administration	\$13,154,838	\$13,343,637	1.44%
Debt Service	\$10,555,395	\$8,625,252	(18.29%) ⁽¹⁰⁾
Formula One Fund	\$444,444	\$444,444	-%
Special Taxing District	\$895,926	\$921,081	2.81%
Impact Fees Fund	\$6,435,168	\$5,918,773	(8.02%)
TOTAL OPERATING EXPENSES	\$154,349,442	\$160,499,065	3.98%

CHART NOTES

⁽¹⁾ Increase in funding for the Jazz in the Garden event

⁽⁶⁾ New funding for an Interlocal Agreement with the County for canal maintenance.

⁽²⁾ Increase in funding to cover overtime expenses as well as the administration of short term rentals

⁽⁷⁾ Increased funding for contract inspections and plans review by supplemental staff.

⁽³⁾ Attributed to funding for the new Brentwood Park and Rolling Oaks Park

⁽⁸⁾ Decreased funding for CDBG and SHIP grant.

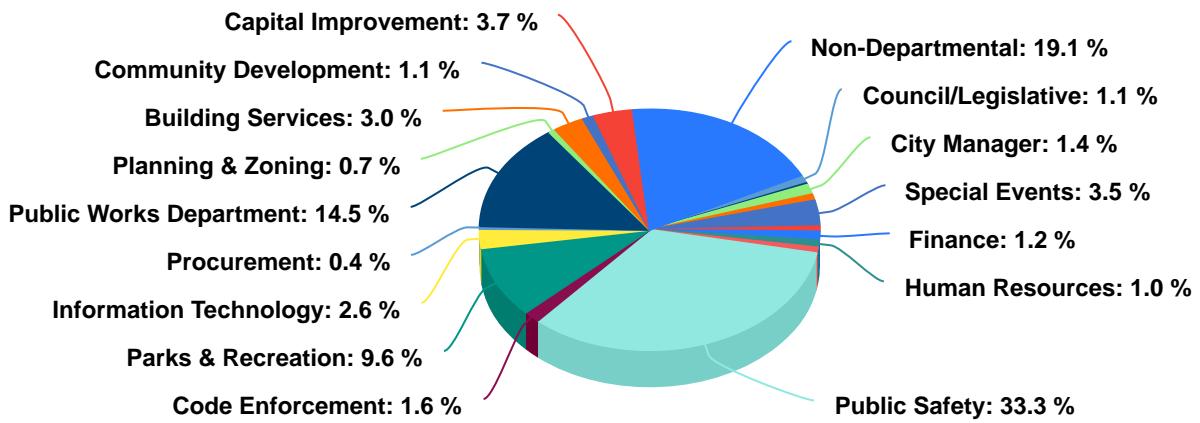
⁽⁴⁾ Increased funding to cover landscape enhancements at the City Hall Complex

⁽⁹⁾ Decrease in transfer to the Debt Service fund.

⁽⁵⁾ Increased funding for infrastructure improvements scheduled for the Transportation Division

⁽¹⁰⁾ Two debt obligations were satisfied during FY 2024.

All Funds: Expenses by Department for FY 2024-2025



General Fund: Revenue Summary and Year-to-Year Changes

This table offers an overview of the General Fund's revenues. The General Fund is the principal accounting entity for the City operating departments. Changes

General Fund Revenues by Source with Year-to-Year Changes

Revenues	Budget FY 2024	Budget FY 2025	% Change
Property Taxes	\$52,995,865	\$58,928,516	11.20% ⁽¹⁾
Franchise Fees	\$8,100,625	\$8,614,406	6.30% ⁽²⁾
Intergovernmental Revenue	\$14,408,445	\$14,905,940	3.50% ⁽³⁾
Utility Taxes	\$11,745,381	\$12,126,593	3.20%
Fines and Forfeitures	\$3,642,950	\$3,592,950	(1.40%)
Licenses, Fees & Permits	\$2,878,625	\$2,683,500	(6.80%) ⁽⁴⁾
Charges for Services	\$8,297,092	\$8,372,093	0.90%
Grants/Loans	\$75,000	\$75,000	-%
Miscellaneous	\$1,986,648	\$2,236,648	12.60% ⁽⁵⁾
Interfund Transfers	\$1,908,053	\$1,911,181	0.20%
TOTAL OPERATING REVENUES	\$106,038,684	\$113,446,827	7.00%

CHART NOTES

⁽¹⁾ Increase is attributed to 10.9% growth in taxable value for FY 2025

⁽²⁾ Increase in estimate for Electric Franchise fees

⁽³⁾ Increase in Half-Cent Sales Tax distribution

⁽⁴⁾ Represents slight decrease Local Business Tax

⁽⁵⁾ Reflects new revenue stream for Short Term Rentals

General Fund: Expenditure Summary and Year-to-Year Changes

This table offers an overview of the General Fund's expenditures. The General Fund is the principal accounting entity for the City operating departments.

General Fund Expenditures by Division with Year-to-Year Changes

Expenditures	Budget FY 2024	Budget FY 2025	% Change
Council/Legislative	\$1,747,441	\$1,851,537	6.00%
Civic Engagement	\$324,041	\$365,112	12.70% ⁽¹⁾
City Manager	\$2,063,574	\$2,186,358	6.00%
Public Affairs	\$1,320,845	\$1,363,144	3.20%
Special Events	\$4,863,000	\$6,013,500	23.70% ⁽²⁾
City Clerk	\$1,031,585	\$1,060,755	2.80%
Finance	\$1,733,138	\$1,976,894	14.10%
Human Resources	\$1,479,221	\$1,516,001	2.50%
City Attorney	\$1,187,693	\$1,271,844	7.10%
Planning & Zoning	\$994,154	\$1,060,556	6.70%
Public Safety	\$51,437,651	\$53,008,430	3.10%
Code Enforcement	\$2,318,558	\$2,587,978	11.60% ⁽³⁾
Parks & Recreation	\$12,980,249	\$15,853,766	22.10% ⁽⁴⁾
Gen. Services (IT, Fleet, Procurement & CH Maint)	\$9,402,696	\$9,987,315	6.20%
Non-Departmental	\$13,154,838	\$13,343,637	1.40% ⁽⁵⁾
TOTAL OPERATING EXPENDITURES	\$106,038,684	\$113,446,827	7.00%

CHART NOTES

⁽¹⁾ Increase in funding for operating expenses

⁽²⁾ Increase in funding for the Jazz in the Garden event

⁽³⁾ Increase in funding to cover overtime expenses as well as the administration of short term rentals

⁽⁴⁾ Attributed to funding for the new Brentwood Park and Rolling Oaks Park

⁽⁵⁾ Decrease in funding for transfers to Capital Projects Fund, Debt Service Fund and CRA Fund

Transportation Fund: Revenue Summary and Year to Year Changes

This table offers an overview of all Transportation Fund revenues. The Transportation fund accounts for expenditures having to do with the City's transportation network including transit, roads, and right-of-way and associated expenditures.

Transportation Fund Revenues by Source with Year-to-Year Changes

Revenues	Budget FY 2024	Budget FY 2025	% Change
Fuel Taxes	\$2,216,832	\$2,327,673	5.00%
License, Fees & Payments	\$202,000	\$402,000	99.00% ⁽¹⁾
Intergovernment Revenues	\$5,261,717	\$7,910,792	50.30% ⁽²⁾
Charges For Services	\$30,000	\$30,000	-%
Fines and Forfeitures	\$2,800	\$2,800	-%
Miscellaneous Revenues	\$40,700	\$40,701	-%
Interfund Transfers	\$235,246	\$242,303	3.00%
Fund Balance	\$2,570,500	\$943,393	(63.30%) ⁽³⁾
TOTAL OPERATING REVENUES	\$10,559,795	\$11,899,662	12.70%

CHART NOTES

⁽¹⁾ Reflects new OT Inspection Fee

⁽²⁾ Reflects increase in estimated CITT revenues

⁽³⁾ Increase in use of fund balance

Transportation Fund: Expenditure Summary and Year-to-Year Changes

This table offers an overview of all Transportation Fund expenditures. The Transportation fund accounts for expenditures having to do with the City's transportation network including transit, roads, and right-of-way and associated areas.

Transportation Fund Expenditures by Division with Year-to-Year Changes

Expenditures	Budget FY 2024	Budget FY 2025	% Change
Administration Division	\$2,062,542	\$1,749,902	(15.20%)
Keep Miami Gardens Beautiful	\$278,702	\$326,817	17.30% ⁽¹⁾
Streets Division	\$2,269,289	\$2,544,181	12.10% ⁽²⁾
CITT- Transportation Capital Projects	\$3,688,724	\$4,957,274	34.40% ⁽³⁾
CITT- Transit	\$2,260,538	\$2,321,488	2.70%
TOTAL OPERATING EXPENDITURES	\$10,559,795	\$11,899,662	12.70%

CHART NOTES

⁽¹⁾ Overall increase in operating expenses

⁽²⁾ Overall increase in operating expenses, particularly rental and leases

⁽³⁾ Reflects increase for infrastructure improvements

Grant Fund - Revenue & Expenditure Summary and Year-to-Year Changes

The Grant Fund accounts for those revenues and expenditures that are funded by various Federal, State and Local grants.

This table below offers an overview of the Grant Fund's Revenues and Expenditures.

Grant Fund Revenues by Source with Year-to-Year Changes

Revenues	Budget FY 2024	Budget FY 2025	% Change
Children's Trust Grant	\$650,000	\$650,000	-% ⁽¹⁾
TOTAL OPERATING REVENUES	\$650,000	\$650,000	-%

Grant Fund Expenditures by Division

Expenditures	Budget FY 2024	Budget FY 2025	% CHANGE
Children's Trust- YAS	\$650,000	\$650,000	-%
TOTAL OPERATING EXPENDITURES	\$650,000	\$650,000	-%

CHART NOTES

⁽¹⁾ No change in the funding for Children's Trust- YAS program

Development Services Fund: Revenue Summary and Year-to-Year Changes

This table offers an overview of the Development Services Fund's Revenues. This fund accounts for those revenues and expenditures that involve the physical development of land in the City to include planning and construction.

Development Services Fund Revenues by Source with Year-to-Year Changes

Revenues	Budget FY 2024	Budget FY 2025	% Change
License, Fees & Payments	\$2,352,022	\$2,486,129	5.70%
Charges For Services	\$286,351	\$317,652	10.90% ⁽¹⁾
Miscellaneous Revenues	\$74,313	\$74,313	-%
Fund Balance	\$1,677,425	\$2,004,926	19.50% ⁽²⁾
TOTAL OPERATING REVENUES	\$4,390,111	\$4,883,020	11.20%

CHART NOTES

⁽¹⁾Slight increase in Technology Surcharge for FY 2025

⁽²⁾Increase in use of fund balance to offset operational expenses

Development Services Fund Expenditures by Division

Expenditures	Budget FY 2024	Budget FY 2025	% CHANGE
Building Services	\$4,390,111	\$4,883,020	11.20% ⁽¹⁾
TOTAL OPERATING EXPENDITURES	\$4,390,111	\$4,883,020	11.20%

CHART NOTES

⁽¹⁾Increased funding for contract inspection & plan review plus capital outlay funding to convert a file room into an office

Impact Fee Fund - Revenue & Expenditure Summary and Year-to-Year Changes

The Impact Fee Fund accounts for fees that are charged on new land development and also on the expansion, replacement or change of use of existing land uses. These fees are designed to capture a portion of the cost of providing the capital infrastructure needed to integrate the development into the existing community.

This tables below offers an overview of the Impact Fees Fund's Revenues and Expenditures.

Impact Fee Fund Revenues by Source with Year-to-Year Changes

Revenues	Budget FY 2024	Budget FY 2025	% Change
Fund Balance	\$6,435,168	\$5,918,773	(8.00%)
TOTAL OPERATING REVENUES	\$6,435,168	\$5,918,773	(8.00%)

Impact Fees Fund Expenditures by Division

Expenditures	Budget FY 2024	Budget FY 2025	% Change
Open Space/Parks Impact Fees	\$4,219,245	\$2,832,186	(32.90%)
Police Impact Fees	\$1,887,673	\$2,709,946	43.60%
Admin. Impact Fees	\$328,250	\$376,641	14.70%
TOTAL OPERATING EXPENDITURES	\$6,435,168	\$5,918,773	(8.00%)

SHIP Fund - Revenue & Expenditure Summary and Year to-Year Changes

The State Housing Initiatives Partnership program (SHIP) Fund accounts for state grant funding provided by Florida Housing. The program provides funds to local governments as an incentive to create partnerships that produce and preserve affordable homeownership and multifamily housing.

This tables below offers an overview of the SHIP Fund's Revenues and Expenditures.

SHIP Fund Revenues by Source Year-to-Year Changes

Revenues	Budget FY 2024	Budget FY 2025	% Change
Intergovernment Revenues	\$843,205	\$557,486	(33.90%)
TOTAL OPERATING REVENUES	\$843,205	\$557,486	(33.90%)

SHIP Fund Expenditures by Division Year-to-Year Changes

Expenditures	Budget FY 2024	Budget FY 2025	% Change
State Housing Initiative Program	\$843,205	\$557,486	(33.90%)
TOTAL OPERATING EXPENDITURES	\$843,205	\$557,486	(33.90%)

CDBG Fund - Revenue & Expenditure Summary and Year-to-Year Changes

The Community Development Block Grant (CDBG) Fund accounts for federal grant funding provided by the U.S. Department of Housing and Urban Development (HUD). The goal of the funding is to develop viable urban communities by providing decent housing and a suitable living environment, and by expanding economic opportunities, principally for low- and moderate-income persons.

This tables below offers an overview of the CDBG Fund's Revenues and Expenditures.

CDBG Fund Revenues by Source Year-to-Year Changes

Revenues	Budget FY 2024	Budget FY 2025	% Change
Intergovernment Revenues	\$1,028,602	\$1,003,648	(2.40%)
TOTAL OPERATING REVENUES	\$1,028,602	\$1,003,648	(2.40%)

CDBG Fund Expenditures by Division Year-to-Year Changes

Expenditures	Budget FY 2024	Budget FY 2025	% Change
Administrative and Programming	\$1,028,602	\$1,003,648	(2.40%)
TOTAL OPERATING EXPENDITURES	\$1,028,602	\$1,003,648	(2.40%)

Formula One Fund

The City of Miami Gardens (City) entered into a Memorandum of Understanding (“MOU”) with Hard Rock Stadium (HRS) and its affiliate, South Florida Motorsports, LLC (“Promoter”), to ensure a lasting and meaningful positive impact for City residents and businesses in connection with the Formula One racing event. The promoter made an intentional commitment to empower and directly benefit the City of Miami Gardens and its residents by committing five million dollars (\$5,000,000.00) of funding over 10 years for community benefits programs to be administered by the City.

This table below offers an overview of the Formula One Fund’s Revenues and Expenditures.

Formula One Fund Revenues by Source Year-to-Year Changes

Revenues	Budget FY 2024	Budget FY 2025	% Change
Intergovernment Revenues	\$444,444	\$444,444	100.00%
TOTAL OPERATING REVENUES	\$444,444	\$444,444	100.00%

Formula One Fund Expenditures by Division Year-to-Year Changes

Expenditures	Budget FY 2024	Budget FY 2025	% Change
Formula One Programming	\$444,444	\$444,444	100.00%
TOTAL OPERATING EXPENDITURES	\$444,444	\$444,444	100.00%

Special Taxing Districts Fund - Revenue & Expenditure Summary and Year-to-Year Changes

The Special Taxing Districts Fund provides for street light maintenance, enhancements and improve efficiency by the use of LED lighting. This fund utilizes special services through a non-ad valorem assessment.

This tables below offers an overview of the Special Taxing Districts Fund's Revenues and Expenditures.

Special Taxing Districts Fund Revenues by Source Year-to-Year Changes

Revenues	Budget FY 2024	Budget FY 2025	% Change
Special Assessment- Charges for Public Service	\$895,926	\$921,081	2.80%
TOTAL OPERATING REVENUES	\$895,926	\$921,081	2.80%

Special Taxing Districts Fund Expenditures by Division Year-to-Year

Expenditures	Budget FY 2024	Budget FY 2025	% Change
Special Lighting Districts	\$895,926	\$921,081	2.80%
TOTAL OPERATING EXPENDITURES	\$895,926	\$921,081	2.80%

Debt Service Fund - Revenue & Expenditure Summary and Year to Year Changes

The Debt Service Fund was established to account for and pay the principal and interest on the City's various debt issues. Funds are received by inter-fund transfers from the various operating funds in proportion to the equipment or facilities purchased for them.

This tables below offers an overview of the Debt Service Districts Fund's Revenues and Expenditures.

Debt Service Fund Revenues by Source Year-to-Year Changes

Revenues	Budget FY 2024	Budget FY 2025	% Change
Ad Valorem Taxes	\$3,960,990	\$3,959,821	-%
Interfund Transfer- General Fund	\$663,582	\$101,807	(84.70%)
Interfund Transfer- Transportation Adm	\$388,009	\$101,807	(73.80%)
Interfund Transfer- Capital Projects	\$5,542,814	\$4,461,817	(19.50%)
TOTAL OPERATING REVENUES	\$10,555,395	\$8,625,252	(18.30%)

Debt Service Fund Expenditures by Division Year-to-Year Changes

Expenditures	Budget FY 2024	Budget FY 2025	% CHANGE
Debt Service Payments	\$10,555,395	\$8,625,252	(18.30%)
TOTAL OPERATING EXPENDITURES	\$10,555,395	\$8,625,252	(18.30%)

Capital Projects Fund - Revenue & Expenditure Summary and Year-to-Year Changes

The Capital Projects Fund accounts for financial resources to be used for the acquisition or construction of major capital facilities (other than those financed by business-type/proprietary funds).

This table offers an overview of the Capital Projects Districts Fund's Revenues and Expenditures.

Capital Project Fund Revenues by Source Year-to-Year Changes

Revenues	Budget FY 2024	Budget FY 2025	% Change
Miscellaneous Revenues	\$859,213	\$824,045	(4.10%)
Interfund Transfer - General Fund	\$5,555,607	\$4,524,228	(18.60%)
TOTAL OPERATING REVENUES	\$6,414,820	\$5,348,273	(16.60%)

Capital Project Fund Expenditures by Division Year-to-Year Changes

Expenditures	Budget FY 2024	Budget FY 2025	% CHANGE
Capital Projects Operations	\$6,414,820	\$5,348,273	(16.60%)
TOTAL OPERATING EXPENDITURES	\$6,414,820	\$5,348,273	(16.60%)

CHART NOTES

⁽¹⁾ Reflects decrease in transfer to the Debt Service Fund due to two notes being paid off during FY 2024.

Stormwater Utility Fund - Revenue & Expenditure Summary and Year-to-Year Changes

The Stormwater Utility Fund was created to account for the revenues and expenditures associated with the City's Stormwater Utility. Revenues to this fund come from a Stormwater assessment against all property in the City as well as from grants for specific projects.

This tables below offers an overview of the Stormwater Utility Fund's Revenues and Expenditures.

Stormwater Utility Fund Revenues by Source Year-to-Year Changes

Revenues	Budget FY 2024	Budget FY 2025	% Change
License, Fees & Payments	\$53,308	\$53,308	-%
Charges For Services	\$6,014,984	\$6,321,919	5.10% ⁽¹⁾
Miscellaneous Revenues	\$25,000	\$25,000	-%
Fund Balance	\$-	\$400,372	N/A ⁽²⁾
TOTAL OPERATING REVENUES	\$6,093,292	\$6,800,599	11.60%

CHART NOTES

⁽¹⁾ Increase in Stormwater assessments

⁽²⁾ Reflects use of fund balance in FY 2025

Stormwater Utility Fund Expenditures by Division Year-to-Year

Expenditures	Budget FY 2024	Budget FY 2025	% CHANGE
Storm Water- Operations	\$3,171,363	\$3,855,348	21.60% ⁽¹⁾
Storm Water- Engineering	\$2,921,929	\$2,945,251	0.80%
TOTAL OPERATING EXPENDITURES	\$6,093,292	\$6,800,599	11.60%

CHART NOTES

⁽¹⁾ Attributable to funding for canal maintenance per Interlocal agreement with Miami-Dade County.



Miami Gardens



2020

ALL FUNDS BUDGET SUMMARY



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Miami Gardens



2020

BUDGET DETAILS BY FUND



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Budget Detail by Fund

For financial purposes, the City conducts its operations from various accounting entities called "Funds." Each Fund is treated as a 'business' and is designed to operate quasi- independently from the other funds. The City's current operating funds are: The General Fund; the Transportation Fund; the Development Services Fund; the Special Revenue Fund; the Capital Projects Fund, the Stormwater Utility Fund, the CDBG Grant Fund, the SHIP Grant Fund and the Debt Service Fund.

The General Fund is the principal fund through which the City conducts business. Its activities are supported and complemented by the other operating funds. Each of the various Funds has its own revenue sources and undertakes expenditures relative to their stated purpose. They may "purchase" various needed services from one or more of the other City Funds, or may provide administrative oversight to the other funds for a cost. Monies can only move between the Funds under certain circumstances as outlined in the City's Charter, financial policies and/or the adopted budget ordinance.

General Fund revenues are collected by the City and by Miami-Dade County and the State of Florida on behalf of the City. Revenue estimates are prepared in several ways. First, some revenue estimates are prepared by staff based on historical collection data for such revenues as Business Tax Licenses, Solid Waste Franchise, Gas Franchise, Certificates of Use and local fees and charges. Finally, certain revenue estimates are provided by the State such as revenue sharing, half cent sales tax and telecommunication services tax.

Estimating revenues is always difficult. Trying to anticipate economic trends a year in advance is at best problematic. General budgeting principles dictate the use of caution in revenue prediction and that approach has been used by staff to develop the estimates herein. Where little historical data exists, a general 1-2% increase in the revenue has been used. Property taxes are budgeted at 95% which is required by the Florida Statute.

Historical Citywide Revenues by Fund

Fund	All Funds Revenues				
	Actual FY 20-21	Actual FY 21-22	Actual FY 22-23	Budget FY 23-24	Budget FY 24-25
General Fund	\$86,050,587	\$101,370,474	\$109,998,173	\$106,038,684	\$113,446,827
Transportation Fund	\$8,594,653	\$9,713,263	\$11,595,150	\$10,559,795	\$11,899,662
Grant Fund	\$1,413,215	\$15,594,796	\$6,594,929	\$650,000	\$650,000
SHIP Fund	\$(88,320)	\$776,177	\$305,093	\$843,205	\$557,486
CDBG Fund	\$1,435,402	\$1,679,481	\$1,601,003	\$1,028,602	\$1,003,648
Dev Services Fund	\$7,653,433	\$5,628,184	\$7,990,445	\$4,390,111	\$4,883,020
Impact Fee Fund	\$1,575,682	\$754,228	\$1,638,474	\$6,435,168	\$5,918,773
Formula One Fund	\$-	\$1,000,000	\$444,444	\$444,444	\$444,444
Special Taxing Dist Fund	\$751,169	\$713,015	\$731,491	\$895,926	\$921,081
Debt Service Fund	\$11,287,625	\$14,444,492	\$10,799,576	\$10,555,395	\$8,625,252
Capital Projects Fund	\$7,343,185	\$7,888,601	\$8,112,094	\$6,414,820	\$5,348,273
Stormwater Fund	\$5,295,284	\$5,213,413	\$6,366,329	\$6,093,292	\$6,800,599
TOTAL REVENUE	\$131,311,915	\$164,776,124	\$166,177,201	\$154,349,442	\$160,499,065



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Miami Gardens



2020

GENERAL FUND



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General Fund Overview

The General Fund, is the main operating fund for the City of Miami Gardens. It provides for services not specifically funded in the City's other funds including public safety, parks and recreation, code compliance, and planning and zoning. The General Fund also funds administrative offices such as the Legislative Office, the City Manager's Office, the City Clerk's Office, the City Attorney's Office, Human Resources, Financial Services and Information Technology.

The majority of resources for the General Fund are provided by taxes. Other receipts that are not allocated by law or contractual agreement to other funds are also accounted for in this fund. The General Fund budget for FY 2025 totals \$113,446,827 , an increase of \$7,408,143 from that of the previous fiscal year.

General Fund Revenues

Revenue Type	Actual FY 20-21	Actual FY 21-22	Actual FY 22-23	Budget FY 23-24	Budget FY 24-25
Ad Valorem Taxes	\$35,181,784	\$38,038,438	\$44,922,057	\$52,995,865	\$58,928,516
Franchise Fees	\$7,124,194	\$8,187,789	\$9,683,767	\$8,100,625	\$8,614,406
Utility Taxes	\$11,538,441	\$11,122,104	\$14,397,076	\$11,745,381	\$12,126,593
License, Fees & Permits	\$2,692,796	\$2,192,748	\$2,386,234	\$2,878,625	\$2,683,500
Intergov'tal Revenue	\$12,469,198	\$14,509,807	\$15,392,489	\$14,408,445	\$14,905,940
Interfund Transfers	\$2,974,425	\$11,696,668	\$1,844,709	\$1,908,053	\$1,911,181
Charges for Services	\$4,293,152	\$7,934,064	\$10,248,463	\$8,297,092	\$8,372,093
Fines and Forfeitures	\$6,293,214	\$4,567,590	\$3,977,693	\$3,642,950	\$3,592,950
Miscellaneous	\$2,791,250	\$2,923,156	\$6,247,954	\$1,986,648	\$2,236,648
Grants & Loans	\$692,133	\$191,688	\$428,569	\$75,000	\$75,000
TOTAL REVENUE	\$86,050,587	\$101,364,052	\$109,529,011	\$106,038,684	\$113,446,827

General Fund Expenditures

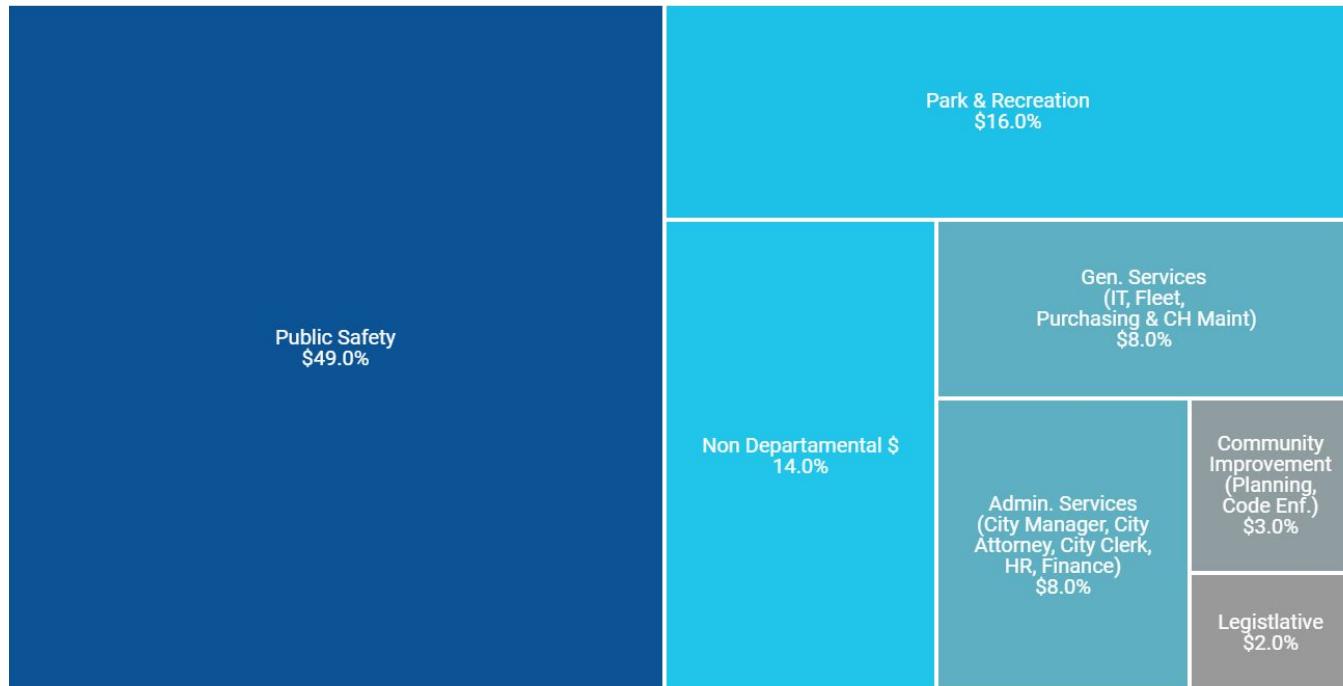
Expenditure Type	Actual FY 20-21	Actual FY 21-22	Actual FY 22-23	Budget FY 23-24	Budget FY 24-25
Personnel Services	\$52,864,999	\$55,745,734	\$66,729,582	\$71,258,723	\$75,652,694
Operating Expenses	\$15,581,146	\$23,838,600	\$24,954,535	\$26,064,867	\$29,329,932
Capital Outlay	\$158,239	\$279,902	\$2,029,775	\$128,275	\$68,500
Non-Operating Expenses	\$483,451	\$837,503	\$1,315,868	\$2,367,630	\$3,769,666
Interfund Transfers	\$6,384,038	\$9,766,604	\$6,205,068	\$6,219,189	\$4,626,035
TOTAL EXPENDITURES	\$75,471,873	\$90,468,343	\$101,234,828	\$106,038,684	\$113,446,827

Analysis

In FY 2014 the City Council adopted an operating millage rate of 6.9363. The FY 2025 adopted budget is balanced at the same rate of 6.9363, making this the eleventh year the millage rate has remained the same.

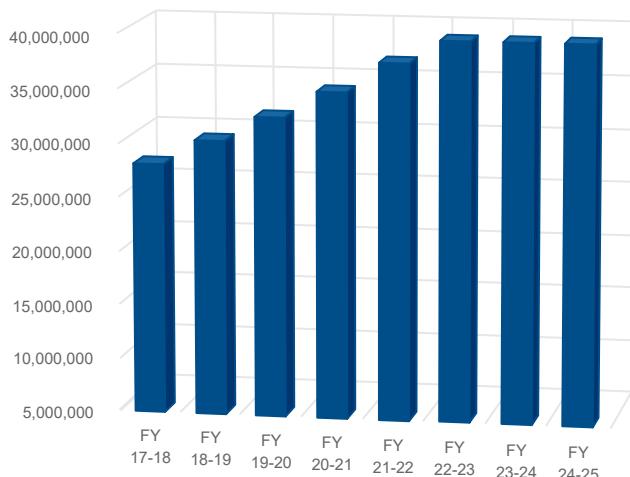
The FY 2025 taxable value is 14.88% higher than the FY 2024 certified taxable value. The City received the State estimates for State Revenue Sharing and Sales Tax distribution projections for FY 2025, which are projected to increase to pre-Covid-19 pandemic levels.

General Fund Expenditure by Division for FY 2024-2025



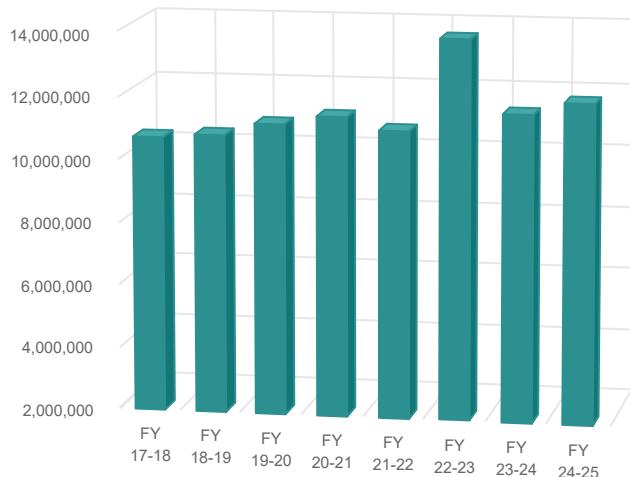
Major Revenues

Ad Valorem Tax Receipts History



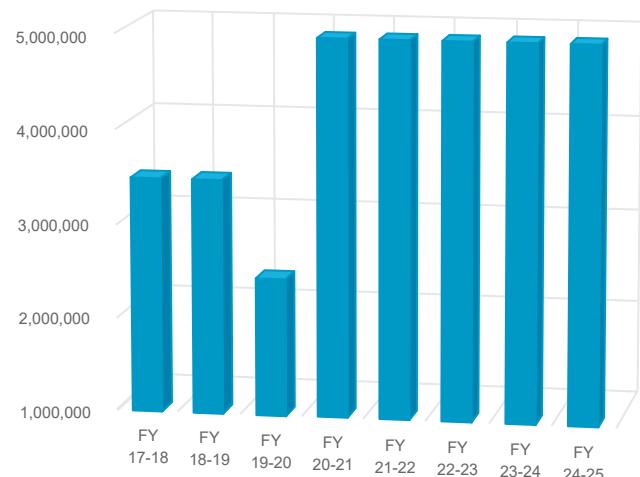
Since FY 14, the City has been levying 6.9363 mill. FY 24-25 reflects an increase of 10.9311.7% in taxable value, and the proposed millage rate is 6.9363, the same as previous eleven (11) years

Utility Tax Receipts History



The Utility tax is a charge on various public utilities serving the City's residents. The City receives its electric taxes through Miami-Dade County which first deducts the City's pro-rata share of pre-incorporation County bond debt service. The City is served by three (3) water utilities: Opa Locka, Miami-Dade County and North Miami Beach. Also included in this category is the Communication Service Tax.

Franchise Fee Receipts History



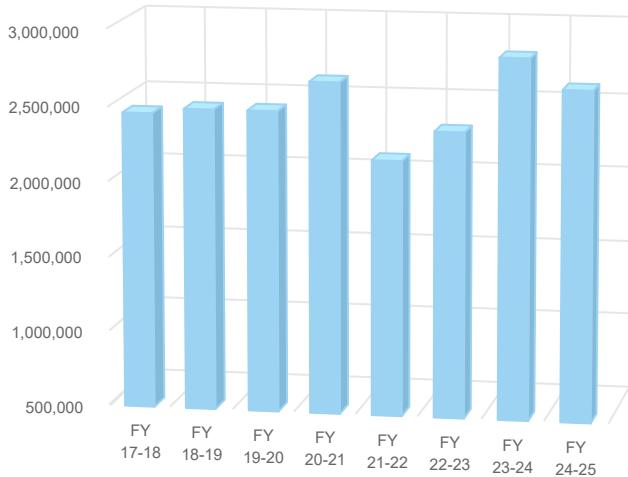
Franchise fees include electric, gas, and solid waste. They are collected by the private utilities and remitted to the City. In 2019, the City entered into a 30 year agreement with Florida Power and Light (FPL) replacing the previous agreement between FPL and Miami-Dade County. The agreement, began in August 2020 and will continue until 2049, resulted in a significant increase in Electric Franchise Fee revenues for the City.

Intergovernmental Revenue Receipts History



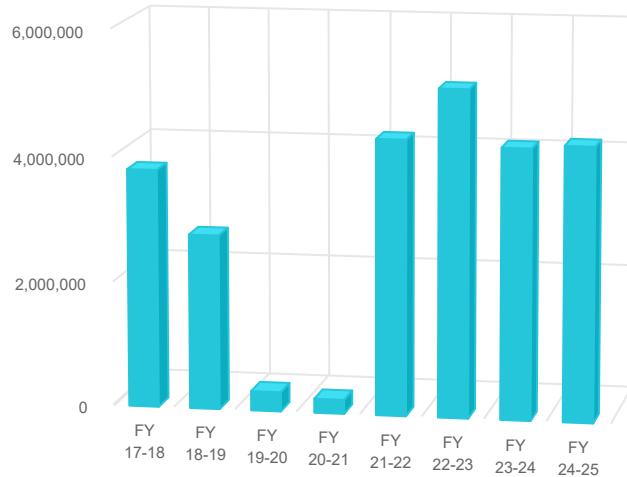
Next to property taxes, intergovernmental revenues are the City's largest source of revenue. The bulk of these revenues are from State Revenue Sharing (approx. 76.2% of which stays in the General Fund and 23.8% goes to the Transportation Fund by State law), and from the State Half-Cent Sales Tax. State Revenue for FY 24-25 are anticipated to continue increasing to pre-COVID-19 pandemic levels.

Licenses And Permits Revenue History



Permits covered in this category include Alarm Permits, Landlord Permit fees and Business Licenses and Planning & Zoning fees. These fees are fairly steady with only a small impact over the short run from economic changes. Revenues for FY 24-25 are anticipated to remain in line with that of the previous year.

Cultural & Recreational Revenue History



Revenues received from recreation events, special events and facilities are generally very steady and predictable. Revenues for FY 19-20 and FY 20-21 were significantly decreased given the cancellation of many events as a result of the COVID-19 pandemic, particularly the City's signature event Jazz in the Gardens which was canceled for both fiscal years.

General Fund Revenues	2023 Actual	Adopted 2024 Budget	Estimated 2024 Actual	Proposed 2025 Budget
Property Taxes				
001-00-00-311-000-00 Ad Valorem Taxes	\$43,535,274	\$51,995,865	\$50,435,989	\$57,678,516
001-00-00-311-001-00 Delinquent Ad Valorem Taxes	\$1,386,783	\$1,000,000	\$1,150,000	\$1,250,000
Utility Taxes				
001-00-00-314-100-00 Electric Utility Tax	\$9,618,122	\$7,650,000	\$8,750,000	\$8,000,000
001-00-00-314-300-00 Water Utility Tax	\$2,265,527	\$1,560,600	\$1,560,600	\$1,591,812
001-00-00-314-400-00 Gas Utility Tax	\$389,533	\$275,000	\$275,000	\$275,000
001-00-00-315-510-00 Telecommunication Tax	\$2,123,894	\$2,259,781	\$2,247,228	\$2,259,781
Other Taxes				
001-00-00-316-000-00 Local Business Tax	\$996,876	\$1,200,000	\$820,244	\$1,000,000
Franchise Fees				
001-00-00-323-100-00 Electric Franchise Fee	\$7,505,763	\$6,500,000	\$7,000,000	\$7,000,000
001-00-00-323-400-00 Gas Franchise Fee	\$324,887	\$275,625	\$275,625	\$289,406
001-00-00-323-700-00 Solid Waste Franchise Fee	\$1,800,002	\$1,250,000	\$1,250,000	\$1,250,000
001-00-00-323-901-00 Towing Franchise Fees	\$53,115	\$75,000	\$67,817	\$75,000
Permits, Fees and Assessments				
001-00-00-322-001-00 Planning & Zoning Fees	\$930,866	\$750,000	\$750,000	\$850,000
001-00-00-329-100-00 Alarm Permit Fees	\$2,996	\$55,125	\$24,780	\$60,000
001-00-00-329-200-00 Landlord Permit Fees	\$97,385	\$120,000	\$113,673	\$120,000
001-00-00-329-600-00 Special Events Permit	\$-	\$3,000	\$650	\$3,000
001-00-00-329-700-00 Towing Permit Fees	\$512	\$500	\$309	\$500
001-00-00-329-800-00 Certificate of Use	\$210,070	\$500,000	\$478,953	\$500,000
001-00-00-329-900-00 Certificate of Re-Occupancy	\$147,529	\$250,000	\$195,272	\$150,000
Intergovernment Revenue, State/Federal Shared Revenues				
001-00-00-331-202-00 Byrne Grant	\$-	\$75,000	\$75,000	\$75,000
001-00-00-331-250-00 U.S. Dept of Justice	\$114,933	\$-	\$57,441	\$-
001-00-00-331-800-00 Federal Hurricane Relief	\$272,656	\$-	\$-	\$-
001-00-00-331-800-02 FEMA- COVID-19 GRANT	\$37,775	\$-	\$-	\$-
001-00-00-335-120-00 State Revenue Sharing	\$3,186,825	\$2,978,711	\$2,978,711	\$2,952,649
001-00-00-335-150-00 Alcoholic Beverage Licenses	\$22,636	\$21,848	\$21,848	\$22,285
001-00-00-335-180-00 Half-Cent Sales Tax	\$12,022,031	\$11,253,536	\$11,803,536	\$11,768,938
001-00-00-337-204-00 Byrne Grant- County	\$3,205	\$-	\$-	\$-
Shared Revenues: Other				
001-00-00-338-001-00 County Occupational Licenses	\$160,997	\$154,350	\$154,350	\$162,068
Charges for Services				
001-00-00-341-100-00 Recording Fees	\$-	\$42	\$42	\$43
001-00-00-341-101-00 Lien Searches	\$113,290	\$125,000	\$122,720	\$125,000
001-00-00-341-301-00 Lien Reduction Application Fee	\$1,415	\$5,000	\$3,204	\$5,000
001-00-00-341-302-00 Amnesty Lien Reduction Application	\$624,927	\$300,000	\$300,000	\$300,000
001-00-00-341-920-00 Election Qualifying Charges & Fees	\$-	\$4,050	\$4,821	\$4,050
001-00-00-342-100-00 Police Services	\$144,072	\$38,000	\$38,000	\$38,000
001-00-00-342-105-00 Off Duty Police Officer Revenue	\$4,135,471	\$3,500,000	\$3,500,000	\$3,500,000
001-00-00-345-200-00 Surcharge	\$134,355	\$-	\$24,658	\$-

General Fund Revenues		2023 Actual	Adopted 2024 Budget	Estimated 2024 Actual	Proposed 2025 Budget
001-00-00-347-200-00	Parks and Recreation	\$125,704	\$50,000	\$72,281	\$75,000
001-00-00-347-201-00	Daily Recreation Admissions	\$37,292	\$20,000	\$35,000	\$20,000
001-00-00-347-202-00	Recreation Facility Rentals	\$39,602	\$35,000	\$35,000	\$35,000
001-00-00-347-203-00	Youth Sports Program	\$164,213	\$75,000	\$75,000	\$75,000
001-00-00-347-204-00	Community Center Memberships	\$18,321	\$10,000	\$12,421	\$10,000
001-00-00-347-205-00	P & R Sponsorship/Fundraiser	\$19,867	\$7,500	\$9,300	\$7,500
001-00-00-347-206-00	Contract classes/programs	\$57,744	\$30,000	\$29,720	\$30,000
001-00-00-347-207-00	BTF Rentals	\$90,363	\$75,000	\$85,000	\$75,000
001-00-00-347-209-00	P & R Vendors	\$15,795	\$5,000	\$5,000	\$5,000
001-00-00-347-210-00	Bunche Park Rentals	\$2,131	\$5,000	\$2,429	\$5,000
001-00-00-347-211-00	Senior Center Rentals	\$45,150	\$25,000	\$40,000	\$25,000
001-00-00-347-213-00	Event Vendors	\$3,445	\$-	\$7,738	\$-
001-00-00-347-214-00	Event Tickets	\$20,168	\$-	\$1,380	\$-
001-00-00-347-415-00	Jazz Festival	\$4,513,872	\$3,750,000	\$3,067,876	\$3,800,000
001-00-00-347-416-00	Jazz in the Garden-Vendors	\$-	\$100,000	\$(8,727)	\$100,000
	Jazz in the Gardens- Women's Impact	\$51,050	\$100,000	\$98,525	\$100,000
001-00-00-347-419-00	Council Special Events Fundraising	\$-	\$10,000	\$19,000	\$10,000
001-00-00-349-101-00	Vending Machines	\$6,371	\$2,500	\$3,200	\$2,500
001-00-00-349-102-00	Cost Recovery	\$18,200	\$25,000	\$25,000	\$25,000
Fines and Forfeitures					
001-00-00-351-100-00	Parking Fines	\$5,507	\$3,000	\$3,000	\$3,000
001-00-00-351-200-00	School Crossing Guard- Clerk	\$1,751	\$1,000	\$2,170	\$1,000
001-00-00-351-300-00	School Crossing Guard- County	\$147,895	\$230,000	\$168,787	\$230,000
001-00-00-351-500-00	Traffic Fines	\$279,994	\$175,000	\$205,000	\$175,000
001-00-00-351-510-00	Red Light Camera- County	\$704,765	\$750,000	\$704,025	\$700,000
001-00-00-354-100-00	Nuisance Abatement Fine	\$-	\$1,450	\$1,450	\$1,450
001-00-00-354-103-00	Code Enforcement Fines	\$460,738	\$300,000	\$370,000	\$300,000
001-00-00-358-200-00	Assets Seized by Law Enforcement	\$-	\$7,500	\$237	\$7,500
001-00-00-359-010-00	Red Light Camera Fines	\$2,324,391	\$2,000,000	\$2,000,000	\$2,000,000
001-00-00-359-011-00	Red Light Fines- Special Master Fee	\$52,385	\$75,000	\$52,765	\$75,000
001-00-00-359-200-00	False Alarm Fines	\$267	\$100,000	\$66,456	\$100,000
Miscellaneous Revenues					
001-00-00-361-100-00	Interest	\$2,163,292	\$100,000	\$1,850,000	\$100,000
001-00-00-361-300-00	Net Increase(Decease) in FMV	\$527,498	\$-	\$-	\$-
001-00-00-362-101-00	Bus Benches	\$9,107	\$5,000	\$7,000	\$5,000
001-00-00-365-000-00	Sales of Other Assets	\$118,746	\$100,000	\$100,000	\$100,000
001-00-00-366-000-00	Contributions and Donations	\$41,496	\$5,000	\$28,870	\$5,000
001-00-00-366-002-00	Local Grant Canine Program	\$-	\$12,500	\$12,500	\$12,500
001-00-00-366-003-00	Local Grant Neat Streets Miami	\$17,761	\$14,570	\$14,570	\$14,570
001-00-00-366-004-00	Local Grant Soccer for Success	\$2,050	\$-	\$-	\$-
001-00-00-366-005-00	Local Grant RCL	\$30,000	\$-	\$-	\$-
001-00-00-366-006-00	Local Disaster Resilience & Relief	\$10,000	\$-	\$-	\$-

General Fund Revenues		2023 Actual	Adopted 2024 Budget	Estimated 2024 Actual	Proposed 2025 Budget
001-00-00-369-400-00	Slot Machine Revenue	\$1,447,333	\$1,100,000	\$1,200,000	\$1,100,000
001-00-00-369-900-00	Other Miscellaneous Revenues	\$405,403	\$75,000	\$75,000	\$75,000
001-00-00-369-902-00	Lobbying Registration Fees	\$8,000	\$4,500	\$6,500	\$4,500
001-00-00-369-903-00	Insurance Reimbursement	\$176,672	\$75,000	\$133,294	\$75,000
001-00-00-369-905-00	Foreclosure Registry	\$115,600	\$115,000	\$115,000	\$115,000
001-00-00-369-906-00	Rebates	\$-	\$16,578	\$15,484	\$16,578
001-00-00-369-907-00	Event Parking	\$66,000	\$50,000	\$50,000	\$50,000
001-00-00-369-908-00	Billboard	\$962,500	\$180,000	\$200,000	\$180,000
001-00-00-369-909-00	Police Vehicle Usage	\$65,816	\$58,500	\$58,500	\$58,500
001-00-00-369-910-00	Formula One Racing	\$-	\$-	\$-	\$250,000
001-00-00-369-911-00	Cell Towers	\$80,680	\$75,000	\$84,401	\$75,000
Other Sources					
001-00-00-381-015-10	Inter Transf- Transportation	\$869,306	\$819,217	\$819,217	\$819,217
001-00-00-381-026-15	Inter Transf- Develop Svc.	\$603,827	\$660,528	\$660,528	\$660,528
	Inter Transf- Develop Svc. (Tech				
001-00-00-381-026-16	Fee)	\$101,173	\$104,208	\$104,208	\$107,336
001-00-00-381-029-41	Inter Transf- Stormwater	\$270,403	\$324,100	\$324,100	\$324,100
001-00-00-383-100-00	Leases- Financial Agreements	\$334,807	\$-	\$-	\$-
TOTAL GENERAL FUND REVENUE		\$109,998,173	\$106,038,684	\$107,528,676	\$113,446,827



Miami Gardens



2020

TRANSPORTATION FUND OVERVIEW



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Transportation Fund Overview

The Transportation fund accounts for expenditures having to do with the City's transportation network including transit, roads, and right-of-way and associated expenditures.

TRANSPORTATION FUND REVENUES

Revenue Type	Actual FY 20-21	Actual FY 21-22	Actual FY 22-23	Budget FY 23-24	Budget FY 24-25
1st Local Option Fuel Tax	\$1,494,706	\$1,437,252	\$1,659,382	\$1,605,647	\$1,685,929
2nd Local Option Fuel Tax	\$565,055	\$550,776	\$625,945	\$611,185	\$641,744
CITT	\$5,187,794	\$6,455,734	\$6,895,926	\$4,300,000	\$6,957,216
Banners	\$12,025	\$3,850	\$600	\$2,000	\$2,000
Intergov'tal Revenue	\$46,281	\$31,360	\$31,360	\$31,358	\$31,358
State Revenue Sharing	\$772,022	\$665,901	\$756,898	\$930,359	\$922,218
Public Works' Permits	\$215,288	\$103,568	\$407,482	\$200,000	\$400,000
Other	\$301,482	\$319,596	\$1,155,669	\$308,746	\$315,804
Reappropriated Fund Balance	\$-	\$-	\$-	\$2,570,500	\$943,393
TOTAL REVENUES	\$8,594,653	\$9,568,037	\$11,533,262	\$10,559,795	\$11,899,662

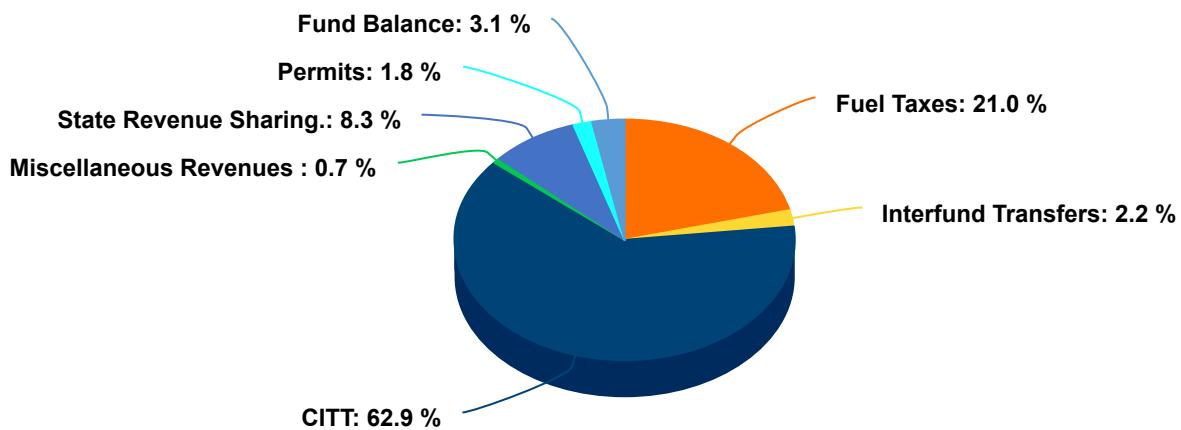
TRANSPORTATION FUND EXPENDITURES

Expenditure Type	Actual FY 20-21	Actual FY 21-22	Actual FY 22-23	Budget FY 23-24	Budget FY 24-25
Personnel Services	\$2,779,817	\$2,941,964	\$3,359,311	\$3,572,821	\$3,815,567
Operating Expenses	\$1,679,683	\$1,462,387	\$2,014,934	\$2,419,748	\$2,478,071
Capital Outlay	\$3,943,611	\$3,218,831	\$5,618,712	\$3,360,000	\$4,685,000
Interfund Transfers	\$849,368	\$1,195,500	\$1,258,004	\$1,207,226	\$921,024
TOTAL EXPENDITURES	\$9,252,479	\$8,818,682	\$12,250,961	\$10,559,795	\$11,899,662

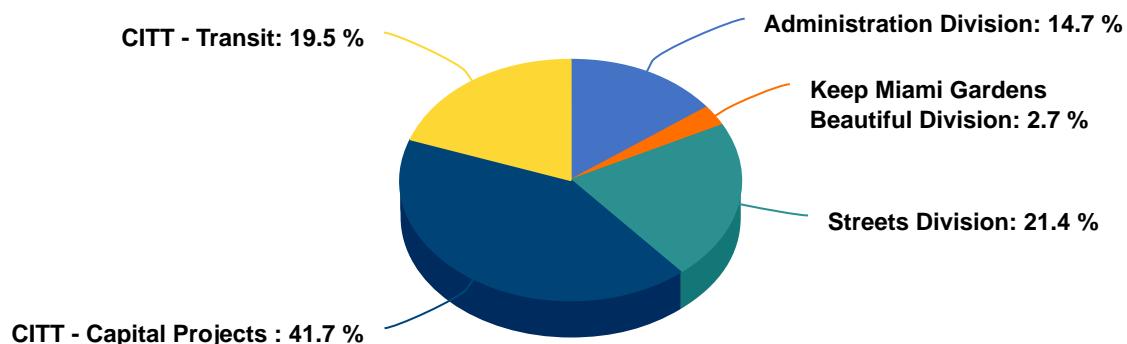
Analysis

Transportation Fund revenues are generally very steady and predictable. The main sources of revenue are Local Option Gas Tax, State Revenue Sharing and CITT. Miami-Dade County settled with the City in FY 2012 the participation in the Citizens Independent Transportation Trust. The funding is derived from the % cent sales tax. There was a one-time settlement distributed in FY 2012 for the City's previous year's share. Effective FY 2013, the City has since received its share of revenue based on population.

Transportation Fund Revenue by Source for FY 2024-2025

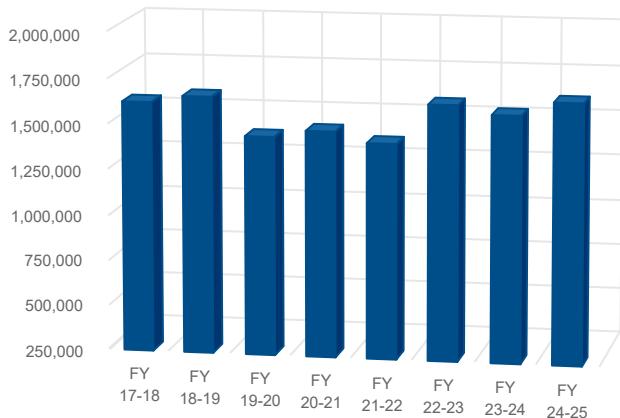


Transportation Fund Expenditures by Division for FY 2024-2025



Major Revenues

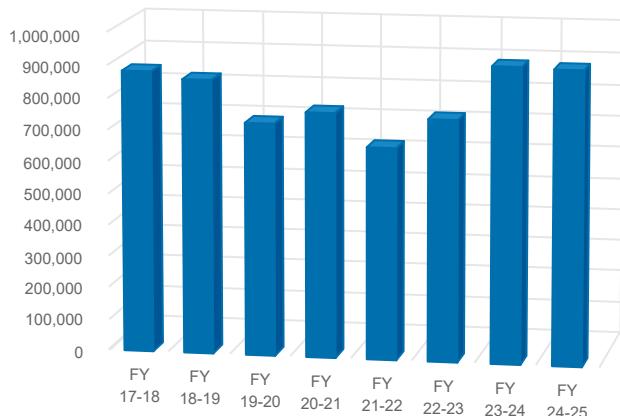
1St Local Option Fuel Tax History



The State authorizes several gas taxes to support transportation operations at the local government level.

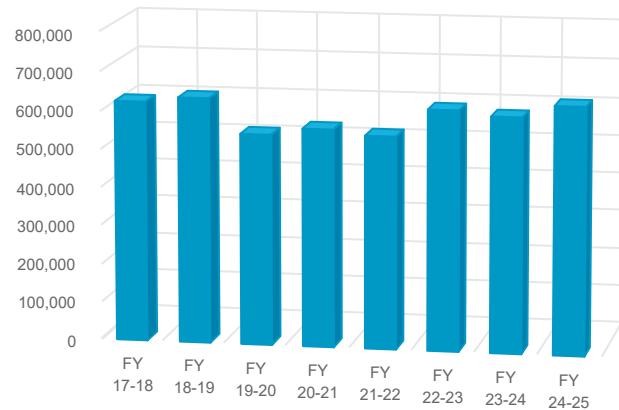
The first is the 1 to 6 Cents Local Option Fuel Tax that is imposed on Motor and Diesel Fuels. The funds are collected by the state and forwarded to the City on a monthly basis. Miami Gardens receives 2.5747989% of the collection in Miami-Dade County.

State Revenue Sharing Receipts History



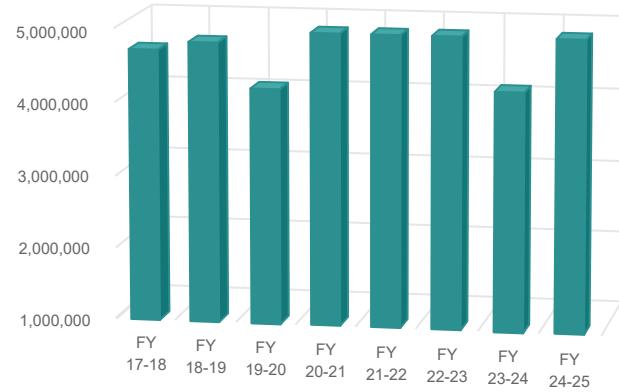
The Florida Revenue Sharing Act of 1972 created a revenue sharing trust fund for Florida municipalities in order to ensure revenue parity throughout the state. The revenues collected from sales and fuel taxes are allocated to local governments for specific, authorized purposes.

2Nd Local Option Fuel Tax History



The State authorizes several gas taxes to support transportation operations at the local government level. The second is the 1 to 5 Cents Local Option Fuel Tax that is imposed on Motor Fuels. The funds are collected by the state and forwarded to the City on a monthly basis.

CITT (1/2 Cent Sales Tax Surcharge) Receipts History



In 2002, Miami-Dade County held a referendum to raise the general sales tax by $\frac{1}{2}$ cent and to dedicate this additional revenue to funding transportation needs. As part of the process, the County entered into agreements with all existing cities to share this revenue if it passed. The County would keep 80% and the cities would share 20%. Even though the original resolution establishing this arrangement stated that if new cities came along, they would negotiate with the County for their proportionate share. Three cities have incorporated since that date and the County has refused to negotiate in good faith with any of them (Miami Gardens, Doral and Cutler Bay).

Revenue received under this tax must be used by the cities for transportation purposes only. At least 20% must be used for transit-related purposes and the balance can be used for other transportation needs.

Transportation Fund Revenues	2023 Actual	Adopted 2024 Budget	Estimated 2024 Actual	Proposed 2025 Budget
Fuel Taxes				
100-00-00-312-410-00 First Local Option Fuel Tax	\$1,659,382	\$1,605,647	\$1,525,365	\$1,685,929
100-00-00-312-420-00 Second Local Option Fuel Tax	\$625,945	\$611,185	\$580,626	\$641,744
Intergovernment Revenues				
100-00-00-312-601-00 CITT	\$6,895,926	\$4,300,000	\$4,300,000	\$6,957,216
100-00-00-334-390-00 FDOT- Landscape agm	\$31,360	\$31,358	\$23,520	\$31,358
100-00-00-335-120-00 State Revenue Sharing	\$756,898	\$930,359	\$883,841	\$922,218
License, Fees & Payments				
100-00-00-322-002-00 Public Works Bldg Permit Fees	\$407,482	\$200,000	\$231,371	\$200,000
100-00-00-322-006-00 OT Inspection Fee	\$-	\$-	\$273	\$200,000
100-00-00-329-100-00 Banners Permits	\$600	\$2,000	\$-	\$2,000
Charges For Services				
100-00-00-345-200-00 Surcharge	\$-	\$30,000	\$30,000	\$30,000
Fines and Forfeitures				
100-00-00-351-100-00 Parking Fines	\$-	\$2,800	\$-	\$2,800
Miscellaneous Revenues				
100-00-00-361-100-00 Interest	\$759,951	\$25,000	\$550,647	\$25,000
100-00-00-362-100-00 Bus Shelters	\$35,933	\$15,000	\$13,355	\$15,000
100-00-00-365-000-00 Sales of Other Assets	\$84,952	\$-	\$-	\$-
100-00-00-369-900-00 Other Miscellaneous Revenues	\$32,272	\$700	\$25,650	\$701
100-00-00-369-903-00 Insurance Reimbursement	\$14,167	\$-	\$-	\$-
100-00-00-383-100-00 Leases- Financial Agreements	\$61,888	\$-	\$-	\$-
Interfund Transfers				
100-00-00-381-029-41 Inter Transf- Stormwater	\$228,394	\$235,246	\$235,246	\$242,303
Reappropriated Fund Balance				
100-00-00-389-901-00 Reappropriate CITT Fund Balance	\$-	\$-	\$-	\$634,910
100-00-00-389-902-00 Reappropriated CITT Capital fund balance	\$-	\$1,089,224	\$-	\$-
100-00-00-389-903-00 Reappropriated Tranist CITT fund balance	\$-	\$740,538	\$740,538	\$-
100-00-00-389-904-00 Reappropriated Fund Balance	\$-	\$740,738	\$-	\$308,483
TOTAL TRANSPORTATION FUND REVENUES	\$11,595,150	\$10,559,795	\$9,140,432	\$11,899,662



Miami Gardens



2020

GRANT FUND OVERVIEW



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Grant Fund Overview

The Grant Fund accounts for those revenues and expenditures that are funded by various Federal, State and Local grants.

For FY 2025, this fund is inclusive of funding awarded through the Department of Human Services, Centers for Disease Control and Prevention (CDC) and the Children's Trust of Miami-Dade County.

Grant Fund Revenues

Revenue Type	Actual FY 20-21	Actual FY 21-22	Actual FY 22-23	Budget FY 23-24	Budget FY 24-25
CDC Reach Grant	\$804,002	\$677,132	\$753,603	\$-	\$-
Alliance for a Healthier Generation	\$3,849	\$1,605	\$-	\$-	\$-
HFSF Covid19 Racial & Ethnic Disparities	\$12,694	\$3,958	\$3,800	\$-	\$-
Healthy Out of School Time	\$3,536	\$464	\$-	\$-	\$-
CDC- Covid 19	\$127,367	\$313,307	\$328,571	\$-	\$-
Project Grow (Big Green)	\$-	\$12,549	\$25,881	\$-	\$-
Children's Trust Grant	\$183,622	\$155,722	\$165,519	\$650,000	\$650,000
Police Grants- US Dept. of Justice	\$48,632	\$133,090	\$-	\$-	\$-
Police Grants- Byrne	\$25,664	\$110,312	\$17,752	\$-	\$-
Fed. Grant- US Treasury ARPA	\$7,738	\$14,052,482	\$4,642,694	\$-	\$-
Police Grants- UASI	\$36,663	\$-	\$488,737	\$-	\$-
State Grant- VOCA (Public Safety)	\$131,800	\$134,175	\$136,539	\$-	\$-
State Grant- FDLE (Public Safety)	\$3,067	\$-	\$-	\$-	\$-
State Grant- FDOH (Public Welfare)	\$-	\$-	\$31,833	\$-	\$-
FDOT Pedestrian Bridge/Tunnel	\$34,103	\$-	\$-	\$-	\$-
FDOT- Rdwy Assessment Study	\$(9,522)	\$-	\$-	\$-	\$-
TOTAL REVENUES	\$1,413,215	\$15,594,796	\$6,594,929	\$650,000	\$650,000

Grant Fund Expenditures

Expenditure Type	Actual FY 20-21	Actual FY 21-22	Actual FY 22-23	Budget FY 23-24	Budget FY 24-25
Personnel Services	\$500,995	\$3,294,638	\$450,828	\$286,825	\$257,975
Operating Expenses	\$857,914	\$1,086,112	\$1,364,823	\$358,981	\$387,925
Capital Outlay	\$54,306	\$1,213,973	\$4,779,277	\$4,194	\$4,100
Capital Outlay	\$-	\$10,000,000	\$-	\$-	\$-
TOTAL EXPENDITURES	\$1,413,215	\$15,594,723	\$6,594,928	\$650,000	\$650,000

Grant Fund Revenues		2023 Actual	Adopted 2024 Budget	Estimated 2024 Actual	Proposed 2025 Budget
Grants					
102-00-00-331-202-00	Byrne Grant	\$17,752	\$-	\$73,529	\$-
102-00-00-331-500-01	Fed. Grant-US Treasury ARPA	\$4,642,694	\$-	\$-	\$-
102-00-00-334-200-00	State Grant- VOCA (Public Safety)	\$136,539	\$-	\$37,912	\$-
102-00-00-334-620-00	State Grant- FDOH (Public Welfare)	\$31,833	\$-	\$-	\$-
102-00-00-337-710-00	Children Trust	\$165,519	\$650,000	\$650,000	\$650,000
102-00-00-341-201-00	Urban Area Security Initiative	\$488,737	\$-	\$-	\$-
102-00-00-366-103-00	CDC- Reach Rise Project	\$753,603	\$-	\$113,422	\$-
	HFSF Covid19 Racial&Ethnic Disparities	\$3,800	\$-	\$-	\$-
102-00-00-366-109-00	CDC- COVID 19	\$328,571	\$-	\$66,578	\$-
102-00-00-366-111-00	Project Grow (Big Green)	\$25,881	\$-	\$-	\$-
TOTAL GRANT REVENUES		\$6,594,929	\$650,000	\$941,441	\$650,000



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Miami Gardens



2020

SHIP FUND



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SHIP Fund Overview

The State Housing Initiatives Partnership program (SHIP) Fund accounts for state grant funding provided by Florida Housing. The program provides funds to local governments as an incentive to create partnerships that produce and preserve affordable homeownership and multifamily housing.

SHIP Fund Revenues

Revenue Type	Actual FY 20-21	Actual FY 21-22	Actual FY 22-23	Budget FY 23-24	Budget FY 24-25
Intergovernmental Revenues	\$(88,320)	\$776,177	\$305,093	\$843,205	\$557,486
TOTAL REVENUES	\$(88,320)	\$776,177	\$305,093	\$843,205	\$557,486

SHIP Fund Expenditures

Expenditure Type	Actual FY 20-21	Actual FY 21-22	Actual FY 22-23	Budget FY 23-24	Budget FY 24-25
Personnel Services	\$20,362	\$8,176	\$-	\$54,879	\$54,640
Operating Expenses	\$310,223	\$169,362	\$542,438	\$151,442	\$301,109
Non-Operating Expenses	\$-	\$-	\$-	\$636,884	\$201,737
TOTAL EXPENDITURES	\$330,585	\$177,538	\$542,438	\$843,205	\$557,486

SHIP Fund Revenues		2023 Actual	Adopted 2024 Budget	Estimated 2024 Actual	Proposed 2025 Budget
Revenues					
103-00-00-331-000-00	State Housing Initiative Program Revenue	\$267,400	\$843,205	\$843,205	\$557,486
103-00-00-331-200-00	SHIP- Loan Program	\$37,693	\$-	\$4,320	\$-
TOTAL SHIP REVENUES		\$305,093	\$843,205	\$847,525	\$557,486



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Miami Gardens



2020

CDBG FUND



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CDBG Fund Overview

The Community Development Block Grant (CDBG) Fund accounts for federal grant funding provided by the U.S. Department of Housing and Urban Development (HUD). The goal of the funding is to develop viable urban communities by providing decent housing and a suitable living environment, and by expanding economic opportunities, principally for low- and moderate-income persons.

CDBG Fund Revenues

Revenue Type	Actual FY20-21	Actual FY 21-22	Actual FY 22-23	Budget FY 23-24	Budget FY 24-25
Intergovernmental Revenues	\$1,435,402	\$1,679,481	\$1,601,003	\$1,028,602	\$1,003,648
TOTAL REVENUES	\$1,435,402	\$1,679,481	\$1,601,003	\$1,028,602	\$1,003,648

CDBG Fund Expenditures

Expenditure Type	Actual FY20-21	Actual FY 21-22	Actual FY 22-23	Budget FY 23-24	Budget FY 24-25
Personnel Services	\$199,163	\$188,248	\$160,691	\$152,075	\$168,836
Operating Expenses	\$607,502	\$331,883	\$321,417	\$83,645	\$286,094
Capital Outlay	\$323,962	\$1,001,229	\$928,712	\$792,882	\$548,718
TOTAL EXPENDITURES	\$1,130,627	\$1,521,360	\$1,410,820	\$1,028,602	\$1,003,648

CDBG Fund Revenues	2023 Actual	Adopted 2024 Budget	Estimated 2024 Actual	Proposed 2025 Budget
Revenues				
104-00-00-331-000-00 CDBG Program Revenue	\$1,410,569	\$1,028,602	\$1,028,602	\$1,003,648
104-00-00-331-001-00 NSP Program Income Revenue	\$164,127	\$-	\$-	\$-
104-00-00-331-200-00 CDBG Loan Revenue	\$8,071	\$-	\$3,455	\$-
104-00-00-331-503-00 NSP Program Income Admin	\$18,236	\$-	\$-	\$-
TOTAL CDBG REVENUES	\$1,601,003	\$1,028,602	\$1,032,057	\$1,003,648



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Miami Gardens



DEVELOPMENT SERVICES FUND



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Development Services Fund Overview

The Development Services Fund revenues are derived primarily from user fees and are used to fund activities of the Building Services Division. General economic forecasts for the South Florida vicinity are used to adjust revenue estimates up or down, depending on trends.

Development Services Fund Revenues

Revenue Type	Actual FY 20-21	Actual FY 21-22	Actual FY 22-23	Budget FY 23-24	Budget FY 24-25
Building Permits	\$6,698,238	\$5,171,297	\$6,747,939	\$2,352,022	\$2,486,129
Charges for Services	\$923,483	\$412,506	\$565,362	\$286,351	\$317,652
Miscellaneous Revenues	\$31,712	\$44,381	\$677,144	\$74,313	\$74,313
Re-appropriated Fund Balance	\$-	\$-	\$-	\$1,677,425	\$2,004,926
TOTAL REVENUES	\$7,653,433	\$5,628,184	\$7,990,445	\$4,390,111	\$4,883,020

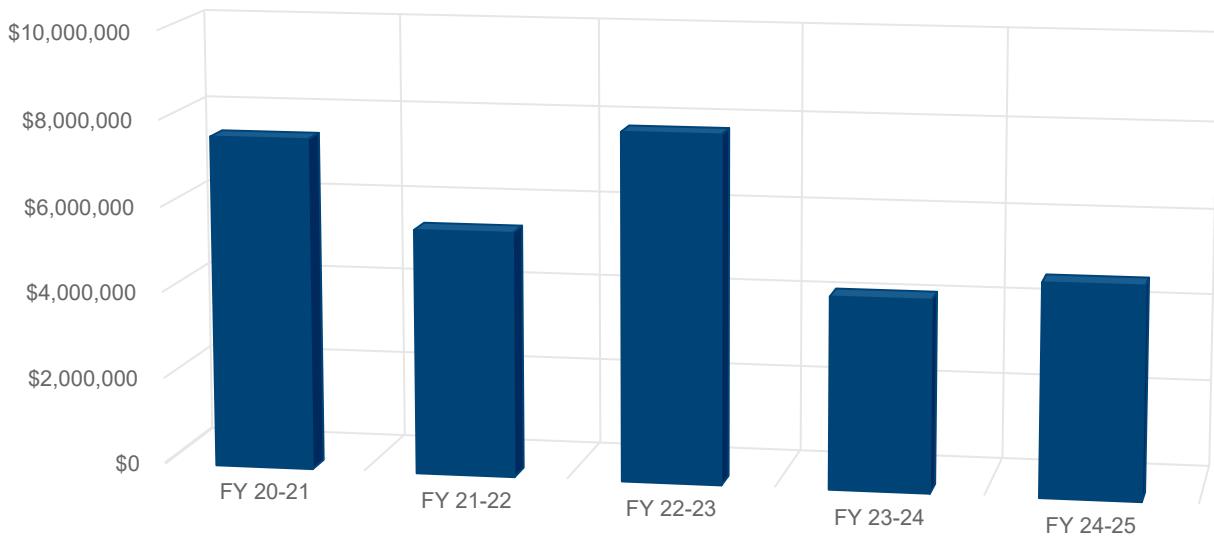
Development Services Fund Expenditures

Expenditure Type	Actual FY 20-21	Actual FY 21-22	Actual FY 22-23	Budget FY 23-24	Budget FY 24-25
Personnel Services	\$2,093,502	\$2,053,177	\$2,184,021	\$2,684,743	\$2,827,555
Operating Expenses	\$680,105	\$762,017	\$1,071,596	\$940,631	\$1,167,601
Capital Outlay	\$96,120	\$102,452	\$18,733	\$-	\$120,000
Debt Service (Lease)	\$-	\$-	\$6,268	\$-	\$-
Interfund Transfers	\$553,484	\$667,128	\$705,000	\$764,737	\$767,864
Non-Operating Expenses	\$1,685,088	\$-	\$-	\$-	\$-
TOTAL EXPENDITURES	\$5,108,299	\$3,584,774	\$3,985,618	\$4,390,111	\$4,883,020

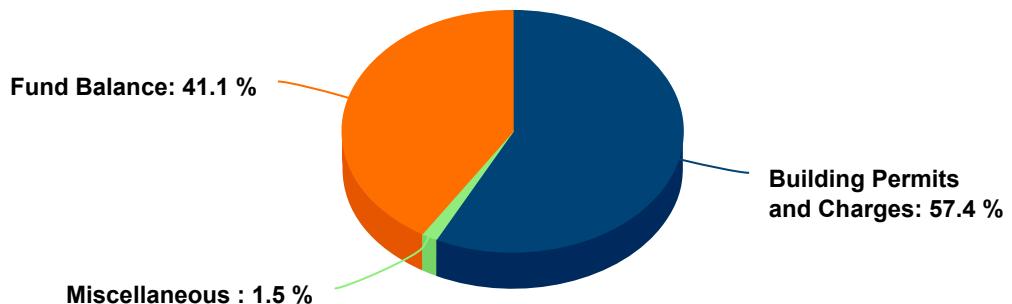
Analysis

The Development Services Fund has experienced some very good years of revenue generation starting in FY 2017-2018. In the past, the department had experienced a slowdown in the local building community, which led to a decrease in revenue. In return, the General Fund had to provide subsidy for a couple of years.

History of Development Services Fund Revenue

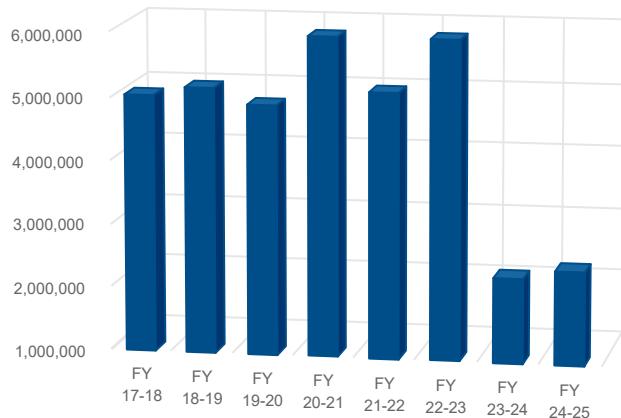


Development Services Fund Revenue by Source for FY 2024-2025



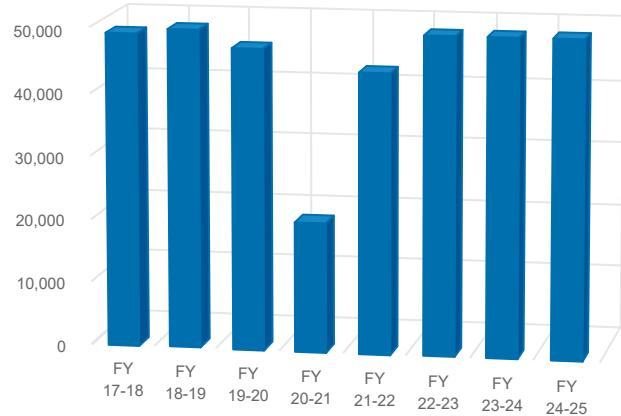
Major Revenues

Building Fees Receipts History



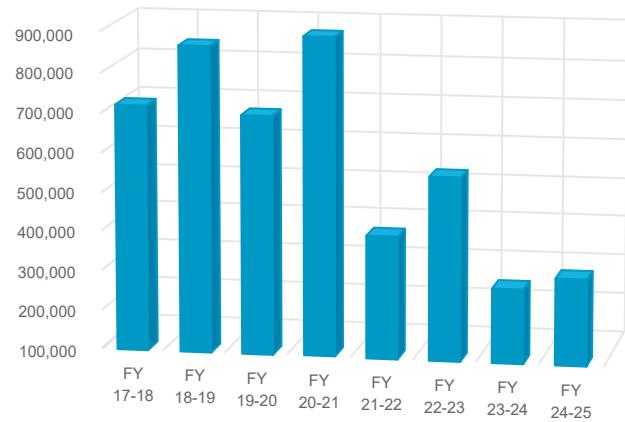
The City's Building Department assesses various fees for its services. These fees are designed to recover the cost of processing and inspecting various land development and construction related activities.

Unsafe Structures Charges History



In compliance with the Florida Building Code, National Electrical Code, and Miami Gardens Code, Chapter 28, certain expenses (such as Initiation and processing fee for all work without a permit and all Unsafe Structures cases after given ninety (90) days to comply) are recovered from necessary Building Services Division enforcement and/or demolitions.

Technology Surcharge Receipts History



The State authorizes several gas taxes to support transportation operations at the local government level. The second is the 1 to 5 Cents Local Option Fuel Tax that is imposed on Motor Fuels. The funds are collected by the state and forwarded to the City on a monthly basis.

Development Services Fund Revenues		2023 Actual	Adopted 2024 Budget	Estimated 2024 Actual	Proposed 2025 Budget
License, Fees & Payments					
105-00-00-322-002-00	Building Permit Fees	\$5,268,686	\$2,013,941	\$1,842,024	\$2,154,698
105-00-00-322-003-00	Bldg. Certificate Compliance	\$168,063	\$24,623	\$81,849	\$24,623
105-00-00-322-004-00	40 Year Recertification	\$15,180	\$4,713	\$9,900	\$4,399
105-00-00-322-006-00	OT Inspection Fees	\$7,110	\$50,000	\$21,466	\$50,000
105-00-00-322-007-00	Boiler Inspection	\$14,054	\$15,552	\$8,640	\$9,216
105-00-00-322-008-00	Electrical Permit Fees	\$706,329	\$100,000	\$401,325	\$100,000
105-00-00-322-009-00	Mechanical Permit Fees	\$346,854	\$75,000	\$266,260	\$75,000
105-00-00-322-010-00	Plumbing Permit Fees	\$208,349	\$50,000	\$155,449	\$50,000
105-00-00-329-000-01	Reinspections	\$13,314	\$11,783	\$38,406	\$11,783
105-00-00-329-400-00	Community Dev. District Fees	\$-	\$6,410	\$-	\$6,410
Charges For Services					
105-00-00-345-100-00	Unsafe Structure charges	\$7,645	\$17,980	\$11,086	\$17,980
105-00-00-345-200-00	Technology Surcharge	\$557,592	\$268,371	\$268,371	\$299,672
105-00-00-349-102-00	Cost Recovery	\$125	\$-	\$98	\$-
Miscellaneous Revenues					
105-00-00-361-100-00	Interest income	\$374,915	\$25,000	\$-	\$25,000
105-00-00-361-300-00	Net Increase(Decrease) in FMV	\$253,032	\$-	\$-	\$-
105-00-00-369-900-00	Other Miscellaneous Revenues	\$49,197	\$49,313	\$4,566	\$49,313
Reappropriated Fund Balance					
105-00-00-389-901-00	Reappropriated Fund Balance	\$-	\$1,677,425	\$-	\$2,004,926
TOTAL DEVELOPMENT SERVICES FUND REVENUES		\$7,990,445	\$4,390,111	\$3,109,440	\$4,883,020



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Miami Gardens



2020

IMPACT FEE FUND



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Impact Fee Fund

Impact fees are charged on new land development and also on the expansion, replacement or change of use of existing land uses and are designed to capture a portion of the cost of providing the capital infrastructure needed to integrate the development into the existing community. They can only be used for new services or capital expenditures designed to serve this new population or business. The City of Miami Gardens, through Miami-Dade County, levies several impact fees. These include impact fees for Law Enforcement, Parks Open Space and Parks Improvements. Also included is a General Administration Fee that is assessed as part of the fees.

- Law enforcement impact fees are imposed upon all land uses that create an impact on law enforcement services. This includes Commercial, Industrial and Residential.
- Parks and Recreation Open Space impact fees are imposed upon all land uses that create an impact on City parks.
- Parks and Recreation Improvement impact fees are imposed upon all land uses that create an impact on City parks.
- Admin Fees- In addition to the above impact fees, Miami-Dade County levies impact fees on development within the City including Road and School impact fees.

Impact Fees Fund Revenues

Revenue Type	Actual FY 20-21	Actual FY 21-22	Actual FY 22-23	Budget FY 23-24	Budget FY 24-25
Open Space/Parks Impact	\$996,723	\$480,599	\$777,662	\$4,219,245	\$2,832,186
Police Impact Fees	\$443,410	\$229,234	\$812,421	\$1,887,673	\$2,709,946
Admin. Impact Fees	\$135,549	\$44,395	\$48,391	\$328,250	\$376,641
TOTAL REVENUES	\$1,575,682	\$754,228	\$1,638,474	\$6,435,168	\$5,918,773

Impact Fees Fund Expenditures

Expenditure Type	Actual FY 20-21	Actual FY 21-22	Actual FY 22-23	Budget FY 23-24	Budget FY 24-25
Open Space/Parks Impact	\$-	\$366,844	\$1,124,492	\$4,219,245	\$2,832,186
Police Impact Fees	\$-	\$-	\$-	\$1,887,673	\$2,709,946
Admin. Impact Fees	\$-	\$-	\$-	\$328,250	\$376,641
TOTAL EXPENDITURES	\$-	\$366,844	\$1,124,492	\$6,435,168	\$5,918,773

Impact Fee Funds Revenues		2023 Actual	Adopted 2024 Budget	Estimated 2024 Actual	Proposed 2025 Budget
License, Fees & Payments					
110-00-00-324-610-00	Open Space Impact- Resident	\$22,176	\$-	\$20,568	\$-
110-00-00-324-611-00	Parks Impact Fees- Residential	\$51,303	\$-	\$22,880	\$-
	Open Space Impact Fee- Commercial	\$286,099	\$-	\$3,356	\$-
110-00-00-324-621-00	Parks Impact- Commercial	\$256,734	\$-	\$3,356	\$-
111-00-00-324-110-00	Police Impact- Resident	\$4,835	\$-	\$12,262	\$-
111-00-00-324-120-00	Police Impact- Commercial	\$748,141	\$-	\$10,828	\$-
112-00-00-324-710-00	Admin. Impact Fee- Residential	\$1,470	\$-	\$2,920	\$-
112-00-00-324-720-00	Adm. Impact Fee- Commercial	\$46,921	\$-	\$511	\$-
Miscellaneous Revenues					
110-00-00-361-100-00	Interests	\$92,785	\$-	\$-	\$-
110-00-00-361-300-00	Net Increase(Decease) in FMV	\$68,565	\$-	\$-	\$-
111-00-00-361-100-00	Interests	\$34,184	\$-	\$-	\$-
111-00-00-361-300-00	Net Increase(Decease) in FMV	\$25,261	\$-	\$-	\$-
Reappropriated Fund Balance					
110-00-00-389-901-00	Reappropriated Fund Balance	\$-	\$4,219,245	\$-	\$2,832,186
111-00-00-389-901-00	Reappropriated Fund Balance	\$-	\$1,887,673	\$-	\$2,709,946
112-00-00-389-901-00	Reappropriated Fund Balance	\$-	\$328,250	\$-	\$376,641
TOTAL IMPACT FEE FUNDS REVENUES		\$1,638,474	\$6,435,168	\$76,681	\$5,918,773

Impact Fee Fund Open Space/Parks Impact Fees Program Expenditures		2023 Actual	Adopted 2024 Budget	Estimated 2024 Actual	Proposed 2025 Budget
Non-Operating Expenditures					
110-72-00-572-520-00	Operating Supplies	\$-	\$-	\$12,965	\$-
110-72-00-572-991-00	Working Capital Reserve	\$-	\$4,219,245	\$-	\$2,832,186
110-72-24-572-630-00	Infrastructure Improvements	\$1,124,492	\$-	\$997,868	\$-
TOTAL OPEN SPACE/PARKS FUND EXPENDITURES		\$1,124,492	\$4,219,245	\$1,010,833	\$2,832,186

Impact Fee Fund Open Space/Police Impact Fees Program Expenditures		2023 Actual	Adopted 2024 Budget	Estimated 2024 Actual	Proposed 2025 Budget
Non-Operating Expenditures					
111-21-01-521-991-00	Working Capital Reserve	\$-	\$1,887,673	\$-	\$2,709,946
TOTAL POLICE IMPACT FEE FUND EXPENDITURES		\$-	\$1,887,673	\$-	\$2,709,946

Impact Fee Fund Admin. Impact Fees Program Expenditures		2023 Actual	Adopted 2024 Budget	Estimated 2024 Actual	Proposed 2025 Budget
Non-Operating Expenditures					
112-19-01-519-991-00	Working Capital Reserve	\$-	\$328,250	\$-	\$376,641
TOTAL ADMIN IMPACT FEE FUND EXPENDITURES		\$-	\$328,250	\$-	\$376,641
TOTAL IMPACT FEES FUND EXPENDITURES		\$1,124,492	\$6,435,168	\$1,010,833	\$5,918,773
IMPACT FEES FUND REVENUES (-) EXPENDITURES		\$(1,124,492)	\$(6,435,168)	\$(1,010,833)	\$(5,918,773)



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Miami Gardens



2020

FORMULA ONE FUND



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Formula One Fund Overview

The City of Miami Gardens (City) entered into a Memorandum of Understanding ('MOU') with Hard Rock Stadium (HRS) and its affiliate, South Florida Motorsports, LLC ("Promoter"), to ensure a lasting and meaningful positive impact for City residents and businesses in connection with the Formula One racing event. The promoter made an intentional commitment to empower and directly benefit the City of Miami Gardens and its residents by committing five million dollars (\$5,000,000.00) of funding over 10 years for community benefits programs to be administered by the City.

Formula One Fund Revenues

Revenue Type	Actual FY20-21	Actual FY 21-22	Actual FY 22-23	Budget FY 23-24	Budget FY 24-25
Miscellaneous Revenues	\$-	\$1,000,000	\$444,444	\$444,444	\$444,444
TOTAL REVENUES	\$-	\$1,000,000	\$444,444	\$444,444	\$444,444

Formula One Fund Expenditures

Expenditure Type	Actual FY20-21	Actual FY 21-22	Actual FY 22-23	Budget FY 23-24	Budget FY 24-25
Operating Expenses	\$-	\$123,752	\$131,093	\$267,000	\$267,000
Non-Operating Expenses	\$-	\$-	\$110,809	\$177,444	\$177,444
TOTAL EXPENDITURES	\$-	\$123,752	\$241,902	\$444,444	\$444,444

Formula One Fund Revenues	2023 Actual	Adopted 2024 Budget	Estimated 2024 Actual	Proposed 2025 Budget
Miscellaneous Revenues				
116-00-00-369-900-00 Other Miscellaneous Revenues	\$444,444	\$444,444	\$1,433,986	\$444,444
TOTAL FORMULA ONE FUND REVENUES	\$444,444	\$444,444	\$1,433,986	\$444,444

Formula One Fund Expenditures	2023 Actual	Adopted 2024 Budget	Estimated 2024 Actual	Proposed 2025 Budget
Operating Expenditures				
116-19-01-519-310-00 Professional Services	\$2,175	\$-	\$-	\$-
116-19-01-519-340-00 Other Contractual	\$118,166	\$120,000	\$-	\$120,000
116-19-01-519-492-00 Special Events (Mayor)	\$-	\$21,000	\$12,515	\$21,000
116-19-01-519-492-01 Special Events (Seat 1)	\$-	\$21,000	\$10,000	\$21,000
116-19-01-519-492-02 Special Events (Seat 2)	\$-	\$21,000	\$23,586	\$21,000
116-19-01-519-492-03 Special Events (Seat 3)	\$-	\$21,000	\$-	\$21,000
116-19-01-519-492-04 Special Events (Seat 4)	\$-	\$21,000	\$3,500	\$21,000
116-19-01-519-492-05 Special Events (Seat 5)	\$10,752	\$21,000	\$6,031	\$21,000
116-19-01-519-492-06 Special Events (Seat 6)	\$-	\$21,000	\$9,926	\$21,000
116-19-01-519-830-00 Other Grants and Aids	\$45,000	\$-	\$-	\$-
Other Grants and Aids				
116-19-01-519-830-01 (Beautification)	\$65,809	\$-	\$71,455	\$-
Other Grants and Aids (Loan Program)	\$-	\$110,000	\$-	\$110,000
116-19-01-519-830-03 Other Grants and Aids (Oasis)	\$-	\$-	\$100,000	\$-
116-19-01-519-991-00 Working Capital Reserve	\$-	\$67,444	\$-	\$67,444
TOTAL FORMULA ONE FUND EXPENDITURES	\$241,902	\$444,444	\$237,013	\$444,444

Formula One Fund Expenditures	2023 Actual	Adopted 2024 Budget	Estimated 2024 Actual	Proposed 2025 Budget
Formula One Fund Expenditures	2023 Actual	Adopted 2024 Budget	Estimated 2024 Actual	Proposed 2025 Budget
TOTAL FORMULA ONE FUND EXPENDITURES	\$241,902	\$444,444	\$237,013	\$444,444
FORMULA ONE FUND REVENUES (-) EXPENDITURES	\$(241,902)	\$(444,444)	\$(237,013)	\$(444,444)



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Miami Gardens



2020

SPECIAL TAXING DISTRICT FUND



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Special Taxing Districts Fund Overview

The Special Taxing Districts Fund was transferred from the County to the City in FY 2019 to become the governing body for the Maintenance and Street Light Special Taxing District. This fund provides special services through a non-ad valorem assessment. Each district listed below is assessed a fee to help improve areas that need extra lighting due to insufficient light intensity. The fund provides street light maintenance, enhancements and improved efficiency by the use of LED lighting.

Special Taxing District Fund

Revenues	Actual FY 21-22	Actual FY 22-23	Budget FY 23-24	Budget FY 24-25
Crestview	\$55,724	\$55,723	\$69,082	\$69,078
Bunche Park	\$54,114	\$54,425	\$66,950	\$66,956
Scott Lake Manor	\$49,273	\$49,319	\$61,073	\$61,069
Scott Lake Manor East	\$129,444	\$129,773	\$160,633	\$160,647
Andover	\$22,444	\$41,875	\$51,854	\$76,712
Stoneybrook	\$9,313	\$9,304	\$11,502	\$11,501
Westwood Manor	\$5,321	\$5,377	\$6,327	\$6,601
Miami Gardens	\$25,637	\$25,926	\$31,661	\$31,659
Peachtree Lane	\$5,268	\$5,280	\$6,551	\$6,552
Lake Lucerne	\$19,227	\$19,245	\$23,861	\$23,861
Andover First Addition	\$16,179	\$6,301	\$-	\$-
Liberty Homes	\$29,801	\$29,784	\$36,831	\$36,833
Riverdale	\$20,165	\$20,222	\$24,923	\$24,922
Rolling Oaks	\$9,771	\$9,731	\$12,083	\$12,083
Venetian Acres	\$8,795	\$10,706	\$14,147	\$14,146
North Dade Country Club	\$55,634	\$55,804	\$69,078	\$69,075
Bunche Park South	\$15,261	\$15,268	\$18,853	\$18,852
Greendale	\$6,044	\$6,115	\$7,478	\$7,479
Jordan's Landing	\$15,546	\$15,601	\$19,330	\$19,330
Sunshine State Industrial Park	\$48,679	\$48,711	\$60,497	\$60,498
Air Park Industrial	\$4,438	\$4,441	\$5,524	\$5,524
Palmetto Lakes Industrial	\$53,914	\$57,420	\$69,099	\$69,097
MDPD Subdivision	\$1,706	\$1,668	\$2,082	\$2,082
Park Center Business	\$2,425	\$2,910	\$3,620	\$3,620
Lakes of Tuscany	\$14,398	\$14,404	\$17,997	\$17,997
Golden Glades	\$15,480	\$15,504	\$19,244	\$19,244
Air Park Industrial Maint	\$19,014	\$20,654	\$25,646	\$25,663
TOTAL REVENUES	\$713,015	\$731,491	\$895,926	\$921,081

Special Taxing District Funds Revenues	2023 Actual	Adopted 2024 Budget	Estimated 2024 Actual	Proposed 2025 Budget
Revenues				
121-00-00-325-201-00 Special Assessment-Chgs for Public Servi	\$55,655	\$69,082	\$62,288	\$69,078
122-00-00-325-201-00 Special Assessment-Chgs for Public Servi	\$54,357	\$66,950	\$55,834	\$66,956
123-00-00-325-201-00 Special Assessment-Chgs for Public Servi	\$49,263	\$61,073	\$50,857	\$61,069
124-00-00-325-201-00 Special Assessment-Chgs for Public Servi	\$129,519	\$160,633	\$148,999	\$160,647
125-00-00-325-201-00 Special Assessment-Chgs for Public Servi	\$41,820	\$51,854	\$46,920	\$76,712
126-00-00-325-201-00 Special Assessment-Chgs for Public Servi	\$9,293	\$11,502	\$10,359	\$11,501
127-00-00-325-201-00 Special Assessment-Chgs for Public Servi	\$5,367	\$6,327	\$5,902	\$6,601
128-00-00-325-201-00 Special Assessment-Chgs for Public Servi	\$25,890	\$31,661	\$27,124	\$31,659
129-00-00-325-201-00 Special Assessment-Chgs for Public Servi	\$5,275	\$6,551	\$6,089	\$6,552
130-00-00-325-201-00 Special Assessment-Chgs for Public Servi	\$19,201	\$23,861	\$21,797	\$23,861
131-00-00-325-201-00 Special Assessment-Chgs for Public Servi	\$6,292	\$-	\$31,913	\$-
132-00-00-325-201-00 Special Assessment-Chgs for Public Servi	\$29,641	\$36,831	\$30,957	\$36,833
133-00-00-325-201-00 Special Assessment-Chgs for Public Servi	\$20,163	\$24,923	\$21,607	\$24,922
134-00-00-325-201-00 Special Assessment-Chgs for Public Servi	\$9,697	\$12,083	\$10,826	\$12,083
135-00-00-325-201-00 Special Assessment-Chgs for Public Servi	\$10,696	\$14,147	\$12,120	\$14,146
136-00-00-325-201-00 Special Assessment-Chgs for Public Servi	\$55,735	\$69,078	\$61,404	\$69,075
137-00-00-325-201-00 Special Assessment-Chgs for Public Servi	\$15,248	\$18,853	\$16,877	\$18,852
138-00-00-325-201-00 Special Assessment-Chgs for Public Servi	\$6,058	\$7,478	\$6,854	\$7,479
139-00-00-325-201-00 Special Assessment-Chgs for Public Servi	\$15,546	\$19,330	\$17,652	\$19,330
140-00-00-325-201-00 Special Assessment-Chgs for Public Servi	\$48,667	\$60,497	\$55,898	\$60,498
141-00-00-325-201-00 Special Assessment-Chgs for Public Servi	\$4,438	\$5,524	\$5,169	\$5,524
142-00-00-325-201-00 Special Assessment-Chgs for Public Servi	\$57,372	\$69,099	\$61,096	\$69,097
143-00-00-325-201-00 Special Assessment-Chgs for Public Servi	\$1,666	\$2,082	\$1,999	\$2,082
144-00-00-325-201-00 Special Assessment-Chgs for Public Servi	\$2,907	\$3,620	\$3,051	\$3,620
145-00-00-325-201-00 Special Assessment-Chgs for Public Servi	\$14,398	\$17,997	\$17,277	\$17,997
146-00-00-325-201-00 Special Assessment-Chgs for Public Servi	\$15,490	\$19,244	\$17,599	\$19,244
147-00-00-325-201-00 Special Assessment-Chgs for Public Servi	\$20,638	\$25,646	\$24,038	\$25,663
TOTAL SPECIAL TAXING DISTRICT FUNDS REVENUES	\$730,292	\$895,926	\$832,506	\$921,081

Special Taxing District Fund SLD Crestview Expenditures	2023 Actual	Adopted 2024 Budget	Estimated 2024 Actual	Proposed 2025 Budget
Operating Expenditures				
121-41-10-541-310-00 Professional Services	\$343	\$343	\$343	\$343
121-41-10-541-315-00 Fee Collection Charges	\$557	\$528	\$591	\$591
121-41-10-541-431-00 Electricity	\$48,249	\$68,211	\$35,501	\$68,144
TOTAL SLD CRESTVIEW EXPENDITURES	\$49,149	\$69,082	\$36,435	\$69,078
Special Taxing District Fund SLD Bunche Park Expenditures	2023 Actual	Adopted 2024 Budget	Estimated 2024 Actual	Proposed 2025 Budget
Operating Expenditures				
122-41-10-541-310-00 Professional Services	\$333	\$333	\$333	\$333
122-41-10-541-315-00 Fee Collection Charges	\$544	\$489	\$532	\$532
122-41-10-541-431-00 Electricity	\$48,608	\$66,128	\$39,448	\$66,091
TOTAL SLD BUNCHE PARK EXPENDITURES	\$49,485	\$66,950	\$40,313	\$66,956
Special Taxing District Fund SLD Scott Lake Manor Expenditures	2023 Actual	Adopted 2024 Budget	Estimated 2024 Actual	Proposed 2025 Budget
Operating Expenditures				
123-41-10-541-310-00 Professional Services	\$304	\$304	\$304	\$304
123-41-10-541-315-00 Fee Collection Charges	\$493	\$468	\$483	\$483
123-41-10-541-431-00 Electricity	\$53,140	\$60,301	\$46,876	\$60,282
TOTAL SLD SCOTT LAKE MANOR EXPENDITURES	\$53,937	\$61,073	\$47,663	\$61,069
Special Taxing District Fund SLD Scott Lake Manor East Expenditures	2023 Actual	Adopted 2024 Budget	Estimated 2024 Actual	Proposed 2025 Budget
Operating Expenditures				
124-41-10-541-310-00 Professional Services	\$798	\$798	\$798	\$798
124-41-10-541-315-00 Fee Collection Charges	\$1,295	\$1,487	\$1,424	\$1,424
124-41-10-541-431-00 Electricity	\$129,151	\$158,348	\$104,920	\$158,425
TOTAL SLD SCOTT LAKE MANOR E. EXPENDITURES	\$131,244	\$160,633	\$107,142	\$160,647

Special Taxing District Fund SLD Andover Expenditures	2023 Actual	Adopted 2024 Budget	Estimated 2024 Actual	Proposed 2025 Budget
Operating Expenditures				
125-41-10-541-310-00 Professional Services	\$138	\$138	\$138	\$138
125-41-10-541-315-00 Fee Collection Charges	\$418	\$347	\$447	\$447
125-41-10-541-431-00 Electricity	\$38,393	\$51,369	\$31,324	\$76,127
TOTAL SLD ANDOVER EXPENDITURES	\$38,949	\$51,854	\$31,909	\$76,712
Special Taxing District Fund SLD Stoneybrook Expenditures	2023 Actual	Adopted 2024 Budget	Estimated 2024 Actual	Proposed 2025 Budget
Operating Expenditures				
126-41-10-541-310-00 Professional Services	\$57	\$57	\$57	\$57
126-41-10-541-315-00 Fee Collection Charges	\$93	\$86	\$98	\$98
126-41-10-541-431-00 Electricity	\$7,614	\$11,359	\$6,187	\$11,346
TOTAL SLD STONEYBROOK EXPENDITURES	\$7,764	\$11,502	\$6,342	\$11,501
Special Taxing District Fund SLD Westwood Manor Expenditures	2023 Actual	Adopted 2024 Budget	Estimated 2024 Actual	Proposed 2025 Budget
Operating Expenditures				
127-41-10-541-310-00 Professional Services	\$33	\$33	\$33	\$33
127-41-10-541-315-00 Fee Collection Charges	\$54	\$50	\$56	\$56
127-41-10-541-431-00 Electricity	\$5,533	\$6,244	\$4,498	\$6,512
TOTAL SLD WESTWOOD MANOR EXPENDITURES	\$5,620	\$6,327	\$4,587	\$6,601
Special Taxing District Fund SLD Miami Gardens Expenditures	2023 Actual	Adopted 2024 Budget	Estimated 2024 Actual	Proposed 2025 Budget
Operating Expenditures				
128-41-10-541-310-00 Professional Services	\$157	\$157	\$157	\$157
128-41-10-541-315-00 Fee Collection Charges	\$257	\$234	\$256	\$256
128-41-10-541-431-00 Electricity	\$27,702	\$31,270	\$22,500	\$31,246
TOTAL SLD MIAMI GARDENS EXPENDITURES	\$28,116	\$31,661	\$22,913	\$31,659

Special Taxing District Fund SLD Peachtree Lane Expenditures	2023 Actual	Adopted 2024 Budget	Estimated 2024 Actual	Proposed 2025 Budget
Operating Expenditures				
129-41-10-541-310-00 Professional Services	\$33	\$33	\$33	\$33
129-41-10-541-315-00 Fee Collection Charges	\$53	\$50	\$58	\$58
129-41-10-541-431-00 Electricity	\$6,940	\$6,468	\$5,632	\$6,461
TOTAL SLD PEACHTREE LANE EXPENDITURES	\$7,026	\$6,551	\$5,723	\$6,552
Special Taxing District Fund SLD Lake Lucerne Expenditures	2023 Actual	Adopted 2024 Budget	Estimated 2024 Actual	Proposed 2025 Budget
Operating Expenditures				
130-41-10-541-310-00 Professional Services	\$119	\$119	\$119	\$119
130-41-10-541-315-00 Fee Collection Charges	\$192	\$186	\$208	\$208
130-41-10-541-431-00 Electricity	\$19,768	\$23,556	\$16,062	\$23,534
TOTAL SLD LAKE LUCERNE EXPENDITURES	\$20,079	\$23,861	\$16,389	\$23,861
Special Taxing District Fund SLD Andover First Addition Expenditures	2023 Actual	Adopted 2024 Budget	Estimated 2024 Actual	Proposed 2025 Budget
Operating Expenditures				
131-41-10-541-310-00 Professional Services	\$99	\$-	\$99	\$-
131-41-10-541-315-00 Fee Collection Charges	\$63	\$-	\$319	\$-
TOTAL SLD ANDOVER 1ST ADD'N EXPENDITURES	\$162	\$-	\$418	\$-
Special Taxing Distri SLD Liberty Homes Expenditures	2023 Actual	Adopted 2024 Budget	Estimated 2024 Actual	Proposed 2025 Budget
Operating Expenditures				
132-41-10-541-310-00 Professional Services	\$3	\$3	\$3	\$3
132-41-10-541-315-00 Fee Collection Charges	\$296	\$267	\$291	\$291
132-41-10-541-431-00 Electricity	\$22,770	\$36,561	\$18,519	\$36,539
TOTAL SLD LIBERTY HOMES EXPENDITURES	\$23,069	\$36,831	\$18,813	\$36,833

Special Taxing District Fund SLD Riverdale Expenditures	2023 Actual	Adopted 2024 Budget	Estimated 2024 Actual	Proposed 2025 Budget
Operating Expenditures				
133-41-10-541-310-00 Professional Services	\$2	\$2	\$2	\$2
133-41-10-541-315-00 Fee Collection Charges	\$202	\$185	\$206	\$206
133-41-10-541-431-00 Electricity	\$13,447	\$24,736	\$10,776	\$24,714
TOTAL SLD RIVERDALE EXPENDITURES	\$13,651	\$24,923	\$10,984	\$24,922
 Special Taxing District Fund SLD Rolling Oaks Expenditures				
Operating Expenditures				
134-41-10-541-310-00 Professional Services	\$60	\$60	\$60	\$60
134-41-10-541-315-00 Fee Collection Charges	\$97	\$91	\$101	\$101
134-41-10-541-431-00 Electricity	\$12,586	\$11,932	\$10,249	\$11,922
TOTAL SLD ROLLING OAKS EXPENDITURES	\$12,743	\$12,083	\$10,410	\$12,083
 Special Taxing District Fund SLD Venetian Acres Expenditures				
Operating Expenditures				
135-41-10-541-310-00 Professional Services	\$59	\$59	\$59	\$59
135-41-10-541-315-00 Fee Collection Charges	\$107	\$102	\$117	\$117
135-41-10-541-431-00 Electricity	\$7,671	\$13,986	\$6,230	\$13,970
TOTAL SLD VENTIAN ACRES EXPENDITURES	\$7,837	\$14,147	\$6,406	\$14,146
 Special Taxing District Fund SLD North Dade Country Club Expenditures				
Operating Expenditures				
136-41-10-541-310-00 Professional Services	\$351	\$351	\$351	\$351
136-41-10-541-315-00 Fee Collection Charges	\$557	\$529	\$587	\$587
136-41-10-541-431-00 Electricity	\$63,550	\$68,198	\$51,780	\$68,137
TOTAL SLD N. DADE COUNTRY CLUB EXPENDITURES	\$64,458	\$69,078	\$52,718	\$69,075

Special Taxing District Fund SLD Bunche Park South Expenditures	2023 Actual	Adopted 2024 Budget	Estimated 2024 Actual	Proposed 2025 Budget
Operating Expenditures				
137-41-10-541-310-00 Professional Services	\$94	\$94	\$94	\$94
137-41-10-541-315-00 Fee Collection Charges	\$152	\$142	\$160	\$160
137-41-10-541-431-00 Electricity	\$12,960	\$18,617	\$10,515	\$18,598
TOTAL SLD BUNCHE PARK SOUTH EXPENDITURES	\$13,206	\$18,853	\$10,769	\$18,852

Special Taxing District Fund SLD Greendale Expenditures	2023 Actual	Adopted 2024 Budget	Estimated 2024 Actual	Proposed 2025 Budget
Operating Expenditures				
138-41-10-541-310-00 Professional Services	\$37	\$37	\$37	\$37
138-41-10-541-315-00 Fee Collection Charges	\$61	\$56	\$60	\$60
138-41-10-541-431-00 Electricity	\$7,996	\$7,385	\$6,758	\$7,382
TOTAL SLD GREENDALE EXPENDITURES	\$8,094	\$7,478	\$6,855	\$7,479

Special Taxing District Fund SLD Jordan's Landing Maint Dist Expenditures	2023 Actual	Adopted 2024 Budget	Estimated 2024 Actual	Proposed 2025 Budget
Operating Expenditures				
139-41-10-541-310-00 Professional Services	\$96	\$96	\$96	\$96
139-41-10-541-315-00 Fee Collection Charges	\$155	\$150	\$177	\$177
139-41-10-541-431-00 Electricity	\$-	\$19,084	\$-	\$-
139-41-10-541-460-00 Repairs and Maintenance Service	\$12,400	\$-	\$15,000	\$19,057
TOTAL SLD JORDAN'S LANDING DIST EXPENDITURES	\$12,651	\$19,330	\$15,273	\$19,330

Special Taxing District Fund SLD Sunshine State Industrial Park Expenditures	2023 Actual	Adopted 2024 Budget	Estimated 2024 Actual	Proposed 2025 Budget
Operating Expenditures				
140-41-10-541-310-00 Professional Services	\$301	\$301	\$301	\$301
140-41-10-541-315-00 Fee Collection Charges	\$487	\$468	\$528	\$528
140-41-10-541-431-00 Electricity	\$50,525	\$59,728	\$41,036	\$59,669
TOTAL SLD SUNSHINE ST. INDUS PARK EXPENDITURES	\$51,313	\$60,497	\$41,865	\$60,498

Special Taxing District Fund SLD Air Park Industrial Expenditures	2023 Actual	Adopted 2024 Budget	Estimated 2024 Actual	Proposed 2025 Budget
Operating Expenditures				
141-41-10-541-310-00 Professional Services	\$27	\$27	\$27	\$27
141-41-10-541-315-00 Fee Collection Charges	\$44	\$43	\$50	\$50
141-41-10-541-431-00 Electricity	\$5,028	\$5,454	\$4,058	\$5,447
TOTAL SLD AIR PARK INDUSTRIAL EXPENDITURES	\$5,099	\$5,524	\$4,135	\$5,524
 Special Taxing District Fund SLD Palmetto Lakes Industrial Expenditures				
Operating Expenditures				
142-41-10-541-310-00 Professional Services	\$346	\$346	\$346	\$346
142-41-10-541-315-00 Fee Collection Charges	\$574	\$520	\$602	\$602
142-41-10-541-431-00 Electricity	\$55,488	\$68,233	\$44,964	\$68,149
TOTAL SLD PALMETTO LAKES INDUS EXPENDITURES	\$56,408	\$69,099	\$45,912	\$69,097
 Special Taxing District Fund SLD MDPD Subdivision Expenditures				
Operating Expenditures				
143-41-10-541-310-00 Professional Services	\$10	\$10	\$10	\$10
143-41-10-541-315-00 Fee Collection Charges	\$17	\$17	\$20	\$20
143-41-10-541-431-00 Electricity	\$1,655	\$2,055	\$1,350	\$2,052
TOTAL SLD MDPD SUBDIVISION EXPENDITURES	\$1,682	\$2,082	\$1,380	\$2,082
 Special Taxing District Fund SLD Park Center Business Expenditures				
Operating Expenditures				
144-41-10-541-310-00 Professional Services	\$15	\$15	\$15	\$15
144-41-10-541-315-00 Fee Collection Charges	\$29	\$27	\$29	\$29
144-41-10-541-431-00 Electricity	\$4,995	\$3,578	\$4,053	\$3,576
TOTAL SLD PARK CNTR BUSINESS EXPENDITURES	\$5,039	\$3,620	\$4,097	\$3,620

Special Taxing District Fund SLD Lakes of Tuscany Expenditures	2023 Actual	Adopted 2024 Budget	Estimated 2024 Actual	Proposed 2025 Budget
Operating Expenditures				
145-41-10-541-310-00 Professional Services	\$89	\$89	\$89	\$89
145-41-10-541-315-00 Fee Collection Charges	\$144	\$144	\$173	\$173
145-41-10-541-431-00 Electricity	\$10,796	\$17,764	\$8,789	\$17,735
TOTAL SLD LAKES OF TUSCANY EXPENDITURES	\$11,029	\$17,997	\$9,051	\$17,997
Special Taxing District Fund SLD Golden Glades Expenditures	2023 Actual	Adopted 2024 Budget	Estimated 2024 Actual	Proposed 2025 Budget
Operating Expenditures				
146-41-10-541-310-00 Professional Services	\$96	\$96	\$96	\$96
146-41-10-541-315-00 Fee Collection Charges	\$155	\$150	\$167	\$167
146-41-10-541-431-00 Electricity	\$12,702	\$18,998	\$10,338	\$18,981
TOTAL SLD GOLDEN GLADES EXPENDITURES	\$12,953	\$19,244	\$10,601	\$19,244
Special Taxing District Fund SLD Air Park Industrial Maintenance Expenditures	2023 Actual	Adopted 2024 Budget	Estimated 2024 Actual	Proposed 2025 Budget
Operating Expenditures				
147-41-10-541-315-00 Fee Collection Charges	\$206	\$200	\$223	\$223
147-41-10-541-431-00 Electricity	\$-	\$25,446	\$-	\$-
147-41-10-541-460-00 Repairs and Maintenance Service	\$12,498	\$-	\$20,000	\$25,440
TOTAL SLD AIR PARK INDUS MAINT EXPENDITURES	\$12,704	\$25,646	\$20,223	\$25,663
TOTAL SPECIAL TAXING DISTRICT FUND EXPENDITURES	\$703,467	\$895,926	\$589,326	\$921,081
SPECIAL TAXING DISTRICT FUNDS REVENUES (-) EXPENDITURES	\$(703,467)	\$(895,926)	\$(589,326)	\$(921,081)



Miami Gardens



DEBT SERVICE FUND



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Debt Service Fund Overview

The Debt Service Fund was created in FY 2008 to provide transparency to the City's debt issues. User Departments make internal transfers into the Debt Service Fund in the amount of their pro-rata share of various bond issues; the payments to the bond holders are made from here.

The Debt Service Fund was established to account for and pay the principal and interest on the City's various debt issues. Funds are received by inter-fund transfers from the various operating funds in proportion to the equipment or facilities purchased for them.

The use of the Debt Service Fund provides additional transparency to the general public as to the City's bonded indebtedness. Also, included in the fund are capital lease payments for equipment financed in this manner. There is no staff in this fund.

Debt Service Fund Revenues

Revenue Type	Actual FY 20-21	Actual FY 21-22	Actual FY 22-23	Budget FY 23-24	Budget FY 24-25
Property Tax	\$3,957,988	\$3,992,094	\$3,947,722	\$3,960,990	\$3,959,821
Transfers-In	\$7,329,637	\$10,452,398	\$6,634,858	\$6,594,405	\$4,665,431
Miscellaneous Revenues	\$-	\$-	\$216,996	\$-	\$-
TOTAL REVENUES	\$11,287,625	\$14,444,492	\$10,799,576	\$10,555,395	\$8,625,252

Debt Service Fund Expenditures

Expenditure Type	Actual FY 20-21	Actual FY 21-22	Actual FY 22-23	Budget FY 23-24	Budget FY 24-25
Debt Service	\$11,285,044	\$14,403,534	\$10,346,091	\$10,555,395	\$8,625,252
TOTAL EXPENDITURES	\$11,285,044	\$14,403,534	\$10,346,091	\$10,555,395	\$8,625,252

Analysis

The Debt Service Fund was started mid-year in FY 2008. The decrease for FY 2024 can be attributed to the Series 2009B \$8,800,000 Taxable Land Acquisition Revenue Bonds being paid off the previous year.

Debt Service Fund Revenues	2023 Actual	Adopted 2024 Budget	Estimated 2024 Actual	Proposed 2025 Budget
Property Taxes				
201-00-00-311-000-00 Ad Valorem Taxes	\$3,947,722	\$3,960,990	\$3,881,770	\$3,959,821
Other Sources				
201-00-00-381-014-01 Inter Transf - General Fund	\$666,406	\$663,582	\$663,582	\$101,807
201-00-00-381-015-10 Inter Transf - Transportation Adm	\$388,698	\$388,009	\$388,009	\$101,807
201-00-00-381-025-30 Inter Transf - Capital Projects	\$5,579,754	\$5,542,814	\$5,542,814	\$4,461,817
TOTAL DEBT SERVICE FUND REVENUES	\$10,582,580	\$10,555,395	\$10,476,175	\$8,625,252

Debt Service Fund Expenditures		2023 Actual	Adopted 2024 Budget	Estimated 2024 Actual	Proposed 2025 Budget
Debt Service					
201-17-01-517-710-04	Principal- \$7.5 MM Note	\$400,468	\$415,405	\$415,405	\$-
201-17-01-517-710-06	Principal- QNIP	\$317,200	\$499,850	\$499,850	\$175,826
201-17-01-517-710-12	\$55M Principal Payment	\$1,565,000	\$1,635,000	\$1,635,000	\$1,715,000
201-17-01-517-710-14	\$60M Principal- Debt Service (refi)	\$1,840,000	\$1,935,000	\$1,935,000	\$2,030,000
	Principal- \$6.9 MM (refinance				
201-17-01-517-710-18	\$14.4)	\$905,000	\$940,000	\$940,000	\$-
	Principal- \$50 MM GOB (refinance				
201-17-01-517-710-19	\$60M)	\$760,000	\$765,000	\$765,000	\$775,000
201-17-01-517-720-04	Interest- \$7.5 MM Note	\$106,028	\$87,196	\$87,196	\$-
201-17-01-517-720-06	Interest- QNIP	\$(19,129)	\$49,140	\$49,140	\$27,788
201-17-01-517-720-12	Interest- \$55M Bond	\$2,976,257	\$2,864,046	\$2,864,046	\$2,746,817
201-17-01-517-720-14	\$60M GO Bond interest (refi)	\$290,250	\$198,250	\$198,250	\$101,500
	Interest- \$6.9 MM (refinance				
201-17-01-517-720-18	\$14.4)	\$134,596	\$103,767	\$103,767	\$-
	Interest- \$50 MM GOB (refinance				
201-17-01-517-720-19	\$60M)	\$1,070,421	\$1,062,335	\$1,062,335	\$1,052,550
Non-Operating Expenditures					
201-17-01-517-991-00	Working Capital Reserve	\$-	\$406	\$-	\$771
TOTAL DEBT SERVICE FUND EXPENDITURES		\$10,346,091	\$10,555,395	\$10,554,989	\$8,625,252
DEBT SERVICE FUND REVENUES (-) EXPENDITURES		\$(10,346,091)	\$(10,555,395)	\$(10,554,989)	\$(8,625,252)



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Miami Gardens



2020

CAPITAL PROJECTS FUND



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Capital Projects Fund Overview

The Capital Projects Fund is an accounting entity designed to ease the administration of multiyear capital projects. Capital expenditures are defined as amounts expended for fixed asset acquisitions and improvements. Generally, an asset is considered a capital expenditure if over \$5,000 with an expected life of 3 years or more.

The Division of Capital Improvement Projects is responsible for the planning, coordination, execution, supervision of all construction related capital projects in the City and for the administration of all capital funds.

Revenues in the Capital Projects Fund are determined by the secured grants and proposed or prior bond issues. For the past few years, the Division has been busy with the City Hall Project, and parks improvements. In late FY 2014, the City issued a \$60,000,000 General Obligation Bond, therefore, the Division will be busy with many projects in the coming few years. Any unspent bond proceeds of the projects will be automatically carried forward to the next fiscal year. The Five Year CIP plan will provide details of when the projects will be implemented.

Capital Projects Fund Revenues

Revenue Type	Actual FY 20-21	Actual FY 21-22	Actual FY 22-23	Budget FY 23-24	Budget FY 24-25
Transfers-In	\$5,403,516	\$5,622,251	\$5,538,662	\$5,555,607	\$4,524,228
Grants	\$130,911	\$1,143,078	\$1,177,345	\$-	\$-
Impact Fees	\$1,808,758	\$1,123,272	\$1,396,087	\$859,213	\$824,045
TOTAL REVENUES	\$7,343,185	\$7,888,601	\$8,112,094	\$6,414,820	\$5,348,273

Capital Projects Fund Expenditures

Expenditure Type	Actual FY 20-21	Actual FY 21-22	Actual FY 22-23	Budget FY 23-24	Budget FY 24-25
Personnel Services	\$576,278	\$582,171	\$764,650	\$775,221	\$837,864
Operating Expenses	\$2,425,713	\$1,121,135	\$675,715	\$96,785	\$48,592
Capital Outlay	\$7,901,680	\$3,858,926	\$4,001,587	\$-	\$-
Interfund Transfers	\$5,959,143	\$5,918,591	\$5,579,754	\$5,542,814	\$4,461,817
Non-Operating Expenses	\$-	\$(930,737)	\$-	\$-	\$-
TOTAL EXPENDITURES	\$16,862,814	\$10,550,086	\$11,021,706	\$6,414,820	\$5,348,273



Buccaneer Park



Buccaneer Park Mega Soaker



Betty T. Ferguson field's artificial turf



Buccaneer Park Mega Soaker



North Dade Optimist Park Bleachers



Norwood Park

Capital Projects Fund Revenues	2023 Actual	Adopted 2024 Budget	Estimated 2024 Actual	Proposed 2025 Budget
Miscellaneous Revenues				
300-00-00-337-711-00 Rolling Oaks Park	\$1,177,345	\$-	\$-	\$-
300-00-00-361-100-00 Interest	\$134,200	\$-	\$-	\$-
300-00-00-361-102-00 Rebate \$55 million bond	\$500,122	\$859,213	\$859,213	\$824,045
300-00-00-361-103-00 Interests on \$60M GO Bond	\$505,721	\$-	\$534,845	\$-
300-00-00-361-300-00 Net Increase(Decease) in FMV	\$256,044	\$-	\$-	\$-
300-00-00-369-903-00 Insurance Reimbursement	\$-	\$-	\$2,222	\$-
Interfund Transfers				
300-00-00-381-030-01 Inter Transf- General Fund	\$5,538,662	\$5,555,607	\$5,555,607	\$4,524,228
TOTAL CAPTIAL PROJECTS FUND REVENUES	\$8,112,094	\$6,414,820	\$6,951,887	\$5,348,273



Miami Gardens



2020

STORMWATER FUND



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Stormwater Utility Fund Overview

The Stormwater Utility Fund was created to account for the revenues and expenditures associated with the City's Stormwater Utility. Revenues to this fund come from a Stormwater assessment against all property in the City as well as from grants for specific projects. Assessments are determined by a property's total number of Equivalent Residential Units (ERUs). Each ERU represents 1,548 square feet of impervious surface. The rate is \$6 per ERU per month. Revenue is based on a count of existing ERUs adjusted for estimated new construction coming on-line during the fiscal year. Actual work and supervision of the Utility's employees are handled by the Public Works Department.

Stormwater Utility Fund Revenues

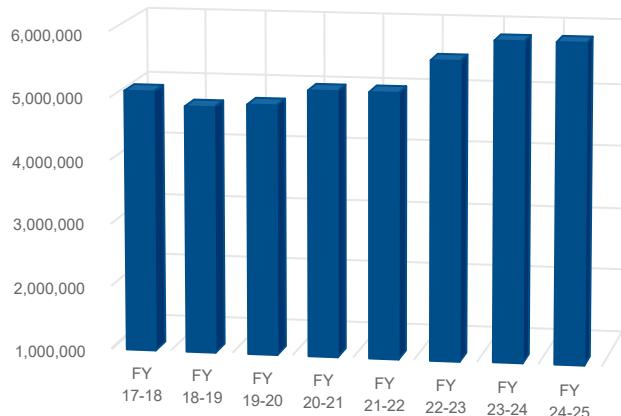
Revenue Type	Actual FY 20-21	Actual FY 21-22	Actual FY 22-23	Budget FY 23-24	Budget FY 24-25
Stormwater Fees	\$5,181,436	\$5,187,731	\$5,685,954	\$6,068,292	\$6,375,227
Grant	\$80,272	\$-	\$-	\$-	\$-
Other	\$33,576	\$25,682	\$680,375	\$25,000	\$25,000
Re-appropriated Retained Earnings	\$-	\$-	\$-	\$-	\$400,372
TOTAL REVENUES	\$5,295,284	\$5,213,413	\$6,366,329	\$6,093,292	\$6,800,599

Stormwater Utility Fund Expenditures

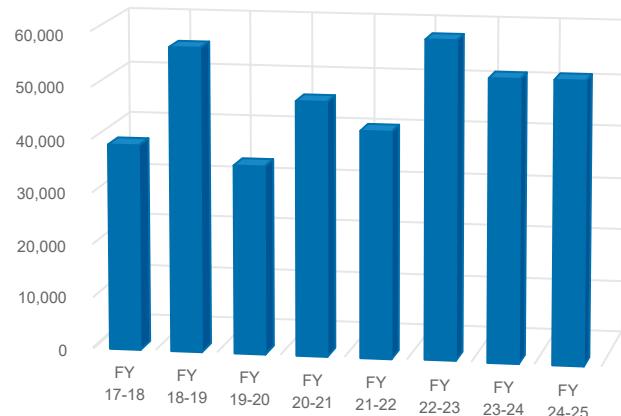
Expenditure Type	Actual FY 20-21	Actual FY 21-22	Actual FY 22-23	Budget FY 23-24	Budget FY 24-25
Personnel Services	\$882,540	\$921,240	\$707,324	\$1,083,114	\$1,329,667
Operating Expenses	\$1,791,852	\$1,811,084	\$2,300,273	\$1,144,698	\$1,620,265
Capital Outlay	\$-	\$-	\$-	\$2,759,000	\$2,737,000
Debt Service	\$180,779	\$191,358	\$188,914	\$547,134	\$547,264
Interfund Transfers	\$511,838	\$445,235	\$498,797	\$559,346	\$566,403
TOTAL EXPENDITURES	\$3,367,009	\$3,368,917	\$3,695,308	\$6,093,292	\$6,800,599

Major Revenues

Stormwater Utility Fees History



Stormwater Permit Fees History



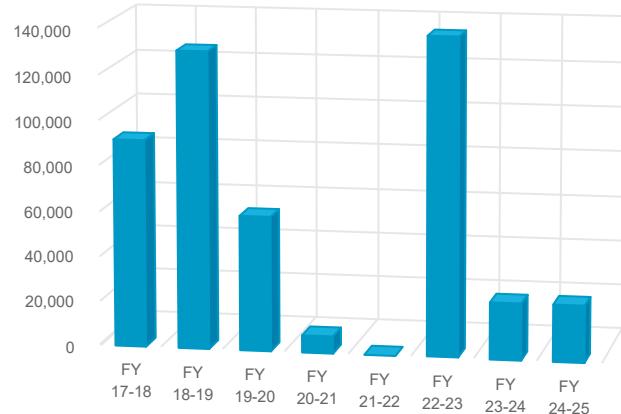
United States Environmental Protection Agency (USEPA) has required that local governments have a program to deal with stormwater runoff, improve water quality discharge, to maintain the existing stormwater discharge system, to implement and remain compliant with the Environmental Protection Agency's National Pollutant Discharge Elimination System (NPDES) Permit Program through efficient operations and the use of Best Management Practices (BMP).

In order to implement such a program, the State of Florida has authorized local governments to establish stormwater utilities and to charge a fee as necessary to cover the costs of such a program. Miami-Dade County initially established a stormwater utility for the Miami-Gardens area. In April of 2006, the City assumed management of the utility through its own ordinance and interlocal agreement with the County.

Under the Miami Gardens Stormwater Utility, each property is charged a monthly fee of \$6.00 per Equivalent Residential Unit (ERU). An ERU is based on a typical residential unit having 1,800 square feet of impermeable surface area. Commercial properties are charged based on their total ERUs.

As part of the requirements the City must comply with in order to participate in the National Flood Insurance Program is a plan review process for all new construction and substantial improvements. The floodplain fees are designed to cover the costs of administering this program to comply with the federal regulations. Fees are charged upon application for a qualifying process, either to the developer or to the resident.

Interest Income Receipts History



This revenue results from the investment of idle City funds. Since the City's incorporation, interest earned was retained by the General Fund; however, in FY 2008, the City began allocating earned interest to the various operating funds in proportion to their participation in pooled cash.

Stormwater Utility Fund Revenues	2023 Actual	Adopted 2024 Budget	Estimated 2024 Actual	Proposed 2025 Budget
Charges For Services				
401-00-00-325-200-00 Stormwater Assessments	\$5,612,914	\$6,014,984	\$5,366,514	\$6,321,919
License, Fees & Payments				
401-00-00-329-500-00 Stormwater Permit Fees	\$73,040	\$53,308	\$48,006	\$53,308
Miscellaneous Revenues				
401-00-00-361-100-00 Interest	\$263,114	\$25,000	\$31,386	\$25,000
401-00-00-361-300-00 Net Increase(Decease) in FMV	\$158,782	\$-	\$-	\$-
401-00-00-364-000-00 Sales of Fixed Assets	\$96,297	\$-	\$-	\$-
401-00-00-369-900-00 Other Miscellaneous Revenues	\$64,988	\$-	\$-	\$-
401-00-00-369-903-00 Insurance Reimbursement	\$2,400	\$-	\$-	\$-
401-00-00-385-000-00 Proceeds from Refunding Bonds	\$94,794	\$-	\$-	\$-
Reappropriated Fund Balance				
401-00-00-389-901-00 Reappropriated Retained Earnings	\$-	\$-	\$-	\$400,372
TOTAL STORMWATER FUND REVENUES	\$6,366,329	\$6,093,292	\$5,445,906	\$6,800,599



Miami Gardens



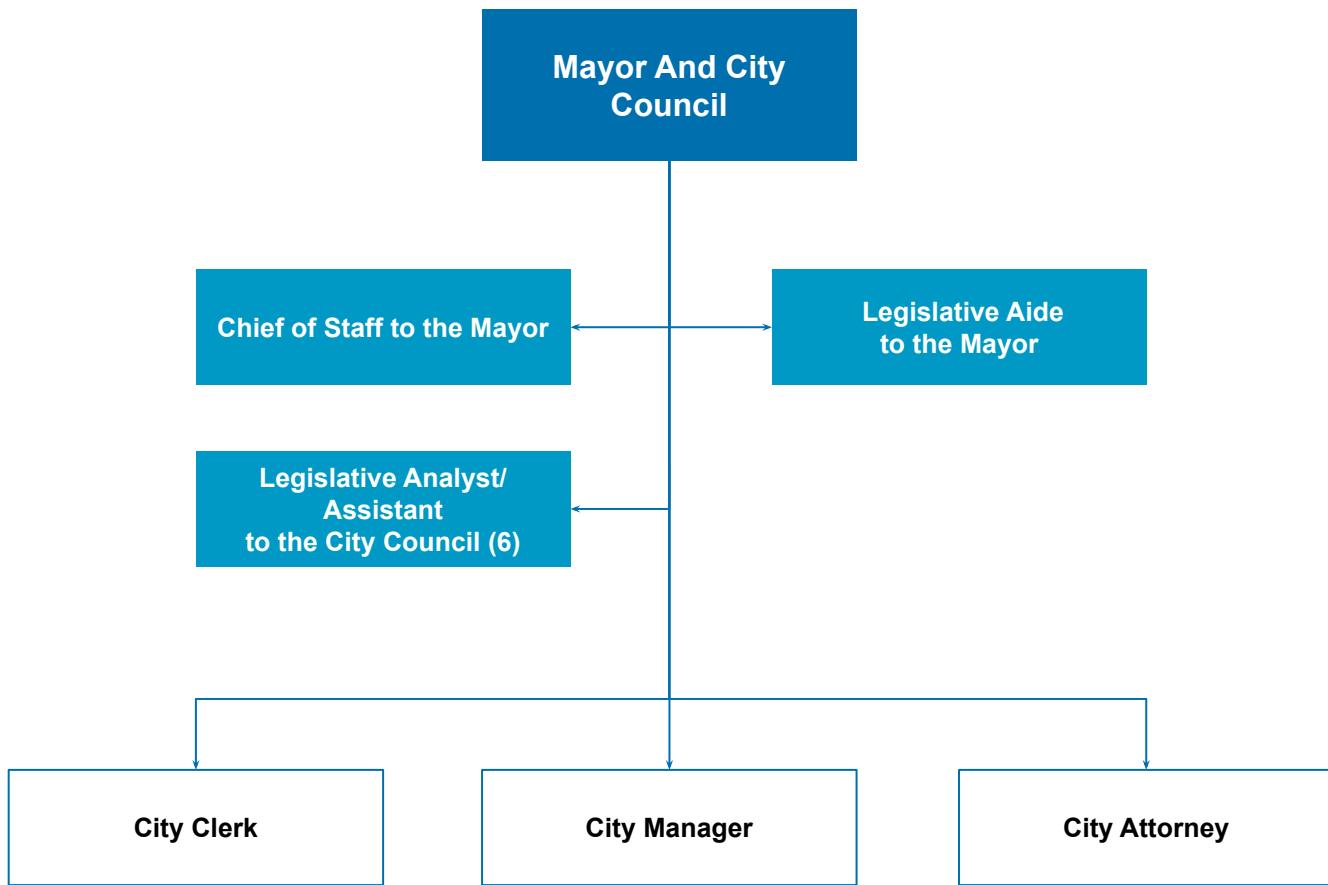
2020

DEPARTMENT/ OFFICES



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Legislative Department



Legislative Department

Mission

The Legislative Department accounts for the activities of the Mayor, City Council and associated support staff. The Mayor and City Council provide policy leadership for the City and perform other duties as prescribed in the City of Miami Gardens' Charter and applicable state law. The Mayor and City Council are considered officials and not employees of the City and thus, are not counted in the overall employment data.

Staffing Levels

Authorized Positions	FY 20-21	FY 21-22	FY 22-23	FY 23-24	FY 24-25
Legislative Analyst/Asst. to the City Council	4.00	6.00	7.00	6.00	6.00
Executive Assistant to the Mayor	1.00	0.00	0.00	0.00	0.00
Chief of Staff to the Mayor	0.00	1.00	1.00	1.00	1.00
Legislative Aide to the Mayor	1.00	1.00	1.00	1.00	1.00
TOTAL STAFFING	6.00	8.00	9.00	8.00	8.00

Program Expenditures

Category	Actual FY 20-21	Actual FY 21-22	Actual FY 22-23	Budget FY 23-24	Budget FY 24-25
Personnel Services	\$1,120,699	\$1,261,806	\$1,323,064	\$1,386,104	\$1,490,196
Operating Expenses	\$324,623	\$306,270	\$404,681	\$361,337	\$361,341
TOTAL EXPENDITURES	\$1,445,322	\$1,568,076	\$1,727,745	\$1,747,441	\$1,851,537

Legislative Department

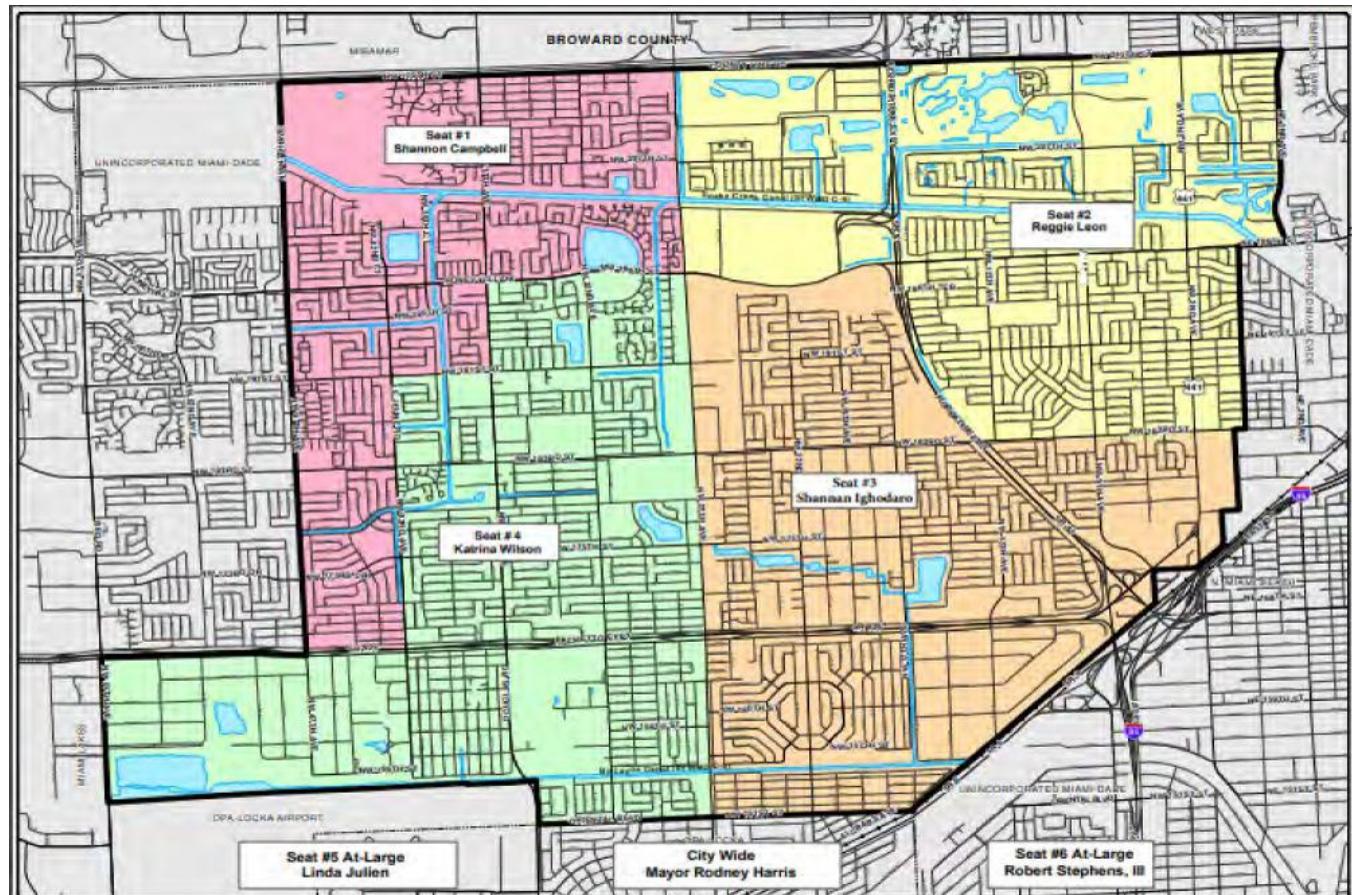
Accomplishments, Goals & Objectives

FY 2024-2025 Goals and Objectives

- Strategic Planning.
- Oversight and direction of the expenditure of bond proceeds.
- Provide guidance on the City's economic development plans.

Performance Indicators

Objectives	Performance Indicators	Actual FY 2023	Budget FY 2024	Budget FY 2025
Hold Budget Awareness meetings. Number of forums held.		3	4	4
Adopt annual City operating plans.	Complete by September 30, of each year.	Completed on September 25, 2022	To be Completed on September 27, 2023	To be Completed on September 27, 2024

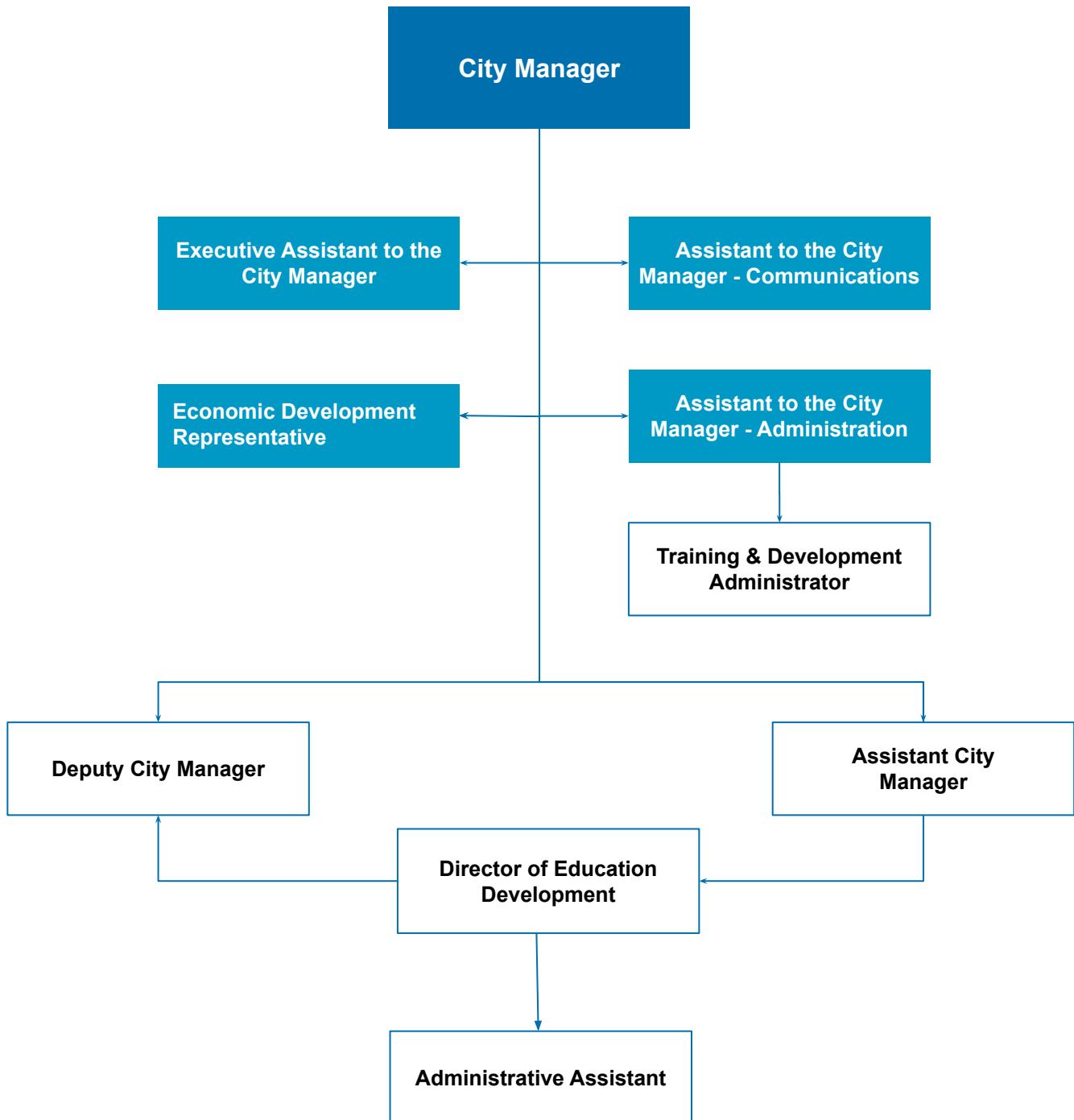


City Council Boundary Map

General Fund Office of the Mayor Expenditures		2023 Actual	Adopted 2024 Budget	Estimated 2024 Actual	Proposed 2025 Budget
Operating Expenditures					
001-11-00-511-310-00	Professional Services	\$55,000	\$75,000	\$75,000	\$75,000
001-11-00-511-400-00	Travel & Per Diem	\$14,558	\$15,000	\$15,000	\$15,000
001-11-00-511-523-00	CMG Junior Council	\$1,139	\$10,000	\$10,000	\$10,000
001-11-00-511-540-00	Books, Publications, and Dues	\$82,816	\$78,037	\$52,444	\$78,037
001-11-00-511-550-00	Educational & Training	\$490	\$25,000	\$-	\$25,000
TOTAL OFFICE OF THE MAYOR		\$154,003	\$203,037	\$152,444	\$203,037

General Fund Legislative Expenditures	2023 Actual	Adopted 2024 Budget	Estimated 2024 Actual	Proposed 2025 Budget
Personnel Services				
001-11-01-511-101-00 Executive Salaries	\$-	\$332,800	\$-	\$-
001-11-01-511-102-00 Regular Salaries and Wages	\$618,055	\$545,137	\$894,470	\$580,634
001-11-01-511-105-00 Special Pay	\$45,762	\$45,864	\$44,249	\$45,864
001-11-01-511-106-00 Mayor's Salary	\$60,800	\$-	\$-	\$87,360
001-11-01-511-107-00 Council Salaries	\$182,400	\$-	\$-	\$262,080
001-11-01-511-201-00 FICA	\$68,742	\$70,671	\$72,770	\$74,659
001-11-01-511-202-00 Retirement	\$112,432	\$119,136	\$128,415	\$126,769
001-11-01-511-203-00 Life and Health Insurance	\$233,980	\$271,005	\$229,869	\$310,195
001-11-01-511-204-00 Workers' Compensation	\$893	\$1,491	\$2,280	\$2,635
Operating Expenditures				
001-11-01-511-340-00 Other Contractual	\$970	\$-	\$-	\$-
001-11-01-511-400-00 Travel & Per Diem	\$66,258	\$25,000	\$25,000	\$25,000
001-11-01-511-411-00 Telephone Services	\$14,146	\$13,500	\$14,976	\$13,500
001-11-01-511-490-00 Mayor's Expense	\$14,432	\$14,400	\$14,400	\$14,400
001-11-01-511-491-00 Seat 1 Expense Account	\$15,247	\$14,400	\$14,400	\$14,400
001-11-01-511-492-00 Seat 2 Expense Account	\$15,307	\$14,400	\$14,400	\$14,400
001-11-01-511-493-00 Seat 3 Expense Account	\$17,158	\$14,400	\$14,400	\$14,400
001-11-01-511-494-00 Seat 4 Expense Account	\$15,376	\$14,400	\$14,400	\$14,400
001-11-01-511-495-00 Seat 5 Expense Account	\$32,904	\$14,400	\$14,400	\$14,400
001-11-01-511-496-00 Seat 6 Expense Account	\$14,870	\$14,400	\$14,400	\$14,400
001-11-01-511-510-00 Office Supplies	\$3,544	\$5,000	\$2,651	\$5,004
001-11-01-511-520-00 Operating Supplies	\$25,584	\$4,000	\$14,000	\$4,000
001-11-01-511-550-00 Educational & Training	\$14,882	\$10,000	\$10,000	\$10,000
TOTAL LEGISLATIVE	\$1,573,742	\$1,544,404	\$1,539,480	\$1,648,500

Office of the City Manager



Office of the City Manager

Mission

The Office of the City Manager's budget accounts for the activities of the City Manager, Deputy City Manager, Assistant City Manager, and an Assistant to the City Manager. The City Manager is responsible for the day-to-day operation of the City through the various City Departments including staffing, preparing and administering the City budget, and recommending policy alternatives to the Mayor and City Council. The City Manager is appointed by the Mayor, confirmed by the City Council and reports to the Mayor and City Council.

Staffing Levels

Authorized Positions	FY 20-21	FY 21-22	FY 22-23	FY 23-24	FY 24-25
City Manager	1.00	1.00	1.00	1.00	1.00
Deputy City Manager	1.00	1.00	1.00	1.00	1.00
Assistant City Manager	1.00	1.00	1.00	1.00	1.00
Assistant to the City Manager	1.00	1.00	1.50	1.30	1.00
Administrative Assistant	1.00	1.00	1.00	1.00	1.00
Executive Administrator to the City Manager	1.00	1.00	1.00	1.00	1.00
Training & Development Administrator	0.00	0.00	0.00	0.00	1.00
Economic Development Representative	0.00	0.00	1.00	1.00	0.00
Director of Educational Development	0.00	0.00	0.00	1.00	0.00
Strategic Communication & Training Specialist	1.00	1.00	1.00	1.00	0.00
TOTAL STAFFING	7.00	7.00	8.50	9.30	7.00

Program Expenditures

Category	Actual FY 20-21	Actual FY21-22	Actual FY 22-23	Budget FY 23-24	Budget FY 24-25
Personnel Services	\$1,428,320	\$1,575,652	\$1,931,970	\$1,887,978	\$1,767,869
Operating Expenses	\$161,110	\$246,775	\$484,039	\$175,596	\$211,598
TOTAL EXPENDITURES	\$1,589,430	\$1,822,427	\$2,416,009	\$2,063,574	\$1,979,467

Analysis

The Office of the City Manager does not deliver traditional services. Evaluation of the activities of the Department is somewhat subjective. The decrease in personnel costs can be attributed to the transfer of the PACE Educational Coordinator position from the City Manager Dept. to the Education Dept..

Office of the City Manager

Accomplishments, Goals & Objectives

FY 2023-2024 Accomplishments

- Completed sale of the 35-acre City owned land for economic development
- Advanced projects included in the Bond Implementation Plan
- Bunche Park (May 2021)
- Cloverleaf Groundbreaking (June 2021)
- Senior Family Center (July 2021)
- Andover Park Groundbreaking (July 2021)
- The City's taxable value increased to 10.9%.

FY 2024-2025 Goals and Objectives

- Advance projects included in the Bond Implementation Plan
- Increase the City's overall financial capacity

Performance Indicators

Objectives	Performance Indicators	Actual FY 2023	Budget FY 2024	Budget FY 2025
Submit budget to Council as per City's Charter	Submit budget to Council before July 31 of each year.	Submit to Council on July 24, 2022	Submit as per budget calendar and prior to July 31	Submit as per budget calendar and prior to July 31
Conduct budget special meetings.	Number of workshops conducted	1	2	2
Customer Concerns	Percentage of customer concerns processed and closed.	100%	100%	100%

General Fund Office of the City Manager Expenditures	2023 Actual	Adopted 2024 Budget	Estimated 2024 Actual	Proposed 2025 Budget
Personnel Services				
001-12-01-512-102-00 Regular Salaries and Wages	\$1,381,756	\$1,269,287	\$1,281,614	\$1,149,781
001-12-01-512-104-00 Overtime	\$384	\$-	\$-	\$-
001-12-01-512-105-00 Special Pay	\$21,000	\$20,580	\$21,797	\$25,800
001-12-01-512-201-00 FICA	\$77,067	\$78,645	\$86,736	\$65,804
001-12-01-512-202-00 Retirement	\$287,151	\$328,792	\$330,942	\$322,184
001-12-01-512-203-00 Life and Health Insurance	\$163,316	\$187,191	\$174,339	\$201,126
001-12-01-512-204-00 Workers' Compensation	\$1,296	\$3,483	\$3,330	\$3,174
Operating Expenditures				
001-12-01-512-310-00 Professional Services	\$329,604	\$75,000	\$92,470	\$111,000
001-12-01-512-340-00 Other Contractual	\$3,931	\$12,000	\$12,000	\$12,000
001-12-01-512-400-00 Travel & Per Diem	\$14,477	\$16,646	\$16,646	\$16,646
001-12-01-512-421-00 Postage & Freight	\$-	\$50	\$-	\$52
001-12-01-512-440-00 Rentals and Leases	\$4,553	\$4,440	\$3,978	\$4,440
001-12-01-512-470-00 Printing & Binding	\$2,361	\$120	\$3,673	\$120
001-12-01-512-480-00 Promotional Activities	\$-	\$-	\$443	\$-
001-12-01-512-492-00 Special Events	\$36,927	\$-	\$54,212	\$-
001-12-01-512-493-00 Software License	\$8,740	\$-	\$7,576	\$-
001-12-01-512-510-00 Office Supplies	\$1,476	\$2,000	\$2,000	\$2,000
001-12-01-512-520-00 Operating Supplies	\$44,741	\$2,000	\$9,923	\$2,000
001-12-01-512-540-00 Books, Publications, and Dues	\$6,179	\$3,640	\$3,640	\$3,640
001-12-01-512-550-00 Educational & Training	\$31,050	\$59,700	\$59,700	\$59,700
TOTAL CITY MANAGER	\$2,416,009	\$2,063,574	\$2,165,019	\$1,979,467



Office of Educational Development

Mission

The Educational Development program within the City Manager's Office is dedicated to empowering Miami Gardens residents with accessible higher education, workforce training, and upskilling opportunities. The mission is to elevate educational attainment and enhance social and economic mobility through comprehensive education and career support services.

Staffing Levels

Authorized Positions	FY 20-21	FY 21-22	FY 22-23	FY 23-24	FY 24-25
Director of Educational Development	0.00	0.00	0.00	0.00	1.00
TOTAL STAFFING	0.00	0.00	0.00	0.00	1.00

Program Expenditures

Category	Actual FY 20-21	Actual FY 21-22	Actual FY 22-23	Budget FY 23-24	Budget FY 24-25
Personnel Services	\$-	\$-	\$-	\$-	\$155,761
Operating Expenses	\$-	\$-	\$-	\$-	\$51,130
TOTAL EXPENDITURES	\$-	\$-	\$-	\$-	\$206,891

Analysis

Newly established program within the City Manager's Officer for FY 2025. Sufficient funding has been made available to conduct the necessary operations of the program.

Office of Educational Development

Accomplishments, Goals & Objectives

FY 2023-2024 Accomplishments

- At the direction of the City Manager, started the process to complete the City's five to ten-year Strategic Plan.
- Transitioned to phase II (sales process) of the corporate sponsorship program with the Deputy City Manager.
- Wayfinding signage is in progress for fabrication with the selected vendor to implement the program throughout the City.
- Transitioned the planning and execution of Jazz in the Gardens to the Events Manager and a new event producer, Black Promoters Collective.

FY 2024-2025 Goals and Objectives

- Finalize a five to ten-year Strategic Plan for the City of Miami Gardens.
- Finalize the implementation of a wayfinding signage program throughout the City with the Public Works Department.
- Continue to facilitate and enhance communication efforts to inform the community through the city-produced newspaper, media outreach, events and digital and traditional media channels.

Performance Indicators

Objectives	Performance Indicators	Actual FY 2023	Budget FY 2024	Budget FY 2025
Communicate information to the City's residents through written material.	Number of publications/flyers/ads/ electronic communications disseminated.	960	889	1,000
Effectively engage residents using social media.	Number of fans/followers/ subscribers on the City's Facebook, Twitter, Instagram, and constant contact page (cumulative total).	21,300	27,500	29,000
Promote quality cultural, educational and recreational programming for City residents.	Number of City-sponsored and cosponsored events.	230	169	150
Promote a positive image for Miami Gardens.	Number of graphic design projects produced.	301	312	325

General Fund Public Affairs Office Expenditures	2023 Actual	Adopted 2024 Budget	Estimated 2024 Actual	Proposed 2025 Budget
Personnel Services				
001-12-04-512-102-00 Regular Salaries and Wages	\$-	\$-	\$-	\$116,590
001-12-04-512-105-00 Special Pay	\$-	\$-	\$-	\$600
001-12-04-512-201-00 FICA	\$-	\$-	\$-	\$8,965
001-12-04-512-202-00 Retirement	\$-	\$-	\$-	\$15,891
001-12-04-512-203-00 Life and Health Insurance	\$-	\$-	\$-	\$13,399
001-12-04-512-204-00 Workers' Compensation	\$-	\$-	\$-	\$316
Operating Expenditures				
001-12-04-512-310-00 Professional Services	\$-	\$-	\$-	\$12,500
001-12-04-512-340-00 Other Contractual	\$-	\$-	\$-	\$20,000
001-12-04-512-400-00 Travel & Per Diem	\$-	\$-	\$-	\$4,000
001-12-04-512-480-00 Promotional Activities	\$-	\$-	\$-	\$10,000
001-12-04-512-510-00 Office Supplies	\$-	\$-	\$-	\$2,000
001-12-04-512-525-00 Uniforms	\$-	\$-	\$-	\$500
001-12-04-512-540-00 Books, Publications, and Dues	\$-	\$-	\$-	\$1,130
001-12-04-512-550-00 Educational & Training	\$-	\$-	\$-	\$1,000
TOTAL PUBLIC AFFAIRS	\$-	\$-	\$-	\$206,891

Health & Human Services - CDC Reach Rise Project

Mission

The City of Miami Gardens was awarded a five-year (2018-2023) grant from the Department of Human Services, Centers for Disease Control and Prevention (CDC), Racial and Ethnic Approaches to Community Health (REACH) in an effort to support the work of Live Healthy Miami Gardens (LHMG).

This 5-year CDC program is designed to improve health, prevent chronic diseases, and reduce health disparities among racial and ethnic populations with the highest risk, or burden, of chronic disease. The REACH project will align with the practices promoted by the CDC's National Center for Chronic Disease Prevention and Health Promotion program.

The goal of the project is to reduce chronic disease cases and deaths in Miami Gardens by increasing resident access of preventive and primary care resources, increasing the supply of and demand for healthy local foods, and transforming built and social environments to sustain improved physical activity levels and nutrition quality.

Staffing Levels

Authorized Positions	FY 20-21	FY 21-22	FY 22-23	FY 23-24	FY 24-25
Administrative Assistant	0.80	0.80	1.00	0.00	0.00
Program Director	1.00	1.00	1.00	0.00	0.00
Program Associate	1.00	1.00	1.00	0.00	0.00
TOTAL STAFFING	2.80	2.80	3.00	0.00	0.00

Program Expenditures

Category	Actual FY 20-21	Actual FY 21-22	Actual FY 22-23	Budget FY 23-24	Budget FY 24-25
Personnel Services	\$238,817	\$267,373	\$225,851	\$-	\$-
Operating Expenses	\$705,246	\$739,539	\$917,835	\$-	\$-
TOTAL DIVISION	\$944,063	\$1,006,912	\$1,143,686	\$-	\$-

Analysis

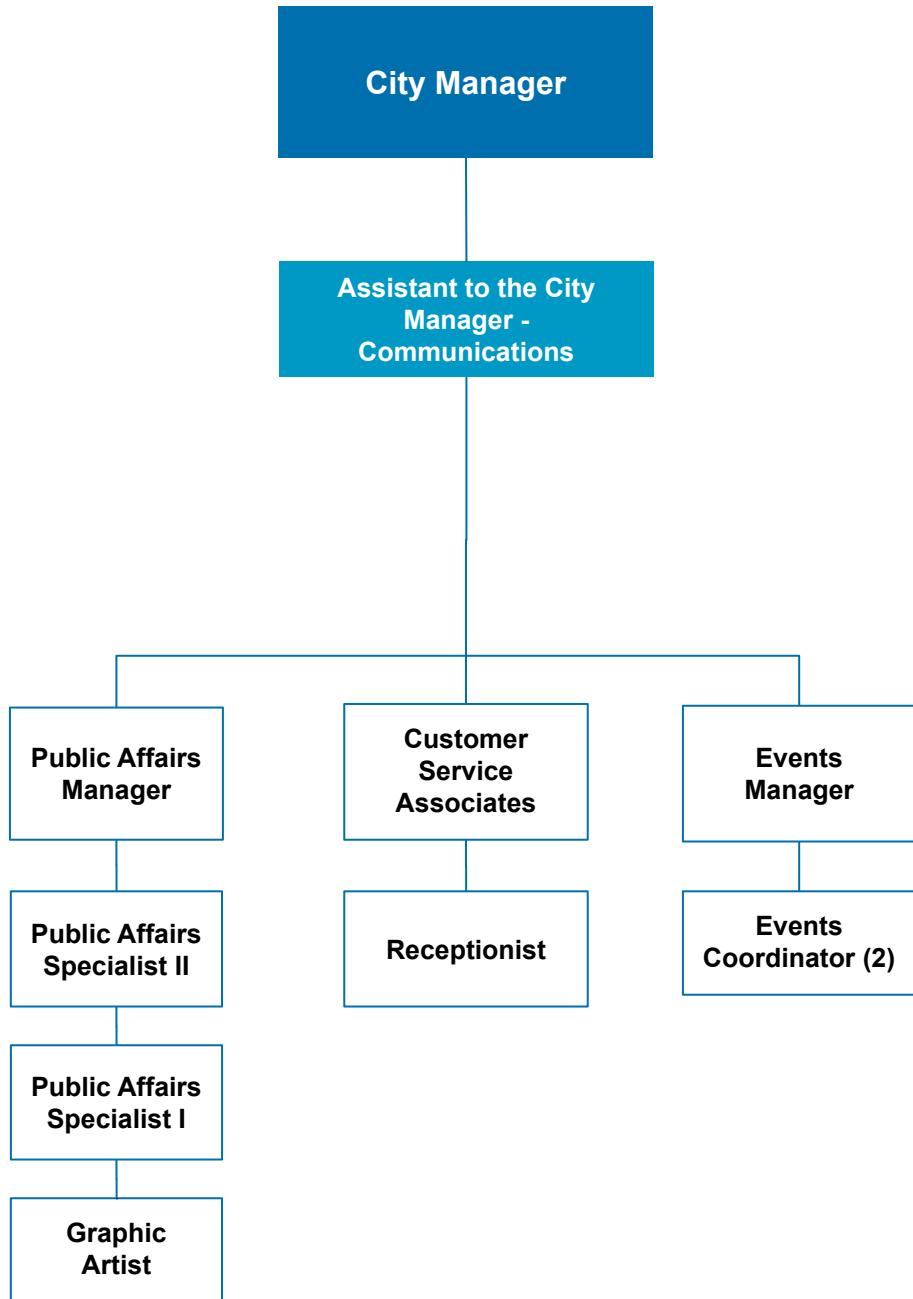
The project was funded for a five-year period (2018-2023). Funding was not granted for the upcoming year.

Grant Fund CDC Reach Project Grant Expenditures	2023 Actual	Adopted 2024 Budget	Estimated 2024 Actual	Proposed 2025 Budget
Personnel Services				
102-69-03-569-102-00 Regular Salaries and Wages	\$168,167	\$-	\$21,711	\$-
102-69-03-569-104-00 Overtime	\$-	\$-	\$112	\$-
102-69-03-569-105-00 Special Pay	\$1,090	\$-	\$142	\$-
102-69-03-569-201-00 FICA	\$12,677	\$-	\$1,682	\$-
102-69-03-569-202-00 Retirement	\$20,745	\$-	\$2,961	\$-
102-69-03-569-203-00 Life and Health Insurance	\$22,717	\$-	\$2,808	\$-
102-69-03-569-204-00 Workers' Compensation	\$455	\$-	\$54	\$-
Operating Expenditures				
102-69-03-569-310-00 Professional Services	\$503,303	\$-	\$24,634	\$-
102-69-03-569-340-00 Other Contractual	\$170	\$-	\$-	\$-
102-69-03-569-520-00 Operating Supplies	\$24,278	\$-	\$32,987	\$-
TOTAL CDC REACH GRANT EXPENDITURES	\$753,602	\$-	\$87,091	\$-

Grant Fund COVID-19 Racial & Ethnic Disparities	2023 Actual	Adopted 2024 Budget	Estimated 2024 Actual	Proposed 2025 Budget
Operating Expenditures				
102-69-05-569-520-00 Operating Supplies	\$3,800	\$-	\$-	\$-
TOTAL COVID-19 RACIAL & ETHNIC DISPARITIES	\$3,800	\$-	\$-	\$-

Grant Fund CDC - Covid 19 Expenditures	2023 Actual	Adopted 2024 Budget	Estimated 2024 Actual	Proposed 2025 Budget
Operating Expenditures				
102-69-06-569-310-00 Professional Services	\$298,283	\$-	\$19,320	\$-
102-69-06-569-520-00 Operating Supplies	\$30,287	\$-	\$-	\$-
TOTAL CDC COVID 19 EXPENDITURES	\$328,570	\$-	\$19,320	\$-

Office of Public Affairs



Office of Public Affairs

Mission

The Office of Public Affairs is responsible for coordinating the City's public, media, marketing and external relations. This office is further tasked with the organization of seasonal activities, publicity/marketing campaigns, managing crisis and addressing negative publicity. Other duties involve developing the day to day management of all internal and external communication strategies as well as long-term strategies for both. The Office is responsible for producing professionally written documents, brochures, summaries, books, manuals and reports as directed by the City Manager.

The role of the Office of Public Affairs is quite diverse in the sense it must function in dual or multiple roles to meet the demands for public information in this present era. The Office is an intricate part in establishing positive relationships with all outside entities and the community. The primary goal of the Office is to disseminate information and keep the public informed, in conjunction with working with the media to allow this to happen.

Staffing Levels

Authorized Positions	FY 20-21	FY 21-22	FY 22-23	FY 23-24	FY 24-25
Assistant to the City Manager-					
Communications	0.00	1.00	0.00	0.00	0.00
Director of Public Affairs	1.00	0.00	0.00	0.00	0.00
Public Affairs Manager	0.00	1.00	1.00	1.00	1.00
Events Manager	0.00	0.00	1.00	1.00	1.00
Graphic Artist	1.00	1.00	1.00	1.00	1.00
Public Affairs Specialist II	2.00	1.00	0.00	1.00	1.00
Public Affairs Specialist I	0.00	0.00	2.00	1.00	1.00
Digital Media Specialist	1.00	1.00	0.00	0.00	0.00
Events Coordinator	0.00	0.00	0.00	2.00	2.00
Administrative Assistant	1.00	1.00	0.00	0.00	0.00
Customer Service Associate	0.00	0.00	1.80	1.80	1.00
Receptionist	2.40	1.60	0.80	0.80	1.00
TOTAL STAFFING	8.40	7.60	7.60	9.60	9.00

Program Expenditures

Category	Actual FY 20-21	Actual FY 21-22	Actual FY 22-23	Budget FY 23-24	Budget FY 24-25
Personnel Services	\$337,026	\$308,023	\$422,793	\$782,844	\$820,141
Operating Expenses	\$323,202	\$614,768	\$514,807	\$538,001	\$543,003
TOTAL EXPENDITURES	\$660,228	\$922,791	\$937,600	\$1,320,845	\$1,363,144

Analysis

During FY 2024 one part-time position (Customer Service Associate) was eliminated and a part-time Receptionist position was converted to full-time status. Sufficient funding has been made available in FY 2025 to conduct the necessary operations of the Office.

Office of Public Affairs

Accomplishments, Goals & Objectives

FY 2023-2024 Accomplishments

- At the direction of the City Manager, started the process to complete the City's five to ten-year Strategic Plan.
- Transitioned to phase II (sales process) of the corporate sponsorship program with the Deputy City Manager.
- Wayfinding signage is in progress for fabrication with the selected vendor to implement the program throughout the City.
- Transitioned the planning and execution of Jazz in the Gardens to the Events Manager and a new event producer, Black Promoters Collective.

FY 2024-2025 Goals and Objectives

- Finalize a five to ten-year Strategic Plan for the City of Miami Gardens.
- Finalize the implementation of a wayfinding signage program throughout the City with the Public Works Department.
- Continue to facilitate and enhance communication efforts to inform the community through the city-produced newspaper, media outreach, events and digital and traditional media channels.

Performance Indicators

Objectives	Performance Indicators	Actual FY 2023	Budget FY 2024	Budget FY 2025
Communicate information to the City's residents through written material.	Number of publications/flyers/ads/ electronic communications disseminated.	960	889	1,000
Effectively engage residents using social media.	Number of fans/followers/ subscribers on the City's Facebook, Twitter, Instagram, and constant contact page (cumulative total).	21,300	27,500	29,000
Promote quality cultural, educational and recreational programming for City residents.	Number of City-sponsored and cosponsored events.	230	169	150
Promote a positive image for Miami Gardens.	Number of graphic design projects produced.	301	312	325

General Fund Public Affairs Office Expenditures	2023 Actual	Adopted 2024 Budget	Estimated 2024 Actual	Proposed 2025 Budget
Personnel Services				
001-12-02-512-102-00 Regular Salaries and Wages	\$314,848	\$572,867	\$373,874	\$593,686
001-12-02-512-104-00 Overtime	\$5,831	\$-	\$23,987	\$-
001-12-02-512-105-00 Special Pay	\$706	\$1,200	\$1,412	\$1,200
001-12-02-512-201-00 FICA	\$24,115	\$43,916	\$30,679	\$45,509
001-12-02-512-202-00 Retirement	\$39,303	\$77,738	\$53,990	\$80,919
001-12-02-512-203-00 Life and Health Insurance	\$37,689	\$85,573	\$51,816	\$97,221
001-12-02-512-204-00 Workers' Compensation	\$301	\$1,550	\$834	\$1,606
Operating Expenditures				
001-12-02-512-310-00 Professional Services	\$204,181	\$200,000	\$200,000	\$200,000
001-12-02-512-340-00 Other Contractual	\$317	\$-	\$106	\$-
001-12-02-512-400-00 Travel & Per Diem	\$6,062	\$4,000	\$5,206	\$4,000
001-12-02-512-421-00 Postage & Freight	\$38	\$-	\$-	\$-
001-12-02-512-440-00 Rentals and Leases	\$13,808	\$20,000	\$20,000	\$15,000
001-12-02-512-470-00 Printing & Binding	\$39,288	\$70,000	\$70,000	\$70,000
001-12-02-512-492-00 PA Special Events Mayor	\$13,638	\$16,000	\$16,000	\$16,000
001-12-02-512-492-01 PA Special Events Seat 1	\$13,414	\$16,000	\$16,000	\$16,000
001-12-02-512-492-02 PA Special Events Seat 2	\$15,933	\$16,000	\$16,000	\$16,000
001-12-02-512-492-03 PA Special Events Seat 3	\$16,000	\$16,000	\$16,000	\$16,000
001-12-02-512-492-04 PA Special Events Seat 4	\$16,255	\$16,000	\$16,000	\$16,000
001-12-02-512-492-05 PA Special Events Seat 5	\$15,010	\$16,000	\$16,000	\$16,000
001-12-02-512-492-06 PA Special Events Seat 6	\$11,353	\$16,000	\$16,000	\$16,000
001-12-02-512-493-00 Software License	\$22,601	\$30,000	\$37,964	\$30,000
001-12-02-512-494-00 Advertising	\$61,978	\$50,000	\$50,000	\$50,000
001-12-02-512-510-00 Office Supplies	\$8,925	\$5,000	\$1,403	\$5,000
001-12-02-512-520-00 Operating Supplies	\$11,238	\$5,000	\$3,310	\$5,000
001-12-02-512-521-00 Computers	\$1,401	\$-	\$-	\$-
001-12-02-512-525-00 Uniforms	\$771	\$-	\$-	\$-
001-12-02-512-540-00 Books, Publications, and Dues	\$1,039	\$2,001	\$760	\$2,003
001-12-02-512-550-00 Educational & Training	\$41,557	\$40,000	\$40,000	\$50,000
TOTAL PUBLIC AFFAIRS	\$937,600	\$1,320,845	\$1,077,341	\$1,363,144

Special Events Division

Mission

The City of Miami Gardens Special Events Division will provide quality citywide special events to the community that offer ever-changing activities, entertainment, and incomparable customer service in a clean, safe environment.

The City's signature event, the Jazz in the Gardens music festival, has become one of the premiere spring events in the southeastern region of the United States. Based on the overwhelming response received in past years, the City has strategically positioned Jazz in the Gardens as a national event, rapidly gaining increased recognition and visibility.

Program Expenditures

Category	Actual FY 20-21	Actual FY 21-22	Actual FY 22-23	Budget FY 23-24	Budget FY 24-25
Operating Expenses	\$270,730	\$5,893,338	\$7,629,453	\$4,863,000	\$6,013,500
TOTAL EXPENDITURES	\$270,730	\$5,893,338	\$7,629,453	\$4,863,000	\$6,013,500

Analysis

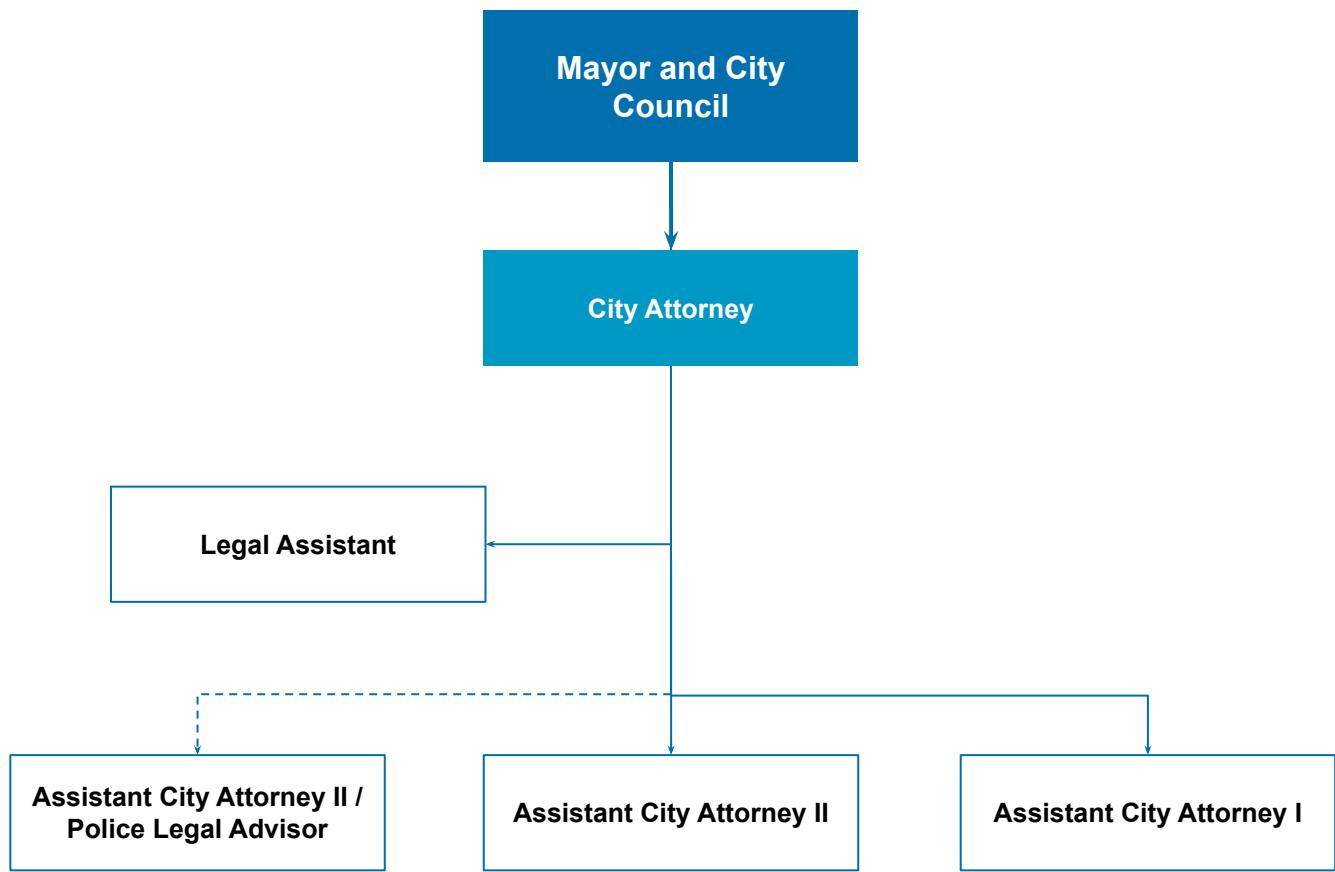
Increase in the FY 2025 budget is directly attributed to an increase in funding for Jazz in the Gardens



2023 Jazz in the Gardens

General Fund Special Events Division Expenditures	2023 Actual	Adopted 2024 Budget	Estimated 2024 Actual	Proposed 2025 Budget
Operating Expenditures				
001-12-03-512-492-01 Pink Event	\$17,621	\$20,000	\$20,000	\$20,000
001-12-03-512-492-02 Easter Holiday Event	\$19,999	\$25,000	\$25,000	\$20,000
001-12-03-512-492-04 Senior Prom	\$25,415	\$25,000	\$25,000	\$-
001-12-03-512-492-05 July 4th Event	\$48,932	\$45,000	\$45,000	\$45,000
001-12-03-512-492-07 Martin Luther King Event	\$23,611	\$30,000	\$35,775	\$30,000
001-12-03-512-492-08 Science Fair Event	\$22,161	\$25,000	\$28,876	\$25,000
001-12-03-512-492-09 State of the City	\$23,577	\$56,000	\$10,630	\$56,000
001-12-03-512-492-11 Food Truck Invasion	\$-	\$12,000	\$-	\$12,000
001-12-03-512-492-12 Memorial Day	\$9,487	\$12,000	\$12,000	\$10,000
001-12-03-512-492-13 Tree Lighting Event	\$23,698	\$15,000	\$15,000	\$15,000
001-12-03-512-492-15 Black History	\$36,591	\$40,000	\$40,000	\$40,000
001-12-03-512-492-16 Veteran's Day	\$6,125	\$10,000	\$9,943	\$7,500
001-12-03-512-492-17 Halloween Event	\$39,054	\$45,000	\$50,126	\$40,000
001-12-03-512-492-19 Father's Day Event	\$54,802	\$40,000	\$40,000	\$40,000
001-12-03-512-492-20 Mother's Day Event	\$10,035	\$10,000	\$10,000	\$10,000
001-12-03-512-492-22 Women's Event	\$14,451	\$15,000	\$15,000	\$15,000
001-12-03-512-492-24 Juneteenth	\$284,437	\$250,000	\$400,000	\$250,000
001-12-03-512-492-25 Bahas Reunion	\$12,375	\$15,000	\$15,000	\$-
001-12-03-512-492-26 Senior Valentine's Day	\$10,000	\$20,000	\$20,000	\$-
001-12-03-512-492-27 STEM Program	\$29,966	\$30,000	\$30,000	\$30,000
001-12-03-512-492-28 Orange Blossom Classic	\$257,017	\$250,000	\$250,000	\$250,000
001-12-03-512-492-30 Vintage Car Show	\$5,224	\$15,000	\$22,601	\$-
001-12-03-512-492-31 Multi-Cultural Event	\$35,515	\$35,000	\$35,000	\$35,000
001-12-03-512-492-32 Karaoke in the Gardens	\$-	\$48,000	\$48,000	\$48,000
001-12-03-512-492-33 Fitness Challenge	\$-	\$15,000	\$15,000	\$15,000
001-12-03-512-492-34 Seniors Coolking with Love	\$-	\$10,000	\$10,000	\$-
001-12-03-512-498-00 Jazz in the Gardens	\$6,619,360	\$3,750,000	\$8,226,289	\$5,000,000
TOTAL SPECIAL EVENTS DIVISION	\$7,629,453	\$4,863,000	\$9,454,240	\$6,013,500

Office of the City Attorney



Office of the City Attorney

Mission

The City Attorney's Office provides full legal service to the City in all legal areas. The Office interprets drafts and administers City ordinances, and contracts; represents the City in litigation matters, real estate transactions and land use matters. Moreover, this Office provides general legal advice to the City on various matters, including, but not limited to, contractual, business, municipal labor relations, civil service rights, bond issues, planning and zoning, code enforcement and community redevelopment. The Office also provides full legal support to the City's Police Department via an Assistant City Attorney II position that is funded within the Police Department.

Staffing Levels

Authorized Positions	FY 20-21	FY 21-22	FY 22-23	FY 23-24	FY 24-25
City Attorney	1.00	1.00	1.00	1.00	1.00
Assistant City Attorney II	0.00	1.00	1.00	1.00	1.00
Assistant City Attorney I	0.00	1.00	1.00	1.00	1.00
Assistant City Attorney	1.00	0.00	0.00	0.00	0.00
Legal Assistant	1.00	1.00	1.00	1.00	1.00
Intern	0.00	0.00	0.50	0.00	0.00
TOTAL STAFFING	3.00	4.00	4.50	4.00	4.00

Program Expenditures

Category	Actual FY 20-21	Actual FY 21-22	Actual FY 22-23	Budget FY 23-24	Budget FY 24-25
Personnel Services	\$732,515	\$926,862	\$973,349	\$873,244	\$953,893
Operating Expenses	\$254,657	\$306,222	\$69,213	\$314,449	\$317,951
TOTAL EXPENDITURES	\$987,172	\$1,233,084	\$1,042,562	\$1,187,693	\$1,271,844

Office of the City Attorney

Accomplishments, Goals & Objectives

FY 2023-2024 Accomplishments

- Filed foreclosure surplus claims on behalf of the City resulting in \$224,825.10 as of March 2024.
- Coordinated receiving funds from the Opioid litigation cases.
- Oversaw the litigation against North Miami.
- Drafted bill for consideration by the Florida Legislature, that as of March 2024 passed several committees.
- Initiated litigation against BMD relating to \$500,000 being held in escrow related to development in the City.
- Major Ordinances drafted (Vacatiin Rental, School Zone Speed Detection, Shopping Center Maintenance, Recreational Vehicle)
- Drafted and/or Reviewed and amended all agreement related to Jazz in the Gardens 2024.
- Continued to successfully represent the City in numerous litigation matters. (See Quarterly Litigation Reports)
- Chaired the City Attorney's Committee of the Miami-Dade County League of Cities (MDCLC) and provided numerous trainings for MDCLC.

FY 2024-2025 Goals and Objectives

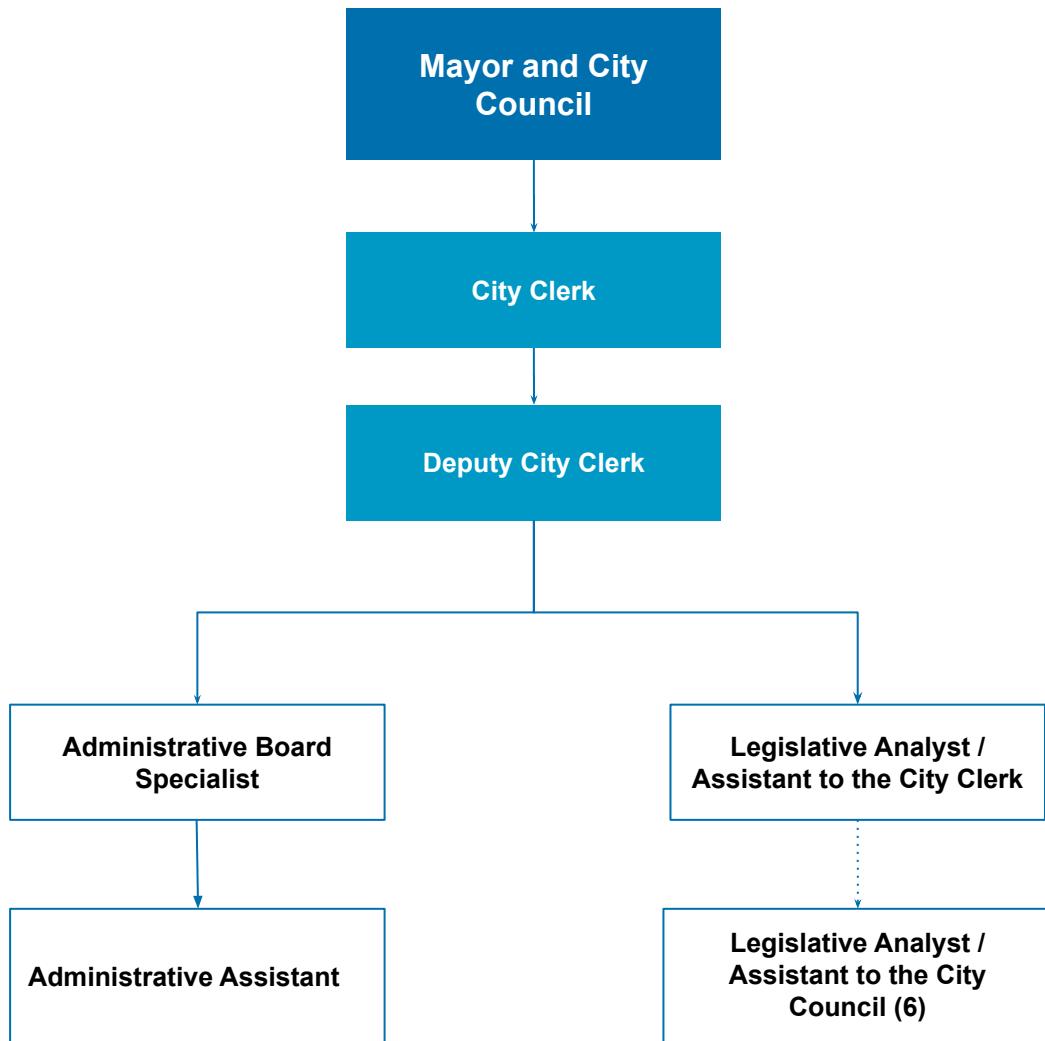
- Finalizing litigation with North Miami Beach or reaching a Settlement.
- Continuing to successfully pursue and defend litigation cases involving the City.
- Continuing to provide quality legal services to the City Council and staff.

Performance Indicators

Objectives	Performance Indicators	Actual FY 2023	Budget FY 2024	Budget FY 2025
Serve as legal advisor to the City Council, City Manager, Directors & other City officials and agencies.	Frequency in which advice is rendered.	Daily	Daily	Daily
Provide formal written and informal/oral opinions as requested by City Council, City Manager, Directors and Staff.	Number of legal opinions rendered.	Daily	Daily	Daily
Defend the City in lawsuits, brought in Court and in administrative proceedings and pursue suits on behalf of the City.	Percentage of cases won.	Majority	Majority	Majority
Serve as Legal Advisor to City staff.	Frequency in which advice is rendered.	Daily	Daily	Daily
Prepare Ordinances.	Number of Ordinances.	10	12	12
Prepare Resolutions.	Number of Resolutions.	250	250	250
Provide contract and other document review and preparation.	Number of contracts reviewed or prepared.	Approx. 75	Approx. 75	Approx. 75

General Fund Office of the City Attorney Expenditures	2023 Actual	Adopted 2024 Budget	Estimated 2024 Actual	Proposed 2025 Budget
Personnel Services				
001-14-00-514-102-00 Regular Salaries and Wages	\$716,807	\$598,427	\$598,523	\$646,580
001-14-00-514-104-00 Overtime	\$80	\$-	\$231	\$-
001-14-00-514-105-00 Special Pay	\$13,800	\$13,800	\$13,534	\$13,800
001-14-00-514-201-00 FICA	\$38,833	\$37,888	\$40,542	\$39,944
001-14-00-514-202-00 Retirement	\$124,868	\$140,601	\$139,503	\$150,906
001-14-00-514-203-00 Life and Health Insurance	\$78,292	\$80,875	\$78,900	\$100,880
001-14-00-514-204-00 Workers' Compensation	\$669	\$1,653	\$980	\$1,783
Operating Expenditures				
001-14-00-514-310-00 Professional Services	\$54,805	\$295,000	\$295,000	\$295,000
001-14-00-514-330-00 Court Reporter Services	\$-	\$500	\$500	\$500
001-14-00-514-340-00 Other Contractual	\$1,247	\$2,000	\$1,740	\$2,000
001-14-00-514-400-00 Travel & Per Diem	\$2,397	\$3,500	\$3,500	\$3,500
001-14-00-514-421-00 Postage & Freight	\$-	\$249	\$-	\$251
001-14-00-514-440-00 Rentals and Leases	\$1,330	\$2,000	\$2,000	\$2,000
001-14-00-514-510-00 Office Supplies	\$1,331	\$2,000	\$2,268	\$2,000
001-14-00-514-520-00 Operating Supplies	\$100	\$200	\$200	\$200
001-14-00-514-540-00 Books, Publications, and Dues	\$6,838	\$6,000	\$6,000	\$6,000
001-14-00-514-550-00 Educational & Training	\$1,165	\$3,000	\$3,000	\$6,500
TOTAL CITY ATTORNEY	\$1,042,562	\$1,187,693	\$1,186,421	\$1,271,844

Office of the City Clerk



Office of the City Clerk

Mission

The City Clerk's Office is committed to providing the highest quality and level of professional and courteous customer service by creating, maintaining and safeguarding the official records of the City in accordance with state law and the Code of Ordinances. Our mission is to facilitate and support city legislative processes and meetings, record and provide access to the City's official records, preserve the City's history, and conduct elections with integrity.

The Office is responsible for conducting all City elections and for preserving all permanent records, ordinances, resolutions, proclamations, minutes, contracts, historical documents and other official records in compliance with Florida Statutes and City of Miami Gardens Code of Ordinances. The Clerk also administers the lobbyist registration ordinance. The Clerk is responsible for preparation and distribution of the City Council agenda. In addition, the City Clerk provides services to: the Code Compliance Division as Clerk to Special Master Hearings as it relates to Code Enforcement Cases; the Miami Gardens Police Department as Clerk to Special Master Hearings as it relates to Red Light Camera hearings; and the Miami Gardens Police Department as Clerk to Special Master Hearings as it relates to Cry Wolf/False Alarm Hearings.

Staffing Levels

Authorized Positions	FY 20-21	FY 21-22	FY 22-23	FY 23-24	FY 24-25
City Clerk	1.00	1.00	1.00	1.00	1.00
Deputy City Clerk	1.00	1.00	1.00	1.00	1.00
Legislative Analyst/Assistant to the City Clerk	1.00	1.00	1.00	1.00	1.00
Administrative Board Specialist	0.00	0.00	1.00	1.00	1.00
Administrative Assistant	1.00	1.00	0.00	1.00	1.00
TOTAL STAFFING	4.00	4.00	4.00	5.00	5.00

Program Expenditures

Category	Actual FY 20-21	Actual FY 21-22	Actual FY 22-23	Budget FY 23-24	Budget FY 24-25
Personnel Services	\$485,968	\$494,485	\$685,616	\$787,695	\$879,892
Operating Expenses	\$133,633	\$131,282	\$152,531	\$243,890	\$180,863
TOTAL EXPENDITURES	\$619,601	\$625,767	\$838,147	\$1,031,585	\$1,060,755

Analysis

The increase in personnel costs can be attributed to an overall increase in salaries for all staff. The decrease in Operationing Expenses is directly attributed to the reduction in funding for election related expenses, specifically the Redistricting Project which was funded in FY24.

Office of the City Clerk

Accomplishments, Goals & Objectives

FY 2023-2024 Accomplishments

- Processed 267 public records request as of March 25, 2024.
- Conducted 2024 General Election.
- Updated Residential Boundaries based on census analysis.
- Conducted City-Wide Records Management Training.
- Destroyed 300 Cubic Feet of Records that has met retention schedule.
- Year-round Office of the City Clerk Legislative Intern Program.
- Conducted Advisory Board Workshop.
- Updated Records Request Management Portal.

FY 2024-2025 Goals and Objectives

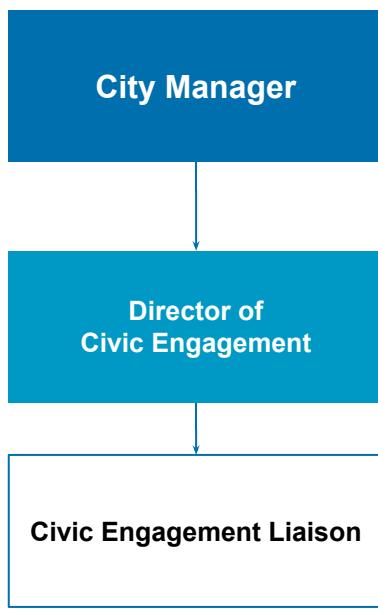
- Conducted 2024 Run-Off Election
- Perform a full review and update of records retention schedules
- Automate workflow for contracts and agreements
- Increase legislative support through innovation and technology

Performance Indicators

Objectives	Performance Indicators	Actual FY 2023	Budget FY 2024	Budget FY 2025
Submit finalized agenda items to Mayor for review by the established deadline 100% of the time.	Percentage of agenda items submitted by establish deadline.	100%	100%	100%
Prepare and distribute Council agenda by established deadline 100% of the time.	Percentage of agenda distributed in accordance with timeframe.	95%	95%	100%
Process all ordinances and resolutions within 10 working days after signed by the Mayor.	Percentage of time signed ordinances and resolutions are processed within required timeframe.	100%	100%	100%
Prepare minutes for City Council approval per scheduled.	Percentage of minutes prepared per schedule.	90%	90%	100%
Provide efficiency in responding to Public Record Requests.	Provide responses within 15 working days of requests.	90%	90%	100%

General Fund Office of the City Clerk Expenditures	2023 Actual	Adopted 2024 Budget	Estimated 2024 Actual	Proposed 2025 Budget
Personnel Services				
001-13-01-513-102-00 Regular Salaries and Wages	\$481,006	\$526,919	\$390,397	\$586,102
001-13-01-513-104-00 Overtime	\$39	\$-	\$317	\$500
001-13-01-513-105-00 Special Pay	\$10,362	\$10,800	\$10,592	\$10,800
001-13-01-513-201-00 FICA	\$31,282	\$36,672	\$32,923	\$40,456
001-13-01-513-202-00 Retirement	\$90,388	\$115,496	\$108,695	\$126,454
001-13-01-513-203-00 Life and Health Insurance	\$70,323	\$96,356	\$78,546	\$113,968
001-13-01-513-204-00 Workers' Compensation	\$2,216	\$1,452	\$3,979	\$1,612
Operating Expenditures				
001-13-01-513-310-00 Professional Services	\$2,873	\$41,450	\$41,450	\$41,450
001-13-01-513-340-00 Other Contractual	\$38,155	\$35,080	\$35,080	\$38,333
001-13-01-513-400-00 Travel & Per Diem	\$2,228	\$1,700	\$1,700	\$4,000
001-13-01-513-440-00 Rentals and Leases	\$1,993	\$6,000	\$6,000	\$6,000
001-13-01-513-491-00 Election	\$91,432	\$140,000	\$140,000	\$60,000
001-13-01-513-494-00 Advertising	\$2,347	\$10,000	\$10,000	\$6,000
001-13-01-513-510-00 Office Supplies	\$1,763	\$2,000	\$10,018	\$5,000
001-13-01-513-520-00 Operating Supplies	\$9,746	\$5,000	\$5,000	\$10,000
001-13-01-513-540-00 Books, Publications, and Dues	\$1,153	\$860	\$970	\$1,280
001-13-01-513-550-00 Educational & Training	\$841	\$1,800	\$1,800	\$8,800
TOTAL CITY CLERK	\$838,147	\$1,031,585	\$877,467	\$1,060,755

Office of Civic Engagement



Office of Civic Engagement

Mission

The Office of Civic Engagement was created to enhance the City's engagement with its residents and local business community, to aid in building a trusting relationship between the City and the community, to implement various civic awareness initiatives, to grow and develop the City's business districts to create a livable and economically vital community.

The overarching goal for the Office of Civic Engagement is to educate, inform and empower Residents and Business Owners. Through proactive and positive engagement opportunities, residents gain the knowledge needed to contribute as active and informed members of a democratic society in order to promote the growth of a healthy city, local economic vitality, social justice and the common good.

Staffing Levels

Authorized Positions	FY 20-21	FY 21-22	FY 22-23	FY 23-24	FY 24-25
Office Director of Civic Engagement	1.00	1.00	1.00	1.00	1.00
Civic Engagement Liaison	1.00	1.00	1.00	1.00	1.00
TOTAL STAFFING	2.00	2.00	2.00	2.00	2.00

Program Expenditures

Category	Actual FY 20-21	Actual FY 21-22	Actual FY 22-23	Budget FY 23-24	Budget FY 24-25
Personnel Services	\$216,799	\$243,921	\$256,262	\$281,040	\$295,610
Operating Expenses	\$51,093	\$49,856	\$32,473	\$43,001	\$69,502
TOTAL EXPENDITURES	\$267,892	\$293,777	\$288,735	\$324,041	\$365,112

Analysis

Sufficient funding has been made available to conduct the necessary operations of the Office. The increase in funding for Operating Expenses can be attributed to funding for initiatives such as the City of Miami Gardens Residential Vacancy Survey to be prepared by the FIU Metropolitan Center in conjunction with the Vacant Property Acquisition Program adopted by Council, as well as the development of the Miami Gardens Economic Development Plan.

Office of Civic Engagement

Accomplishments, Goals & Objectives

FY 2023-2024 Accomplishments

- Provided business support and technical assistance for (100) businesses in the City.
- Conducted outreach and education opportunities through seminars.
- Collaborated with Oasis Miami Gardens to create a Business Incubator
- Created the F1 Revolving Loan Program
- Repaired the homes of several seniors through the F1 Arbor Day Project
- Hosted the first Mayors Cup Golf Tournament
- Worked with Miami Dade Economic Advocacy Trust to promote their housing programs within the City of Miami Gardens

FY 2024-2025 Goals and Objectives

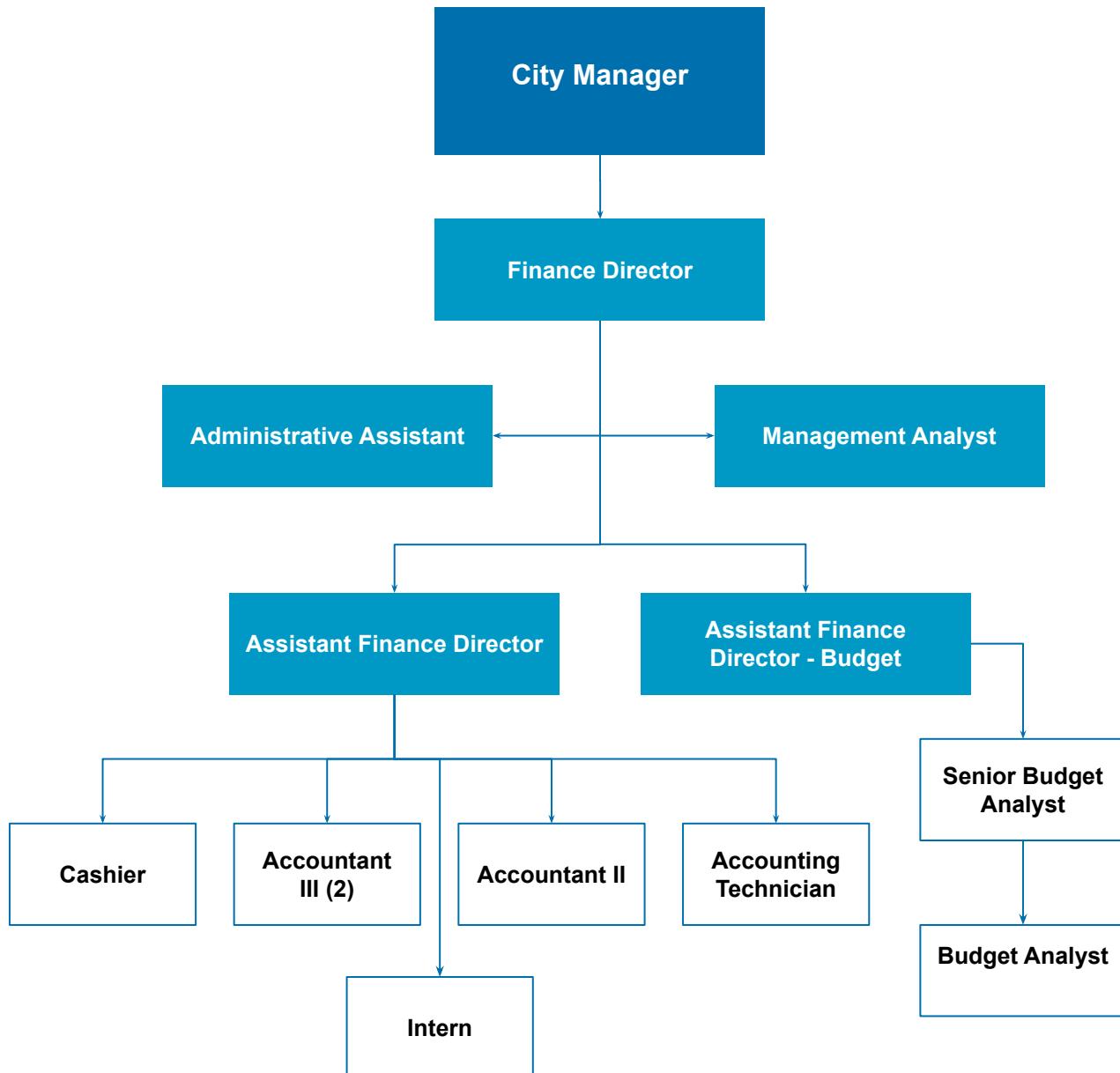
- Provide business support and technical assistance for (150) businesses in the City.
- Conduct a small business month seminar
- Establish the Miami Gardens Business Concierge Program (SBCP)
- Establish the Miami Gardens Professional Sports & Entertainment Enterprise Program (PSEEP)
- Establish the Miami Gardens Minority Business Certification Program
- Conduct five (5) Minority Business Certification Seminars
- Establish a Volunteer Miami Gardens Program to encourage residents to participate in City events.
- Create the “Good Neighbors Grant Program” to encourage residents to make landscaping and beautification improvements.
- Worked with Miami Dade Economic Advocacy Trust to promote their housing programs within the City of Miami Gardens.

Performance Indicators

Objectives	Performance Indicators	Actual FY 2023	Budget FY 2024	Budget FY 2025
Promote and maintain a positive City image.	Number of Outreach and collaborative opportunities achieved.	35	45	60
Encourage proactive civic engagement.	Number of residents that participate in engagement initiative	2,700	3,000	4,000
Provide business support and technical assistance	Number of businesses that receive assistance	75	100	150
Conduct Minority Business Certification Seminars	Number of Businesses Ceritified	0	0	200

General Fund Office of Civic Engagement Expenditures	2023 Actual	Adopted 2024 Budget	Estimated 2024 Actual	Proposed 2025 Budget
Personnel Services				
001-11-02-511-102-00 Regular Salaries and Wages	\$191,700	\$210,822	\$185,946	\$219,708
001-11-02-511-105-00 Special Pay	\$4,560	\$4,560	\$4,202	\$4,560
001-11-02-511-201-00 FICA	\$14,678	\$16,477	\$13,913	\$17,128
001-11-02-511-202-00 Retirement	\$23,682	\$28,608	\$25,233	\$29,946
001-11-02-511-203-00 Life and Health Insurance	\$19,713	\$19,991	\$29,539	\$23,662
001-11-02-511-204-00 Workers' Compensation	\$1,929	\$582	\$5,799	\$606
Operating Expenditures				
001-11-02-511-310-00 Professional Services	\$-	\$5,000	\$-	\$20,000
001-11-02-511-340-00 Other Contractual	\$6,196	\$7,500	\$7,500	\$10,000
001-11-02-511-400-00 Travel & Per Diem	\$3,072	\$-	\$2,556	\$5,000
001-11-02-511-480-00 Promotional Activities	\$12,612	\$10,000	\$19,752	\$10,000
001-11-02-511-510-00 Office Supplies	\$1,208	\$3,500	\$5,648	\$5,000
001-11-02-511-520-00 Operating Supplies	\$5,202	\$7,500	\$5,145	\$7,500
001-11-02-511-540-00 Books, Publications, and Dues	\$2,658	\$4,000	\$1,635	\$5,000
001-11-02-511-550-00 Educational & Training	\$1,525	\$5,501	\$945	\$7,002
TOTAL CIVIC ENGAGEMENT	\$288,735	\$324,041	\$307,813	\$365,112

Finance Department



Finance Department

Mission

The Finance Department is responsible for maintaining the fiscal integrity of the City's finances by ensuring accounts are paid on time, purchase orders are proper, revenue is properly accounted for and the general ledger of the City is accurate. The Department monitors the financial activities of all City Departments to ensure compliance with City policies and general accounting principles. It ensures travel vouchers and other receipts are complete and proper, petty cash is handled accurately and according to policy. The Department assists the City Manager in the preparation of the annual budget and prepares the Comprehensive Annual Financial Report and the Popular Annual Financial Report, and implements internal control procedures that safeguard all City assets.

Staffing Levels

Authorized Positions	FY 20-21	FY 21-22	FY 22-23	FY 23-24	FY 24-25
Finance Director	1.00	1.00	1.00	1.00	1.00
Assistant Finance Director	2.00	2.00	2.00	2.00	2.00
Controller	0.00	0.00	0.00	0.00	1.00
Management Analyst	1.00	1.00	1.00	1.00	1.00
Senior Budget Analyst	0.00	0.00	0.00	1.00	1.00
Budget Analyst	2.00	2.00	2.00	1.00	1.00
Accountant III	2.00	2.00	2.00	2.00	2.00
Accountant II	0.00	0.00	1.00	1.00	0.00
Accountant I	1.00	1.00	0.00	0.00	2.00
Accounting Technician	1.00	1.00	1.00	1.00	1.00
Cashier	1.00	1.00	1.00	1.00	1.00
Administrative Assistant	0.50	0.50	1.00	1.00	1.00
Intern	0.00	0.00	0.00	1.00	0.00
TOTAL STAFFING	11.50	11.50	12.00	13.00	14.00

Program Expenditures

Category	Actual FY 20-21	Actual FY 21-22	Actual FY 22-23	Budget FY 23-24	Budget FY 24-25
Personnel Services	\$1,205,340	\$1,289,928	\$1,440,872	\$1,634,925	\$1,878,675
Operating Expenses	\$87,717	\$113,278	\$117,239	\$98,213	\$98,219
TOTAL EXPENDITURES	\$1,293,057	\$1,403,206	\$1,558,111	\$1,733,138	\$1,976,894

Analysis

The budget for FY25 reflects standard increases for Personnel Services expenses. Sufficient funding has been made available to conduct the necessary operations of the department.

Finance Department

Accomplishments, Goals & Objectives

FY 2023-2024 Accomplishments

- Received GFOA Distinguished Budget Presentation Award for FY 2024 Budget document.
- Received Certificate of Achievement for Excellence in Financial Report (COA) for the FY 2021 Comprehensive Annual Financial Report.

FY 2024-2025 Goals and Objectives

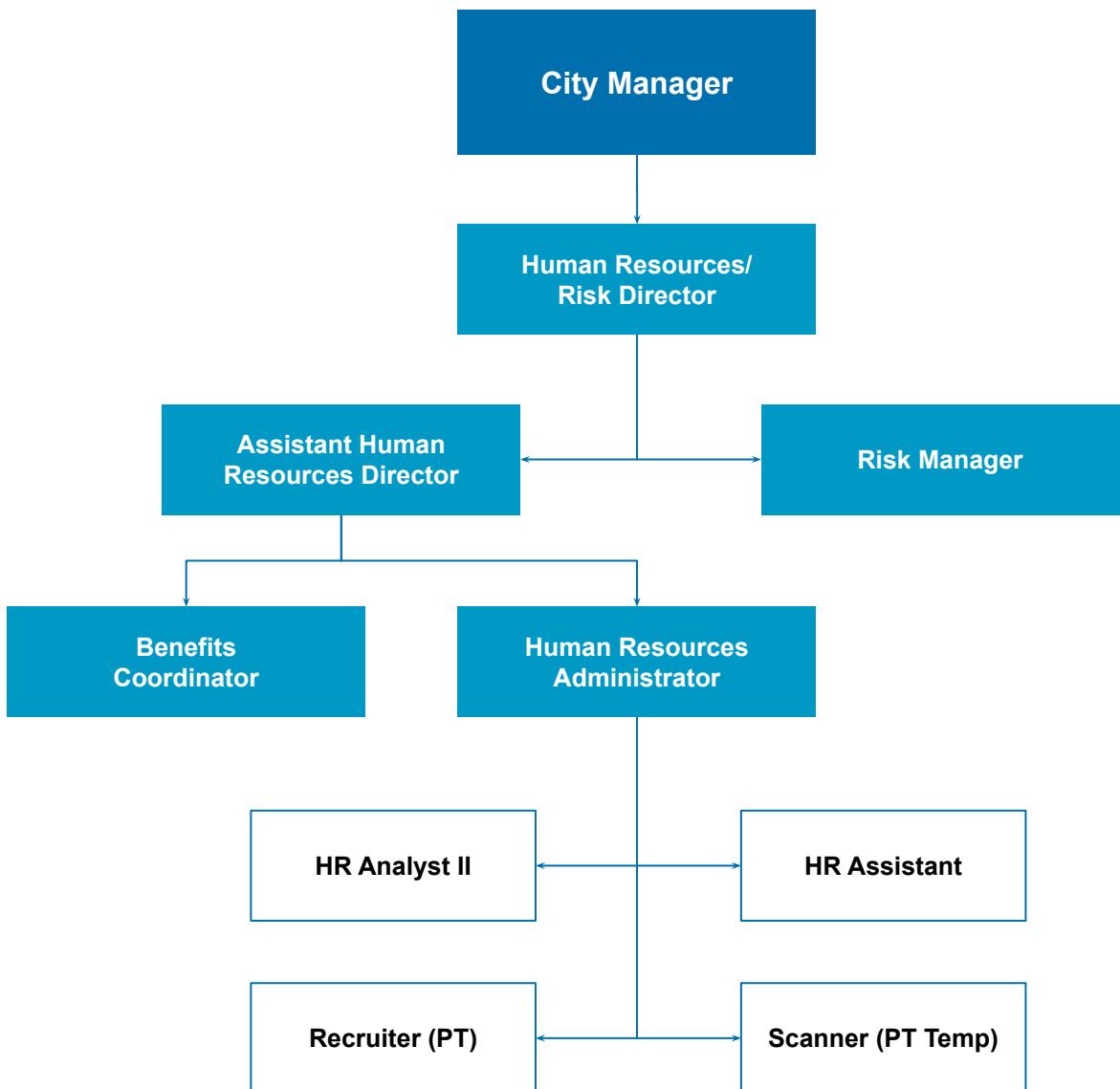
- To secure COA award for the FY 2024 Comprehensive Annual Financial Report and the Distinguished Budget Presentation Award for the FY 2025 Budget document.
- Automate Comprehensive Annual Financial Report

Performance Indicators

Objectives	Performance Indicators	Actual FY 2023	Budget FY 2024	Budget FY 2025
Accurately provide financial reports to requesting agencies by their respective due dates.	Did the City provide financial reports on requested dates?	Yes	Yes	Yes
Obtain Certificate of Achievement for Excellence in Financial Reporting from GFOA.	Did the City receive the Award?	Yes	Not available until CAFR issued	Not available until CAFR issued
Obtain Popular Annual Financial Reporting Award from GFOA.	Did the City receive the Award?	Yes	Not available until PAFR issued	Not available until PAFR issued
Obtain Budget Award from GFOA.	Did the City receive the Award?	Yes	Not available until Budget is completed	Not available until Budget is completed
Receive unqualified auditor opinion.	Did the City receive unqualified opinion?	Yes	Not Available until CAFR issued	Not Available until CAFR issued
Improve internal controls.	Number of Management Comments.	1%	0%	0%
Provide efficiency in Accounts Payable.	Payment made within 30 days.	73%	80%	80%
Accuracy in Accounts Payable.	Percentage of voided checks over total checks issued.	1.57%	1.10%	1.10%

General Fund Finance Department Expenditures	2023 Actual	Adopted 2024 Budget	Estimated 2024 Actual	Proposed 2025 Budget
Personnel Services				
001-13-02-513-102-00 Regular Salaries and Wages	\$1,045,566	\$1,182,348	\$1,132,097	\$1,342,348
001-13-02-513-104-00 Overtime	\$19,253	\$-	\$13,213	\$-
001-13-02-513-105-00 Special Pay	\$3,600	\$3,600	\$5,031	\$3,600
001-13-02-513-106-00 Off Duty Services	\$2,310	\$-	\$2,116	\$-
001-13-02-513-201-00 FICA	\$78,614	\$87,160	\$85,596	\$96,471
001-13-02-513-202-00 Retirement	\$163,267	\$197,840	\$190,561	\$224,465
001-13-02-513-203-00 Life and Health Insurance	\$127,259	\$160,775	\$135,442	\$208,157
001-13-02-513-204-00 Workers' Compensation	\$1,003	\$3,202	\$1,900	\$3,634
Operating Expenditures				
001-13-02-513-310-00 Professional Services	\$-	\$10,995	\$10,995	\$10,995
001-13-02-513-320-00 Accounting and Auditing	\$67,125	\$65,000	\$66,300	\$65,000
001-13-02-513-340-00 Other Contractual	\$2,857	\$-	\$3,683	\$-
001-13-02-513-400-00 Travel & Per Diem	\$9,148	\$7,943	\$524	\$7,943
001-13-02-513-421-00 Postage & Freight	\$120	\$-	\$-	\$-
001-13-02-513-440-00 Rentals and Leases	\$1,400	\$3,600	\$4,975	\$3,600
001-13-02-513-470-00 Printing & Binding	\$640	\$-	\$-	\$-
001-13-02-513-493-00 Software License	\$17,062	\$-	\$-	\$-
001-13-02-513-510-00 Office Supplies	\$3,231	\$3,030	\$3,138	\$3,036
001-13-02-513-520-00 Operating Supplies	\$10,362	\$2,870	\$6,270	\$2,870
001-13-02-513-525-00 Uniforms	\$1,781	\$-	\$-	\$-
001-13-02-513-540-00 Books, Publications, and Dues	\$2,325	\$1,875	\$1,875	\$1,875
001-13-02-513-550-00 Educational & Training	\$1,188	\$2,900	\$2,900	\$2,900
TOTAL FINANCE	\$1,558,111	\$1,733,138	\$1,666,616	\$1,976,894

Human Resources Department



Human Resources Department

Mission

The Human Resources Department provides administrative support, subject matter expertise, and consultative services to approximately six hundred (600) full-time, part-time, seasonal employees, interns, and retirees. The Department strives for operational effectiveness and efficiency in its delivery of Human Resources, Organizational Development and Risk Management services in support of the City's global goals and objectives. Our success hinges on earning and maintaining the trust, satisfaction, respect and confidence of our internal and external customers, leading change and instilling a sense of community, pride and loyalty in City of Miami Gardens employees.

Staffing Levels

Authorized Positions	FY 20-21	FY 21-22	FY 22-23	FY 23-24	FY 24-25
Human Resources and Risk Director	1.00	1.00	1.00	1.00	1.00
Assistant Human Resources Director	1.00	1.00	1.00	1.00	1.00
Risk Manager	1.00	1.00	1.00	1.00	1.00
Human Resources Administrator	1.00	1.00	1.00	1.00	1.00
Benefits Administrator	0.00	1.00	1.00	1.00	1.00
Benefits Coordinator	1.00	0.00	0.00	0.00	0.00
Human Resources Analyst II	1.00	1.00	1.00	1.00	1.00
Human Resources Analyst I	0.00	0.00	0.00	0.00	1.00
Recruiter	0.80	0.80	1.00	1.00	0.00
Scanner	0.80	0.80	0.80	0.80	0.80
Human Resources Assistant	1.00	1.00	1.00	1.00	0.00
Human Resources/Risk Assistant	0.00	0.00	0.00	0.00	1.00
TOTAL STAFFING	8.60	8.60	8.80	8.80	8.80

Program Expenditures

Category	Actual FY 20-21	Actual FY 21-22	Actual FY 22-23	Budget FY 23-24	Budget FY 24-25
Personnel Services	\$1,044,790	\$1,123,121	\$1,264,987	\$1,299,586	\$1,384,391
Operating Expenses	\$139,669	\$145,475	\$189,226	\$179,635	\$131,610
TOTAL EXPENDITURES	\$1,184,459	\$1,268,596	\$1,454,213	\$1,479,221	\$1,516,001

Analysis

The FY 25 budget provides sufficient funding for personnel services as well as funding for basic operations such as drug/physical/psychological testing for new hires; background verifications; and outside counsel to assist with labor negotiations and other personnel issues. During FY 24, the Recruiter position was reclassified to Human Resources Analyst I.

Human Resources Department

Accomplishments, Goals & Objectives

FY 2023-2024 Accomplishments

- Paperless Open Enrollment for 2024 Employee Benefits, including, Health Insurance, Life Insurance, Dental Insurance, Vision Insurance, and Disability Insurance.
- Implemented NEOGov program to make the onboarding process paperless.

FY 2024-2025 Goals and Objectives

- Develop succession plan for the Department.
- Successful contract negotiations for the Collective Bargaining Agreement between the PBA and the City of Miami Gardens.
- Successful contract negotiations for the Collective Bargaining Agreement between the Teamsters Union and the City of Miami Gardens.

Performance Indicators

Objectives	Performance Indicators	Actual FY 2023	Budget FY 2024	Budget FY 2025
Return all employee performance evaluations revised to departments within 1 week.	Percentage of time employee evaluations were processed within 1 week of evaluation date.	90%	95%	96%
Safety Committee Meetings.	Number of Safety Committee meetings conducted within 45 days.	2	2	2
During open enrollment, ensure that 100% of changes are accurately processed and entered into Eden.	Percentage of changes submitted to the insurance carrier within 30 days	92%	95%	N/A

General Fund Human Resources Department Expenditures	2023 Actual	Adopted 2024 Budget	Estimated 2024 Actual	Proposed 2025 Budget
Personnel Services				
001-13-03-513-102-00 Regular Salaries and Wages	\$883,284	\$869,265	\$848,855	\$922,312
001-13-03-513-104-00 Overtime	\$110	\$500	\$2,436	\$500
001-13-03-513-105-00 Special Pay	\$9,000	\$9,000	\$8,827	\$9,000
001-13-03-513-201-00 FICA	\$65,571	\$65,439	\$64,744	\$68,318
001-13-03-513-202-00 Retirement	\$132,796	\$153,515	\$150,324	\$163,289
001-13-03-513-203-00 Life and Health Insurance	\$92,973	\$99,496	\$92,501	\$118,457
001-13-03-513-204-00 Workers' Compensation	\$832	\$2,371	\$1,390	\$2,515
001-13-03-513-231-00 Retiree Insurance Stipend	\$80,421	\$100,000	\$100,000	\$100,000
Operating Expenditures				
001-13-03-513-310-00 Professional Services	\$95,616	\$50,000	\$50,000	\$39,000
001-13-03-513-313-00 Background Verifications	\$7,041	\$9,700	\$4,971	\$9,700
001-13-03-513-314-00 Drug & Physical	\$41,409	\$44,938	\$44,532	\$32,163
001-13-03-513-316-00 Psychological/Physical Testing	\$19,920	\$24,000	\$13,864	\$-
001-13-03-513-340-00 Other Contractual	\$879	\$-	\$1,643	\$-
001-13-03-513-400-00 Travel & Per Diem	\$1,502	\$7,250	\$7,250	\$7,250
001-13-03-513-421-00 Postage & Freight	\$47	\$200	\$-	\$200
001-13-03-513-440-00 Rentals and Leases	\$3,702	\$7,500	\$7,500	\$7,500
001-13-03-513-460-00 Repairs and Maintenance Service	\$5,000	\$-	\$-	\$-
001-13-03-513-470-00 Printing & Binding	\$-	\$250	\$-	\$-
001-13-03-513-493-00 Software License	\$864	\$22,712	\$8,554	\$22,712
001-13-03-513-510-00 Office Supplies	\$3,355	\$5,000	\$5,000	\$5,000
001-13-03-513-520-00 Operating Supplies	\$4,825	\$-	\$7,773	\$-
001-13-03-513-540-00 Books, Publications, and Dues	\$3,260	\$4,335	\$2,903	\$4,335
001-13-03-513-550-00 Educational & Training	\$1,806	\$3,750	\$3,438	\$3,750
TOTAL HUMAN RESOURCES	\$1,454,213	\$1,479,221	\$1,426,505	\$1,516,001

Office of Procurement Management



Office of Procurement Management

Mission

The Office of Procurement Management is committed to reducing the cost of government spending by promoting a cohesive procurement system that ensures integrity and fairness, to acquire commodities, services and construction, while creating opportunities for vendor participation and encouraging business and residential economic growth within the City of Miami Gardens Community.

Staffing Levels

Authorized Positions	FY 20-21	FY 21-22	FY 22-23	FY 23-24	FY 24-25
Procurement Director	1.00	1.00	1.00	1.00	1.00
Assistant Procurement Director	0.00	0.00	1.00	1.00	1.00
Senior Procurement Officer	1.00	1.00	0.00	0.00	0.00
Procurement Officer	1.00	1.00	2.00	1.00	1.00
Buyer	1.00	1.00	1.00	0.00	0.00
Contract Administrator	0.00	0.00	0.00	1.00	1.00
Purchasing Assistant	1.00	1.00	0.00	0.00	0.00
TOTAL STAFFING	5.00	5.00	5.00	4.00	4.00

Program Expenditures

Category	Actual FY 20-21	Actual FY 21-22	Actual FY 22-23	Budget FY 23-24	Budget FY 24-25
Personnel Services	\$429,329	\$479,193	\$439,580	\$544,561	\$600,525
Operating Expenses	\$26,047	\$29,917	\$30,274	\$27,669	\$12,650
TOTAL EXPENDITURES	\$455,376	\$509,110	\$469,854	\$572,230	\$613,175

Analysis

The Office of Procurement Management plays a large role in ensuring the City Departments receive the best quality of goods and services for the lowest prices in a timely manner. In FY 2025, the Operating expenses decreased given the City's transition from BidSync to DemandStar for it's vendor solicitation needs.

Office of Procurement Management

Accomplishments, Goals & Objectives

FY 2023-2024 Accomplishments

- Hosted local outreach seminars.
- Hosted How to Do Business with the City of Miami Gardens Outreach
- Hosted Citywide Procurement virtual training classes for City staff.
- Maintained electronic vendor registration database.
- Switched to a Free electronic bidding only platform
- Recognized March 2023 as Procurement Professional Month through City Council Proclamation
- Maintained Southeast Florida Governmental Cooperative Group membership by attending local chapter meetings and served as lead agency on Bids
- Updating Contracting documents Policies and Procedures
- Procurement Staff hold leadership positions with Southeast Florida Chapter of NIGP
- Procurement Staff attended NIGP Leadership Forum Conference
- Created QR Code for Vendor Registration
- Updated Procurement Brochure

FY 2024-2025 Goals and Objectives

- Increase small business outreach and interaction with the City of Miami Gardens
- Increase CMG BREP Participation
- Promotion of March as Procurement Month supported by City Council Proclamation and hold workshops to educate City staff and local vendors on the procurement process
- Host outreach seminars for local businesses on How to Do Business with the City of Miami Gardens.
- Host two (2) annual Citywide Procurement virtual training classes for City staff.
- Process ≥ 90% Requisition and related Purchase Orders within 5 days of receipt of Requisition in OPM.
- Update and Revise Purchasing Card Manual.
- Apply for AEP & FAPPO awards
- Design and creation of Procurement Academy Platform
- City Staff to obtain Procurement Certifications

Performance Indicators

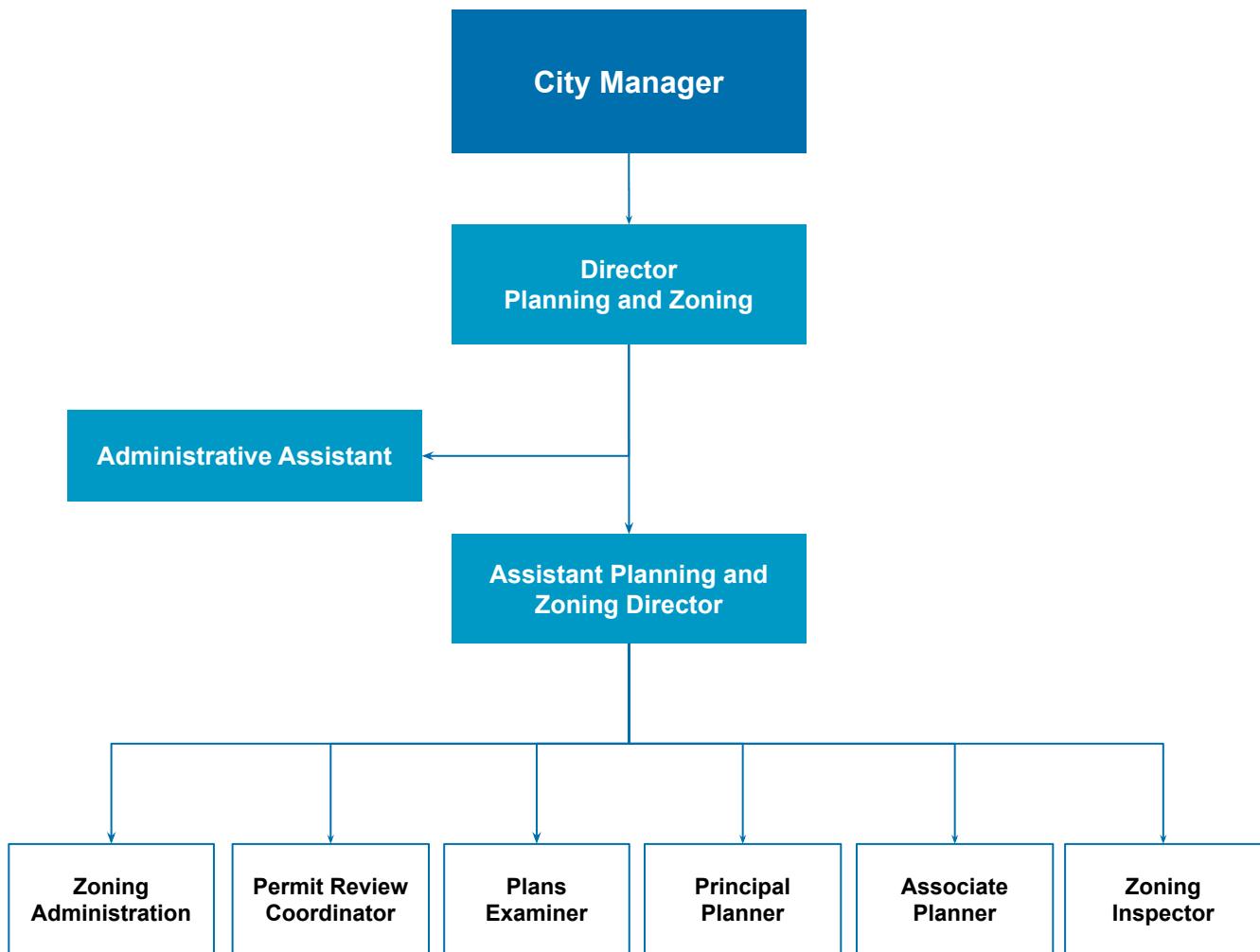
Objectives	Performance Indicators	Actual FY 2023	Budget FY 2024	Budget FY 2025
Meet or exceed external customer expectations on Request for Proposals.	Number of protests* per \$25 million purchased.	0	0	0
City of Miami Gardens Business Resident Economic Plan (CMG-BREP)	Number of City of Miami Gardens Residents Employed through the CMG-BRE Program	2	5	10

Office of Procurement Management

Workload- volume of purchase orders processed within the Division.	Number of purchasing transactions.	850	875	850
Proficiency in processing Purchase Orders.	Purchase Orders processed within 5 days in receipt by Purchasing Divison.	average 2 day processing time	average 2 day processing time	average 2 day processing time

General Fund Office of Procurement Management Expenditures	2023 Actual	Adopted 2024 Budget	Estimated 2024 Actual	Proposed 2025 Budget
Personnel Services				
001-13-05-513-102-00 Regular Salaries and Wages	\$295,008	\$361,852	\$352,608	\$386,634
001-13-05-513-104-00 Overtime	\$-	\$-	\$17	\$-
001-13-05-513-105-00 Special Pay	\$3,000	\$3,000	\$2,942	\$3,000
001-13-05-513-201-00 FICA	\$21,484	\$27,911	\$25,725	\$29,807
001-13-05-513-202-00 Retirement	\$60,958	\$75,874	\$74,107	\$79,647
001-13-05-513-203-00 Life and Health Insurance	\$58,852	\$74,939	\$71,057	\$100,385
001-13-05-513-204-00 Workers' Compensation	\$278	\$985	\$638	\$1,052
Operating Expenditures				
001-13-05-513-340-00 Other Contractual	\$277	\$-	\$-	\$-
001-13-05-513-400-00 Travel & Per Diem	\$-	\$650	\$650	\$4,000
001-13-05-513-421-00 Postage & Freight	\$-	\$50	\$9	\$50
001-13-05-513-440-00 Rentals and Leases	\$1,145	\$744	\$744	\$750
001-13-05-513-470-00 Printing & Binding	\$96	\$150	\$-	\$150
001-13-05-513-493-00 Software License	\$24,401	\$21,675	\$21,675	\$-
001-13-05-513-510-00 Office Supplies	\$2,037	\$2,500	\$1,909	\$2,500
001-13-05-513-520-00 Operating Supplies	\$448	\$550	\$550	\$550
001-13-05-513-540-00 Books, Publications, and Dues	\$695	\$800	\$1,200	\$800
001-13-05-513-550-00 Educational & Training	\$1,175	\$550	\$550	\$3,850
TOTAL OFFICE OF PROCUREMENT MANAGEMENT	\$469,854	\$572,230	\$554,381	\$613,175

Planning and Zoning Division



Planning and Zoning Division

Mission

The Planning and Zoning (P&Z) Department is responsible for all planning and zoning activities throughout the City. The Department's mission is to utilize the Land Development Regulations as an economic development tool to promote land development activities which provide opportunities for the business community and which enhance the living environment for residents of the City.

Staffing Levels

Authorized Positions	FY 20-21	FY 21-22	FY 22-23	FY 23-24	FY 24-25
Community Improvement Director	0.20	0.20	0.00	0.00	0.00
Planning & Zoning Director	1.00	1.00	1.00	1.00	1.00
Asst. Planning & Zoning Director	0.00	0.00	0.00	1.00	1.00
Principal Planner	1.00	1.00	1.00	1.00	1.00
Senior Planner	0.00	0.00	1.00	0.00	0.00
Associate Planner	2.00	2.00	1.00	0.00	1.00
Executive Secretary	0.10	0.10	0.10	0.00	0.00
Zoning Administrator	1.00	1.00	1.00	1.00	1.00
Zoning Inspector	1.00	1.00	1.00	1.00	1.00
Zoning Technician	0.00	0.00	1.00	1.00	0.00
Site Planner/Landscape Reviewer	0.00	0.00	1.00	0.00	0.00
Environmental Permit Coordinator	0.00	1.00	0.00	0.00	0.00
Permit Review Coordinator	0.00	0.00	0.00	1.00	1.00
Administrative Assistant	0.00	0.00	0.00	0.10	0.10
Intern	0.50	0.50	0.00	0.00	0.00
TOTAL STAFFING	6.80	7.80	8.10	7.10	7.10

Program Expenditures

Category	Actual FY 20-21	Actual FY 21-22	Actual FY 22-23	Budget FY 23-24	Budget FY 24-25
Personnel Services	\$660,088	\$640,097	\$704,765	\$818,498	\$887,399
Operating Expenses	\$154,285	\$79,506	\$209,259	\$175,656	\$173,157
Capital Outlay	\$20,235	\$21,557	\$3,944	\$-	\$-
TOTAL EXPENDITURES	\$834,608	\$741,160	\$917,968	\$994,154	\$1,060,556

Analysis

Funding for the Planning and Zoning Department remains relatively flat compared to that of the previous fiscal year. The department is expected to continue to see an increase in both public and private development as the City continues to attract commercial and industrial development along with entertainment uses.

Planning and Zoning Division

Accomplishments, Goals & Objectives

FY 2023-2024 Accomplishments

- Facilitated major development and redevelopment throughout the City to include several multi-family projects such as Laguna Gardens, Oak Villages, Vista View and Serenity Grove senior housing, along with Phase II of the St. Thomas University Dormitory & Residence Hall.
- Held hearings on the 35 Acres development site in order to secure necessary easements, in addition to processing permits for the underground infrastructure.
- Updated the Commercial, Recreational Vehicle (RV) and Boat ordinance.
- Assisted in the selection of contractor to undertake the design of the City's Performing Arts Center
- Established an interlocal agreement with Broward County Aviation.
- Added the PACE (Performing Arts, Civic and Entertainment) zoning district to the City's zoning map.

FY 2024-2025 Goals and Objectives

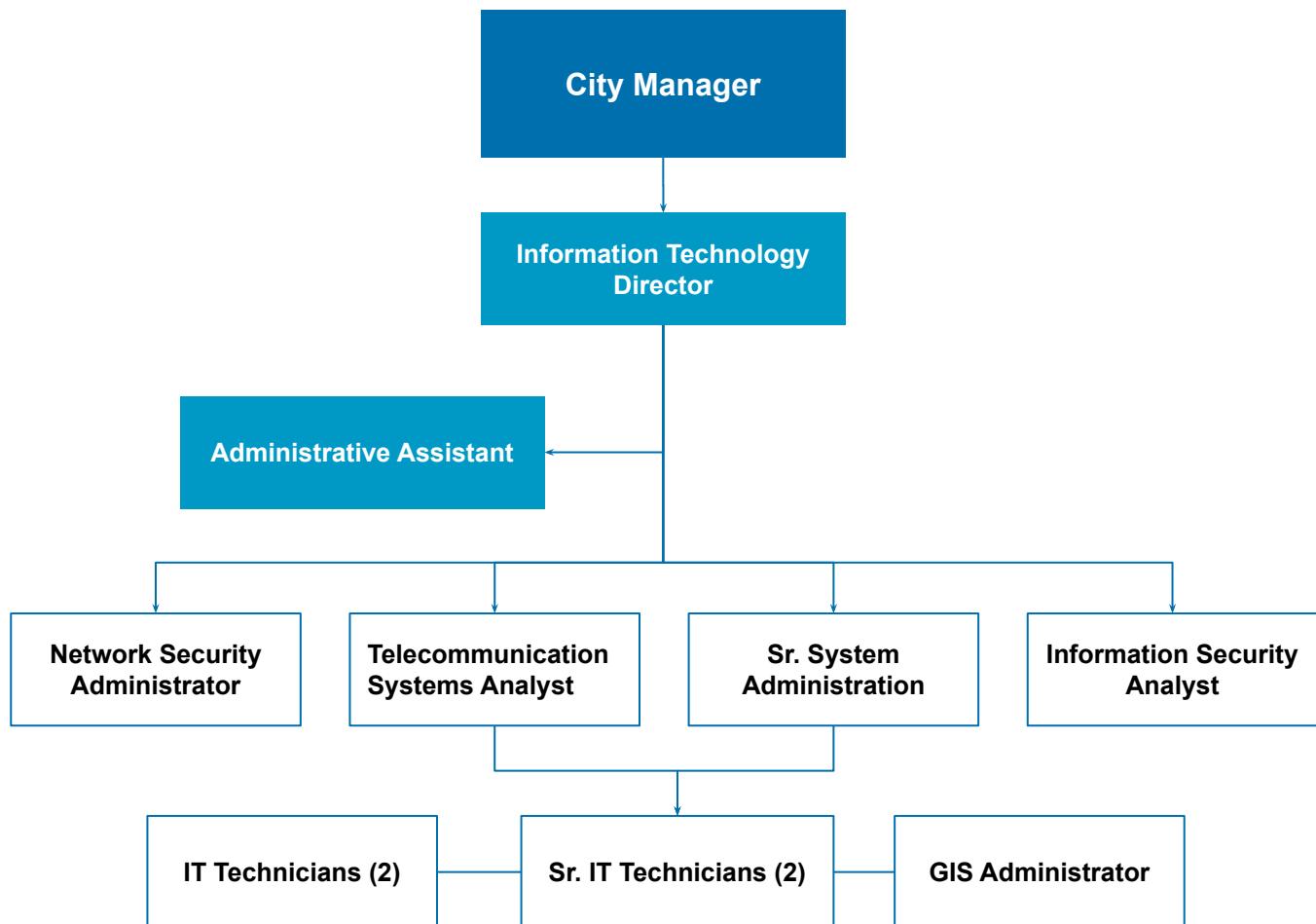
- Create a CPTED Ordinance (Crime Prevention Through Environmental Design) and corresponding standards for new development and redevelopment, in order to achieve a safer built environment.
- Establish new language in the landscape code to improve irrigation practices and incorporate artificial turf standards.
- Create support exhibits for staff and applicants to demonstrate proper application of the City's zoning ordinance.

Performance Indicators

Objectives	Performance Indicators	Actual FY 2023	Budget FY 2024	Budget FY 2025
Respond to the increased demand for open air dining in response to the Covid-19 pandemic.	Creation of an easy reference Outdoor Dining guide to provide to new and existing restaurants within the City.	0%	10%	90%
Improve and enhance existing neighborhood stock and older industrial sites within the City in a manner that is complementary to newer development	Establishment of policy changes and adoption of new codes targeting key residential and industrial areas within the City.	0%	100%	0%
Enhance water conservation throughout the City.	Establish new language in the landscape code to improve irrigation practices and artificial turf standards.	0%	0%	100%
Better demonstrate the proper application of the City's zoning Ordinance.	Create support exhibits for zoning applications	0%	0%	100%

General Fund Planning & Zoning Office Expenditures	2023 Actual	Adopted 2024 Budget	Estimated 2024 Actual	Proposed 2025 Budget
Personnel Services				
001-15-01-515-102-00 Regular Salaries and Wages	\$512,968	\$593,344	\$514,214	\$639,293
001-15-01-515-104-00 Overtime	\$2,880	\$-	\$11,419	\$-
001-15-01-515-105-00 Special Pay	\$4,200	\$4,200	\$4,119	\$4,260
001-15-01-515-201-00 FICA	\$38,142	\$45,703	\$39,841	\$48,687
001-15-01-515-202-00 Retirement	\$64,054	\$80,517	\$71,328	\$87,136
001-15-01-515-203-00 Life and Health Insurance	\$81,445	\$93,121	\$77,017	\$104,385
001-15-01-515-204-00 Workers' Compensation	\$1,076	\$1,613	\$1,876	\$3,638
Operating Expenditures				
001-15-01-515-310-00 Professional Services	\$171,249	\$125,000	\$125,000	\$125,000
001-15-01-515-340-00 Other Contractual	\$551	\$-	\$1,196	\$-
001-15-01-515-400-00 Travel & Per Diem	\$1,973	\$2,488	\$2,488	\$2,487
001-15-01-515-410-00 Communications Svc.	\$793	\$938	\$-	\$940
001-15-01-515-470-00 Printing & Binding	\$116	\$500	\$500	\$500
001-15-01-515-493-00 Software License	\$27,973	\$28,140	\$28,140	\$28,140
001-15-01-515-494-00 Advertising	\$175	\$12,000	\$12,000	\$9,000
001-15-01-515-510-00 Office Supplies	\$3,073	\$1,500	\$2,008	\$2,000
001-15-01-515-520-00 Operating Supplies	\$-	\$1,000	\$4,783	\$1,000
001-15-01-515-521-00 Computers	\$891	\$-	\$-	\$-
001-15-01-515-540-00 Books, Publications, and Dues	\$1,195	\$2,500	\$2,467	\$2,500
001-15-01-515-550-00 Educational & Training	\$1,270	\$1,590	\$1,460	\$1,590
Capital Outlay				
001-15-01-515-643-00 Computer Software	\$3,944	\$-	\$-	\$-
TOTAL PLANNING & ZONING	\$917,968	\$994,154	\$899,856	\$1,060,556

Information Technology Department



Information Technology Department

Mission

The Information Technology Department is unwavering in its dedication to providing dependable helpdesk services and innovative solutions to all city departments. Their commitment extends beyond mere service provision; the Department is actively engaged in the continuous improvement of business processes. Leveraging the power of technology, we strive to implement solutions that enhance efficiency, streamline operations, and foster a technologically advanced environment. The goal is to ensure that every city department benefits from its expertise and the transformative potential of technology.

Staffing Levels

Authorized Positions	FY 20-21	FY 21-22	FY 22-23	FY 23-24	FY 24-25
IT Director	1.00	1.00	1.00	1.00	1.00
Senior Systems Administrator	1.00	1.00	1.00	1.00	1.00
Network Administrator	1.00	1.00	1.00	1.00	0.00
Network Security Administrator	0.00	0.00	0.00	0.00	1.00
IT Security Administrator	0.00	0.00	0.00	1.00	0.00
GIS Administrator	0.00	0.00	0.00	0.50	0.50
IT Project Manager	0.00	0.00	0.00	1.00	0.00
Telecommunications System Analyst	1.00	1.00	1.00	0.00	1.00
IT Security Auditor	1.00	1.00	1.00	0.00	0.00
Information Security Analyst	0.00	0.00	0.00	0.00	1.00
GIS Analyst	0.50	0.50	0.50	0.00	0.00
IT Support Technician II	0.00	0.00	2.00	2.00	2.00
IT Support Technician	4.00	4.00	2.00	2.00	2.00
Administrative Analyst	1.00	1.00	1.00	1.00	1.00
TOTAL STAFFING	10.50	10.50	10.50	10.50	10.50

Program Expenditures

Category	Actual FY 20-21	Actual FY 21-22	Actual FY 22-23	Budget FY 23-24	Budget FY 24-25
Personnel Services	\$1,150,306	\$989,822	\$1,224,078	\$1,281,610	\$1,340,914
Operating Expenses	\$1,375,204	\$1,532,195	\$1,645,393	\$2,504,619	\$2,771,863
Capital Outlay	\$54,532	\$169,338	\$376,004	\$128,275	\$8,500
TOTAL EXPENDITURES	\$2,580,042	\$2,691,355	\$3,245,475	\$3,914,504	\$4,121,277

Analysis

The Office of Information Technology has made several software upgrades and improvements for remote working. Operating increases are attributable to new software implementation, data storage, along with security and threat assessments.

Information Technology Department

Accomplishments, Goals & Objectives

FY 2023-2024 Accomplishments

- Laptops with VPN access are continued being distributed from the current budget. We have identified 30% of the personal computer inventory is due for replacement.
- Our PEG (Public Educational Government) TV Channel (77) is live, and is continually being updated with new content.
- Senior Family Center is successfully equipped with connectivity to City Hall as well as public Wi-Fi and currently updating Avaya phone system.
- Avaya phone consolidation project has been delivered.
- The Office of Information Technology has replaced the older network infrastructure in both, City Hall, and PD.
- The Office of Information Technology has replaced old servers in PD, City Hall, Public Works and at Betty T location.
- The Office of Information Technology upgraded the current audio-visual technology in the City Hall community room, to include a TV, and wireless connectivity for presentations. We are now budgeting for the main mixer replacement, and adding individual displays for each elected official, at the dais.
- We are adding another 100 leased laptops to the fleet.
- We are diligently complying with the cybersecurity laws in Florida. This includes the **State Cybersecurity Act**, which mandates the establishment of standards and processes for assessing cybersecurity risks and implementing appropriate security measures. It also requires the reporting of all cybersecurity incidents and breaches to the Florida Digital Service and the Cybercrime Office of the Department of Law Enforcement.
- We are also adhering to the recent updates to the **Florida Cybersecurity Act***, which took effect on July 1, 2022. This act includes specific strategies and tactics to address cybersecurity incidents, including ransomware. Our commitment to these laws ensures the protection of our digital assets and the integrity of our information technology resources.

FY 2024-2025 Goals and Objectives

- The Office of Information Technology evaluate adopting cloud technologies while establishing secure protocols for CJIS information stored by our Police Department.
- We will evaluate adding file servers to a couple of new locations added last year.
- The Office of Information Technology is working with the Police Department to replace more expensive ISP (Internet Service Provider), with more accessible services, such as AT&T fiber, to bring the camera feed from our parks to the Police Department at a lower cost. This will demand more overseeing from our Network Administrator.
- The Office of Information Technology plans on replacing the Accela work order system in use at the Public Works Department with a more robust and feature rich system that uses GIS and mobile technology.
- The Office of Information Technology is currently working with Finance to evaluate the replacement of our ERP, Eden by Tyler, Eden will be out of support by 2027 and this is at least a 3-year project.
- The Office of Information Technology will replace older network infrastructure in both, City Hall, and PD.
- The Office of Information Technology will replace old servers in PD, City Hall, Public Works and Betty T locations. We will evaluate adding file servers to a couple of new locations added last year.

Information Technology Department

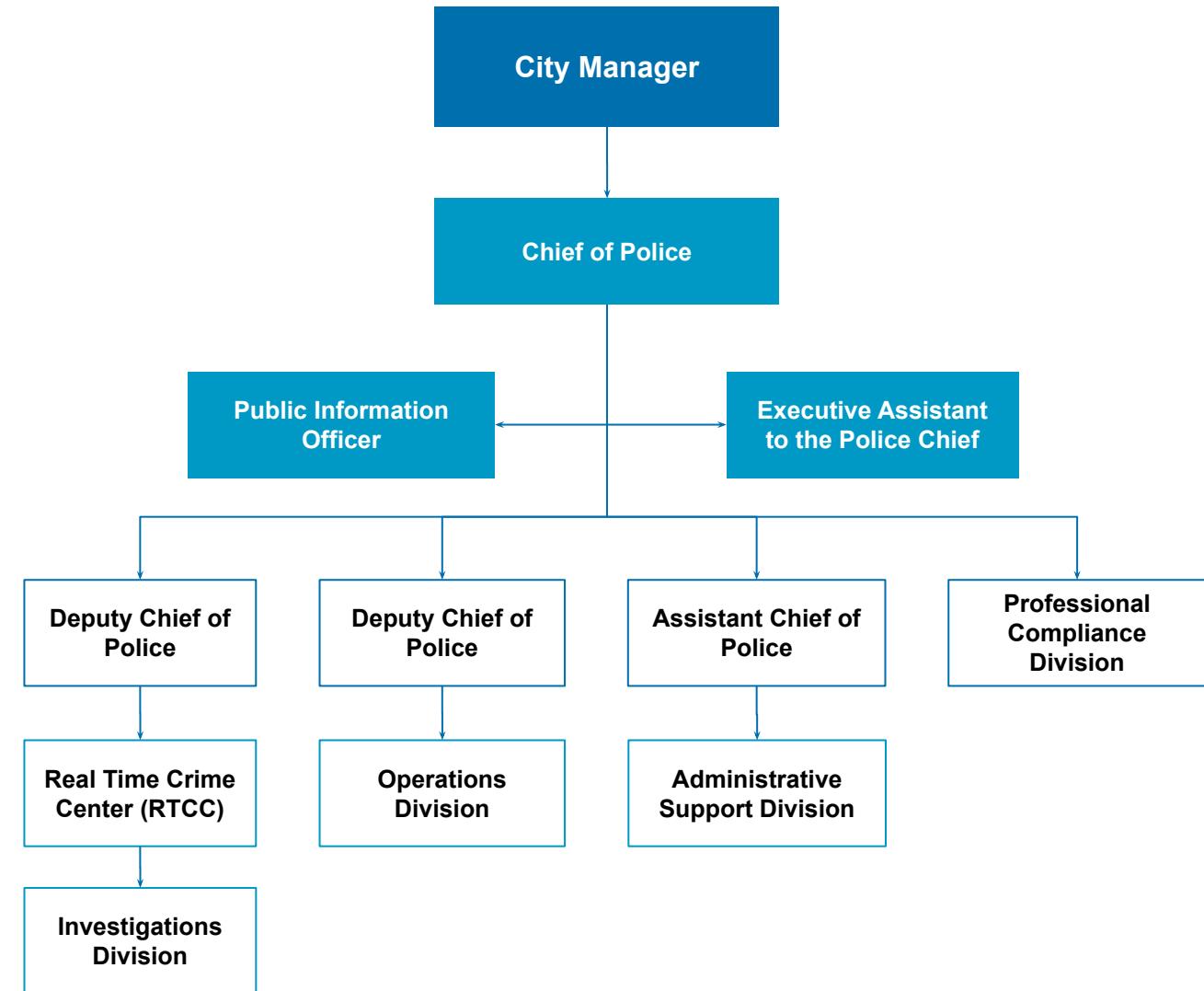
- The Office of Information Technology is looking to replace the 3 projectors in the council chambers as well as adding a solution for elected officials to have direct vision of what is presented in the projectors when in use.
- The Office of Information Technology is working to upgrade the current audio-visual technology in the City Hall community room, to include a TV, and wireless connectivity for presentations.
- The Office of Information Technology is working with the Police Department to replace more expensive ISP (Internet Service Provider), with more accessible services, such as AT&T fiber, to bring the camera feed from our parks to the Police Department at a lower cost. This will demand more overseeing from our Network Administrator.
- The Office of Information Technology plans on replacing the Accela work order system in use at the Public Works Department with a more robust and feature rich system that uses GIS and mobile technology.
- The Office of Information Technology will upgrade the iRecord system in the Interview Room of Investigations at PD, as the current system ran out of support several years ago.
- The Office of Information Technology is currently working with Finance to evaluate the replacement of our ERP, Eden by Tyler, Eden will be out of support by 2027 and this is at least a 3-year project.

Performance Indicators

Objectives	Performance Indicators	Actual FY 2023	Budget FY 2024	Budget FY 2025
Improve remote working.	Laptop and vpn client installation. Improve city hall network connections	95%	100%	100%
Replace aging physical servers and switches for both City Hall and Police Department.	Measured the replacement of servers and switches.	30%	50%	100%
Replace aging laptops for the Police Laptop.	Measured by amount of users accessing the network and how much resources are utilized.	40%	50%	50%

General Fund Office of Information Technology Expenditures	2023 Actual	Adopted 2024 Budget	Estimated 2024 Actual	Proposed 2025 Budget
Personnel Services				
001-16-01-516-102-00 Regular Salaries and Wages	\$842,065	\$876,254	\$793,910	\$920,598
001-16-01-516-104-00 Overtime	\$38,238	\$20,000	\$47,543	\$20,000
001-16-01-516-105-00 Special Pay	\$6,059	\$6,300	\$5,228	\$6,300
001-16-01-516-201-00 FICA	\$64,544	\$69,045	\$63,596	\$72,399
001-16-01-516-202-00 Retirement	\$133,354	\$150,676	\$142,081	\$158,915
001-16-01-516-203-00 Life and Health Insurance	\$138,993	\$156,952	\$118,676	\$160,199
001-16-01-516-204-00 Workers' Compensation	\$825	\$2,383	\$1,346	\$2,503
Operating Expenditures				
001-16-01-516-310-00 Professional Services	\$87,590	\$86,800	\$86,800	\$141,950
001-16-01-516-340-00 Other Contractual	\$904	\$-	\$-	\$-
001-16-01-516-400-00 Travel & Per Diem	\$4,023	\$5,000	\$5,000	\$5,000
001-16-01-516-410-00 Communications Svc.	\$318,943	\$427,120	\$427,120	\$424,525
001-16-01-516-411-00 Telephone Services	\$10,945	\$11,050	\$11,050	\$11,050
001-16-01-516-421-00 Postage & Freight	\$206	\$100	\$100	\$100
001-16-01-516-440-00 Rentals and Leases	\$540	\$-	\$-	\$-
001-16-01-516-460-00 Repairs and Maintenance Service	\$217,085	\$423,125	\$423,125	\$399,934
001-16-01-516-493-00 Software License	\$745,494	\$1,267,964	\$1,267,964	\$1,384,104
001-16-01-516-510-00 Office Supplies	\$1,139	\$2,000	\$1,685	\$2,000
001-16-01-516-520-00 Operating Supplies	\$60,529	\$71,150	\$71,150	\$5,700
001-16-01-516-521-00 Computers	\$179,330	\$189,310	\$189,310	\$377,000
001-16-01-516-524-00 Computer software less than \$5K	\$-	\$2,500	\$-	\$2,000
001-16-01-516-525-00 Uniforms	\$1,482	\$1,000	\$1,000	\$1,000
001-16-01-516-540-00 Books, Publications, and Dues	\$3,486	\$1,000	\$261	\$1,000
001-16-01-516-550-00 Educational & Training	\$13,697	\$16,500	\$16,500	\$16,500
Capital Outlay				
001-16-01-516-642-00 Computer Hardware Upgrade	\$359,079	\$128,275	\$128,275	\$8,500
001-16-01-516-643-00 Computer Software	\$16,925	\$-	\$-	\$-
TOTAL INFORMATION TECHNOLOGY	\$3,245,475	\$3,914,504	\$3,801,720	\$4,121,277

Public Safety Department



Public Safety Department

Mission

The City of Miami Gardens Public Safety Department, which is comprised of the Police Department and the School Crossing Guard program, is committed to providing ethical, quality and responsive service to the community with professionalism, pride and trust. This trust will be established by providing service which will be fair but firm, and by protecting our citizens with consistent commitment which will be unyielding.

The Miami Gardens Police Department is committed to building a better tomorrow through community interaction. This will be accomplished through mutual trust and cooperation with those "We Serve".

The School Safety Crossing Guard Program is designed to enhance the safety of children by facilitating their safe access to and from school.

Public Safety Department Expenditures

Expenditures By Category	Actual FY 20-21	Actual FY 21-22	Actual FY 22-23	Budget FY 23-24	Budget FY 24-25
Personnel Services	\$38,107,657	\$40,348,497	\$48,989,133	\$48,913,483	\$50,124,738
Operating Expenses	\$2,253,850	\$2,693,489	\$3,103,650	\$2,469,168	\$2,828,692
Capital Outlay	\$25,664	\$53,934	\$144,540	\$-	\$-
Non-Operating Expenses	\$-	\$10,122	\$9,300	\$55,000	\$55,000
TOTAL EXPENDITURES	\$40,387,171	\$43,106,042	\$52,246,623	\$51,437,651	\$53,008,430

Expenditures By Program	Actual FY 20-21	Actual FY 21-22	Actual FY 22-23	Budget FY 23-24	Budget FY 24-25
Administration Division	\$35,120,509	\$41,663,214	\$50,264,657	\$50,177,951	\$51,647,868
Investigations Division	\$205,769	\$154,099	\$153,983	\$116,440	\$130,440
Operations Division	\$76,493	\$73,372	\$74,455	\$58,200	\$50,200
Support Services Division	\$228,976	\$381,198	\$442,544	\$318,707	\$376,078
School Crossing Guard Program	\$448,400	\$456,581	\$667,955	\$766,353	\$803,844
General Fund Total	\$36,080,147	\$42,728,464	\$51,603,594	\$51,437,651	\$53,008,430
COPS II Grant	\$1,502,026	\$-	\$-	\$-	\$-
COPS III Grant	\$1,261,913	\$-	\$-	\$-	\$-
COPS IV Grant	\$1,297,259	\$-	\$-	\$-	\$-
UASI Grant	\$36,663	\$-	\$488,737	\$-	\$-
DOJ- Edward Byrne Grant	\$25,664	\$110,312	\$17,752	\$-	\$-
Project Safe Neighborhoods Grant	\$3,067	\$-	\$-	\$-	\$-
COVID Emergency Supplemental Funding	\$48,632	\$133,090	\$-	\$-	\$-
State Grant- VOCA (Public Safety)	\$131,800	\$134,176	\$136,540	\$-	\$-
Grant Fund Total	\$4,307,024	\$377,578	\$643,029	\$-	\$-
TOTAL EXPENDITURES	\$40,387,171	\$43,106,042	\$52,246,623	\$51,437,651	\$53,008,430

Public Safety Department

Staffing Levels

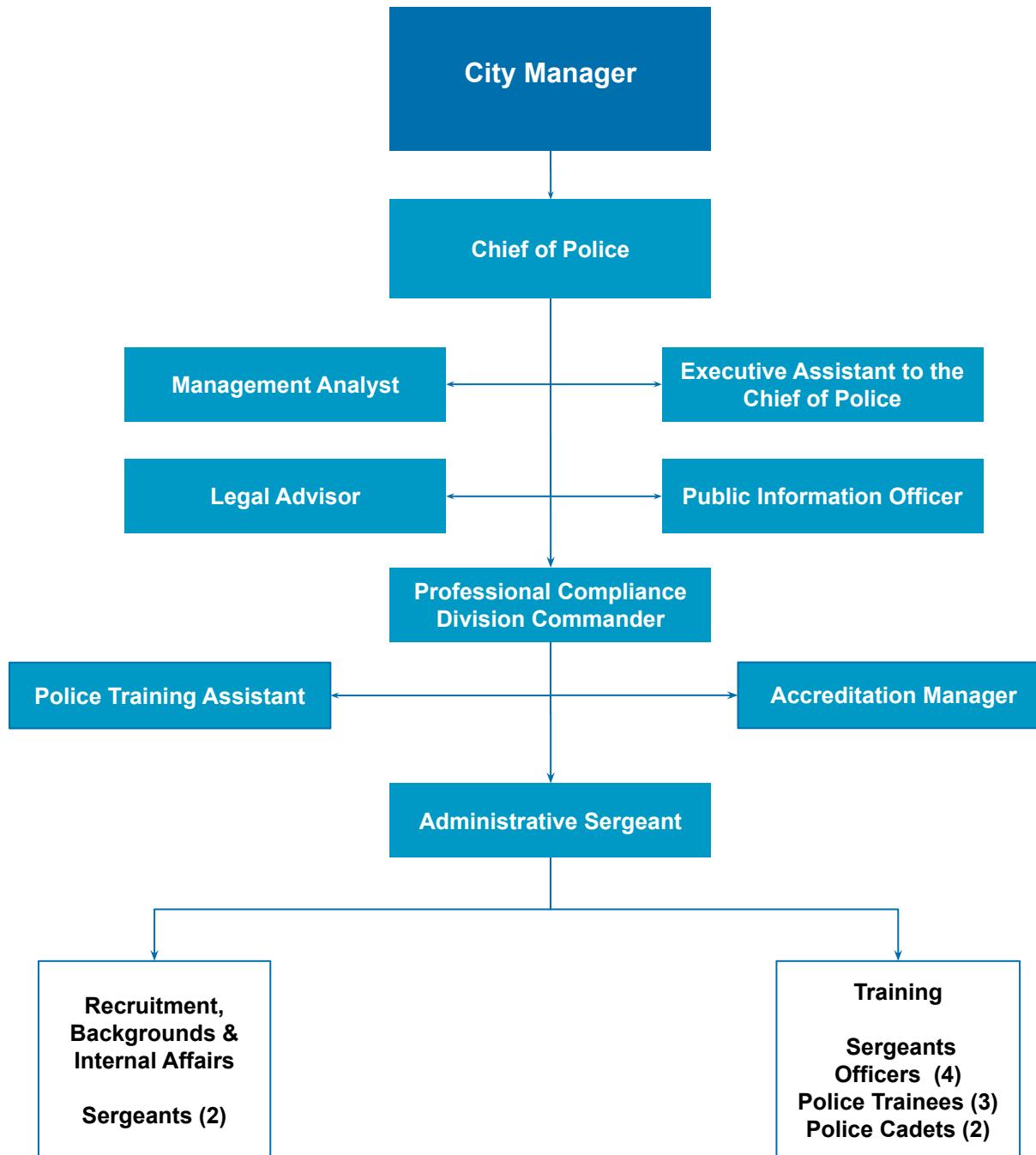
Police Administration, Investigations , Operations & Support Services Divisions					
Authorized Positions	FY 20-21	FY 21-22	FY 22-23	FY 23-24	FY 24-25
Chief of Police	1.00	1.00	1.00	1.00	1.00
Deputy Police Chief	0.00	2.00	2.00	2.00	1.00
Assistant Chief of Police	2.00	1.00	1.00	1.00	1.00
Commander	2.00	2.00	2.00	2.00	2.00
Major	3.00	2.00	2.00	2.00	3.00
Captain	10.00	10.00	10.00	10.00	10.00
Sergeant	26.00	34.00	34.00	34.00	31.00
Police Officers	158.00	185.00	185.00	192.00	194.00
Assistant City Attorney II	1.00	1.00	1.00	1.00	1.00
Executive Assistant to the Chief of Police	1.00	1.00	1.00	1.00	1.00
Accreditation Manager	0.00	1.00	1.00	1.00	1.00
Police Training Assistant	1.00	1.00	1.00	1.00	1.00
Diversion Coordinator	0.00	0.00	1.00	1.00	1.00
Administrative Assistant	4.00	4.00	4.00	4.00	4.00
Administrative Analyst	1.00	1.00	1.00	1.00	1.00
Community Service Aide	3.00	3.00	3.00	6.00	6.00
Records Clerk	5.00	5.00	5.00	5.00	5.00
Records Clerk Supervisor	1.00	1.00	1.00	1.00	1.00
Court Liaison/ Off-Duty Coordinator	1.00	1.00	1.00	1.00	1.00
Telecommunications Manager	1.00	1.00	1.00	1.00	1.00
Telecommunicator	16.00	16.00	16.00	16.00	16.00
Telecommunicator Trainee	0.00	4.00	4.00	4.00	4.00
Telecommunications Supervisor	2.00	2.00	2.00	2.00	2.00
Property & Evidence Custodian	2.00	2.00	2.00	2.00	2.00
Property & Evidence Custodian II	1.00	1.00	1.00	1.00	1.00
Victim Advocate	2.00	2.00	2.00	3.00	3.00
Real Time Crime Analyst	8.00	8.00	8.00	8.00	8.00
Crime Analyst Supervisor	1.00	1.00	1.00	1.00	1.00
Crime Scene Supervisor	1.00	1.00	1.00	1.00	1.00
Crime Scene Technician	5.00	5.00	5.00	5.00	5.00
Detention Officer	0.00	0.00	1.60	1.60	2.00
Video Retrieval Specialist	0.00	0.00	0.00	1.00	1.00
Traffic Assistant	2.00	2.00	2.00	2.00	2.00
TOTAL STAFFING	261.00	301.00	303.60	315.60	315.00

Analysis

Public Safety Department

During FY 24 three Police Sergeant positions were converted to two Police Officer positions and one Administrative Officer position.

Public Safety Department - Police Administration Division



Public Safety Department - Police Administration Division

Mission

The Police Administration Division (PAD) encompasses the Office of the Chief (Executive Assistant to the Chief, Management Analyst, and Legal Advisor), the Professional Compliance Section (Recruitment and Backgrounds; Internal Affairs, Accreditation, and Training), and the Community Affairs Section. The PAD is responsible for the overall command of all sworn officers and non-sworn employees. Members of this Division coordinate; long-range planning, policy development and review, accreditation requirements, employee development and training, labor relations and personnel management, internal investigations, financial management and purchasing, employee accountability, media relations, legal advisory, community policing and pre-arrest diversion. The Division also provides direct services to the community (i.e. community events, citizen concerns, meetings, and traffic and quality of life issues within the City).

Program Expenditures

Category	Actual FY 20-21	Actual FY 21-22	Actual FY 22-23	Budget FY 23-24	Budget FY 24-25
Personnel Services	\$33,494,614	\$39,725,290	\$48,199,204	\$48,167,329	\$49,341,106
Operating Expenses	\$1,625,895	\$1,927,802	\$2,056,153	\$1,955,622	\$2,251,762
Non-Operating Expenses	\$-	\$10,122	\$9,300	\$55,000	\$55,000
TOTAL EXPENDITURES	\$35,120,509	\$41,663,214	\$50,264,657	\$50,177,951	\$51,647,868

Analysis

The Administrative Division will continue to reduce the Police Department and City's exposure to liability by coordinating essential and effective training at every level of the Department. The Division will also ensure the lawful, ethical and professional use of the Department's personnel, units, processes and programs when delivering police services to the community.

Public Safety Department - Police Administration Division

Accomplishments, Goals & Objectives

FY 2023-2024 Accomplishments

- Hired (15) Certified Police Officers, (3) Police Officer Cadets, (1) Detention Officer (2) Community Service Aides, and (7) Dispatchers.
- Successfully met the requirements set forth by the Commission of Florida Accreditation and were reaccredited for the next three years.
- Streamlined the Professional Compliance Section's processes for day-to-day operations, to include electronic submission of complaints, internal investigations, and records retention via IA-Pro/Blue Team.
- The CAT Unit conducted a 2-month aggressive driving detail, which yielded a decrease in traffic fatalities citywide.
- The CAT Unit hosted a successful 2-week police explorer academy, in conjunction with partnering local agencies.
- Acquired permanent housing for several vagrant persons citywide.

FY 2024-2025 Goals and Objectives

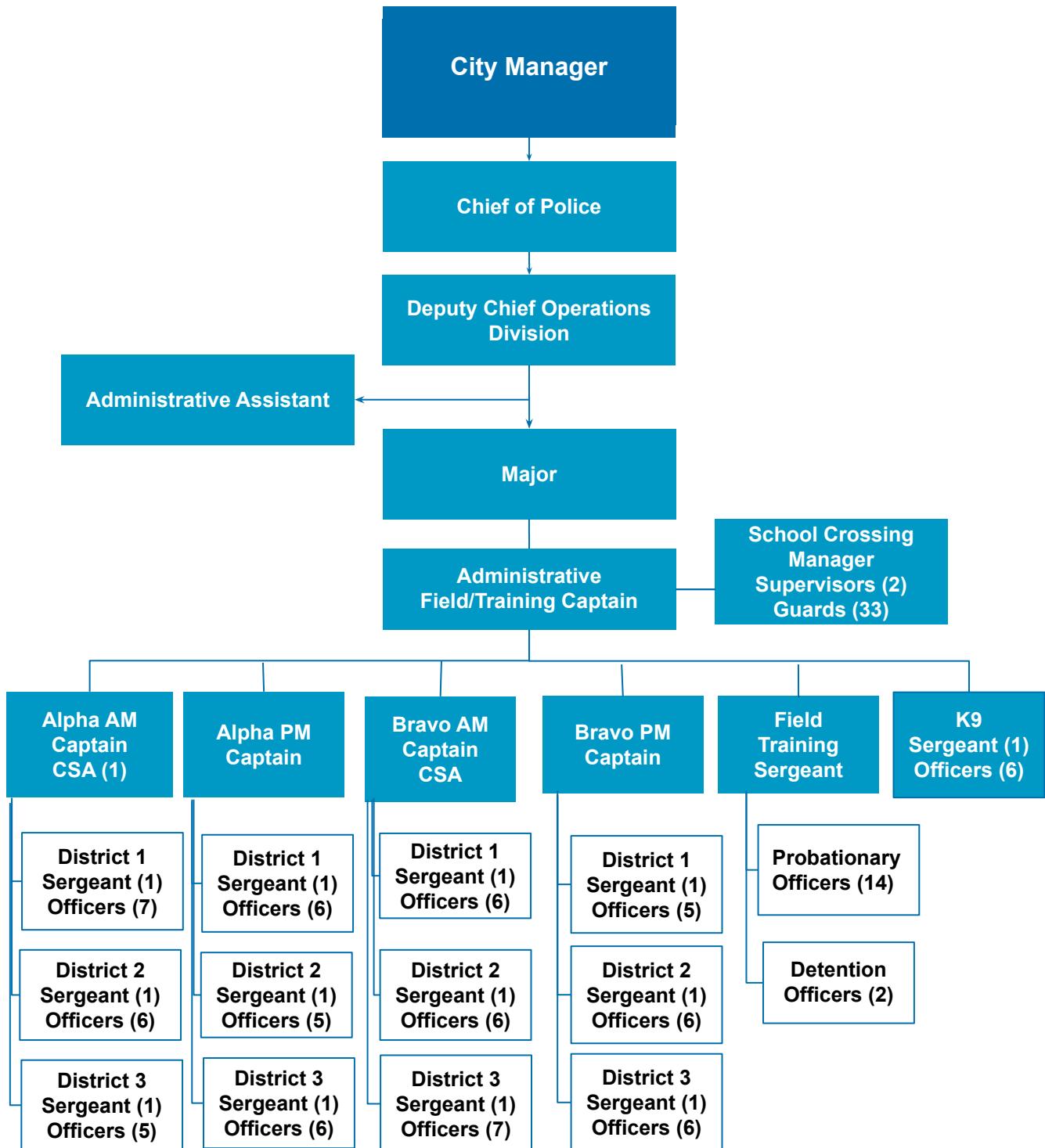
- Hire to capacity in sworn and non-sworn vacant positions.
- Solicit reserve officers to supplement staffing deficiencies.
- Establish a more thought-provoking promotional exam.
- Update and vet the Department SOPs.
- Detach officers to the CAT Unit to zero in on aggressive driving on a continuous basis.
- Revamp Department social media platforms, and enhance community outreach.

Performance Indicators

Objectives	Performance Indicators	Actual FY 2023	Budget FY 2024	Budget FY 2025
Fill 100% of sworn vacancies within the Department within the fiscal year.	Percentage of sworn police officer vacancies filled.	91%	86%	100%
Conduct administrative review for 100% of all complaints received for police department personnel as requested.	Percentage of administrative reviews of police department personnel from complaints received.	100%	100%	100%
Conduct 12 Police Command Staff community/business walks during the fiscal year.	Number of police command staff community/business walks conducted.	3	3	10
Coordinate professional training for all personnel as required by FDLE.	Percentage of officers trained.	100%	100%	100%

General Fund Public Safety Department Expenditures	2023 Actual	Adopted 2024 Budget	Estimated 2024 Actual	Proposed 2025 Budget
Police Administration Division				
Personnel Services				
001-21-01-521-102-00 Regular Salaries and Wages	\$24,762,798	\$26,361,085	\$21,470,879	\$26,491,148
001-21-01-521-104-00 Overtime	\$5,920,419	\$3,500,000	\$5,846,259	\$3,500,000
001-21-01-521-105-00 Special Pay	\$351,703	\$366,020	\$391,208	\$363,120
001-21-01-521-106-00 Off Duty Services	\$2,493,695	\$1,300,000	\$3,083,087	\$1,300,000
001-21-01-521-201-00 FICA	\$2,376,494	\$2,395,264	\$2,334,106	\$2,400,148
001-21-01-521-202-00 Retirement	\$8,483,929	\$8,906,182	\$9,372,311	\$9,393,972
001-21-01-521-203-00 Life and Health Insurance	\$3,354,318	\$4,327,422	\$3,274,757	\$4,905,038
001-21-01-521-204-00 Workers' Compensation	\$455,848	\$984,955	\$1,255,133	\$987,680
001-21-01-521-206-00 ICMA Deferred Comp- Benefit	\$-	\$26,401	\$-	\$-
Operating Expenditures				
001-21-01-521-310-00 Professional Services	\$605,766	\$443,000	\$758,842	\$658,000
001-21-01-521-340-00 Other Contractual	\$34,777	\$-	\$113,597	\$-
001-21-01-521-400-00 Travel & Per Diem	\$85,555	\$34,735	\$34,735	\$31,735
001-21-01-521-410-00 Communications Svc.	\$72,971	\$-	\$44,909	\$-
001-21-01-521-421-00 Postage & Freight	\$ (307)	\$4,500	\$1,195	\$2,500
001-21-01-521-431-00 Electricity	\$1,402	\$1,250	\$1,469	\$1,489
001-21-01-521-434-00 Cable T.V. service	\$2,069	\$-	\$2,590	\$-
001-21-01-521-440-00 Rentals and Leases	\$57,328	\$47,500	\$47,500	\$40,500
001-21-01-521-460-00 Repairs and Maintenance Service	\$192,655	\$308,200	\$203,164	\$308,200
001-21-01-521-470-00 Printing & Binding	\$40	\$-	\$-	\$-
001-21-01-521-493-00 Software License	\$576,254	\$727,577	\$819,909	\$843,249
001-21-01-521-494-00 Advertising	\$-	\$300	\$-	\$300
001-21-01-521-510-00 Office Supplies	\$6,390	\$4,000	\$4,000	\$4,000
001-21-01-521-520-00 Operating Supplies	\$290,192	\$278,760	\$576,398	\$275,839
001-21-01-521-525-00 Uniforms	\$7,216	\$-	\$-	\$-
001-21-01-521-540-00 Books, Publications, and Dues	\$9,342	\$5,800	\$2,180	\$5,950
001-21-01-521-550-00 Educational & Training	\$114,503	\$100,000	\$100,000	\$80,000
Non-Operating Expenditures				
001-21-01-521-821-00 Aids to Community Organization	\$9,300	\$15,000	\$15,000	\$15,000
Other Grants and Aids (Pal				
001-21-01-521-830-01 Program)	\$-	\$20,000	\$20,000	\$20,000
Other Grants and Aids (Police				
001-21-01-521-830-02 Explorer)	\$-	\$20,000	\$20,000	\$20,000
TOTAL POLICE - ADMINISTRATION	\$50,264,657	\$50,177,951	\$49,793,228	\$51,647,868

Public Safety Department - Police Operations Division



Public Safety Department - Police Operations Division

Mission

The Operations Division is the most visible division within the Miami Gardens Police Department. It is responsible for providing day-to-day police services to citizens, businesses, stakeholders, and visitors to the City of Miami Gardens. This division is responsible for the Uniform Officers, Bike Patrol, Honor Guard, and the Intergovernmental Section. The Intergovernmental Section is comprised of the Community Enrichment Team that oversees the Citizens on Patrol program, Neighborhood Resources Officers, Explorer Program, and Police Athletic League.

The Operations Division's primary mission is to provide a safe haven for citizens, visitors, and business owners of this community. Our goal is to be proactive by implementing community policing to close the gap between police and the citizens. Officers will respond to calls for service, conduct preliminary investigations, park and walk details, and enforce traffic violations. We have implemented several details conducted by the patrol supervisor at random, based on the call volume and staff coverage. Additionally, the Operations Division coordinates monthly operations that consist of all divisions extending invitations to outside resources such as Circle of Brotherhood, Walking One-Stop, Florida Department of Transportation, and other neighboring agencies. The goal is to work collaboratively together to deter and curtail criminal activities throughout the city. Our objective is to work closely with the community to address crime trends, quality of life issues, social services, and faith-based partners, with the ultimate goal of building a safer community for our citizens, business owners, and visitors.

Program Expenditures

Category	Actual FY 20-21	Actual FY 21-22	Actual FY 22-23	Budget FY 23-24	Budget FY 24-25
Operating Expenses	\$76,493	\$73,372	\$74,455	\$58,200	\$50,200
TOTAL EXPENDITURES	\$76,493	\$73,372	\$74,455	\$58,200	\$50,200

Analysis

For Fiscal Year 2025, the Operations Division primary target is improving police and community relations as we enhance public safety. Crime reduction will be achieved through preventive patrol and concentrated enforcement.

Public Safety Department - Police Operations Division

Accomplishments, Goals & Objectives

FY 2023-2024 Accomplishments

- Certified (10) Field Training Officers (FTO) through the Florida Department of Law Enforcement, and approved a 5% FTO incentive and cellphone stipend for active FTOs.
- Trained the Department's very first Detention Officer.
- Certified (1) canine (k9) in detecting narcotics, explosives, guns and missing/endangered persons.
- Assigned an Administrative Sergeant to assist with training newly promoted sergeants; i.e., report reviewing, all administrative paperwork, Mark-43 computer software, etc.
- Increased the minimum manpower in the Operations Division on all platoons by 25 percent.

FY 2024-2025 Goals and Objectives

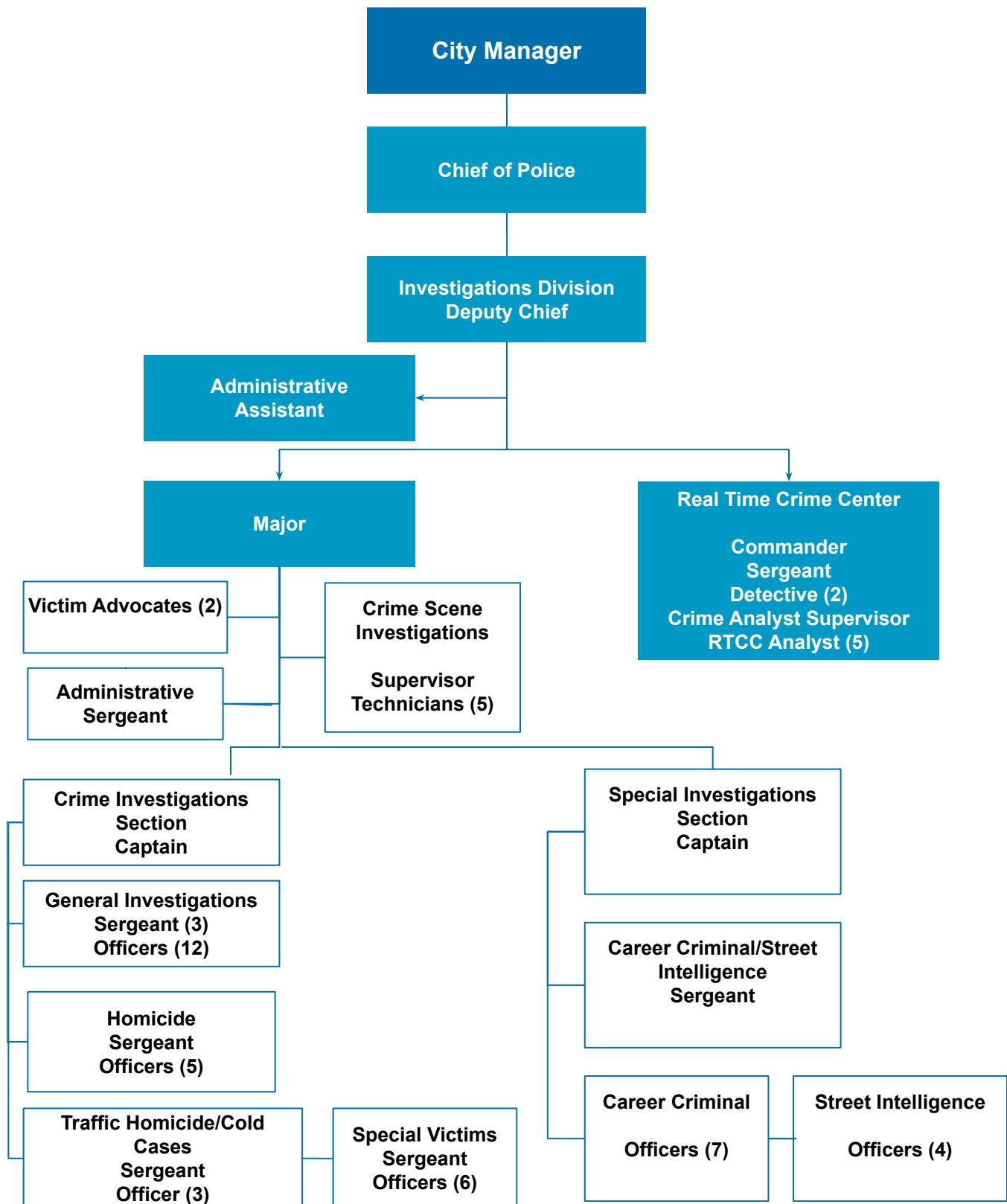
- Maintain at least (15) Field Training Officers year-round, and explore the implementation of a 4-10 schedule for an FTO Unit.
- Increase manpower to 30 Officers per Platoon; ten (10) assigned to each district.
- Implement the "Shopping Cart Assistance" initiative to bridge the gap with our citizens.
- Implement an "Outdoor Roll Call/Mobile Command Post" initiative to strengthen police presence and community interaction.
- Increase certification in Crisis Intervention for sworn personnel to 100%.
- Increase attendance to Struggle Well to 100%.

Performance Indicators

Service	Actual FY 22-23	Actual FY 23-24	Projected FY 24-25
Population Served	114,284	114,284	115,000
Service Area	20 Sq. Miles	20 Sq. Miles	23 Sq. Miles
#FTE Employees	95	109	125
Arrests	679	877	1,200
Traffic Citations	1,418	4,164	4,500
Calls per officer	530	600	670

General Fund Public Safety Department Expenditures	2023 Actual	Adopted 2024 Budget	Estimated 2024 Actual	Proposed 2025 Budget
Police Operations Division				
Operating Expenditures				
001-21-03-521-310-00 Professional Services	\$516	\$-	\$-	\$-
001-21-03-521-340-00 Other Contractual	\$43,278	\$38,000	\$38,000	\$31,000
001-21-03-521-460-00 Repairs and Maintenance Service	\$4,409	\$7,400	\$2,655	\$7,400
001-21-03-521-510-00 Office Supplies	\$1,701	\$3,000	\$2,497	\$3,000
001-21-03-521-520-00 Operating Supplies	\$24,551	\$9,800	\$9,800	\$8,800
TOTAL POLICE - OPERATIONS	\$74,455	\$58,200	\$52,952	\$50,200

Public Safety Department - Police Investigations Division



Public Safety Department - Police Investigations Division

Mission

The mission of the Investigation Division (ID) is to provide the highest quality criminal investigative and special investigation support to the Miami Gardens Police Department by conducting timely and thorough criminal investigations using advanced forensic equipment, investigative techniques, and conducting proactive responses to specific areas of increased violent and property crime incidents. The Special Investigations Section is tasked with reducing gun violence, investigating gang activity. They collaborate with the U.S. Marshall's Service, Bureau of Alcohol, Tobacco, Firearms and Explosives, Secret Service, Federal Bureau of Investigation and Drug Enforcement Administration in efforts to reduce gun violence. The Division's primary objective is to reduce violent and property crimes within the City of Miami Gardens through consistent professional service and commitment to the citizens of Miami Gardens.

Program Expenditures

Category	Actual FY 20-21	Actual FY 21-22	Actual FY 22-23	Budget FY 23-24	Budget FY 24-25
Operating Expenses	\$205,769	\$154,099	\$153,983	\$116,440	\$130,440
TOTAL EXPENDITURES	\$205,769	\$154,099	\$153,983	\$116,440	\$130,440

Analysis

The budget for FY 25 reflects an increase in funding rental vehicles assigned to undercover staff within the Unit.

Public Safety Department - Police Investigations Division

Accomplishments, Goals & Objectives

FY 2023-2024 Accomplishments

- Conducted anti-gun violence initiatives by targeting neighborhoods experiencing rising crime and violent offenders, resulting in the arrest of 111 violent offenders, seizures of 15,549 grams of marijuana, 1,190 grams of cocaine, 27 firearms.
- Applied and received a grant for the Project Safety Neighborhoods in the amount of \$80,000. The funding is used to address violent crimes and improve the quality of life for the residents of the City of Miami Gardens.
- Expanded the License Plate Reader (LPR) and CCTV camera technology at (4) intersections within the City of Miami Gardens to identify stolen, felony, and other suspect vehicles.
- Collaborated with the Information Technology Department to develop digital display board. These digital message boards will be displayed strategically throughout the Department to provide pertinent information to our residents pertaining to crime trends, missing persons, new laws enacted and traffic incidents.

FY 2024-2025 Goals and Objectives

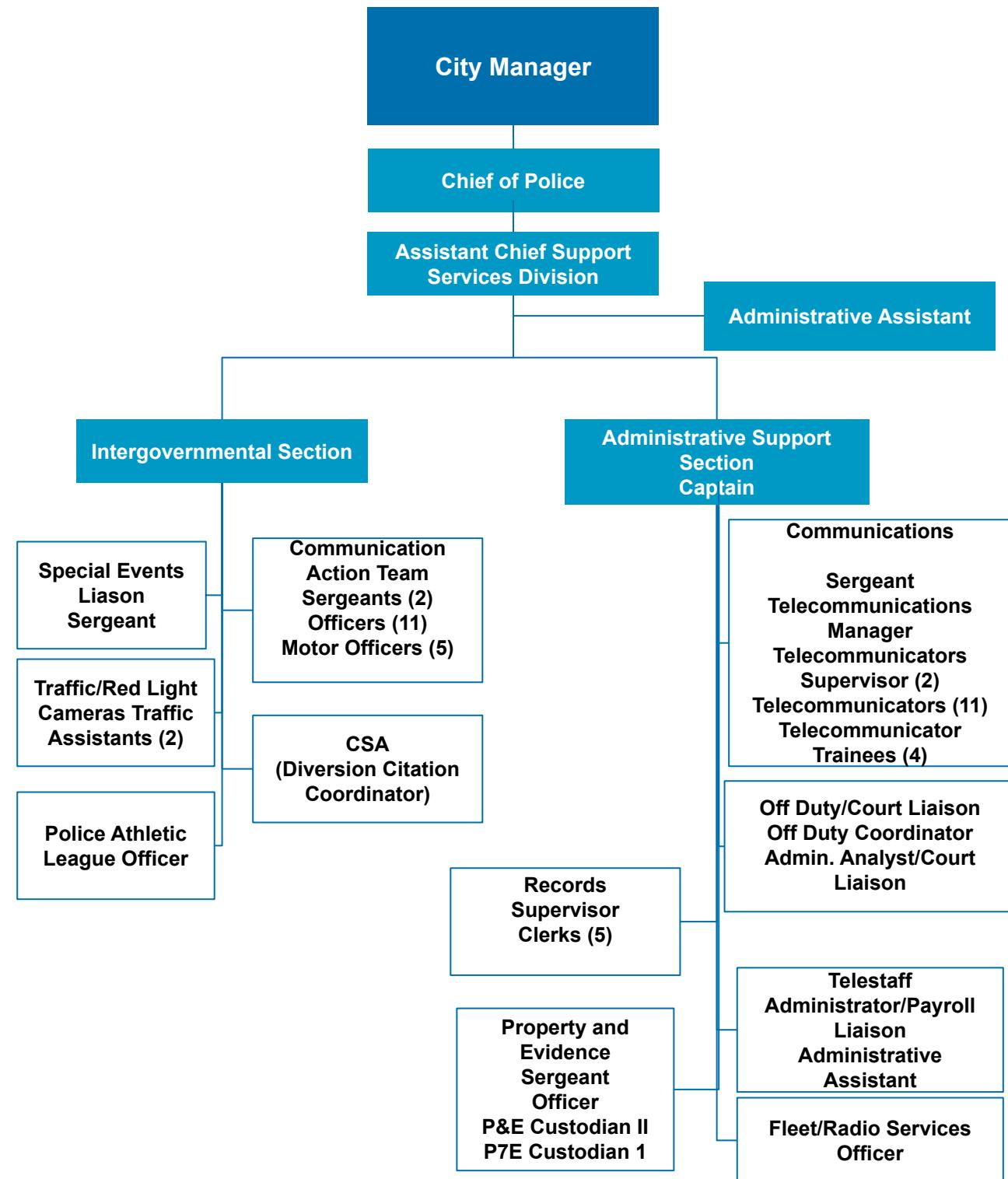
- Apply for additional grant funding, such as the Coverdell Forensic Science Improvement Grant and Prosecuting Cold Cases Using DNA Grant.
- Increase the Homicide Unit with fully trained personnel, and continue thoroughly investigating homicide/cold cases for new leads to bring closure to the cases and a peace of mind to victims' loved ones.
- Fill RTCC Analyst and other position vacancies within the Investigations Division.

Performance Indicators

Objectives	Performance Indicators	Actual FY 2023	Budget FY 2024	Budget FY 2025
Increase clearance rate on all crime categories by 5%.	Comprehensive Statistical (CompStat) Records Management System (RMS) date will be evaluated for all crime categories.	18%	18%	19%
Increase the homicide clearance rate by 5%.	Evaluate CompStat and RMS data.	45%	45%	46%

General Fund Public Safety Department Expenditures	2023 Actual	Adopted 2024 Budget	Estimated 2024 Actual	Proposed 2025 Budget
Police Investigations Division				
Operating Expenditures				
001-21-02-521-310-00 Professional Services	\$9,094	\$2,340	\$4,693	\$2,340
001-21-02-521-350-00 Investigations	\$8,119	\$5,500	\$3,910	\$5,500
001-21-02-521-400-00 Travel & Per Diem	\$570	\$1,000	\$-	\$1,000
001-21-02-521-440-00 Rentals and Leases	\$121,327	\$90,000	\$80,000	\$98,000
001-21-02-521-510-00 Office Supplies	\$4,969	\$6,000	\$4,000	\$6,000
001-21-02-521-520-00 Operating Supplies	\$9,904	\$11,600	\$8,950	\$17,600
TOTAL POLICE - INVESTIGATIONS	\$153,983	\$116,440	\$101,553	\$130,440

Public Safety Department - Police Support Services Division



Public Safety Department - Police Support Services Division

Mission

The Support Services Division is tasked with accomplishing many objectives within the Miami Gardens Police Department. The Division is broken down into the following Units: Community Enrichment Team (CET), Traffic and Motors, Traffic Homicide Investigations (THI), Property & Evidence, Records, Communications, Off Duty and Court Liaison Services., Fleet, False Alarms and Quartermaster. These Units assist the other Divisions within the Department by allowing them to carry out their functions in a more efficient manner. Support Division provides many of the internal and “back-office” support services for the efficient and effective functioning of the police department, supporting front-line personnel in the accomplishment of their duties as well as providing direct services to the community i.e. community events, issues, and meetings, and traffic issues within the city.

Program Expenditures

Category	Actual FY 20-21	Actual FY 21-22	Actual FY 22-23	Budget FY 23-24	Budget FY 24-25
Operating Expenses	\$228,976	\$381,198	\$442,544	\$318,707	\$376,078
TOTAL EXPENDITURES	\$228,976	\$381,198	\$442,544	\$318,707	\$376,078

Analysis

The Administrative Support Division is diligently filling the vacancies within the Communications Center, which will help in reducing overtime. The Unit is consistently preparing for an unannounced audit and ensuring compliance for the accreditation process. The Division will continue to work towards providing the delivery of positive customer services for the entire agency, as a tool for developing improved positive community collaboration.

Public Safety Department - Police Support Services Division

Accomplishments, Goals & Objectives

FY 2023-2024 Accomplishments

- Processed and responded to over 3,138 public records requests with minimal staffing.
- Collected \$ 2,765,283. in revenue for the City of Miami Gardens.
- Red Light Camera processed 59,432 citations, stemming from 169,447 potential violations.
- Coordinated and facilitated a 1.09-ton Narcotics Burn.
- Miami Gardens Police Athletic League (PAL) has grown to include 238 youth in various programs.
- MGPD Special Events Team ensured public safety at 155 City-sponsored events.

FY 2024-2025 Goals and Objectives

- Continue to dispose of applicable property items timely and appropriately.
- Reclassify the Property and Evidence Custodians to High-Risk status in the Florida Retirement System, due to the handling of narcotics, biological substances, and hazardous materials.
- Reduce overtime expenses related to the Communications Unit by 5%.
- Increase fundraising efforts for Miami Gardens PAL to expand youth programming opportunities.
- The Records Unit will revise the Records Manual with new updates (e.g., MARK43, TRACS, and the FIOA Request Portal) to increase the Unit's overall effectiveness.

Performance Indicators

Objectives	Performance Indicators	Actual FY 2023	Budget FY 2024	Budget FY 2025
Process, file and provide public records requests from public in compliance with the law 100% of the time.	Percentage of time to process and provide request in a timely manner.	100%	100%	100%
Validate 100% of the Florida Crime Information Center (FCIC) and National Crime Information Center (NCIC) files in compliance with the law.	Percentage of files validated in compliance with the law.	100%	100%	100%
Maintain records of all property and evidence handled by the Police Department in compliance with the law 100% of the time.	Percentage of property and evidence processed in compliance with laws.	100%	100%	100%
Reduce dispatch time on all Priority and NonPriority calls for service.	Average amount of dispatch time for Priority and NonPriority calls.	P-5.0 Min. NP-10.0 Min.	P-5.0 Min. NP-10.0 Min.	P-2.7 Min. NP-9.5 Min.
Review Part I incidents from RMS Daily Records Review weekly.	All Part I incidents reviewed and removed from RMS Daily Records Review.	100%	100%	100%
Receive and process all red light camera violations at the Records Unit window weekly.	Ensure all payments are applied and documents in the accounting system.	100%	100%	100%

General Fund Public Safety Department Expenditures	2023 Actual	Adopted 2024 Budget	Estimated 2024 Actual	Proposed 2025 Budget
Police Support Services Division				
Operating Expenditures				
001-21-04-521-310-00 Professional Services	\$91,331	\$56,960	\$60,816	\$63,960
001-21-04-521-400-00 Travel & Per Diem	\$-	\$56,945	\$321	\$-
001-21-04-521-460-00 Repairs and Maintenance Service	\$49,389	\$-	\$57,557	\$53,111
001-21-04-521-470-00 Printing & Binding	\$18,460	\$15,000	\$15,000	\$15,000
001-21-04-521-497-00 Other Obligations	\$1,220	\$602	\$602	\$602
001-21-04-521-510-00 Office Supplies	\$4,541	\$5,000	\$5,000	\$5,000
001-21-04-521-520-00 Operating Supplies	\$98,706	\$56,200	\$88,454	\$57,405
001-21-04-521-525-00 Uniforms	\$178,747	\$128,000	\$130,029	\$181,000
001-21-04-521-540-00 Books, Publications, and Dues	\$-	\$-	\$350	\$-
001-21-04-521-550-00 Educational & Training	\$150	\$-	\$-	\$-
TOTAL POLICE SUPPORT	\$442,544	\$318,707	\$358,129	\$376,078

Public Safety Department - COPS II Grant Division

Mission

Between FY 2013 and FY 2015, the City received three separate COPS grant awards which provided funding for 31 Police Officers (COPS II- 10 Officers; COPS III- 10 Officers; and COPS IV- 11 Officers). Each grant was awarded with the understanding that the City would maintain the Officers for at least an additional year after the grant expires. All three grants have now expired and the 31 Police Officer positions are now accounted for in the Administration Division.

Staffing Levels

Authorized Positions	FY 20-21	FY 21-22	FY 22-23	FY 23-24	FY 24-25
Police Officers	10.00	0.00	0.00	0.00	0.00
TOTAL STAFFING	10.00	0.00	0.00	0.00	0.00

Program Expenditures

Category	Actual FY 20-21	Actual FY 21-22	Actual FY 22-23	Budget FY 23-24	Budget FY 24-25
Personnel Services	\$1,502,026	\$-	\$-	\$-	\$-
TOTAL EXPENDITURES	\$1,502,026	\$-	\$-	\$-	\$-

Public Safety Department - OPS III Grant Division

Staffing Levels

Authorized Positions	FY 20-21	FY 21-22	FY 22-23	FY 23-24	FY 24-25
Police Officers	10.00	0.00	0.00	0.00	0.00
TOTAL STAFFING	10.00	0.00	0.00	0.00	0.00

Program Expenditures

Category	Actual FY 20-21	Actual FY 21-22	Actual FY 22-23	Budget FY 23-24	Budget FY 24-25
Personnel Services	\$1,261,913	\$-	\$-	\$-	\$-
TOTAL EXPENDITURES	\$1,261,913	\$-	\$-	\$-	\$-

Public Safety Department - COPS IV Grant Division

Staffing Levels

Authorized Positions	FY 20-21	FY 21-22	FY 22-23	FY 23-24	FY 24-25
Police Officers	11.00	0.00	0.00	0.00	0.00
TOTAL STAFFING	11.00	0.00	0.00	0.00	0.00

Program Expenditures

Category	Actual FY 20-21	Actual FY 21-22	Actual FY 22-23	Budget FY 23-24	Budget FY 24-25
Personnel Services	\$1,297,259	\$-	\$-	\$-	\$-
TOTAL EXPENDITURES	\$1,297,259	\$-	\$-	\$-	\$-

Public Safety Department - Public Safety Grants

Mission

The Police Department has been the recipient of various State and Federal Grants to aid in carrying out its mission. This includes grants such as DOJ - Edward Byrne Grant, UASI Grant, Project Safe Neighborhoods Grant, COVID Emergency Supplemental Funding and State Grant- VOCA (Public Safety).

Program Expenditures

Category	Actual FY 20-21	Actual FY 21-22	Actual FY 22-23	Budget FY 23-24	Budget FY 24-25
Personnel Services	\$120,491	\$177,695	\$129,509	\$-	\$-
Operating Expenses	\$99,671	\$145,949	\$368,980	\$-	\$-
Capital Outlay	\$25,664	\$53,934	\$144,540	\$-	\$-
TOTAL EXPENDITURES	\$245,826	\$377,578	\$643,029	\$-	\$-

Grant Fund DOJ - UASI Grant Expenditures	2023 Actual	Adopted 2024 Budget	Estimated 2024 Actual	Proposed 2025 Budget
Capital Outlay				
102-21-09-521-520-00 Operating Supplies	\$344,197	\$-	\$-	\$-
102-21-09-521-640-00 Machinery & Equipment	\$144,540	\$-	\$27,132	\$-
TOTAL UASI GRANT EXPENDITURES	\$488,737	\$-	\$27,132	\$-

Grant Fund DOJ - Edward Byrne Grant Expenditures	2023 Actual	Adopted 2024 Budget	Estimated 2024 Actual	Proposed 2025 Budget
Personnel Services				
102-21-10-521-520-00 Operating Supplies	\$17,752	\$-	\$43,398	\$-
102-21-10-521-640-00 Machinery & Equipment	\$-	\$-	\$20,577	\$-
TOTAL BYRNE GRANT EXPENDITURES	\$17,752	\$-	\$63,975	\$-

Grant Fund State Grant – VOCA (Public Safety)	2023 Actual	Adopted 2024 Budget	Estimated 2024 Actual	Proposed 2025 Budget
Personnel Services				
102-21-21-521-102-00 Regular Salaries and Wages	\$129,509	\$-	\$-	\$-
102-21-21-521-520-00 Operating Supplies	\$5,532	\$-	\$-	\$-
102-21-21-521-550-00 Educational & Training	\$1,499	\$-	\$-	\$-
TOTAL STATE GRANT – VOCA (PUBLIC SAFETY)	\$136,540	\$-	\$-	\$-

Public Safety Department - School Crossing Guard Program

Mission

The School Safety Crossing Guard Program is designed to enhance the safety of elementary and middle school children by facilitating their safe access to and from school. The City currently has fifty-five (55) crossing guard posts throughout the City serving the City's eighteen (18) public elementary schools, although students from other levels utilize the crossings on a daily basis. The School Crossing Guard Unit's goal is to provide operational support services to staff Miami Gardens based elementary schools with school crossing guards.

Staffing Levels

Authorized Positions	FY 20-21	FY 21-22	FY 22-23	FY 23-24	FY 24-25
School Crossing Guard Manager	1.00	1.00	1.00	1.00	1.00
School Crossing Guard Supervisor	1.40	1.40	1.50	1.50	1.50
School Crossing Guard (Part Time)	13.75	13.75	13.75	13.75	13.75
TOTAL STAFFING	16.15	16.15	16.25	16.25	16.25

Program Expenditures

Category	Actual FY 20-21	Actual FY 21-22	Actual FY 22-23	Budgeted FY 23-24	Budget FY 24-25
Personnel Services	\$431,354	\$445,512	\$660,420	\$746,154	\$783,632
Operating Expenses	\$17,046	\$11,069	\$7,535	\$20,199	\$20,212
TOTAL EXPENDITURES	\$448,400	\$456,581	\$667,955	\$766,353	\$803,844

Analysis

Funding for FY 25, remains relatively flat compared to that of the previous fiscal year.

Public Safety Department - School Crossing Guard Program

Accomplishments, Goals & Objectives

FY 2023-2024 Accomplishments

- Participated in Quarterly Crossing Guard Leadership meetings.
- Safely crossed 100% of the students throughout the year, without incident.
- Installed car seat restraints and provided checks on a as needed basis.

FY 2024-2025 Goals and Objectives

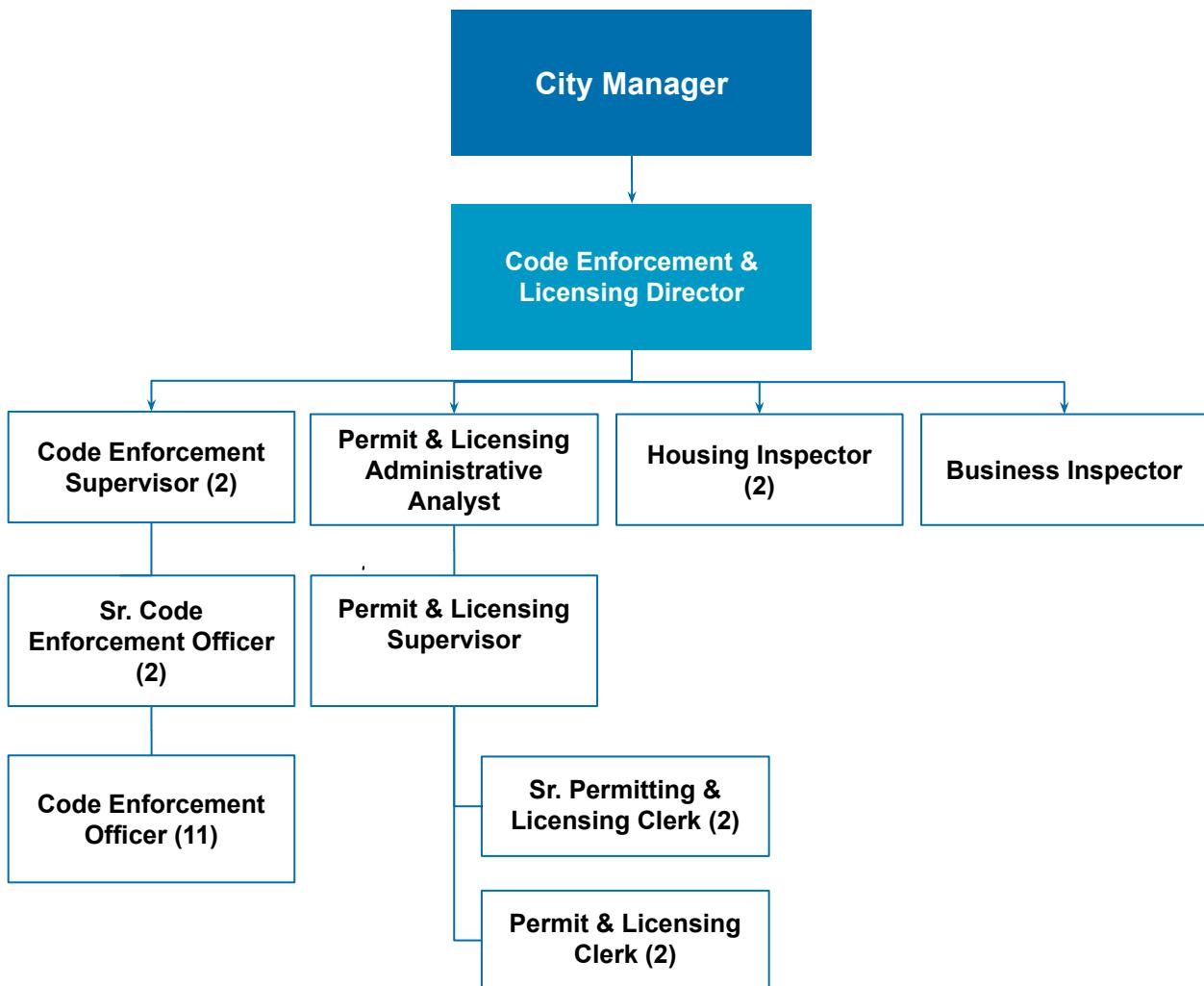
- Maintain Safe Routes to School plan for select schools.
- Increase the number of child ID programs held throughout the year by 50%.
- Present Pedestrian Safety Education programs at community and school events.
- Revamp Walk to School and Safety Town initiatives.
- Conduct Child Passenger Safety classes to educate community and continue to provide inspections to the community.
- Hire and maintain adequate staffing to ensure safety for children attending school within the city.

Performance Indicators

Objectives	Performance Indicators	Actual FY 2023	Budget FY 2024	Budget FY 2025
Safely cross 100% of the students who come into the area of responsibility of the school crossing guard.	Percentage of students who are safely crossed.	100%	100%	100%
Conduct at least 4 child ID Programs throughout the year, as requested.	Number of Child ID Programs participated in.	2	4	6
Work with Police Department or Community Organizations to share pedestrian safety information on at least 4 occasions.	Number of pedestrian safety information sessions.	2	4	6

General Fund Public Safety Department Expenditures	2023 Actual	Adopted 2024 Budget	Estimated 2024 Actual	Proposed 2025 Budget
School Crossing Guard Program Division				
Personnel Services				
001-21-00-521-102-00 Regular Salaries and Wages	\$199,431	\$115,157	\$694,168	\$120,514
Other Salaries and Wages (PT/				
001-21-00-521-103-00 Temp)	\$284,764	\$453,299	\$-	\$475,741
001-21-00-521-104-00 Overtime	\$2,447	\$5,000	\$2,214	\$5,000
001-21-00-521-105-00 Special Pay	\$2,647	\$2,160	\$2,707	\$2,160
001-21-00-521-106-00 Off Duty Services	\$43,561	\$-	\$98,865	\$-
001-21-00-521-201-00 FICA	\$38,838	\$44,034	\$63,380	\$46,162
001-21-00-521-202-00 Retirement	\$57,438	\$77,818	\$90,550	\$81,951
001-21-00-521-203-00 Life and Health Insurance	\$22,273	\$24,663	\$23,077	\$26,911
001-21-00-521-204-00 Workers' Compensation	\$7,815	\$24,023	\$33,713	\$25,193
001-21-00-521-206-00 ICMA Deferred Comp- Benefit	\$1,206	\$-	\$-	\$-
Operating Expenditures				
001-21-00-521-340-00 Other Contractual	\$489	\$-	\$-	\$3,000
001-21-00-521-400-00 Travel & Per Diem	\$-	\$3,000	\$3,000	\$-
001-21-00-521-440-00 Rentals and Leases	\$2,023	\$-	\$1,276	\$-
001-21-00-521-510-00 Office Supplies	\$970	\$2,000	\$2,000	\$2,000
001-21-00-521-520-00 Operating Supplies	\$3,453	\$7,000	\$300	\$7,000
001-21-00-521-525-00 Uniforms	\$600	\$5,000	\$5,189	\$5,000
001-21-00-521-540-00 Books, Publications, and Dues	\$-	\$200	\$110	\$200
001-21-00-521-550-00 Educational & Training	\$-	\$2,999	\$115	\$3,012
TOTAL SCHOOL CROSSING GUARDS	\$667,955	\$766,353	\$1,020,664	\$803,844

Code Compliance Division



Code Compliance Division

Mission

The Code Compliance Department was established to preserve, protect, and improve the physical, social, and economic health of the City of Miami Gardens. The Department's mission is to provide exceptional service to every citizen, customer and business owner/operator; while creating quality-based solutions to support and manage the unique needs of each customer. Their goal is to continue to build and maintain an attractive, appealing, and safe environment for all.

Staffing Levels

Authorized Positions	FY 20-21	FY 21-22	FY 22-23	FY 23-24	FY 24-25
Community Improvement Director	0.20	0.20	0.00	0.00	0.00
Code Enforcement & License Director	1.00	1.00	1.00	1.00	1.00
Code Enforcement Supervisor	2.00	2.00	2.00	2.00	3.00
Sr. Code Enforcement Officer	0.00	1.00	1.00	2.00	1.00
Code Enforcement Officer	8.50	8.50	8.50	7.00	7.00
Code Enforcement Officer Trainee	1.00	1.00	1.00	4.00	3.00
Permit & Licensing Administrative Analyst	0.00	0.00	1.00	1.00	1.00
Permit & License Clerk Supervisor	1.00	1.00	1.00	1.00	1.00
Sr. Permit & License Clerk	0.00	2.00	2.00	2.00	1.00
Permit & License Clerk	6.00	3.00	3.00	2.00	3.00
Housing Inspector	2.00	2.00	2.00	2.00	3.00
Business Inspector	0.00	0.00	1.00	1.00	1.00
TOTAL STAFFING	21.70	21.70	23.50	25.00	25.00

Program Expenditures

Category	Actual FY 20-21	Actual FY 21-22	Actual FY 22-23	Budget FY 23-24	Budget FY 24-25
Personnel Services	\$1,400,787	\$1,483,793	\$1,488,422	\$2,118,191	\$2,284,192
Operating Expenses	\$87,125	\$147,670	\$225,505	\$200,367	\$303,786
Capital Outlay	\$83,472	\$89,007	\$16,268	\$-	\$-
TOTAL EXPENDITURES	\$1,571,384	\$1,720,470	\$1,730,195	\$2,318,558	\$2,587,978

Analysis

For FY 2025, the department converted one Code Enforcement Officer Trainee position to a Housing Inspector position and a reclassified a Sr. Permitting and License Clerk position to a Permitting & Licensing Clerk position. Additionally, funds were added to this year's budget for Tax & License Administration for short-term rentals.

Code Compliance Division

Accomplishments, Goals & Objectives

FY 2023-2024 Accomplishments

- Conducted twelve (12) Special Master hearings (100%)
- Used overhead projection to highlight code violation in hearings
- Created a Special Details Team and increased night, holiday, weekend commercial vehicle and vendor operations by 70%
- Increased voluntary compliance by 43%
- Utilized Business task Force for property maintenance for all business locations citywide
- Implemented new shopping cart ordinance to control carts on the streets and swale
- Reduced the number of illegal dumping areas under surveillance, tracked and referred
- Increased Business Licensing Enforcement operation and located approximately 0.5% more unregistered business
- Issued and distributed over 7000 copies of educational material to business and residential locations (Hard copies and QR codes)

FY 2024-2025 Goals and Objectives

- Fully register, or cause the removal of, prohibited Recreational Vehicles (RV's) through Special Masters Process
- Use New Ordinance to Eradicate living in RV's, boats and sheds within City
- Increase the number of commercial vehicle holiday details, also day and night operations by 40%
- Utilize Business Task force to find unregistered businesses by 30%
- Increase commercial property maintenance by 40% through established Business Task Force
- Increase customer electronic (online) payments options

Performance Indicators

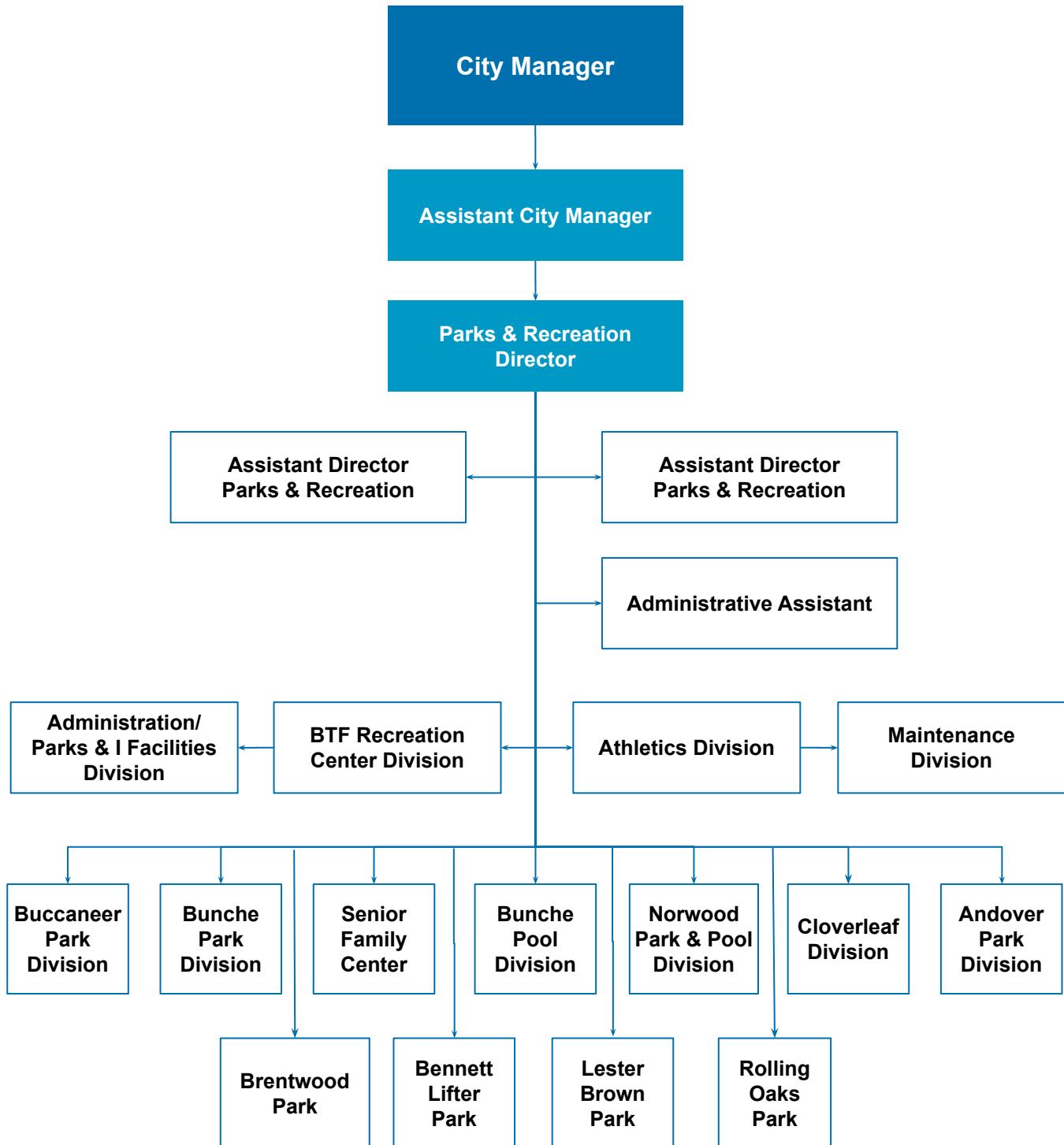
Objectives	Performance Indicators	Actual FY 2023	Budget FY 2024	Budget FY 2025
Improve customer service delivery for customers.	Provide lien search results within 5-7 business days. Respond to customer complaints within 24-48 hours.	100%	100%	100%
Completion of final Business License Renewal Mailings.	100% mailings to delinquent and late business license renewals.	60%	100%	80%
Completion of Landlord Mailings.	100% mailings to delinquent and late landlord fee renewals.	70%	60%	80%
Maintain certifications for inspectors.	Maintain training and certifications for 100% of inspectors.	100%	100%	100%

Code Compliance Division

Cross Training of staff to accommodate flexible coverage of this section.	Complete a minimum of 50% cross training of permit clerks to accommodate staffing burden around renewal timeframes.	80%	100%	100%
Identify & schedule cases for Special Masters Hearings.	Conduct 11 Special Masters hearings annually.	80%	100%	100%
Locate and Register Recreational Vehicles Citywide	Conduct 50% Registration of all Recreational Vehicles within the City of Miami Gardens	20%	40%	50%

General Fund Code Compliance Division Expenditures	2023 Actual	Adopted 2024 Budget	Estimated 2024 Actual	Proposed 2025 Budget
Personnel Services				
001-29-01-529-102-00 Regular Salaries and Wages	\$976,872	\$1,387,512	\$1,050,282	\$1,485,308
001-29-01-529-104-00 Overtime	\$110,742	\$70,000	\$191,083	\$100,000
001-29-01-529-105-00 Special Pay	\$8,593	\$9,600	\$6,473	\$8,400
001-29-01-529-106-00 Off Duty Services	\$2,868	\$-	\$-	\$-
001-29-01-529-201-00 FICA	\$81,167	\$112,234	\$95,762	\$121,919
001-29-01-529-202-00 Retirement	\$128,043	\$225,283	\$164,918	\$245,145
001-29-01-529-203-00 Life and Health Insurance	\$171,769	\$281,049	\$164,096	\$292,712
001-29-01-529-204-00 Workers' Compensation	\$5,974	\$29,129	\$21,392	\$30,708
001-29-01-529-206-00 ICMA Deferred Comp- Benefit	\$2,394	\$3,384	\$-	\$-
Operating Expenditures				
001-29-01-529-310-00 Professional Services	\$7,500	\$-	\$5,400	\$-
001-29-01-529-340-00 Other Contractual	\$59,231	\$75,000	\$163,570	\$176,330
001-29-01-529-410-00 Communications Svc.	\$5,552	\$6,560	\$4,964	\$6,491
001-29-01-529-421-00 Postage & Freight	\$35	\$300	\$300	\$300
001-29-01-529-440-00 Rentals and Leases	\$8,345	\$12,000	\$12,000	\$12,000
001-29-01-529-470-00 Printing & Binding	\$10,113	\$10,000	\$4,875	\$10,000
001-29-01-529-493-00 Software License	\$116,340	\$76,757	\$76,757	\$76,755
001-29-01-529-510-00 Office Supplies	\$3,922	\$4,000	\$5,122	\$6,000
001-29-01-529-520-00 Operating Supplies	\$4,073	\$5,000	\$-	\$6,000
001-29-01-529-525-00 Uniforms	\$7,377	\$5,000	\$4,688	\$-
001-29-01-529-540-00 Books, Publications, and Dues	\$1,728	\$1,750	\$1,552	\$2,010
001-29-01-529-550-00 Educational & Training	\$1,289	\$4,000	\$2,445	\$7,900
Capital Outlay				
001-29-01-529-643-00 Computer Software	\$16,268	\$-	\$-	\$-
TOTAL CODE ENFORCEMENT	\$1,730,195	\$2,318,558	\$1,975,679	\$2,587,978

Parks and Recreation Department



Parks and Recreation Department

Mission

The mission of the Parks and Recreation Department is to create and maintain unparalleled recreational opportunities, unique high quality parks, trails and public spaces, enhancing our community with exceptional customer service. The Department also offer a variety of inclusive services for the betterment of the residents, ensuring residents receive the highest possible standards.

Parks and Recreation Department Expenditures

Expenditures By Category	Actual FY 20-21	Actual FY 21-22	Actual FY 22-23	Budget FY 23-24	Budget FY 24-25
Personnel Services	\$4,353,053	\$4,530,106	\$5,484,323	\$8,567,284	\$10,662,664
Operating Expenses	\$2,372,551	\$3,315,157	\$4,274,801	\$4,858,771	\$5,577,002
Capital Outlay	\$-	\$-	\$25,393	\$4,194	\$64,100
Reserve for Facilities Operations	\$-	\$-	\$-	\$200,000	\$200,000
TOTAL EXPENDITURES	\$6,725,604	\$7,845,263	\$9,784,517	\$13,630,249	\$16,503,766

Expenditures By Program	Actual FY 20-21	Actual FY 21-22	Actual FY 22-23	Budget FY 23-24	Budget FY 24-25
Administration Division	\$1,680,811	\$2,045,994	\$2,167,785	\$2,731,770	\$2,854,599
BTFRC Division	\$1,223,796	\$1,305,608	\$1,472,503	\$2,038,798	\$2,394,796
Athletics Division	\$832,848	\$882,401	\$1,113,093	\$1,039,949	\$1,027,563
Bunche Pool Division	\$310,159	\$275,610	\$281,248	\$414,574	\$548,870
Maintenance Division	\$1,238,173	\$1,401,273	\$1,676,782	\$2,387,920	\$2,846,794
Buccaneer Park Division	\$443,051	\$439,082	\$597,315	\$681,361	\$718,491
Norwood Park & Pool	\$364,226	\$399,718	\$555,747	\$447,543	\$491,674
Bunche Park Division	\$301,163	\$351,602	\$503,920	\$737,653	\$679,164
Senior Family Center	\$140,369	\$492,384	\$739,904	\$1,061,283	\$1,122,943
Cloverleaf Park	\$-	\$73,617	\$238,615	\$306,295	\$304,415
Andover Park	\$-	\$20,223	\$57,011	\$172,003	\$168,163
Bennett Lifter Park	\$-	\$-	\$73,022	\$357,301	\$352,764
Lester Brown Park	\$-	\$-	\$142,053	\$603,799	\$593,862
Brentwood Park	\$-	\$-	\$-	\$-	\$462,889
Rolling Oaks Park	\$-	\$-	\$-	\$-	\$1,286,779
General Fund Total	\$6,534,596	\$7,687,512	\$9,618,998	\$12,980,249	\$15,853,766
Children's Trust- YAS Prog	\$124,903	\$119,804	\$165,519	\$650,000	\$650,000
Alliance For A Healthier Generation	\$3,849	\$1,605	\$-	\$-	\$-
Healthy Out Of School Time	\$3,536	\$464	\$-	\$-	\$-
Children's Trust- YEN Prog	\$58,720	\$35,878	\$-	\$-	\$-
Grant Fund Total	\$191,008	\$157,751	\$165,519	\$650,000	\$650,000
TOTAL EXPENDITURES	\$6,725,604	\$7,845,263	\$9,784,517	\$13,630,249	\$16,503,766

Parks and Recreation Department

Staffing Levels

Parks & Recreation Department		FY 20-21	FY 21-22	FY 22-23	FY 23-24	FY 24-25
Authorized Positions						
Parks & Recreation Director	1.00	1.00	1.00	1.00	1.00	1.00
Assistant Parks & Recreation Director	2.00	2.00	2.00	2.00	2.00	2.00
Operations Service Manager	1.00	1.00	1.00	1.00	1.00	1.00
Community Center Manager	4.00	4.00	4.00	4.00	6.00	
Assistant Community Center Manager	3.00	3.00	1.00	0.00	0.00	
Park Manager	3.00	3.00	9.00	14.00	11.00	
Program Manager	1.60	1.60	0.80	0.80	0.80	
Information Officer/Customer Service	1.00	1.00	0.00	0.00	0.00	
Administrative Projects Manager- Parks	0.00	0.00	1.00	1.00	1.00	
Administrative Parks Specialist	0.00	0.00	0.00	0.00	1.00	
Events Specialist	2.00	2.00	0.00	0.00	0.00	
Recreation Superintendent	0.00	0.00	1.00	1.00	1.00	
Recreation Supervisor II	2.00	2.00	1.00	0.00	0.00	
Recreation Supervisor	4.00	4.00	0.00	0.00	0.00	
Recreation Coordinator	1.00	1.00	1.00	1.00	1.00	
Recreation Aide II	9.00	9.00	7.00	10.00	15.00	
Recreation Aide I	9.00	9.00	5.00	4.00	4.00	
Recreation Aide	45.20	45.20	35.05	37.45	40.40	
Aquatic Facility Manager	1.00	1.00	1.00	1.00	1.00	
Lead Lifeguard Water Safety Instructor	3.80	3.80	3.80	3.80	4.00	
Lifeguard Water Safety Instructor (FT)	4.00	4.00	4.00	4.00	5.00	
Lifeguard Water Safety Instructor (PT)	3.55	3.55	3.55	3.55	3.05	
Lifeguard	4.40	4.40	2.90	2.90	2.90	
Athletics Manager	1.00	1.00	1.00	1.00	0.00	
Athletics Supervisor	1.00	1.00	1.00	0.00	0.00	
Athletics Coordinator	1.00	1.00	1.00	1.00	2.00	
Health & Fitness Instructor	2.40	2.40	2.40	2.40	2.40	
Chess Instructor	0.50	0.50	0.50	0.50	0.50	
Teacher	4.00	4.00	3.20	3.20	3.25	
Parks Superintendent	1.00	1.00	1.00	1.00	1.00	
Maintenance District Supervisor	1.00	1.00	0.00	0.00	0.00	
Park Maintenance Manager	0.00	0.00	1.00	1.00	1.00	
Janitorial Supervisor	3.00	3.00	3.00	3.00	3.00	
Janitorial Crew Worker	4.60	4.60	4.80	6.00	10.00	
Landscape Supervisor	2.00	2.00	1.00	1.00	2.00	
Landscape Crew Worker	6.00	6.00	6.00	6.00	6.00	
Trades Worker Supervisor	0.00	0.00	0.00	0.00	1.00	

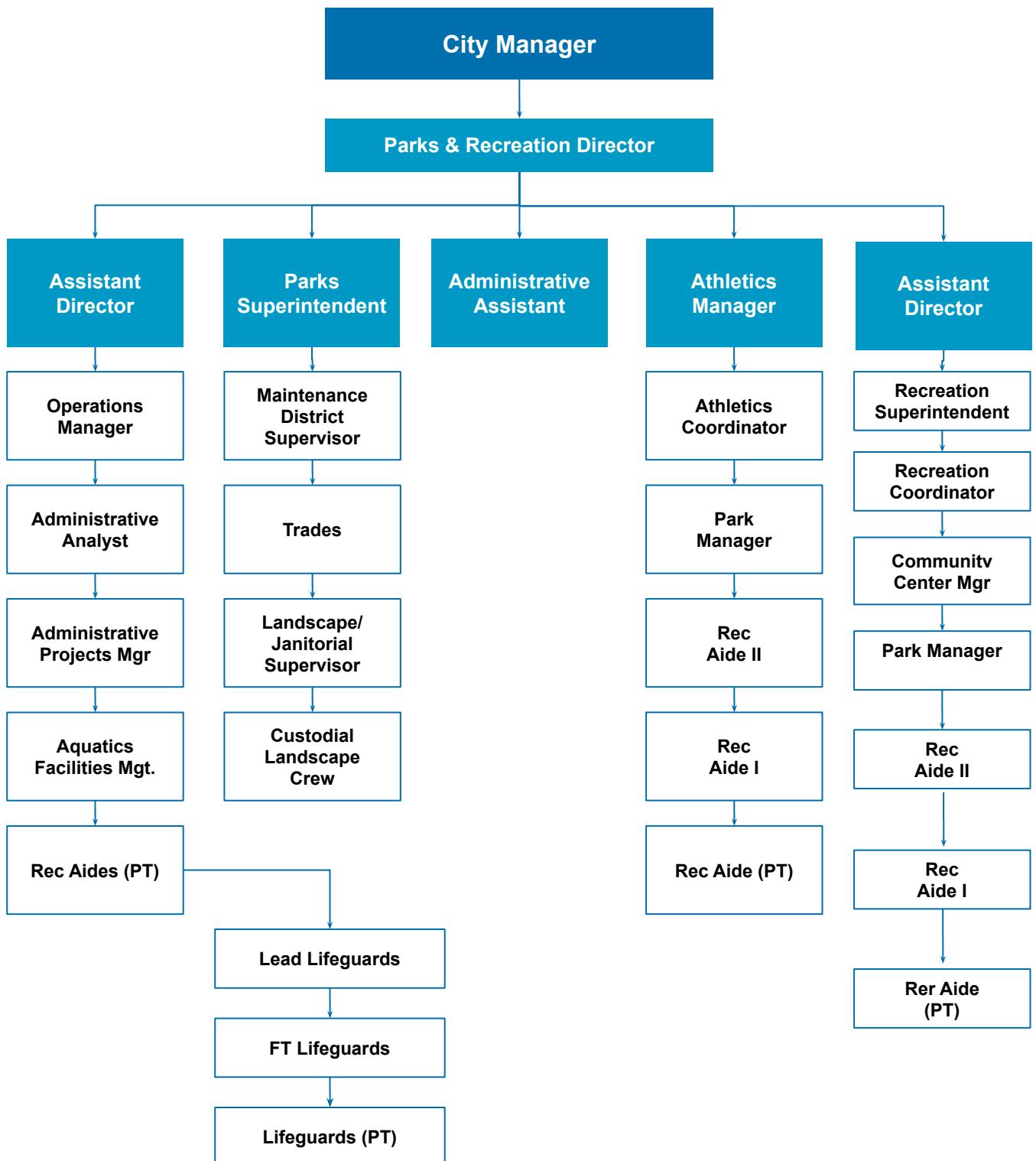
Parks and Recreation Department

Trades Worker	5.00	6.00	6.00	6.00	7.00
Irrigation Supervisor	0.30	0.30	0.30	0.30	0.30
Park Aide	0.00	0.00	6.20	7.00	14.20
Park Ranger	2.40	2.40	3.20	4.00	4.00
Community Garden Specialist	0.00	0.00	0.00	0.00	1.00
Administrative Analyst	1.00	1.00	1.00	1.00	1.00
Administrative Assistant	2.00	2.00	1.00	2.00	3.00
TOTAL STAFFING	143.75	144.75	128.70	138.90	163.80

Analysis

The increase in staffing is attributed to the opening of two new parks in FY 25 (Rolling Oaks Park and Bretwood Park)

Parks and Recreation Department - Administration Division



Parks and Recreation Department - Administration Division

Mission

The Recreation Division is committed to providing our citizens with a wide variety of recreational opportunities supported by our parks, facilities and personnel. Our goal is to deliver superior programs and services to meet the needs of the community in a cost-effective manner.

Staffing Levels

Authorized Positions	FY 20-21	FY 21-22	FY 22-23	FY 23-24	FY 24-25
Parks & Recreation Director	1.00	1.00	1.00	1.00	1.00
Teacher	1.70	1.70	1.70	1.95	2.00
Operations Service Manager	1.00	1.00	1.00	1.00	1.00
Recreation Aides II	3.00	3.00	2.00	1.00	1.00
Recreation Aides I	2.00	2.00	1.00	1.00	1.00
Recreation Aides	10.40	10.40	7.65	9.25	9.00
Information Officer	1.00	1.00	0.00	0.00	0.00
Recreation Supervisor	3.00	3.00	0.00	0.00	0.00
Recreation Coordinator	1.00	1.00	1.00	1.00	1.00
Administrative Analyst	1.00	1.00	1.00	1.00	1.00
Administrative Assistant	1.00	1.00	1.00	1.00	1.00
Assistant Parks & Recreation Director	2.00	2.00	2.00	2.00	2.00
Park Manager	0.00	0.00	2.00	3.00	2.00
Recreation Superintendent	0.00	0.00	1.00	1.00	1.00
Administrative Parks Specialist	0.00	0.00	0.00	0.00	1.00
Administrative Projects Manager	0.00	0.00	1.00	1.00	1.00
TOTAL STAFFING	28.10	28.10	23.35	25.20	25.00

Program Expenditures

Category	Actual FY 20-21	Actual FY 21-22	Actual FY 22-23	Budget FY 23-24	Budget FY 24-25
Personnel Services	\$1,306,909	\$1,405,174	\$1,682,477	\$2,093,806	\$2,170,980
Operating Expenses	\$373,902	\$640,820	\$485,308	\$437,964	\$483,619
Reserve for Facilities Operations	\$-	\$-	\$-	\$200,000	\$200,000
TOTAL EXPENDITURES	\$1,680,811	\$2,045,994	\$2,167,785	\$2,731,770	\$2,854,599

Analysis

The recreation program will focus on improving the aesthetics, safety, and cleanliness of our parks and recreation facilities. Funding has been placed in reserves for any emergency maintainance issues that may arise.

Parks and Recreation Department - Administration Division

Accomplishments, Goals & Objectives

FY 2023-2024 Accomplishments

- Renewed the Children's Trust Youth Development Grant for afterschool and summer camp programs. The Recreation Department was awarded \$282,150 for children grades K-5 at three (3) sites and an additional \$125,240 for youth grades 6-12 at one (1) site for 5 years.
- Renewed grant for Alliance for Healthier Generation which provided six (6) workshops for program afterschool participants and one (1) workshop with parents on how to make healthy smoothies using fruits and vegetables.
- In accordance with CDC COVID Safety Protocols hosted a safe Afterschool, Summer Camp, Winter Camp, and Kids Day Off programs through Children's Trust at AJ King, Carol City and Rolling Oaks.
- Groundbreaking events for Lester Brown and Bennett Lifter.
- Opening and Ribbon Cutting for Senior Family Center and Bunche Park.
- Staff attended various e-learning sessions to develop communication, supervisory and leadership skills in organization, decision making, performance, coaching and motivation.
- Continued the sponsorship with Lowes to supplement the costs of a community gardening program.
- Coordinated Fright Night in the Gardens, Holiday Tree Lighting, Employee Thanksgiving Appreciation, Black History Food Truck Event, Valentine's Day Event, and Black Business Showcase and Resource Fair

FY 2024-2025 Goals and Objectives

- Establish three (3) new partnerships with organizations to provide programs and activities for school age youth.
- Survey at least five (5) programs twice a year to gauge customer satisfaction of services (i.e. facility cleanliness, rentals, service providers and city run programs).
- Continue to offer professional development for staff to improve work ethic and knowledge of parks and recreational activities.
- Continue to improve the aesthetics of our parks, playgrounds, athletic fields, facilities and open spaces throughout the city.
- Expand the community garden at Scott Park and acquire sponsorships to supplement the materials needed to expand the program.

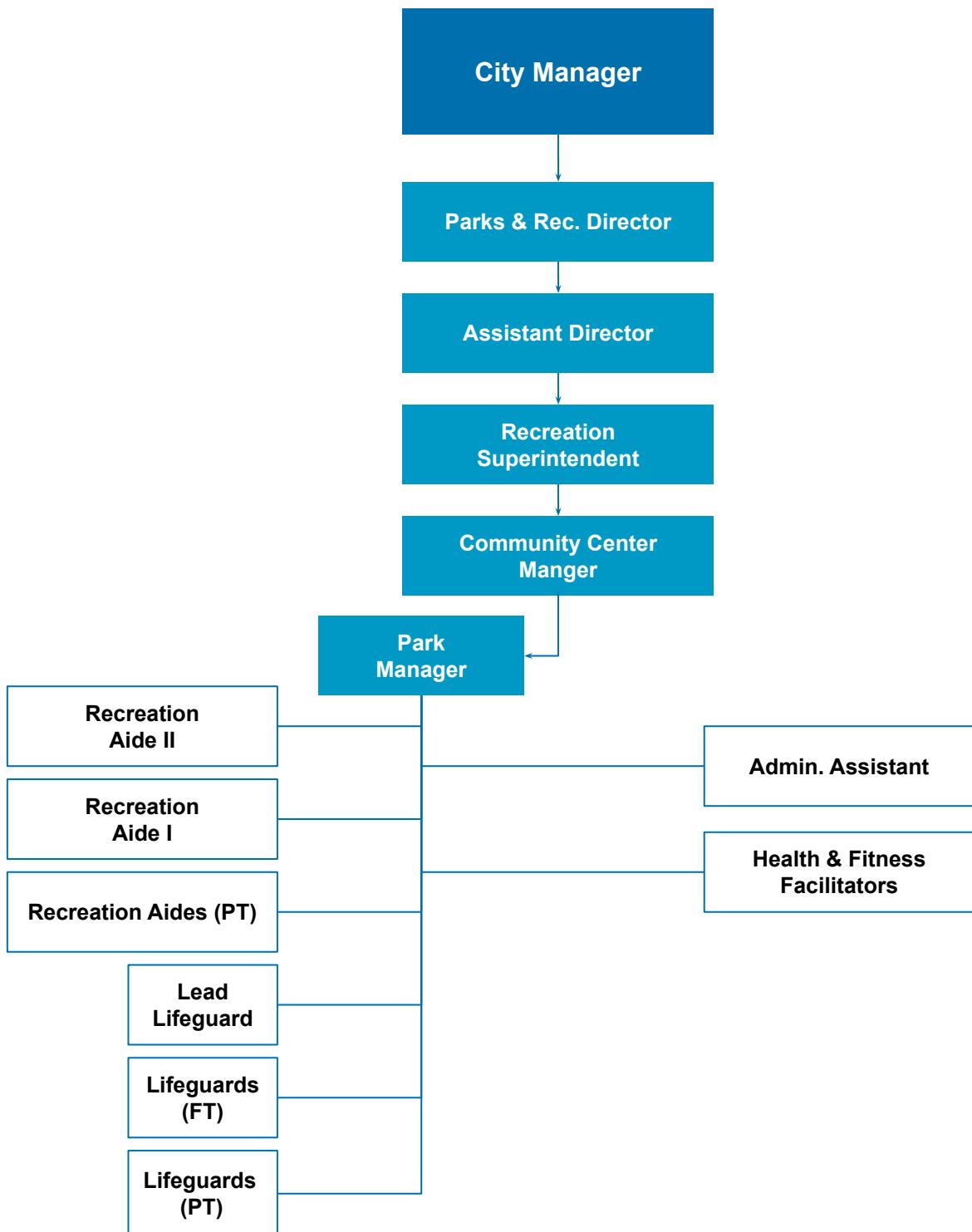
Parks and Recreation Department - Administration Division

Performance Indicators

Objectives	Performance Indicators	Actual FY 2023	Budget FY 2024	Budget FY 2025
Establish five ⁽⁵⁾ new partnerships with organizations to provide programs and activities for school age youth.	Number of new partnerships established.	N/A	3 new partnerships	3 new partnerships
Increase attendance within our Afterschool, Summer Camp, Winter Camp, Spring camp, and Kids Day off programs.	Number of new registrants within these programs	ASC:90 SC:150 WC:45 SC: 100	ASC: 90 SC: 150 WC: 45 SC: 100	ASC: 90 SC: 150 WC: 45 SC: 100
Survey at least five ⁽⁵⁾ programs twice a year to gauge customer satisfaction of services (i.e. facility cleanliness, rentals, service providers and city run programs.)	Create a survey and distribute to users to evaluate customer satisfaction	Survey 30% of programs	Survey 50% of programs	Survey 50% of programs
Offer extensive professional development for staff to improve work ethic and knowledge of parks and recreational activities.	Staff membership in various professional organizations and regular attendance at trainings, workshops, sessions and conferences.	75% of all staff	75% of all staff	75% of all staff
Implement programs to focus on recreation and education at all city recreational facilities.	Number of new programs	5	10	10
Professional Certifications within the Parks and Recreation Department	Place staff on a course to test and receive professional certifications	5	5	5
Establish teen programs at three ⁽³⁾ sites within the city.	Number of new programs and attendance within each.	1	1	1

General Fund Parks & Recreation Department Expenditures	2023 Actual	Adopted 2024 Budget	Estimated 2024 Actual	Proposed 2025 Budget
Administration Division				
Personnel Services				
001-72-00-572-102-00 Regular Salaries and Wages	\$1,211,832	\$1,454,775	\$1,161,263	\$1,526,199
001-72-00-572-104-00 Overtime	\$21,954	\$20,000	\$19,174	\$20,000
001-72-00-572-105-00 Special Pay	\$9,849	\$10,080	\$8,917	\$10,080
001-72-00-572-201-00 FICA	\$92,104	\$113,293	\$91,366	\$118,203
001-72-00-572-202-00 Retirement	\$188,310	\$231,304	\$193,441	\$241,569
001-72-00-572-203-00 Life and Health Insurance	\$145,808	\$220,623	\$123,663	\$206,139
001-72-00-572-204-00 Workers' Compensation	\$12,620	\$43,731	\$39,144	\$48,790
Operating Expenditures				
001-72-00-572-310-00 Professional Services	\$4,004	\$3,000	\$3,203	\$3,000
001-72-00-572-313-00 Background Verifications	\$346	\$-	\$(3,440)	\$-
001-72-00-572-340-00 Other Contractual	\$73,428	\$5,000	\$30,393	\$29,000
001-72-00-572-400-00 Travel & Per Diem	\$2,301	\$3,000	\$3,441	\$3,000
001-72-00-572-410-00 Communications Svc.	\$1,763	\$2,250	\$2,094	\$2,250
001-72-00-572-411-00 Telephone Services	\$73,910	\$100,000	\$92,193	\$100,000
001-72-00-572-431-00 Electricity	\$92,825	\$90,000	\$93,005	\$105,000
001-72-00-572-432-00 Water	\$28,523	\$25,000	\$27,390	\$32,500
001-72-00-572-433-00 Gas	\$-	\$120	\$-	\$120
001-72-00-572-440-00 Rentals and Leases	\$14,759	\$15,500	\$21,476	\$15,500
001-72-00-572-460-00 Repairs and Maintenance Service	\$12,566	\$29,219	\$22,060	\$25,319
001-72-00-572-461-00 Facility/Grounds Maint	\$15,399	\$20,650	\$13,577	\$17,900
001-72-00-572-470-00 Printing & Binding	\$4,343	\$3,100	\$3,652	\$2,350
001-72-00-572-494-00 Advertising	\$-	\$5,000	\$5,000	\$-
001-72-00-572-497-00 Other Obligations	\$51,277	\$69,925	\$138,890	\$90,730
001-72-00-572-510-00 Office Supplies	\$1,641	\$1,000	\$1,000	\$1,000
001-72-00-572-520-00 Operating Supplies	\$74,128	\$51,000	\$60,551	\$43,500
001-72-00-572-520-01 Legal	\$10,000	\$-	\$-	\$-
001-72-00-572-521-00 Computers	\$5,921	\$-	\$-	\$-
001-72-00-572-525-00 Uniforms	\$6,849	\$7,000	\$5,540	\$7,000
001-72-00-572-540-00 Books, Publications, and Dues	\$4,226	\$3,700	\$1,050	\$3,700
001-72-00-572-550-00 Educational & Training	\$7,099	\$3,500	\$-	\$1,750
Capital Outlay				
Non-Operating Expenditures				
001-72-00-572-991-00 Working Capital Reserve	\$-	\$200,000	\$-	\$200,000
TOTAL PARKS & RECREATION - ADMINISTRATION	\$2,167,785	\$2,731,770	\$2,158,043	\$2,854,599

Parks and Recreation Department - Betty T. Ferguson Recreational Complex Division



Parks and Recreation Department - Betty T. Ferguson Recreational Complex Division

Mission

The Betty T. Ferguson Recreational Complex is committed to fostering inclusive community participation by providing an environmentally sound facility for cultural arts, education, recreation, celebration and locally based human services in order to increase opportunity for personal and collective growth in the Miami Gardens Community.

Staffing Levels

Authorized Positions	FY 20-21	FY 21-22	FY 22-23	FY 23-24	FY 24-25
Community Center Manager	1.00	1.00	0.00	1.00	1.00
Assistant Community Center Manager	1.00	1.00	1.00	0.00	0.00
Administrative Assistant	1.00	1.00	0.00	0.00	0.00
Recreation Supervisor	1.00	1.00	0.00	0.00	0.00
Janitorial Crew Worker	1.60	1.60	0.80	1.00	1.00
Park Ranger	2.40	2.40	2.40	2.40	2.40
Recreation Aide	4.00	4.80	5.60	4.00	4.80
Recreation Aide I	2.00	2.00	2.00	1.00	1.00
Recreation Aide II	0.00	0.00	0.00	1.00	1.00
Health & Fitness Facilitator	2.40	2.40	2.40	2.40	2.40
Event Specialist	1.00	1.00	0.00	0.00	0.00
Lead Lifeguard Water Safety In	0.00	0.00	1.00	1.00	1.00
Lifeguard Water Safety Instruc	0.00	0.00	0.80	0.80	0.80
Lifeguard Water Sfty Inst (Ft)	0.00	0.00	3.00	3.00	3.00
Lifeguard	0.00	0.00	0.00	0.50	0.50
Aquatic Facility Manager	0.00	0.00	1.00	1.00	1.00
Park Manager	0.00	0.00	1.00	2.00	2.00
Chess Instructor	0.50	0.50	0.50	0.50	0.50
TOTAL STAFFING	17.90	18.70	21.50	21.60	22.40

Program Expenditures

Category	Actual FY 20-21	Actual FY 21-22	Actual FY 22-23	Budget FY 23-24	Budget FY 24-25
Personnel Services	\$605,621	\$584,855	\$592,336	\$1,257,655	\$1,445,516
Operating Expenses	\$618,175	\$720,753	\$880,167	\$781,143	\$949,280
TOTAL EXPENDITURES	\$1,223,796	\$1,305,608	\$1,472,503	\$2,038,798	\$2,394,796

Analysis

The Betty T. Ferguson Recreational complex continues to be highly utilized from rentals, sporting events and special events. Our goal is to continue to improve the overall aesthetics, landscaping, facility cleanliness and safety protocols; as well as execute annual maintenance service agreements. Increase in Operations related to pool coming back online and additional programming, while personnel cost related to increased staffing and salaries.

Parks and Recreation Department - Betty T. Ferguson Recreational Complex Division

Accomplishments, Goals & Objectives

FY 2023-2024 Accomplishments

- Offered classes to include Pilates, Martial Arts, Line Dancing, Yoga, Zumba, and Haitian Creole to the community.
- Hosted the Miami Gardens Fitness Challenge, Ole School Car Show, Community Karaoke, Stepping After Dark, and Music in the Park
- Staff attended various e-learning sessions to develop communication, supervisory and leadership skills in organization, decision making, performance, coaching and motivation.
- Established a new Facility Usage agreement with StubHub and Formula1 to utilize the recreational facility for ticket distribution.
- Began renovations in the interior rooms and hallways with paint, flooring, furniture and lighting.

FY 2024-2025 Goals and Objectives

- Survey at least five (5) programs twice a year to gauge customer satisfaction of services i.e. facility cleanliness, rentals, service providers and city run programs.
- Benchmark the facility in industry standards in staffing, maintenance costs and capital projects.
- Improve the overall aesthetics, landscaping, facility cleanliness and safety protocols.
- Continue the new partnership with Florida Memorial University for usage of Track, Field, and locker rooms.
- Continue to renovate the interior rooms and hallways with paint, flooring, furniture and lighting.
- Increase rental revenue to include facility and outdoor stadium.
- Develop activities and programs for young adults ages 23 to 55.
- Renovate Natatorium.

Performance Indicators

Objectives	Performance Indicators	Actual FY 2023	Budget FY 2024	Budget FY 2025
Survey at least five ⁽⁵⁾ programs twice a year to gauge customer satisfaction of services (i.e. facility cleanliness, rentals, service providers and city run programs.)	Create a survey and distribute to users to evaluate customer satisfaction.	10	15	15
Benchmark the facility in industry standards in staffing, maintenance costs and capital projects.	Survey various cities with facilities of similar size, programming and usage.	3	3	3
Improve the overall aesthetics, landscaping, facility cleanliness and safety protocols; as well as execute annual maintenance service agreements.	Develop and implement a maintenance plan to include checklists described by best practices and industry standards.	3	3	3
Offer extensive professional development for staff to improve work ethic and knowledge of aquatic facilities per industry standards.	Staff membership in various professional organization and regular attendance at trainings, workshops, sessions and conferences.	4	75% of all staff	75% of all staff

General Fund Parks & Recreation Department Expenditures	2023 Actual	Adopted 2024 Budget	Estimated 2024 Actual	Proposed 2025 Budget
Betty T. Ferguson Community Center Division				
Personnel Services				
001-72-02-572-102-00 Regular Salaries and Wages	\$439,756	\$890,475	\$524,892	\$1,035,103
001-72-02-572-104-00 Overtime	\$23,954	\$12,000	\$37,076	\$15,000
001-72-02-572-105-00 Special Pay	\$877	\$1,200	\$2,467	\$1,800
001-72-02-572-201-00 FICA	\$34,493	\$69,131	\$43,901	\$80,471
001-72-02-572-202-00 Retirement	\$56,546	\$122,466	\$76,259	\$143,129
001-72-02-572-203-00 Life and Health Insurance	\$30,358	\$125,735	\$49,958	\$127,396
001-72-02-572-204-00 Workers' Compensation	\$6,352	\$36,648	\$22,444	\$42,617
Operating Expenditures				
001-72-02-572-310-00 Professional Services	\$8,009	\$19,500	\$7,851	\$19,500
001-72-02-572-340-00 Other Contractual	\$8,270	\$8,200	\$7,684	\$8,200
001-72-02-572-341-00 Contractual Svc. Maint	\$10,239	\$8,100	\$8,100	\$8,100
001-72-02-572-344-00 Instructors payments	\$39,868	\$51,200	\$44,153	\$51,200
001-72-02-572-400-00 Travel & Per Diem	\$127	\$500	\$-	\$500
001-72-02-572-410-00 Communications Svc.	\$-	\$19,199	\$2,706	\$19,199
001-72-02-572-411-00 Telephone Services	\$19,206	\$5,700	\$-	\$5,700
001-72-02-572-431-00 Electricity	\$190,651	\$150,000	\$214,509	\$215,000
001-72-02-572-432-00 Water	\$35,136	\$40,000	\$54,813	\$60,000
001-72-02-572-440-00 Rentals and Leases	\$15,952	\$32,971	\$27,085	\$32,971
001-72-02-572-460-00 Repairs and Maintenance Service	\$159,045	\$139,147	\$139,147	\$205,088
001-72-02-572-461-00 Facility/Grounds Maint	\$328,658	\$253,536	\$265,617	\$275,162
001-72-02-572-470-00 Printing & Binding	\$3,575	\$3,000	\$6,431	\$3,000
001-72-02-572-497-00 Other Obligations	\$21,228	\$20,590	\$692	\$660
001-72-02-572-510-00 Office Supplies	\$3,281	\$4,500	\$4,714	\$4,500
001-72-02-572-520-00 Operating Supplies	\$29,260	\$18,000	\$40,436	\$33,500
001-72-02-572-525-00 Uniforms	\$6,352	\$5,500	\$5,500	\$5,500
001-72-02-572-528-00 Small Tools and Equipment	\$-	\$1,000	\$1,000	\$1,000
001-72-02-572-540-00 Books, Publications, and Dues	\$480	\$500	\$500	\$500
001-72-02-572-550-00 Educational & Training	\$830	\$-	\$145	\$-
TOTAL BTF COMMUNITY CENTER	\$1,472,503	\$2,038,798	\$1,588,080	\$2,394,796

Parks and Recreation Department - Athletics Division



Parks and Recreation Department - Athletics Division

Mission

The Athletics Division is committed to providing lifelong learning experiences to the residents of Miami Gardens while enhancing their achievement of educational goals. Our goal is to teach the values of teamwork, pride, respect, commitment, good work ethic, sportsmanship and development of the proper winning attitude. It is our hope that through our athletic programs, participating residents will adopt these guidelines and develop a positive winning attitude that will carry over into all aspects of their lives.

Staffing Levels

Authorized Positions	FY 20-21	FY 21-22	FY 22-23	FY 23-24	FY 24-25
Community Center Manager	0.00	0.00	1.00	0.00	0.00
Park Manager	0.00	0.00	0.00	1.00	1.00
Athletics Manager	1.00	1.00	1.00	1.00	0.00
Athletics Coordinator	1.00	1.00	1.00	1.00	2.00
Athletics Supervisor	1.00	1.00	1.00	0.00	0.00
Aquatic Facility Manager	1.00	1.00	0.00	0.00	0.00
Recreation Aide I	2.00	2.00	1.00	0.00	0.00
Recreation Aide II	2.00	2.00	1.00	1.00	1.00
Lead Lifeguard Water Safety	1.00	1.00	0.00	0.00	0.00
Lifeguard Water Safety Instructor	3.80	3.80	0.00	0.00	0.00
Lifeguard	0.50	0.50	0.50	0.00	0.00
Recreation Aide	4.00	4.00	0.80	0.80	0.80
TOTAL STAFFING	17.30	17.30	7.30	4.80	4.80

Program Expenditures

Category	Actual FY 20-21	Actual FY 21-22	Actual FY 22-23	Budget FY 23-24	Budget FY 24-25
Personnel Services	\$500,651	\$410,069	\$481,872	\$363,770	\$392,879
Operating Expenses	\$332,197	\$472,332	\$631,221	\$676,179	\$634,684
TOTAL EXPENDITURES	\$832,848	\$882,401	\$1,113,093	\$1,039,949	\$1,027,563

Analysis

The Athletics Division will continue to offer exceptional programs to the community. In FY24/25 the division will focus on offering more leagues such as baseball, soccer and t-ball to provide additional programs to our residents. The division will also explore adult leagues such as kickball, softball and flag football.

Parks and Recreation Department - Athletics Division

Accomplishments, Goals & Objectives

FY 2023-2024 Accomplishments

- Established new agreements with Marlins Youth Academy, Monstarz, and GOMA Tennis Academy to provide basketball, baseball, tennis and flag football programs.
- Continued the partnership with Florida Memorial Athletic Division for volunteers to assist with programs within the division.
- Established summer sports program for ages 6-14 and Summer Hoops Program for High school Girls.
- Renewed the Soccer for Success grant through the US Soccer Foundation.
- Staff attended various e-learning sessions to develop communication, supervisory and leadership skills in organization, decision making, performance, coaching and motivation.

FY 2024-2025 Goals and Objectives

- Expand tennis, baseball, basketball, flag football and t-ball leagues.
- Survey at least five (5) programs twice a year to gauge customer satisfaction of services (i.e. facility cleanliness, rentals, service providers and city run programs).
- Develop additional non-traditional sports opportunities for youth.
- Renew the Soccer for Success grant through the US Soccer Foundation.

Performance Indicators

Objectives	Performance Indicators	Actual FY 2023	Budget FY 2024	Budget FY 2025
Develop ⁽³⁾ new aquatic programs, Ex. Scuba & Snorkeling.	Implement new programs	1	2	2
Survey programs twice a year to gauge customer satisfaction of services. (i.e. facility cleanliness, rentals, service providers and city run programs).	Create a survey and distribute to users to evaluate customer satisfaction.	Survey 20% of programs	Survey 20% of programs	Survey 20% of programs
Offer extensive professional development for staff to improve work ethic and knowledge of aquatic facilities per industry standards.	Staff membership in various professional organization and regular attendance at trainings, workshops, sessions and conferences.	2	75% of all staff	75% of all staff
Establish partnership with surrounding schools and churches.	Implement a marketing strategy to have information distributed within both schools and churches.	2	25% of schools and churches in the area	25% of schools and churches in the area

General Fund Parks & Recreation Department Expenditures	2023 Actual	Adopted 2024 Budget	Estimated 2024 Actual	Proposed 2025 Budget
Athletics Program				
Personnel Services				
001-72-04-572-102-00 Regular Salaries and Wages	\$308,130	\$231,019	\$245,799	\$252,132
001-72-04-572-104-00 Overtime	\$35,058	\$15,000	\$20,826	\$15,000
001-72-04-572-105-00 Special Pay	\$1,454	\$1,200	\$969	\$600
001-72-04-572-201-00 FICA	\$24,730	\$18,912	\$19,882	\$20,481
001-72-04-572-202-00 Retirement	\$41,652	\$33,385	\$36,181	\$36,410
001-72-04-572-203-00 Life and Health Insurance	\$66,025	\$54,710	\$53,461	\$57,869
001-72-04-572-204-00 Workers' Compensation	\$4,823	\$9,544	\$10,757	\$10,387
Operating Expenditures				
001-72-04-572-310-00 Professional Services	\$55,561	\$90,200	\$37,066	\$56,700
001-72-04-572-340-00 Other Contractual	\$327,942	\$351,500	\$88,637	\$318,000
001-72-04-572-344-00 Instructor Payments	\$-	\$20,100	\$20,100	\$20,100
001-72-04-572-400-00 Travel & Per Diem	\$1,327	\$3,000	\$3,000	\$3,000
001-72-04-572-410-00 Communications Svc.	\$1,842	\$1,200	\$2,279	\$1,200
001-72-04-572-440-00 Rentals and Leases	\$59,237	\$73,079	\$77,222	\$73,079
001-72-04-572-450-00 Insurance	\$10,854	\$10,000	\$10,000	\$10,000
001-72-04-572-460-00 Repairs and Maintenance Service	\$6,789	\$20,000	\$21,843	\$20,000
001-72-04-572-470-00 Printing & Binding	\$2,350	\$-	\$-	\$-
001-72-04-572-510-00 Office Supplies	\$424	\$600	\$624	\$605
001-72-04-572-520-00 Operating Supplies	\$136,383	\$95,500	\$105,076	\$93,000
001-72-04-572-540-00 Books, Publications, and Dues	\$24,875	\$10,000	\$10,692	\$38,000
001-72-04-572-550-00 Educational & Training	\$3,637	\$1,000	\$1,000	\$1,000
TOTAL ATHLETIC DIVISION	\$1,113,093	\$1,039,949	\$765,414	\$1,027,563

Parks and Recreation Department - Bunche Pool Division



Parks and Recreation Department - Bunche Pool Division

Mission

Bunche Pool is committed to providing our citizens with a wide variety of aquatic programs to educate, increase awareness and promote water safety. Our goal is to deliver superior programs and services while providing a clean, safe and fun facility for our patrons to utilize.

Staffing Levels

Authorized Positions	FY 20-21	FY 21-22	FY 22-23	FY 23-24	FY 24-25
Lead Lifeguard Water Safety Instructor	0.80	0.80	1.00	1.00	1.00
Lifeguard Water Safety Instructor (PT)	2.75	2.75	2.75	2.75	2.25
Lifeguard Water Sfty Inst (FT)	1.00	1.00	1.00	1.00	2.00
Park Manager	2.00	2.00	0.00	0.00	0.00
TOTAL STAFFING	6.55	6.55	4.75	4.75	5.25

Program Expenditures

Category	Actual FY 20-21	Actual FY 21-22	Actual FY 22-23	Budget FY 23-24	Budget FY 24-25
Personnel Services	\$237,294	\$149,425	\$152,678	\$288,751	\$340,925
Operating Expenses	\$72,865	\$126,185	\$128,570	\$125,823	\$207,945
TOTAL EXPENDITURES	\$310,159	\$275,610	\$281,248	\$414,574	\$548,870

Analysis

The Division will focus on developing new aquatic programs such as Learn to swim, Scuba & Snorkeling.

Parks and Recreation Department - Bunche Pool Division

Accomplishments, Goals & Objectives

FY 2023-2024 Accomplishments

- Developed Aqua Pole classes and continued Learn to Swim classes and Aqua Fit for the community.
- Staff attended various virtual FRPA sessions.
- Staff attended various e-learning sessions to develop communication, supervisory and leadership skills in organization, decision making, performance, coaching and motivation.
- Implemented Summer Movie Night for July is Parks and Recreation Month.

FY 2024-2025 Goals and Objectives

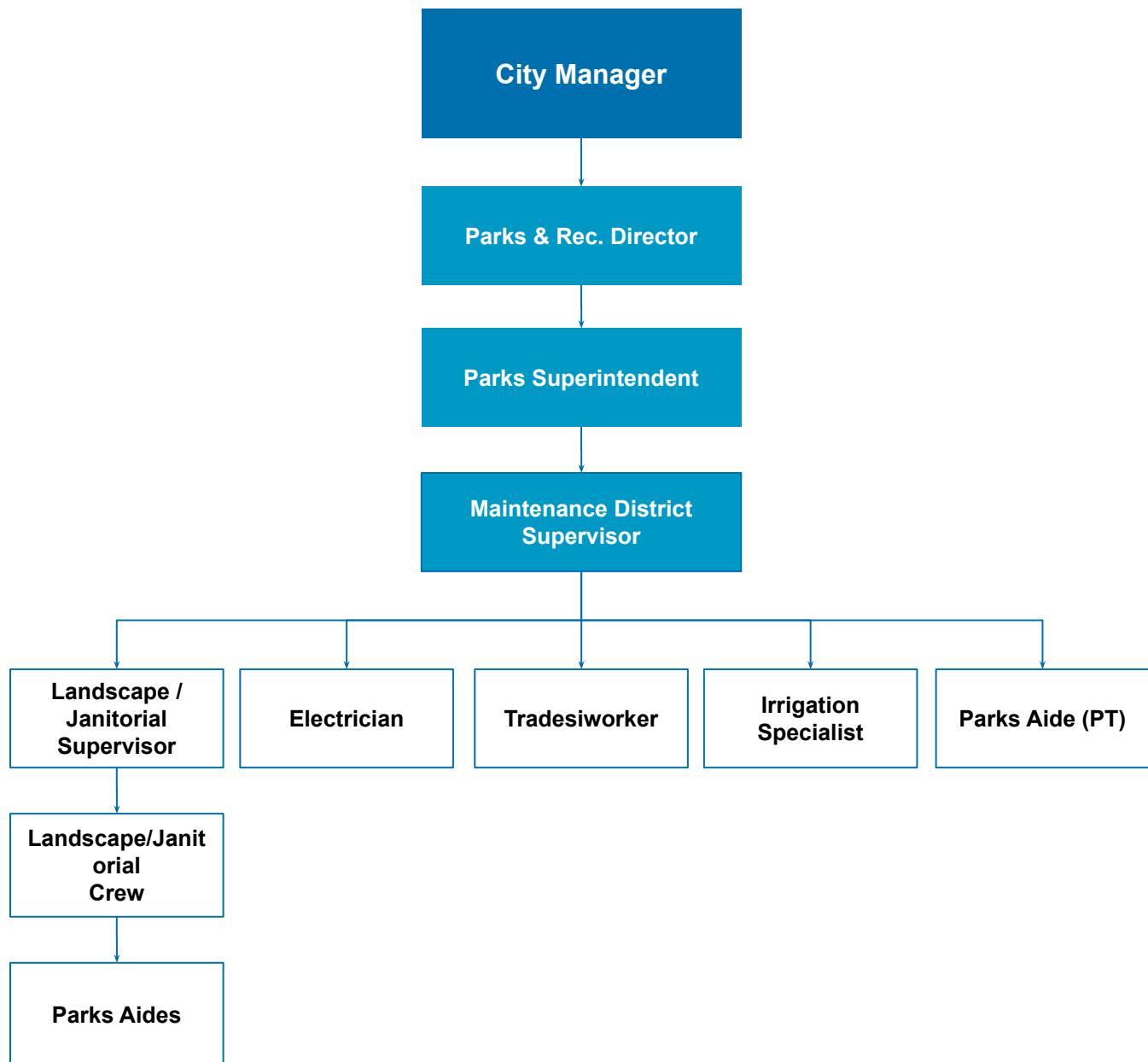
- Develop (3) new aquatic programs. (Such as Jr Lifeguarding, CPR/First Aid Classes).
- Continue to establish partnerships with surrounding schools and churches.
- Survey programs twice a year to gauge customer satisfaction of services i.e. facility cleanliness, rentals, service providers and city run programs.

Performance Indicators

Objectives	Performance Indicators	Actual FY 2023	Budget FY 2024	Budget FY 2025
Develop ⁽³⁾ new aquatic programs, Ex. Scuba & Snorkeling.	Implement new programs	0	2	2
Survey programs twice a year to gauge customer satisfaction of services. (i.e. facility cleanliness, rentals, service providers and city run programs).	Create a survey and distribute to users to evaluate customer satisfaction.	Survey 20% of programs	Survey 20% of programs	Survey 20% of programs
Offer extensive professional development for staff to improve work ethic and knowledge of aquatic facilities per industry standards.	Staff membership in various professional organization and regular attendance at trainings, workshops, sessions and conferences.	2	75% of all staff	75% of all staff
Establish partnership with surrounding schools and churches.	Implement a marketing strategy to have information distributed within both schools and churches.	2	10% of schools and churches in the area	10% of schools and churches in the area

General Fund Parks & Recreation Department Expenditures	2023 Actual	Adopted 2024 Budget	Estimated 2024 Actual	Proposed 2025 Budget
Bunche Pool Program				
Personnel Services				
001-72-05-572-102-00 Regular Salaries and Wages	\$98,576	\$205,175	\$89,078	\$230,958
001-72-05-572-104-00 Overtime	\$5,879	\$250	\$10,125	\$250
001-72-05-572-201-00 FICA	\$6,938	\$15,715	\$6,780	\$17,687
001-72-05-572-202-00 Retirement	\$12,899	\$27,876	\$13,462	\$31,514
001-72-05-572-203-00 Life and Health Insurance	\$26,905	\$31,302	\$31,728	\$51,024
001-72-05-572-204-00 Workers' Compensation	\$1,481	\$8,433	\$3,944	\$9,492
Operating Expenditures				
001-72-05-572-310-00 Professional Services	\$613	\$-	\$-	\$-
001-72-05-572-340-00 Other Contractual	\$30,825	\$38,996	\$30,059	\$32,618
001-72-05-572-411-00 Telephone Services	\$-	\$1,000	\$-	\$1,000
001-72-05-572-431-00 Electricity	\$22,242	\$33,750	\$16,888	\$25,000
001-72-05-572-432-00 Water	\$32,219	\$2,750	\$75,347	\$100,000
001-72-05-572-440-00 Rentals and Leases	\$3,453	\$3,800	\$3,839	\$3,800
001-72-05-572-460-00 Repairs and Maintenance Service	\$13,525	\$13,218	\$13,218	\$13,218
001-72-05-572-461-00 Facility/Grounds Maint	\$211	\$3,390	\$2,113	\$3,390
001-72-05-572-497-00 Other Obligations	\$188	\$-	\$-	\$-
001-72-05-572-510-00 Office Supplies	\$1,525	\$1,000	\$1,000	\$1,000
001-72-05-572-520-00 Operating Supplies	\$23,769	\$26,419	\$12,430	\$26,419
001-72-05-572-525-00 Uniforms	\$-	\$1,500	\$1,500	\$1,500
TOTAL BUNCHE POOL	\$281,248	\$414,574	\$311,511	\$548,870

Parks and Recreation Department - Maintenance Division



Parks and Recreation Department - Maintenance Division

Mission

The Park Maintenance Division exists to maintain, develop and improve the parks and municipal facilities entrusted to our residents by the citizens of the Miami Gardens community. We are dedicated to providing a clean, attractive and safe environment for all who use our parks and visit the municipal facilities under our care.

Staffing Levels

Authorized Positions	FY 20-21	FY 21-22	FY 22-23	FY 23-24	FY 24-25
Maintenance District Supervisor	1.00	1.00	0.00	0.00	0.00
Park Maintenance Manager	0.00	0.00	1.00	1.00	1.00
Janitorial Supervisor	3.00	3.00	3.00	3.00	3.00
Janitorial Crew Worker	3.00	3.00	4.00	4.00	4.00
Landscape Supervisor	2.00	2.00	1.00	1.00	2.00
Landscape Crew Worker	6.00	6.00	6.00	6.00	6.00
Trades Worker	4.00	4.00	5.00	5.00	5.00
Trades Worker Supervisor	0.00	0.00	0.00	0.00	1.00
Irrigation Supervisor	0.30	0.30	0.30	0.30	0.30
Park Aide	0.00	0.00	6.20	7.00	7.00
Parks Superintendent	1.00	1.00	1.00	1.00	1.00
TOTAL STAFFING	20.30	20.30	27.50	28.30	30.30

Program Expenditures

Category	Actual FY 20-21	Actual FY 21-22	Actual FY 22-23	Budget FY 23-24	Budget FY 24-25
Personnel Services	\$918,534	\$1,001,879	\$1,145,697	\$1,780,331	\$2,075,847
Operating Expenses	\$319,639	\$399,394	\$531,085	\$607,589	\$710,947
Capital Outlay	\$-	\$-	\$-	\$-	\$60,000
TOTAL EXPENDITURES	\$1,238,173	\$1,401,273	\$1,676,782	\$2,387,920	\$2,846,794

Analysis

The Parks Maintenance Division continues to develop various strategies to improve the beatification of the City's parks, facilities and playgrounds. As the Division continues to address the weekend deficiencies of cleaning the parks and ensuring the maintenance tier plan is being executed on a daily basis, more accomplishments will be seen from this Division.

Parks and Recreation Department - Maintenance Division

Accomplishments, Goals & Objectives

FY 2023-2024 Accomplishments

- Continue to align Park Maintenance staff to work closely with recreation staff to address deficiencies and repairs as needed.
- Staff attended various e-learning sessions to develop communication, supervisory and leadership skills in organization, decision making, performance, coaching and motivation.
- Continue to implement a maintenance plan to include check lists, service logs to insure equipment is maintained and service according to industry and manufacturer standards.

FY 2024-2025 Goals and Objectives

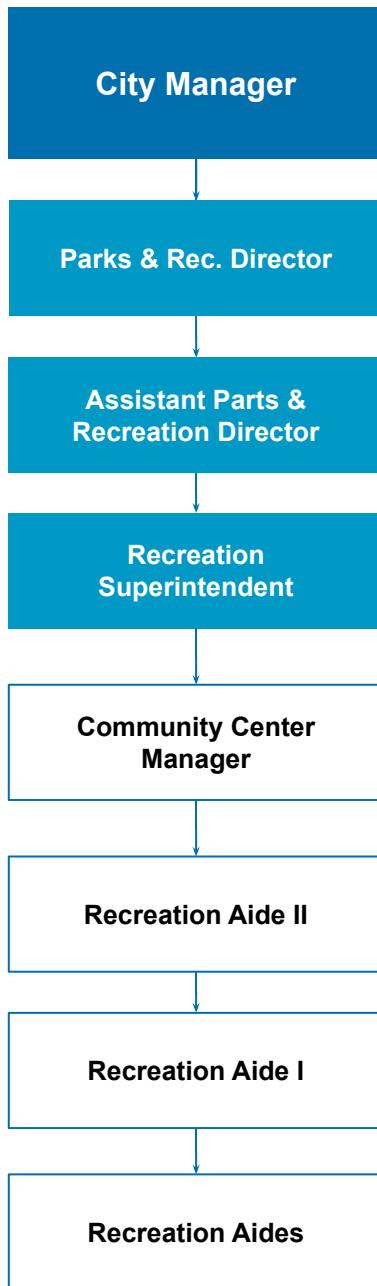
- Continue to improve the overall aesthetics, landscaping, facility cleanliness and safety protocols; as well as execute annual maintenance service agreements.
- Training to offer professional development opportunities for staff to improve work ethic, leadership skills and knowledge of parks and recreational activities.
- Increase number of professional certifications within the division.
- Updating fleet to include new vehicles and utility vehicle.

Performance Indicators

Objectives	Performance Indicators	Actual FY 2023	Budget FY 2024	Budget FY 2025
Offer extensive professional development for staff to improve work ethic and knowledge of aquatic facilities per industry standards.	Staff membership in various professional organization and regular attendance at trainings, workshops, sessions and conferences.	2	75% of all staff	75% of all staff
Repairing various issues within the City by addressing and processing workorders received.	Number of workorders completed.	150	200	200

General Fund Parks & Recreation Department Expenditures	2023 Actual	Adopted 2024 Budget	Estimated 2024 Actual	Proposed 2025 Budget
Maintenance Division				
Personnel Services				
001-72-01-572-102-00 Regular Salaries and Wages	\$739,000	\$1,149,971	\$745,290	\$1,362,276
001-72-01-572-104-00 Overtime	\$86,093	\$17,500	\$70,741	\$50,000
001-72-01-572-105-00 Special Pay	\$4,332	\$3,780	\$8,844	\$4,380
001-72-01-572-201-00 FICA	\$60,170	\$89,601	\$62,433	\$108,374
001-72-01-572-202-00 Retirement	\$99,559	\$158,426	\$108,907	\$192,493
001-72-01-572-203-00 Life and Health Insurance	\$141,830	\$299,805	\$132,400	\$286,514
001-72-01-572-204-00 Workers' Compensation	\$14,396	\$61,248	\$37,986	\$71,810
001-72-01-572-206-00 ICMA Deferred Comp- Benefit	\$317	\$-	\$-	\$-
Operating Expenditures				
001-72-01-572-310-00 Professional Services	\$339	\$-	\$-	\$-
001-72-01-572-340-00 Other Contractual	\$284,610	\$382,588	\$231,984	\$440,599
001-72-01-572-410-00 Communications Svc.	\$3,210	\$-	\$3,151	\$-
001-72-01-572-431-00 Electricity	\$703	\$1,500	\$600	\$1,500
001-72-01-572-432-00 Water	\$2,741	\$1,700	\$2,244	\$3,000
001-72-01-572-440-00 Rentals and Leases	\$19,558	\$50,448	\$-	\$45,448
001-72-01-572-460-00 Repairs and Maintenance Service	\$106,473	\$68,600	\$101,075	\$105,850
001-72-01-572-461-00 Facility/Grounds Maint	\$-	\$25,000	\$9,000	\$25,000
001-72-01-572-497-00 Other Obligations	\$5,303	\$5,453	\$-	\$-
001-72-01-572-510-00 Office Supplies	\$499	\$300	\$300	\$300
001-72-01-572-520-00 Operating Supplies	\$75,302	\$35,250	\$104,786	\$65,000
001-72-01-572-525-00 Uniforms	\$3,568	\$5,500	\$4,834	\$5,500
001-72-01-572-528-00 Small Tools and Equipment	\$564	\$-	\$4,688	\$-
001-72-01-572-531-00 Landscape Supplies/Materials	\$27,349	\$30,000	\$19,632	\$17,500
001-72-01-572-550-00 Educational & Training	\$866	\$1,250	\$-	\$1,250
Capital Outlay				
001-72-01-572-640-00 Machinery & Equipment	\$-	\$-	\$-	\$60,000
TOTAL PARKS & RECREATION - MAINTENANCE	\$1,676,782	\$2,387,920	\$1,648,895	\$2,846,794

Parks and Recreation Department - Buccaneer Park Division



Parks and Recreation Department - Buccaneer Park Division

Mission

Buccaneer Park is committed to providing our citizens with a wide variety of recreational opportunities supported by our parks, facilities and personnel. Our goal is to deliver superior programs and services to meet the needs of the community in a cost-effective manner.

Staffing Levels

Authorized Positions	FY 20-21	FY 21-22	FY 22-23	FY 23-24	FY 24-25
Community Center Manager	1.00	1.00	1.00	1.00	1.00
Asst. Community Center Manager	1.00	1.00	0.00	0.00	0.00
Park Manager	0.00	0.00	1.00	1.00	1.00
Recreation Aide II	1.00	1.00	1.00	1.00	1.00
Recreation Aide I	1.00	1.00	1.00	1.00	1.00
Recreation Aide	3.40	3.40	5.00	5.00	5.00
TOTAL STAFFING	7.40	7.40	9.00	9.00	9.00

Program Expenditures

Category	Actual FY 20-21	Actual FY 21-22	Actual FY 22-23	Budget FY 23-24	Budget FY 24-25
Personnel Services	\$327,177	\$283,673	\$392,563	\$492,196	\$525,188
Operating Expenses	\$115,874	\$155,409	\$204,752	\$189,165	\$193,303
TOTAL EXPENDITURES	\$443,051	\$439,082	\$597,315	\$681,361	\$718,491

Analysis

Funding for FY 2025 remains relatively flat compared to the previous fiscal year. Buccaneer Park will continue to provide spring and winter camps.

Parks and Recreation Department - Buccaneer Park Division

Accomplishments, Goals & Objectives

FY 2023-2024 Accomplishments

- Partnered with GOMA Tennis Academy and Miami Tennis Outreach to provide a Tennis program to the community.
- Assisted with various community events (such as Baha Reunion, Toy Giveaway and Bingo with a Twist).
- Staff attended various e-learning sessions to develop communication, supervisory and leadership skills in organization, decision making, performance, coaching and motivation.

FY 2024-2025 Goals and Objectives

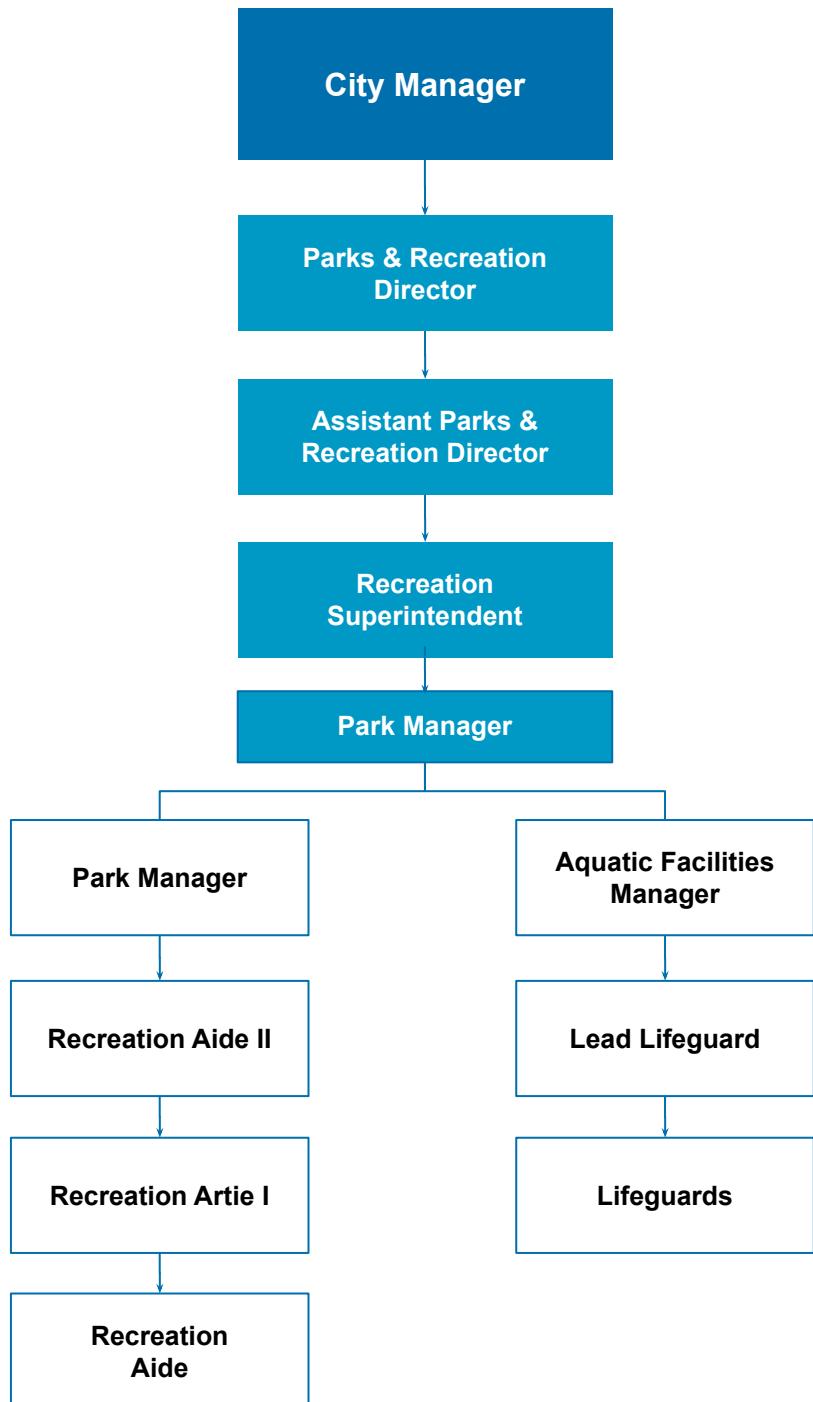
- Establish two (2) new partnerships with organizations to provide programs and activities for school age youth and teens.
- Establish spring and winter camp for youth.
- Continue to increase attendance and activities with the Teen Program.
- Survey at least two (2) programs twice a year to gauge customer satisfaction of services (i.e. facility cleanliness, rentals, service providers and city run programs).
- Continue to offer professional development for staff to improve work ethic and knowledge of parks and recreational activities that focus on recreation and education.
- Host a Summer Teen program for 25 youth.

Performance Indicators

Objectives	Performance Indicators	Actual FY 2023	Budget FY 2024	Budget FY 2025
Increase attendance within our Teen Program.	Number of new registrants within these programs	N/A	15	15
Survey at least two ⁽²⁾ programs twice a year to gauge customer satisfaction of services (i.e. facility cleanliness, rentals, service providers and city run programs.)	Create a survey and distribute to users to evaluate customer satisfaction.	N/A	Survey 20% of programs	Survey 20% of programs
Offer extensive professional development for staff to improve work ethic and knowledge of parks and recreational activities.	Staff membership in various professional organizations and regular attendance at trainings, workshops, sessions and conferences.	3	75% of all staff	75% of all staff
Implement programs to focus on recreation and education at all city recreational facilities.	Number of new programs	0	1	1

General Fund Parks & Recreation Department Expenditures	2023 Actual	Adopted 2024 Budget	Estimated 2024 Actual	Proposed 2025 Budget
Buccaneer Park				
Personnel Services				
001-72-06-572-102-00 Regular Salaries and Wages	\$303,753	\$351,341	\$268,595	\$372,016
001-72-06-572-104-00 Overtime	\$7,179	\$5,000	\$9,826	\$5,000
001-72-06-572-105-00 Special Pay	\$623	\$600	\$589	\$600
001-72-06-572-201-00 FICA	\$24,106	\$27,306	\$21,707	\$28,888
001-72-06-572-202-00 Retirement	\$27,156	\$48,356	\$34,932	\$51,387
001-72-06-572-203-00 Life and Health Insurance	\$25,383	\$45,128	\$25,174	\$51,982
001-72-06-572-204-00 Workers' Compensation	\$4,363	\$14,465	\$11,354	\$15,315
Operating Expenditures				
001-72-06-572-310-00 Professional Services	\$67	\$-	\$-	\$-
001-72-06-572-340-00 Other Contractual	\$105,950	\$117,778	\$68,658	\$109,416
001-72-06-572-400-00 Travel & Per Diem	\$313	\$-	\$-	\$-
001-72-06-572-410-00 Communications Svc.	\$3,895	\$3,000	\$2,097	\$3,000
001-72-06-572-411-00 Telephone Services	\$-	\$4,466	\$-	\$4,466
001-72-06-572-431-00 Electricity	\$13,376	\$12,500	\$13,844	\$15,000
001-72-06-572-432-00 Water	\$15,039	\$6,500	\$4,718	\$6,500
001-72-06-572-440-00 Rentals and Leases	\$487	\$2,400	\$864	\$2,400
001-72-06-572-460-00 Repairs and Maintenance Service	\$33,520	\$11,840	\$14,030	\$21,840
001-72-06-572-461-00 Facility/Grounds Maint	\$8,250	\$7,056	\$6,336	\$7,056
001-72-06-572-470-00 Printing & Binding	\$-	\$500	\$-	\$500
001-72-06-572-492-00 Special Events	\$1,500	\$1,500	\$1,500	\$1,500
001-72-06-572-510-00 Office Supplies	\$527	\$1,200	\$1,200	\$1,200
001-72-06-572-520-00 Operating Supplies	\$20,380	\$18,775	\$18,775	\$18,775
001-72-06-572-525-00 Uniforms	\$768	\$1,000	\$1,000	\$1,000
001-72-06-572-540-00 Books, Publications, and Dues	\$60	\$650	\$650	\$650
001-72-06-572-550-00 Educational & Training	\$620	\$-	\$16	\$-
TOTAL BUCCANEER PARK	\$597,315	\$681,361	\$505,865	\$718,491

Parks and Recreation Department - Norwood Park & Pool Division



Parks and Recreation Department - Norwood Park & Pool Division

Mission

Norwood Park and Pool is committed to providing a wide variety of recreational and aquatic opportunities for our residents. Our goal is to deliver superior programs and services to meet the needs of the community in a cost-effective manner.

Staffing Levels

Authorized Positions	FY 20-21	FY 21-22	FY 22-23	FY 23-24	FY 24-25
Recreation Supervisor II	1.00	1.00	0.00	0.00	0.00
Recreation Aide II	1.00	1.00	0.00	0.00	0.00
Recreation Aide I	1.00	1.00	0.00	0.00	0.00
Recreation Aide	4.00	4.00	1.20	1.20	1.20
Lead Lifeguard Water Safety	2.00	2.00	1.80	1.80	2.00
Lifeguard	3.90	3.90	2.40	2.40	2.40
Park Manager	0.00	0.00	2.00	1.00	0.00
TOTAL STAFFING	12.90	12.90	7.40	6.40	5.60

Program Expenditures

Category	Actual FY 20-21	Actual FY 21-22	Actual FY 22-23	Budget FY 23-24	Budget FY 24-25
Personnel Services	\$153,031	\$170,820	\$244,373	\$241,594	\$291,453
Operating Expenses	\$211,195	\$228,898	\$311,374	\$205,949	\$200,221
TOTAL EXPENDITURES	\$364,226	\$399,718	\$555,747	\$447,543	\$491,674

Analysis

Norwood Park will continue to improve on its aquatic program and increase partnerships. The goal is to continue to improve the overall aesthetics, landscaping, facility cleanliness and safety protocols; as well as execute annual maintenance service agreements.

Parks and Recreation Department - Norwood Park & Pool Division

Accomplishments, Goals & Objectives

FY 2023-2024 Accomplishments

- In accordance with CDC COVID Safety Protocols, hosted a safe Afterschool, Summer Camp, Winter Camp, Teen and Kids Day off programs through Children's Trust.
- Partnered with Monstarz to offer Basketball clinics for ages 6-14.
- Offered swim lessons for youth and adults.
- Partnered with PSWAP for evening swim lessons and lifeguarding and CPR/First Aid classes.
- Staff attended various e-learning sessions to develop communication, supervisory and leadership skills in organization, decision making, performance, coaching and motivation.

FY 2024-2025 Goals and Objectives

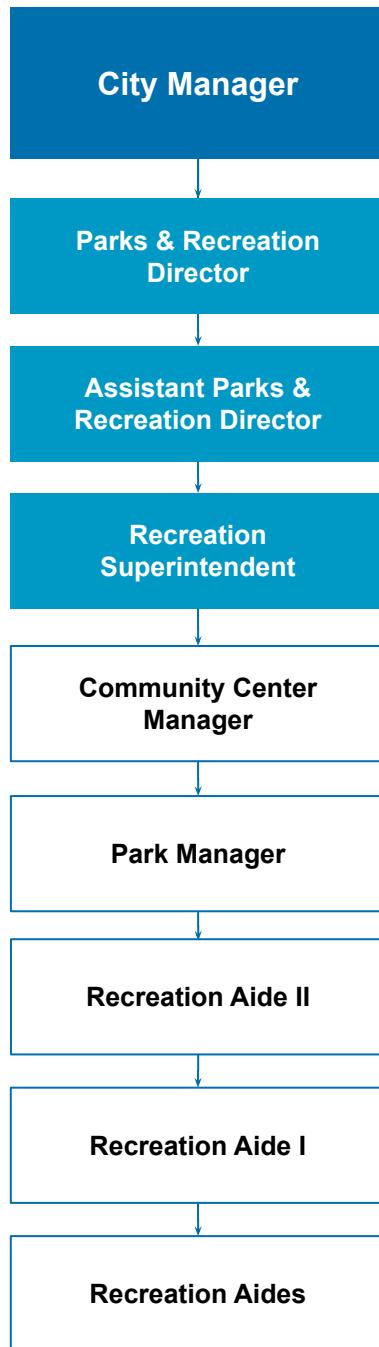
- Create innovative aquatic programming to educate while providing physical fitness and water safety.
- Establish two (2) new partnerships with organizations to provide programs and activities for school age youth and teens.
- Offer professional development for staff to improve work ethic and knowledge of parks and recreational activities.

Performance Indicators

Objectives	Performance Indicators	Actual FY 2023	Budget FY 2024	Budget FY 2025
Establish two ⁽²⁾ new partnerships with organizations to provide programs and activities for school age youth.	Number of new partnerships established	N/A	2	2
Establish Afterschool, Summer Camp, Winter Camp, Spring Camp, Teen and Kids Day off programs.	Number of registrants within these programs.	ASC: 18 SC: 18 WC: 18 SC: 30	ASC: 12 SC: 25 WC: 5 SC: 10	ASC: 12 SC: 25 WC: 5 SC: 10
Create innovative aquatic programming to educate while providing physical fitness and water safety.	Number of new programs established	0	2	2
Offer extensive professional development for staff to improve work ethic and knowledge of parks and recreational activities.	Staff membership in various professional organizations and regular attendance at trainings, workshops, sessions and conferences.	2	75% of all staff	75% of all staff

General Fund Parks & Recreation Department Expenditures	2023 Actual	Adopted 2024 Budget	Estimated 2024 Actual	Proposed 2025 Budget
Norwood Park				
Personnel Services				
001-72-07-572-102-00 Regular Salaries and Wages	\$161,024	\$179,615	\$130,670	\$217,896
001-72-07-572-104-00 Overtime	\$20,908	\$3,000	\$15,047	\$3,000
001-72-07-572-105-00 Special Pay	\$1,200	\$600	\$762	\$-
001-72-07-572-201-00 FICA	\$13,753	\$14,016	\$11,541	\$16,899
001-72-07-572-202-00 Retirement	\$22,487	\$24,781	\$19,774	\$30,108
001-72-07-572-203-00 Life and Health Insurance	\$22,428	\$12,175	\$16,039	\$14,594
001-72-07-572-204-00 Workers' Compensation	\$2,573	\$7,407	\$5,947	\$8,956
Operating Expenditures				
001-72-07-572-340-00 Other Contractual	\$122,636	\$49,961	\$49,961	\$41,433
001-72-07-572-341-00 Contractual Svc. Maint	\$14,074	\$16,000	\$24,709	\$16,000
001-72-07-572-400-00 Travel & Per Diem	\$1,215	\$1,000	\$540	\$1,000
001-72-07-572-411-00 Telephone Services	\$-	\$1,500	\$-	\$1,500
001-72-07-572-431-00 Electricity	\$12,752	\$12,500	\$12,230	\$12,500
001-72-07-572-432-00 Water	\$13,502	\$12,500	\$7,129	\$9,000
001-72-07-572-433-00 Gas	\$849	\$36,000	\$22,070	\$36,000
001-72-07-572-440-00 Rentals and Leases	\$141	\$6,950	\$1,488	\$8,778
001-72-07-572-460-00 Repairs and Maintenance Service	\$94,596	\$20,036	\$122,481	\$24,508
001-72-07-572-461-00 Facility/Grounds Maint	\$12,878	\$8,202	\$3,709	\$8,202
001-72-07-572-470-00 Printing & Binding	\$-	\$500	\$500	\$500
001-72-07-572-492-00 Special Events	\$-	\$1,500	\$-	\$1,500
001-72-07-572-510-00 Office Supplies	\$1,760	\$1,700	\$1,779	\$1,700
001-72-07-572-520-00 Operating Supplies	\$34,702	\$34,150	\$41,672	\$34,150
001-72-07-572-525-00 Uniforms	\$1,400	\$1,500	\$1,500	\$1,500
001-72-07-572-540-00 Books, Publications, and Dues	\$-	\$700	\$700	\$700
001-72-07-572-550-00 Educational & Training	\$869	\$1,250	\$1,250	\$1,250
TOTAL NORWOOD PARK	\$555,747	\$447,543	\$491,498	\$491,674

Parks and Recreation Department - Bunche Park Division



Parks and Recreation Department - Bunche Park Division

Mission

Bunche Park is committed to providing a wide variety of recreational opportunities for our residents. Our goal is to deliver superior programs and services to meet the needs of the community in a cost-effective manner.

Staffing Levels

Authorized Positions	FY 20-21	FY 21-22	FY 22-23	FY 23-24	FY 24-25
Community Center Manager	1.00	1.00	1.00	1.00	1.00
Park Manager	0.00	0.00	1.00	1.00	0.00
Recreation Supervisor II	1.00	1.00	1.00	0.00	0.00
Event Specialist	1.00	1.00	0.00	0.00	0.00
Recreation Aide II	1.00	1.00	0.00	0.00	0.00
Recreation Aide I	1.00	1.00	0.00	1.00	1.00
Recreation Aide	5.00	5.00	2.80	2.00	2.00
TOTAL STAFFING	10.00	10.00	5.80	5.00	4.00

Program Expenditures

Category	Actual FY 20-21	Actual FY 21-22	Actual FY 22-23	Budget FY 23-24	Budget FY 24-25
Personnel Services	\$154,553	\$133,931	\$170,796	\$296,175	\$245,588
Operating Expenses	\$146,610	\$217,671	\$307,731	\$441,478	\$433,576
Capital Outlay	\$-	\$-	\$25,393	\$-	\$-
TOTAL EXPENDITURES	\$301,163	\$351,602	\$503,920	\$737,653	\$679,164

Analysis

Bunche Park provides a variety of programs and camps. The goal is to continue to improve the overall aesthetics, landscaping, facility cleanliness and safety protocols; as well as execute annual maintenance service agreements.

Parks and Recreation Department - Bunche Park Division

Accomplishments, Goals & Objectives

FY 2023-2024 Accomplishments

- Partnered with SEEK to provide STEAM Saturdays, afterschool and camp programs.
- Partnered with Next Generation, RAW Lacrosse, Whole Armor, Paint with Faith, and Global Gymnastics and Fitness to provide programming to the community.
- Established a Facility Usage agreement with True Prep Academy and Dade Christian to utilize Bunche Park Field for practices and games.
- Offered programs such as gymnastics, volleyball, dance, chess, lacrosse, wrestling, painting, digital arts, chess, and walking club.
- Reactivated the Bunche Park Cowboys Youth football and cheer.
- Staff attended various e-learning sessions to develop communication, supervisory and leadership skills in organization, decision making, performance, coaching and motivation.

FY 2024-2025 Goals and Objectives

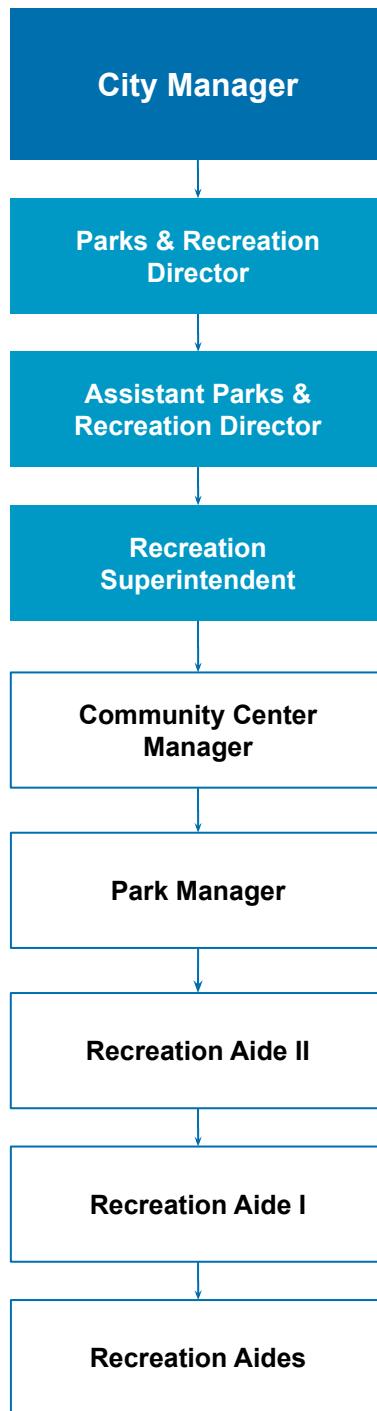
- Implement Afterschool, Summer Camp, Winter Camp, Spring Camp, Teen and Kids Day off programs.
- Form two (2) new partnerships with organizations to provide programs and activities for school age youth and teens.
- Offer professional development for staff to improve work ethic and knowledge of parks and recreational activities.

Performance Indicators

Objectives	Performance Indicators	Actual FY 2023	Budget FY 2024	Budget FY 2025
Implement Afterschool, Summer Camp, Winter Camp, Spring camp, Teen and Kids Day off programs to focus on recreation and education.	Number of new registrants within these programs	N/A	ASC: 30 SC: 30 WC: 20 SC: 20	ASC: 30 SC: 30 WC: 20 SC: 20
Offer alternative sports programs such as wrestling, fencing, soccer, volleyball football, basketball, lacrosse, cricket, and badminton.	Number of new programs within these programs	N/A	5	5
Establish two ⁽²⁾ new partnerships with organizations to provide programs and activities for school age youth and teens.	Number of new partnerships established	N/A	2 new partnerships	2 new partnerships
Offer extensive professional development for staff to improve work ethic and knowledge of parks and recreational activities.	Staff membership in various professional organizations and regular attendance at trainings, workshops, sessions and conferences.	N/A	75% of all staff	75% of all staff

General Fund Parks & Recreation Department Expenditures	2023 Actual	Adopted 2024 Budget	Estimated 2024 Actual	Proposed 2025 Budget
Bunche Park				
Personnel Services				
001-72-08-572-102-00 Regular Salaries and Wages	\$115,835	\$206,756	\$143,193	\$172,239
001-72-08-572-104-00 Overtime	\$5,992	\$1,800	\$4,052	\$1,800
001-72-08-572-105-00 Special Pay	\$600	\$600	\$589	\$600
001-72-08-572-201-00 FICA	\$9,234	\$16,000	\$11,565	\$13,360
001-72-08-572-202-00 Retirement	\$15,108	\$28,301	\$19,981	\$23,722
001-72-08-572-203-00 Life and Health Insurance	\$22,433	\$34,196	\$27,002	\$26,763
001-72-08-572-204-00 Workers' Compensation	\$1,594	\$8,522	\$5,879	\$7,104
Operating Expenditures				
001-72-08-572-310-00 Professional Services	\$116	\$-	\$-	\$-
001-72-08-572-340-00 Other Contractual	\$46,759	\$54,016	\$54,016	\$62,887
001-72-08-572-341-00 Contractual Svc. Maint	\$53,149	\$54,400	\$54,400	\$71,727
001-72-08-572-344-00 Instructor Payments	\$7,134	\$27,000	\$5,958	\$10,000
001-72-08-572-400-00 Travel & Per Diem	\$-	\$1,200	\$-	\$1,200
001-72-08-572-410-00 Communications Svc.	\$22,275	\$4,800	\$18,392	\$4,800
001-72-08-572-411-00 Telephone Services	\$90	\$-	\$270	\$-
001-72-08-572-431-00 Electricity	\$45,170	\$50,000	\$50,000	\$50,000
001-72-08-572-432-00 Water	\$4,726	\$4,500	\$3,273	\$4,500
001-72-08-572-440-00 Rentals and Leases	\$2,820	\$7,907	\$13,316	\$7,907
001-72-08-572-460-00 Repairs and Maintenance Service	\$26,006	\$43,696	\$40,398	\$43,696
001-72-08-572-461-00 Facility/Grounds Maint	\$14,190	\$10,314	\$4,577	\$8,314
001-72-08-572-470-00 Printing & Binding	\$945	\$900	\$731	\$900
001-72-08-572-492-00 Special Events	\$61,859	\$100,900	\$100,900	\$150,900
001-72-08-572-510-00 Office Supplies	\$636	\$720	\$514	\$720
001-72-08-572-520-00 Operating Supplies	\$20,563	\$78,800	\$90,345	\$13,700
001-72-08-572-525-00 Uniforms	\$611	\$900	\$900	\$900
001-72-08-572-540-00 Books, Publications, and Dues	\$190	\$525	\$525	\$525
001-72-08-572-550-00 Educational & Training	\$492	\$900	\$698	\$900
Capital Outlay				
001-72-08-572-630-00 Infrastructure Improvements	\$25,393	\$-	\$-	\$-
TOTAL BUNCHE PARK	\$503,920	\$737,653	\$651,474	\$679,164

Parks and Recreation Department - Senior Family Center Division



Parks and Recreation Department - Senior Family Center Division

Mission

The Senior Family Center is committed to providing a wide variety of recreational opportunities for our residents. Our goal is to deliver superior programs and services to meet the needs of the community in a cost-effective manner.

Staffing Levels

Authorized Positions	FY 20-21	FY 21-22	FY 22-23	FY 23-24	FY 24-25
Community Center Manager	1.00	1.00	1.00	1.00	1.00
Asst. Community Center Manager	1.00	1.00	0.00	0.00	0.00
Park Manager	1.00	1.00	1.00	2.00	2.00
Recreation Aide II	1.00	1.00	2.00	3.00	3.00
Trades Worker	1.00	1.00	1.00	1.00	1.00
Recreation Aide	4.00	4.00	3.20	3.20	3.20
TOTAL STAFFING	9.00	9.00	8.20	10.20	10.20

Program Expenditures

Category	Actual FY 20-21	Actual FY 21-22	Actual FY 22-23	Budget FY 23-24	Budget FY 24-25
Personnel Services	\$7,596	\$222,369	\$347,146	\$635,025	\$670,005
Operating Expenses	\$132,773	\$270,015	\$392,758	\$426,258	\$452,938
TOTAL EXPENDITURES	\$140,369	\$492,384	\$739,904	\$1,061,283	\$1,122,943

Analysis

In FY24-25, the Senior Center will enhance its recreational activities for residents. Our goal is to establish traditional and alternative senior programming such as computer classes, pickle ball, knitting, sewing, gardening, estate planning, health education, outdoor movies and activities, fieldtrips, and senior luncheons.

Parks and Recreation Department - Senior Family Center Division

Accomplishments, Goals & Objectives

FY 2023-2024 Accomplishments

- Developed extensive programming for seniors to include walking club, line dancing, field trips, game days, chess, yoga, pilates, cooking demonstrations, seminars, tech program, luncheons and other events.
- Formed partnerships with Silver Sneakers, Renew Active, Chen Medical, Solis Healthcare, Mas Health, Humana and AmeriCare to provide programs and services to the community.
- Hosted Breast Cancer Brunch, Veterans and Memorial Days Events, Senior Ice Cream Social and Senior Valentine's Day Event, Senior Health Fair, Senior Holiday Party.
- Staff attended various e-learning sessions to develop communication, supervisory and leadership skills in organization, decision making, performance, coaching and motivation.

FY 2024-2025 Goals and Objectives

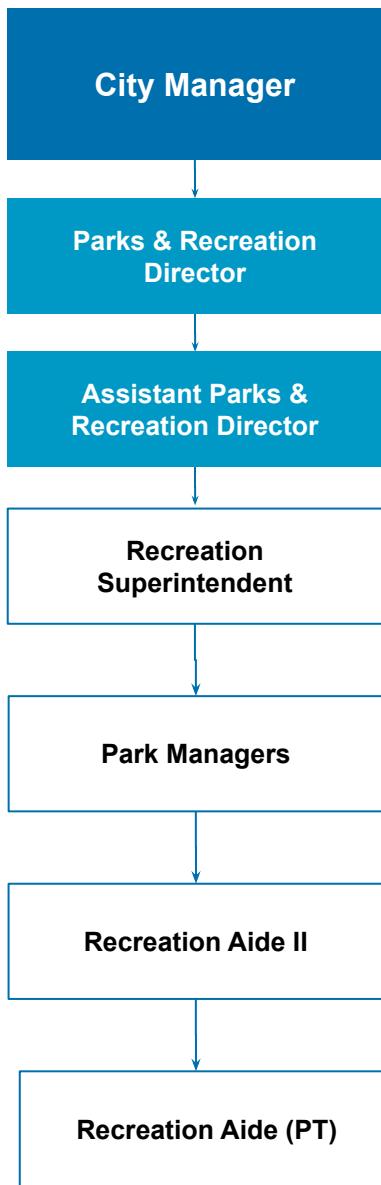
- Establish traditional and alternative senior programming such as computer classes, pickle ball, knitting, sewing, gardening, estate planning, health education, outdoor movies and activities, fieldtrips, and senior luncheons.
- Expand the current senior program to include seniors on current waiting list.
- Form two (2) new partnerships with organizations to provide programs and activities for seniors.
- Offer professional development for staff to improve work ethic and knowledge of parks and recreational activities.

Performance Indicators

Objectives	Performance Indicators	Actual FY 2023	Budget FY 2024	Budget FY 2025
Establish traditional and alternative senior programming such as computer classes, pickle ball, knitting, sewing, gardening, estate planning, health education, outdoor movies and activities, fieldtrips, and senior luncheons.	Number of new registrants within these programs	N/A	6	6
Establish new partnerships with organizations to provide programs and activities for seniors.	Number of new partnerships established	N/A	4	4
Offer extensive professional development for staff to improve work ethic and knowledge of parks and recreational activities.	Staff membership in various professional organizations and regular attendance at trainings, workshops, sessions and conferences.	N/A	75% of all staff	75% of all staff

General Fund Parks & Recreation Department Expenditures	2023 Actual	Adopted 2024 Budget	Estimated 2024 Actual	Proposed 2025 Budget
Senior Family Center				
Personnel Services				
001-72-10-572-102-00 Regular Salaries and Wages	\$225,222	\$434,173	\$268,160	\$450,286
001-72-10-572-104-00 Overtime	\$22,705	\$10,000	\$17,699	\$10,000
001-72-10-572-105-00 Special Pay	\$1,200	\$1,800	\$1,108	\$1,200
001-72-10-572-201-00 FICA	\$18,535	\$34,117	\$22,059	\$35,304
001-72-10-572-202-00 Retirement	\$30,693	\$60,274	\$39,134	\$62,737
001-72-10-572-203-00 Life and Health Insurance	\$45,283	\$76,742	\$45,669	\$91,922
001-72-10-572-204-00 Workers' Compensation	\$3,508	\$17,919	\$11,570	\$18,556
Operating Expenditures				
001-72-10-572-310-00 Professional Services	\$9,571	\$2,000	\$4,167	\$2,000
001-72-10-572-340-00 Other Contractual	\$204,057	\$184,238	\$246,555	\$191,916
001-72-10-572-341-00 Contractual Svc. Maint	\$32,808	\$33,500	\$74,363	\$59,202
001-72-10-572-344-00 Instructor Payments	\$14,670	\$45,000	\$29,450	\$45,000
001-72-10-572-400-00 Travel & Per Diem	\$127	\$-	\$-	\$-
001-72-10-572-410-00 Communications Svc.	\$2,296	\$15,624	\$3,347	\$15,624
001-72-10-572-431-00 Electricity	\$32,722	\$31,625	\$31,625	\$31,625
001-72-10-572-432-00 Water	\$12,544	\$15,000	\$13,454	\$16,500
001-72-10-572-433-00 Gas	\$281	\$400	\$-	\$400
001-72-10-572-440-00 Rentals and Leases	\$5,972	\$10,500	\$9,171	\$10,500
001-72-10-572-460-00 Repairs and Maintenance Service	\$35,365	\$26,380	\$23,818	\$26,380
001-72-10-572-461-00 Facility/Grounds Maint	\$10,517	\$23,916	\$3,100	\$23,916
001-72-10-572-470-00 Printing & Binding	\$356	\$2,500	\$3,722	\$2,500
001-72-10-572-510-00 Office Supplies	\$1,380	\$1,200	\$1,800	\$1,000
001-72-10-572-520-00 Operating Supplies	\$29,107	\$28,500	\$32,527	\$20,500
001-72-10-572-525-00 Uniforms	\$-	\$1,500	\$1,500	\$1,500
001-72-10-572-540-00 Books, Publications, and Dues	\$248	\$875	\$-	\$875
001-72-10-572-550-00 Educational & Training	\$737	\$3,500	\$96	\$3,500
TOTAL SENIOR FAMILY CENTER	\$739,904	\$1,061,283	\$884,094	\$1,122,943

Parks and Recreation Department - Cloverleaf Park Division



Parks and Recreation Department - Cloverleaf Park Division

Mission

The Cloverleaf Park is committed to providing a wide variety of recreational opportunities for our residents. Our goal is to deliver superior programs and services to meet the needs of the community in a cost-effective manner.

Staffing Levels

Authorized Positions	FY 20-21	FY 21-22	FY 22-23	FY 23-24	FY 24-25
Park Manager	0.00	0.00	1.00	1.00	1.00
Recreation Aide II	0.00	0.00	1.00	1.00	1.00
Recreation Aide	0.00	0.00	1.60	1.60	1.60
TOTAL STAFFING	0.00	0.00	3.60	3.60	3.60

Program Expenditures

Category	Actual FY 20-21	Actual FY 21-22	Actual FY 22-23	Budget FY 23-24	Budget FY 24-25
Personnel Services	\$-	\$31,018	\$136,498	\$193,239	\$205,950
Operating Expenses	\$-	\$42,599	\$102,117	\$113,056	\$98,465
TOTAL EXPENDITURES	\$-	\$73,617	\$238,615	\$306,295	\$304,415

Analysis

In FY24-25, the Cloverleaf Park will enhance its recreational activities for residents. Our goal is to create innovative programming to educate while providing physical fitness, as well as establish a partnership with organization to provide programs and activities for residents.

Parks and Recreation Department - Cloverleaf Park Division

Accomplishments, Goals & Objectives

FY 2023-2024 Accomplishments

- Partnered with Nationwide to provide an afterschool and basketball program to the community.
- Hosted various community events and meetings.
- Staff attended various e-learning sessions to develop communication, supervisory and leadership skills in organization, decision making, performance, coaching and motivation.
- Installed and maintained Big Green community garden to promote healthier lifestyles, and learn about planting and growing various plants, fruits and vegetables

FY 2024-2025 Goals and Objectives

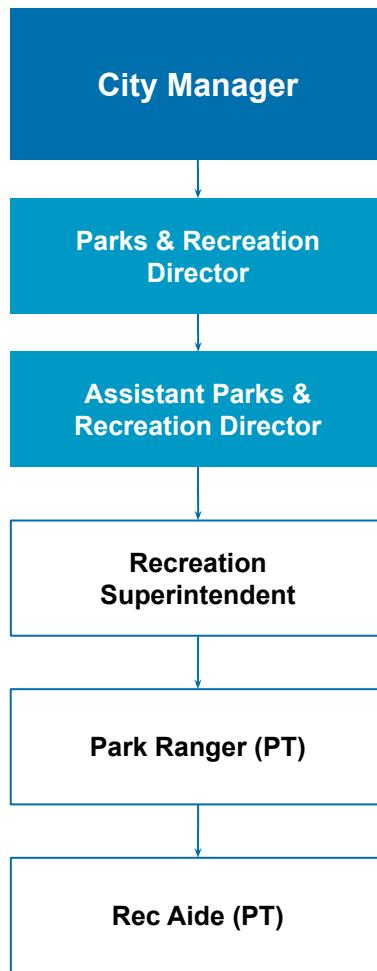
- Create innovative programming to educate while providing physical fitness.
- Establish a partnership with organization to provide programs and activities for residents.
- Offer professional development for staff to improve work ethic and knowledge of parks and recreational activities.

Performance Indicators

Objectives	Performance Indicators	Actual FY 2023	Budget FY 2024	Budget FY 2025
Establish a new partnerships with an organization to provide programs and activities for school age youth.	Number of new partnerships established	N/A	1	1
Offer extensive professional development for staff to improve work ethic and knowledge of parks and recreational activities.	Staff membership in various professional organizations and regular attendance at trainings, workshops, sessions and conferences.	N/A	75% of all staff	75% of all staff

General Fund Parks & Recreation Department Expenditures	2023 Actual	Adopted 2024 Budget	Estimated 2024 Actual	Proposed 2025 Budget
Cloverleaf Park Division				
Personnel Services				
001-72-11-572-102-00 Regular Salaries and Wages	\$88,479	\$134,811	\$80,853	\$141,173
001-72-11-572-104-00 Overtime	\$8,568	\$2,000	\$9,122	\$2,000
001-72-11-572-105-00 Special Pay	\$600	\$-	\$-	\$-
001-72-11-572-201-00 FICA	\$7,273	\$10,466	\$6,949	\$10,953
001-72-11-572-202-00 Retirement	\$11,958	\$18,565	\$11,940	\$19,515
001-72-11-572-203-00 Life and Health Insurance	\$18,245	\$21,856	\$13,278	\$26,507
001-72-11-572-204-00 Workers' Compensation	\$1,375	\$5,541	\$3,571	\$5,802
Operating Expenditures				
001-72-11-572-340-00 Other Contractual	\$33,723	\$36,714	\$18,345	\$24,852
001-72-11-572-341-00 Contractual Svc. Maint	\$5,492	\$5,300	\$9,207	\$11,721
001-72-11-572-410-00 Communications Svc.	\$3,056	\$3,000	\$7,624	\$3,000
001-72-11-572-431-00 Electricity	\$4,054	\$11,250	\$1,422	\$11,250
001-72-11-572-432-00 Water	\$12,999	\$10,000	\$16,414	\$10,000
001-72-11-572-440-00 Rentals and Leases	\$1,688	\$920	\$2,354	\$920
001-72-11-572-460-00 Repairs and Maintenance Service	\$14,240	\$15,066	\$2,111	\$13,066
001-72-11-572-461-00 Facility/Grounds Maint	\$4,017	\$9,856	\$4,225	\$7,806
001-72-11-572-510-00 Office Supplies	\$372	\$500	\$500	\$500
001-72-11-572-520-00 Operating Supplies	\$22,398	\$17,600	\$15,669	\$12,500
001-72-11-572-540-00 Books, Publications, and Dues	\$-	\$350	\$160	\$350
001-72-11-572-550-00 Educational & Training	\$78	\$2,500	\$16	\$2,500
TOTAL CLOVERLEAF PARK	\$238,615	\$306,295	\$203,760	\$304,415

Parks and Recreation Department - Andover Park Division



Parks and Recreation Department - Andover Park Division

Mission

Andover Park is committed to providing an open green space, walking trail, outdoor courts and a sensory playground for residents. The overall goal is to ensure that the park is clean and safe for patrons to enjoy.

Staffing Levels

Authorized Positions	FY 20-21	FY 21-22	FY 22-23	FY 23-24	FY 24-25
Park Ranger	0.00	0.00	0.80	0.80	0.80
Recreation Aide	0.00	0.00	1.60	1.60	1.60
TOTAL STAFFING	0.00	0.00	2.40	2.40	2.40

Program Expenditures

Category	Actual FY 20-21	Actual FY 21-22	Actual FY 22-23	Budget FY 23-24	Budget FY 24-25
Personnel Services	\$-	\$-	\$7,444	\$102,481	\$104,501
Operating Expenses	\$-	\$20,223	\$49,567	\$69,522	\$63,662
TOTAL EXPENDITURES	\$-	\$20,223	\$57,011	\$172,003	\$168,163

Analysis

In FY24-25, Andover Park will enhance its recreational activities for residents. The goal is to create and nurture an environment for residents to enjoy outdoor activities to include: playground, basketball court, open greens space and a walking trail.

Parks and Recreation Department - Andover Park Division

Accomplishments, Goals & Objectives

FY 2023-2024 Accomplishments

- Maintained area to ensure cleanliness and safety for residents' daily enjoyment.
- Hosted private birthday parties and events.

FY 2024-2025 Goals and Objectives

- Create and nurture an environment for residents to enjoy outdoor activities to include: playground, basketball court, open greens space and a walking trail.

Performance Indicators

Objectives	Performance Indicators	Actual FY 2023	Budget FY 2024	Budget FY 2025
Create and nurture an environment for residents to enjoy outdoor activities to include: playground, basketball court, open greens space and a walking trail.	Ensure all areas of the park are safe, clean, and the equipment is in good order and maintained according to industry standards	N/A	N/A	N/A

General Fund Parks & Recreation Department Expenditures	2023 Actual	Adopted 2024 Budget	Estimated 2024 Actual	Proposed 2025 Budget
Andover Park Division				
Personnel Services				
001-72-12-572-102-00 Regular Salaries and Wages	\$5,955	\$81,769	\$58,196	\$83,341
001-72-12-572-104-00 Overtime	\$83	\$-	\$1,805	\$-
001-72-12-572-201-00 FICA	\$472	\$6,255	\$4,796	\$6,376
001-72-12-572-202-00 Retirement	\$852	\$11,096	\$7,495	\$11,359
001-72-12-572-204-00 Workers' Compensation	\$82	\$3,361	\$2,375	\$3,425
Operating Expenditures				
001-72-12-572-340-00 Other Contractual	\$31,301	\$37,196	\$41,657	\$37,912
001-72-12-572-431-00 Electricity	\$-	\$7,500	\$7,500	\$7,500
001-72-12-572-432-00 Water	\$-	\$6,000	\$6,000	\$6,000
001-72-12-572-460-00 Repairs and Maintenance Service	\$6,773	\$11,326	\$11,326	\$7,500
001-72-12-572-520-00 Operating Supplies	\$11,493	\$7,500	\$7,500	\$4,750
TOTAL ANDOVER PARK	\$57,011	\$172,003	\$148,650	\$168,163

Parks and Recreation Department - Bennett Lifter Park Division



Parks and Recreation Department - Bennett Lifter Park Division

Mission

Bennett Lifter Park is committed to providing a space that appeals to residents of all ages. The Park offers a playground and basketball court, as well as a meeting place and pavilions for social interaction.

Staffing Levels

Authorized Positions	FY 20-21	FY 21-22	FY 22-23	FY 23-24	FY 24-25
Park Manager	0.00	0.00	0.00	1.00	1.00
Recreation Aide II	0.00	0.00	0.00	1.00	1.00
Recreation Aide	0.00	0.00	0.00	1.60	1.60
TOTAL STAFFING	0.00	0.00	0.00	3.60	3.60

Program Expenditures

Category	Actual FY 20-21	Actual FY 21-22	Actual FY 22-23	Budget FY 23-24	Budget FY 24-25
Personnel Services	\$-	\$-	\$24,987	\$189,539	\$201,144
Operating Expenses	\$-	\$-	\$48,035	\$167,762	\$151,620
TOTAL EXPENDITURES	\$-	\$-	\$73,022	\$357,301	\$352,764

Analysis

FY 2024 marked the first full year of operation for Bennett Lifter Park. The Park will continue to improve the overall aesthetics through landscaping, facility cleanliness and safety protocols; as well as through execution of annual maintenance service agreements.

Parks and Recreation Department - Bennett Lifter Park Division

Accomplishments, Goals & Objectives

FY 2023-2024 Accomplishments

- N/A- Facility opened June 2023

FY 2024-2025 Goals and Objectives

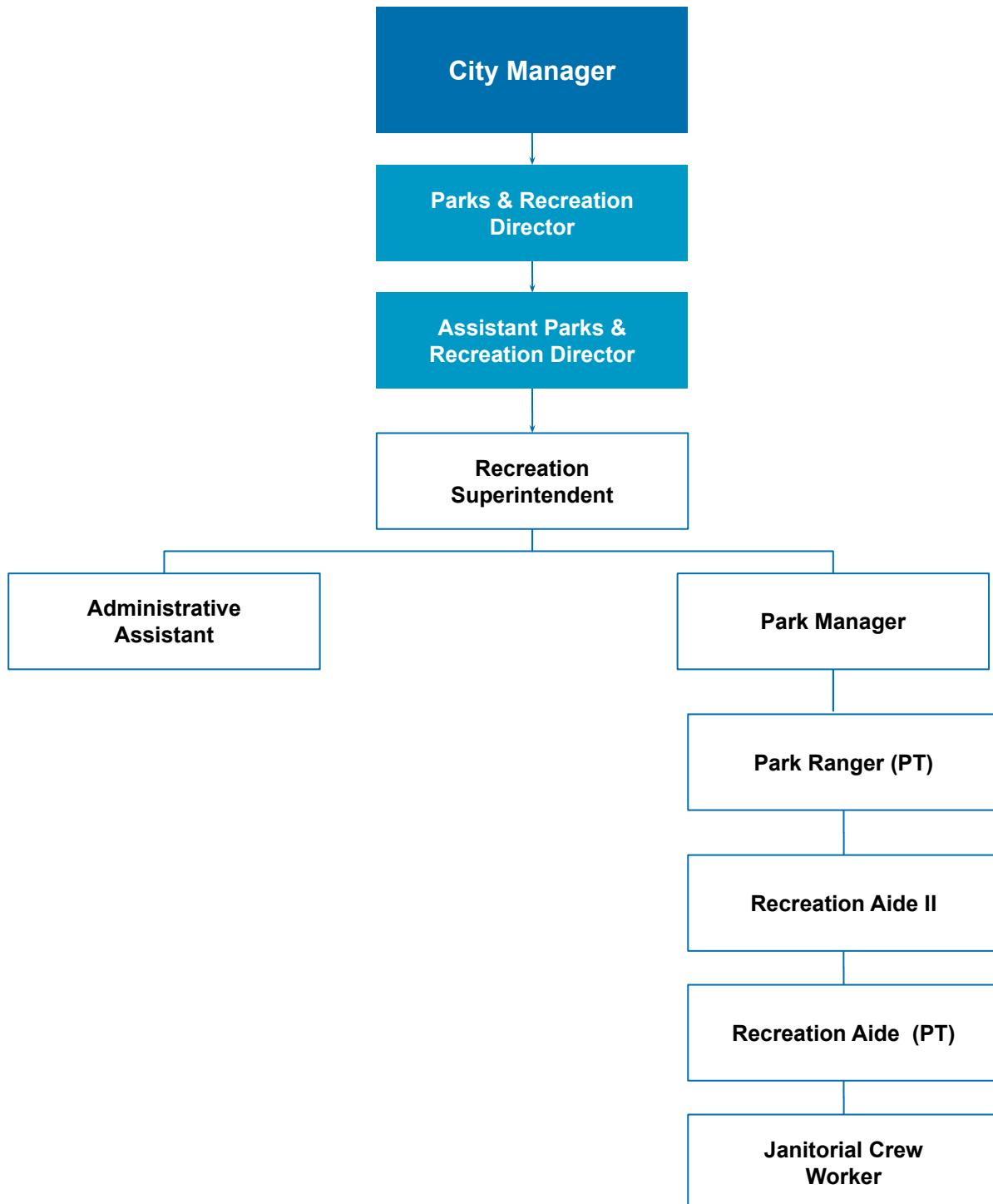
- Create and nurture an environment for residents to enjoy outdoor activities to include: playground, basketball court, open greens space and a walking trail.

Performance Indicators

Objectives	Performance Indicators	Actual FY 2023	Budget FY 2024	Budget FY 2025
Create and nurture an environment for residents to enjoy outdoor activities to include: playground, basketball court, open greens space and a walking trail.	Ensure all areas of the park are safe, clean, and the equipment is in good order and maintained according to industry standards	N/A	N/A	N/A

General Fund Parks & Recreation Department Expenditures	2023 Actual	Adopted 2024 Budget	Estimated 2024 Actual	Proposed 2025 Budget
Bennett Lifter Park Division				
Personnel Services				
001-72-13-572-102-00 Regular Salaries and Wages	\$14,297	\$131,955	\$94,318	\$138,682
001-72-13-572-104-00 Overtime	\$4,194	\$-	\$8,552	\$-
001-72-13-572-105-00 Special Pay	\$138	\$-	\$589	\$600
001-72-13-572-201-00 FICA	\$1,260	\$10,095	\$7,872	\$10,655
001-72-13-572-202-00 Retirement	\$2,509	\$17,906	\$13,960	\$18,902
001-72-13-572-203-00 Life and Health Insurance	\$2,476	\$24,160	\$19,953	\$26,581
001-72-13-572-204-00 Workers' Compensation	\$113	\$5,423	\$2,968	\$5,724
Operating Expenditures				
001-72-13-572-340-00 Other Contractual	\$2,351	\$75,040	\$41,756	\$79,898
001-72-13-572-344-00 Instructor Payments	\$-	\$10,000	\$-	\$5,000
001-72-13-572-410-00 Communications Svc.	\$8,221	\$3,000	\$37,976	\$3,000
001-72-13-572-431-00 Electricity	\$-	\$9,000	\$3,760	\$7,000
001-72-13-572-432-00 Water	\$-	\$6,000	\$56,730	\$6,000
001-72-13-572-440-00 Rentals and Leases	\$-	\$1,150	\$1,150	\$1,150
001-72-13-572-460-00 Repairs and Maintenance Service	\$400	\$11,916	\$14,190	\$9,316
001-72-13-572-461-00 Facility/Grounds Maint	\$-	\$5,956	\$-	\$4,806
001-72-13-572-470-00 Printing & Binding	\$-	\$500	\$528	\$250
001-72-13-572-510-00 Office Supplies	\$287	\$1,200	\$539	\$1,000
001-72-13-572-520-00 Operating Supplies	\$34,528	\$41,300	\$41,019	\$31,500
001-72-13-572-521-00 Computers	\$1,048	\$-	\$-	\$-
001-72-13-572-525-00 Uniforms	\$1,200	\$1,200	\$1,200	\$1,200
001-72-13-572-550-00 Educational & Training	\$-	\$1,500	\$111	\$1,500
TOTAL BENNETT LIFTER PARK	\$73,022	\$357,301	\$347,171	\$352,764

Parks and Recreation Department - Lester Brown Park Division



Parks and Recreation Department - Lester Brown Park Division

Mission

Lester Brown Park is committed to providing a wide variety of recreational opportunities for our residents. The goal of the Park is to deliver superior athletics programs and services to meet the needs of the community in a cost-effective manner.

Staffing Levels

Authorized Positions	FY 20-21	FY 21-22	FY 22-23	FY 23-24	FY 24-25
Park Manager	0.00	0.00	0.00	1.00	1.00
Recreation Adie II	0.00	0.00	0.00	1.00	1.00
Park Ranger	0.00	0.00	0.00	0.80	0.80
Janitorial Crew Worker	0.00	0.00	0.00	1.00	1.00
Recreation Aide	0.00	0.00	0.00	1.60	1.60
Administrative Assistant	0.00	0.00	0.00	1.00	1.00
TOTAL STAFFING	0.00	0.00	0.00	6.40	6.40

Program Expenditures

Category	Actual FY 20-21	Actual FY 21-22	Actual FY 22-23	Budget FY 23-24	Budget FY 24-25
Personnel Services	\$-	\$-	\$9,988	\$345,897	\$363,687
Operating Expenses	\$-	\$-	\$132,065	\$257,902	\$230,175
TOTAL EXPENDITURES	\$-	\$-	\$142,053	\$603,799	\$593,862

Analysis

FY 2024 marked the first full year of operation for Lester Brown Park. In FY 25, the Park will continue to contribute to the health and wellbeing of residents through the provision of athletics programs, outdoor fitness area, multipurpose field and walking trail.

Parks and Recreation Department - Lester Brown Park Division

Accomplishments, Goals & Objectives

FY 2023-2024 Accomplishments

- N/A- Facility opened June 2023

FY 2024-2025 Goals and Objectives

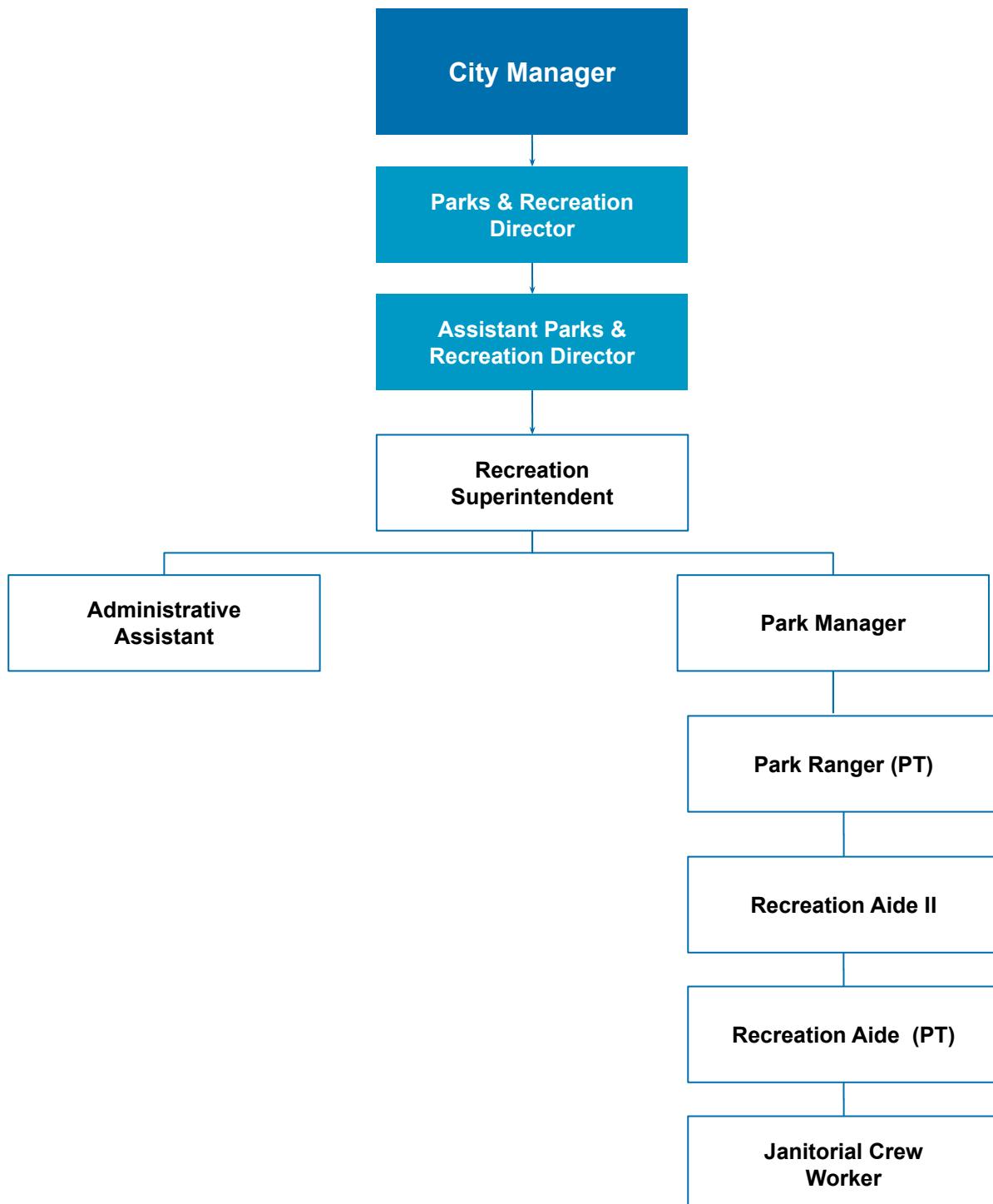
- Create and nurture an environment for residents to enjoy outdoor activities to include: playground, basketball court, open greens space and a walking trail.

Performance Indicators

Objectives	Performance Indicators	Actual FY 2023	Budget FY 2024	Budget FY 2025
Create and nurture an environment for residents to enjoy outdoor activities to include: playground, basketball court, open greens space and a walking trail.	Ensure all areas of the park are safe, clean, and the equipment is in good order and maintained according to industry standards	N/A	N/A	N/A

General Fund Parks & Recreation Department Expenditures	2023 Actual	Adopted 2024 Budget	Estimated 2024 Actual	Proposed 2025 Budget
Lester Brown Park Division				
Personnel Services				
001-72-14-572-102-00 Regular Salaries and Wages	\$7,566	\$238,969	\$160,705	\$259,218
001-72-14-572-104-00 Overtime	\$653	\$-	\$22,401	\$-
001-72-14-572-105-00 Special Pay	\$-	\$-	\$554	\$600
001-72-14-572-201-00 FICA	\$571	\$18,281	\$14,143	\$19,876
001-72-14-572-202-00 Retirement	\$1,115	\$32,428	\$24,848	\$35,331
001-72-14-572-203-00 Life and Health Insurance	\$-	\$48,314	\$28,555	\$40,004
001-72-14-572-204-00 Workers' Compensation	\$83	\$7,905	\$6,433	\$8,658
Operating Expenditures				
001-72-14-572-310-00 Professional Services	\$1,379	\$-	\$-	\$-
001-72-14-572-340-00 Other Contractual	\$8,029	\$84,612	\$66,651	\$75,999
001-72-14-572-344-00 Instructor Payments	\$50,000	\$63,402	\$-	\$59,402
001-72-14-572-410-00 Communications Svc.	\$-	\$4,500	\$6,647	\$4,500
001-72-14-572-431-00 Electricity	\$2,274	\$9,000	\$21,214	\$9,000
001-72-14-572-432-00 Water	\$-	\$6,000	\$-	\$6,000
001-72-14-572-440-00 Rentals and Leases	\$1,040	\$12,666	\$6,757	\$9,852
001-72-14-572-460-00 Repairs and Maintenance Service	\$3,175	\$13,416	\$1,125	\$12,316
001-72-14-572-461-00 Facility/Grounds Maint	\$-	\$5,956	\$6,017	\$4,806
001-72-14-572-470-00 Printing & Binding	\$910	\$500	\$-	\$250
001-72-14-572-510-00 Office Supplies	\$687	\$1,200	\$462	\$1,000
001-72-14-572-520-00 Operating Supplies	\$58,963	\$52,600	\$38,474	\$43,000
001-72-14-572-521-00 Computers	\$2,097	\$-	\$-	\$-
001-72-14-572-525-00 Uniforms	\$3,475	\$1,200	\$1,200	\$1,200
001-72-14-572-550-00 Educational & Training	\$36	\$2,850	\$36	\$2,850
Capital Outlay				
001-72-14-572-640-00	\$-	\$-	\$25,955	\$-
TOTAL LESTER BROWN PARK	\$142,053	\$603,799	\$432,177	\$593,862

Parks and Recreation Department - Brentwood Park Division



Parks and Recreation Department - Brentwood Park Division

Mission

Brentwood Park is committed to providing for the enrichment of the city's residents by fostering and promoting socialization and wellness for its residents through the provision of picnic areas, walking trails, outdoor fitness court and multi-purpose fields.

Staffing Levels

Authorized Positions	FY 20-21	FY 21-22	FY 22-23	FY 23-24	FY 24-25
Recreation Adie II	0.00	0.00	0.00	0.00	3.00
Janitorial Crew Worker	0.00	0.00	0.00	0.00	1.00
Recreation Aide	0.00	0.00	0.00	0.00	2.40
Park Aide	0.00	0.00	0.00	0.00	0.80
TOTAL STAFFING	0.00	0.00	0.00	0.00	7.20

Program Expenditures

Category	Actual FY 20-21	Actual FY 21-22	Actual FY 22-23	Budget FY 23-24	Budget FY 24-25
Personnel Services	\$-	\$-	\$-	\$-	\$376,137
Operating Expenses	\$-	\$-	\$-	\$-	\$86,752
TOTAL EXPENDITURES	\$-	\$-	\$-	\$-	\$462,889

Analysis

FY 25 marks the first full year of operation for Brentwood Park. Sufficient funding has been provided to ensure the mission of the Park is effectively executed.

Parks and Recreation Department - Brentwood Park Division

Accomplishments, Goals & Objectives

FY 2023-2024 Accomplishments

- N/A- Facility opened June 2023

FY 2024-2025 Goals and Objectives

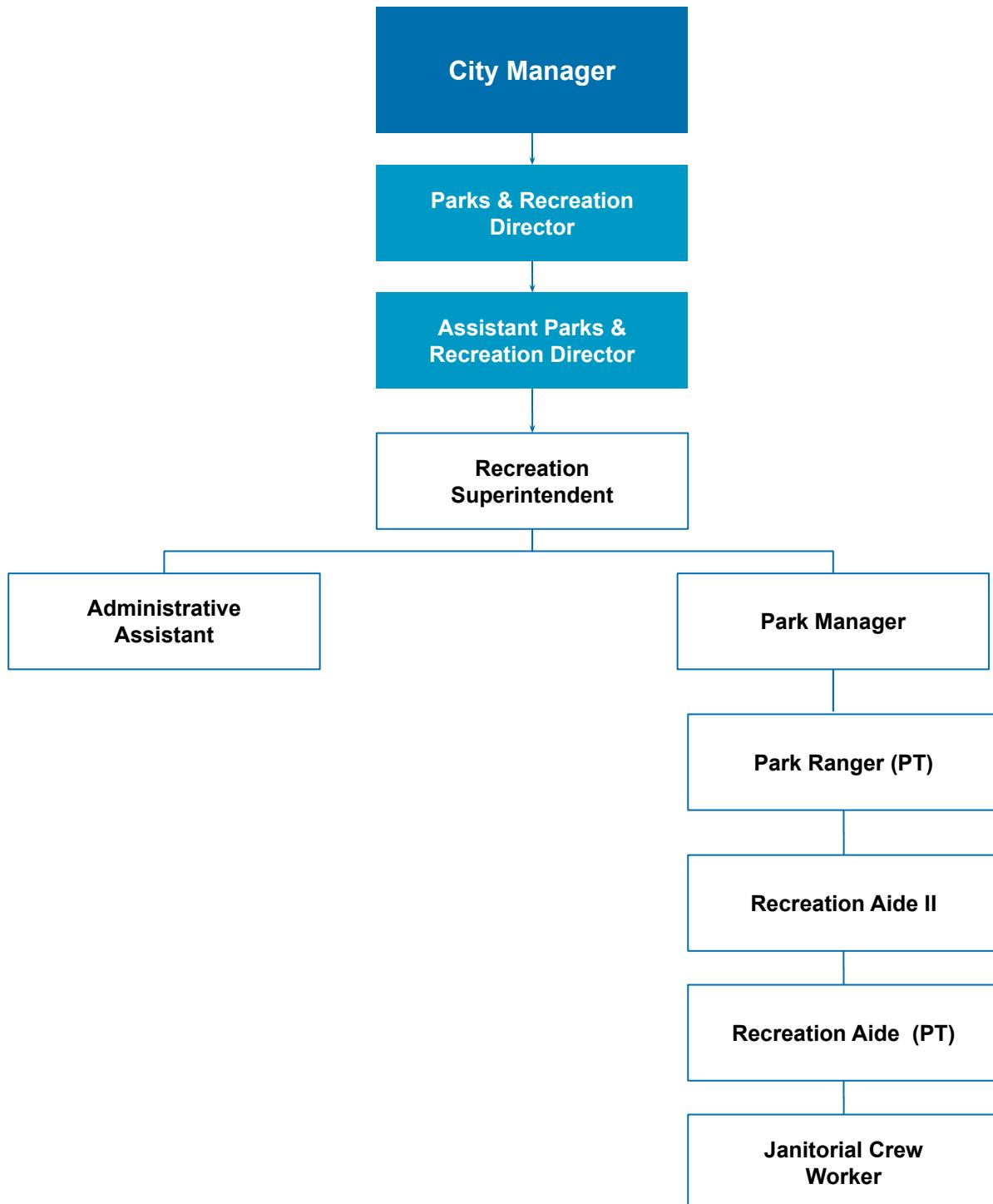
- Create and nurture an environment for residents to enjoy outdoor activities to include: playground, basketball court, open greens space and a walking trail.

Performance Indicators

Objectives	Performance Indicators	Actual FY 2023	Budget FY 2024	Budget FY 2025
Create and nurture an environment for residents to enjoy outdoor activities to include: playground, basketball court, open greens space and a walking trail.	Ensure all areas of the park are safe, clean, and the equipment is in good order and maintained according to industry standards	N/A	N/A	N/A

General Fund Parks & Recreation Department Expenditures	2023 Actual	Adopted 2024 Budget	Estimated 2024 Actual	Proposed 2025 Budget
Brentwood Park Division				
Personnel Services				
001-72-15-572-102-00 Regular Salaries and Wages	\$-	\$-	\$-	\$261,445
001-72-15-572-201-00 FICA	\$-	\$-	\$-	\$20,001
001-72-15-572-202-00 Retirement	\$-	\$-	\$-	\$35,635
001-72-15-572-203-00 Life and Health Insurance	\$-	\$-	\$-	\$48,311
001-72-15-572-204-00 Workers' Compensation	\$-	\$-	\$-	\$10,745
Operating Expenditures				
001-72-15-572-340-00 Other Contractual	\$-	\$-	\$4,042	\$12,720
001-72-15-572-431-00 Electricity	\$-	\$-	\$-	\$2,000
001-72-15-572-432-00 Water	\$-	\$-	\$-	\$4,000
001-72-15-572-460-00 Repairs and Maintenance Service	\$-	\$-	\$-	\$61,582
001-72-15-572-461-00 Facility/Grounds Maint	\$-	\$-	\$-	\$3,450
001-72-15-572-520-00 Operating Supplies	\$-	\$-	\$-	\$3,000
TOTAL BRENTWOOD PARK	\$-	\$-	\$4,042	\$462,889

Parks and Recreation Department - Rolling Oaks Park Division



Parks and Recreation Department - Rolling Oaks Park Division

Mission

Rolling Oaks Park is committed to providing a wide variety of recreational opportunities for our residents. Our goal is to deliver superior programs, activities and services to meet the needs of the community in a cost-effective manner.

Staffing Levels

Authorized Positions	FY 20-21	FY 21-22	FY 22-23	FY 23-24	FY 24-25
Community Center Manager	0.00	0.00	0.00	0.00	2.00
Administrative Assistant	0.00	0.00	0.00	0.00	1.00
Recreation Aide II	0.00	0.00	0.00	0.00	2.00
Janitorial Crew Worker	0.00	0.00	0.00	0.00	3.00
Trades Worker	0.00	0.00	0.00	0.00	1.00
Community Garden Specialist	0.00	0.00	0.00	0.00	1.00
Park Aide	0.00	0.00	0.00	0.00	6.40
TOTAL STAFFING	0.00	0.00	0.00	0.00	16.40

Program Expenditures

Category	Actual FY 20-21	Actual FY 21-22	Actual FY 22-23	Budget FY 23-24	Budget FY 24-25
Personnel Services	\$-	\$-	\$-	\$-	\$994,889
Operating Expenses	\$-	\$-	\$-	\$-	\$291,890
TOTAL EXPENDITURES	\$-	\$-	\$-	\$-	\$1,286,779

Analysis

FY 25 marks the first full year of operation for Rolling Oaks Park. Sufficient funding has been provided to ensure the mission of the Park is effectively executed.

Parks and Recreation Department - Rolling Oaks Park Division

Accomplishments, Goals & Objectives

FY 2023-2024 Accomplishments

- N/A- Facility opened June 2023

FY 2024-2025 Goals and Objectives

- Create and nurture an environment for residents to enjoy outdoor activities to include: playground, basketball court, open greens space and a walking trail.

Performance Indicators

Objectives	Performance Indicators	Actual FY 2023	Budget FY 2024	Budget FY 2025
Create and nurture an environment for residents to enjoy outdoor activities to include: playground, basketball court, open greens space and a walking trail.	Ensure all areas of the park are safe, clean, and the equipment is in good order and maintained according to industry standards	N/A	N/A	N/A

General Fund Parks & Recreation Department Expenditures	2023 Actual	Adopted 2024 Budget	Estimated 2024 Actual	Proposed 2025 Budget
Rolling Oaks Park Division				
Personnel Services				
001-72-16-572-102-00 Regular Salaries and Wages	\$-	\$-	\$-	\$697,511
001-72-16-572-105-00 Special Pay	\$-	\$-	\$-	\$1,200
001-72-16-572-201-00 FICA	\$-	\$-	\$-	\$53,451
001-72-16-572-202-00 Retirement	\$-	\$-	\$-	\$95,071
001-72-16-572-203-00 Life and Health Insurance	\$-	\$-	\$-	\$120,974
001-72-16-572-204-00 Workers' Compensation	\$-	\$-	\$-	\$26,682
Operating Expenditures				
001-72-16-572-340-00 Other Contractual	\$-	\$-	\$-	\$127,260
001-72-16-572-344-00 Instructor Payments	\$-	\$-	\$-	\$10,000
001-72-16-572-410-00 Communications Svc.	\$-	\$-	\$-	\$4,000
001-72-16-572-431-00 Electricity	\$-	\$-	\$-	\$9,000
001-72-16-572-432-00 Water	\$-	\$-	\$-	\$6,000
001-72-16-572-440-00 Rentals and Leases	\$-	\$-	\$-	\$14,664
001-72-16-572-460-00 Repairs and Maintenance Service	\$-	\$-	\$-	\$17,870
001-72-16-572-461-00 Facility/Grounds Maint	\$-	\$-	\$-	\$6,846
001-72-16-572-470-00 Printing & Binding	\$-	\$-	\$119	\$500
001-72-16-572-510-00 Office Supplies	\$-	\$-	\$-	\$1,000
001-72-16-572-520-00 Operating Supplies	\$-	\$-	\$505	\$89,500
001-72-16-572-525-00 Uniforms	\$-	\$-	\$-	\$2,400
001-72-16-572-550-00 Educational & Training	\$-	\$-	\$-	\$2,850
TOTAL ROLLING OAKS PARK	\$-	\$-	\$624	\$1,286,779

Children's Trust Grant - YAS Program

Mission

The City of Miami Gardens Parks and Recreation Department was awarded grant funding from The Children's Trust of Miami-Dade County for After-school Programs and Summer Camps.

As part of the Youth Afterschool and Summer (YAS) initiative, the City of Miami Gardens will operate four (4) program sites and provide 120 children in grades K-5 with a quality afterschool and summer programs for children in the Miami Gardens area. Highlights of this program will include literacy, fitness, social skills, homework assistance and family engagement.

Staffing Levels

Authorized Positions	FY 20-21	FY 21-22	FY 22-23	FY 23-24	FY 24-25
Teacher	1.50	1.50	1.50	1.25	1.25
Recreation Aide	5.60	5.60	5.60	5.60	5.60
Program Manager	0.80	0.80	0.80	0.80	0.80
TOTAL STAFFING	7.90	7.90	7.90	7.65	7.65

Program Expenditures

Category	Actual FY 20-21	Actual FY 21-22	Actual FY 22-23	Budget FY 23-24	Budget FY 24-25
Personnel Services	\$96,659	\$105,466	\$95,468	\$286,825	\$257,975
Operating Expenses	\$28,244	\$14,338	\$70,051	\$358,981	\$387,925
Capital Outlay	\$-	\$-	\$-	\$4,194	\$4,100
TOTAL EXPENDITURES	\$124,903	\$119,804	\$165,519	\$650,000	\$650,000

Analysis

The goal of this program is to provide life skills and a variety of educational and fitness related activities, to maintain interest, and create an atmosphere where each child's need for selfexpression can be met.

Grant Fund Children's Trust - YAS Program Grant Expenditures	2023 Actual	Adopted 2024 Budget	Estimated 2024 Actual	Proposed 2025 Budget
Personnel Services				
102-72-03-572-102-00 Regular Salaries and Wages	\$85,890	\$257,608	\$82,345	\$228,158
102-72-03-572-104-00 Overtime	\$-	\$-	\$513	\$-
102-72-03-572-201-00 FICA	\$6,575	\$19,707	\$6,621	\$17,454
102-72-03-572-202-00 Retirement	\$-	\$-	\$12,950	\$4,266
102-72-03-572-204-00 Workers' Compensation	\$3,003	\$9,510	\$2,943	\$8,097
Operating Expenditures				
102-72-03-572-310-00 Professional Services	\$23,060	\$-	\$49,541	\$35,893
102-72-03-572-313-00 Background Verifications	\$68	\$210	\$185	\$210
102-72-03-572-320-00 Accounting and Auditing	\$1,500	\$4,500	\$4,500	\$4,500
102-72-03-572-340-00 Other Contractual	\$15,487	\$58,680	\$3,797	\$58,680
102-72-03-572-344-00 Instructor Payments	\$-	\$216,773	\$100,050	\$216,773
102-72-03-572-400-00 Travel & Per Diem	\$4,320	\$14,490	\$1,327	\$14,490
102-72-03-572-492-00 Special Events	\$-	\$10,000	\$-	\$10,000
102-72-03-572-494-00 Advertising	\$-	\$2,000	\$-	\$2,000
102-72-03-572-497-00 Other Obligations	\$12,403	\$7,430	\$16,533	\$7,346
102-72-03-572-510-00 Office Supplies	\$3,146	\$4,077	\$3,500	\$4,077
102-72-03-572-520-00 Operating Supplies	\$9,434	\$35,921	\$9,575	\$29,056
102-72-03-572-521-00 Computers	\$-	\$3,500	\$-	\$3,500
102-72-03-572-550-00 Educational & Training	\$633	\$1,400	\$695	\$1,400
Capital Outlay				
102-72-03-572-640-00 Machinery & Equipment	\$-	\$4,194	\$-	\$4,100
TOTAL YAS PROGRAM GRANT EXPENDITURES	\$165,519	\$650,000	\$295,075	\$650,000

Children's Trust Grant - YEN Program

Mission

The City of Miami Gardens Parks and Recreation Department was awarded grant funding from The Children's Trust of Miami-Dade County for Youth Enrichment and Supports.

As part of the Youth Enrichment and Supports (YEN) initiative, the City of Miami Gardens provides 50 children in grades 6-12 with a quality afterschool program and 25 children's summer camp programs and activities in the Miami Gardens area. Highlights of this program includes literacy, fitness, social skills, homework assistance and family engagement.

Staffing Levels

Authorized Positions	FY 20-21	FY 21-22	FY 22-23	FY 23-24	FY 24-25
Teacher	4.00	4.00	0.00	0.00	0.00
Recreation Aide	0.80	0.80	0.00	0.00	0.00
Program Manager	0.80	0.80	0.00	0.00	0.00
TOTAL STAFFING	5.60	5.60	0.00	0.00	0.00

Program Expenditures

Category	Actual FY 20-21	Actual FY 21-22	Actual FY 22-23	Budget FY 23-24	Budget FY 24-25
Personnel Services	\$45,028	\$31,427	\$-	\$-	\$-
Operating Expenses	\$13,692	\$4,451	\$-	\$-	\$-
TOTAL EXPENDITURES	\$58,720	\$35,878	\$-	\$-	\$-

Analysis

Funding for this program was eliminated in FY 2023

Healthy Out Of School Time Grant

Mission

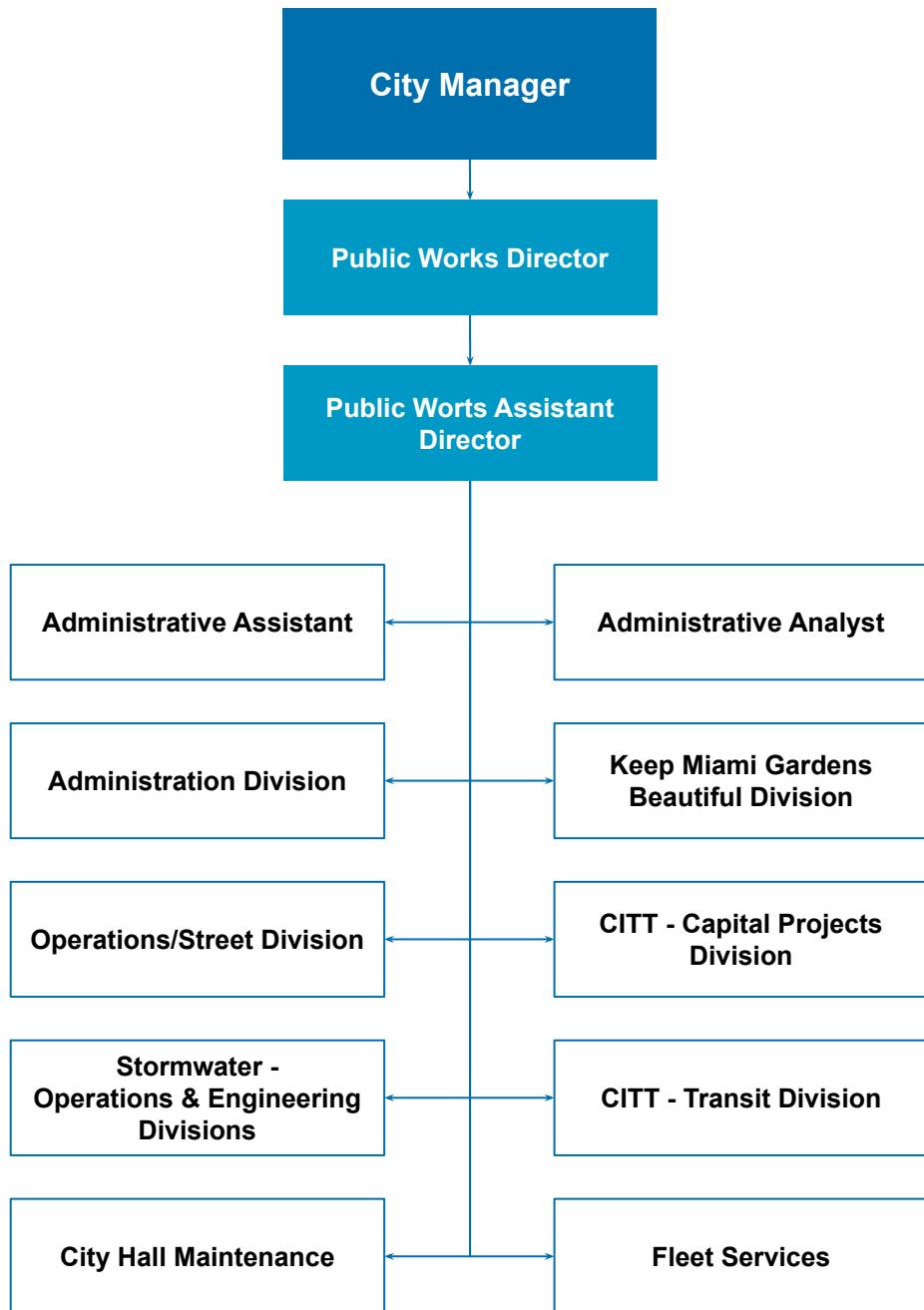
The City of Miami Gardens Parks and Recreation Department was awarded grant funding from The Alliance For A Healthier Generation.

As a part of the Alliance for a Healthier Generation (AHG) / Healthy Out Of School Time (HOST) initiative, children at our camps will be able to learn life skills and lessons that will make them more independent as they go about life. All lessons will be fun and extremely hands on. The kids and campers will gain an understanding of food and where it comes from. By providing healthy cooking demos, they will learn about nutrition, gain an appreciation for healthy eating, along with learning to navigate a kitchen and how to safely handle food.

Program Expenditures

Category	Actual FY 20-21	Actual FY 21-22	Actual FY 22-23	Budget FY 23-24	Budget FY 24-25
Operating Expenses	\$7,385	\$2,069	\$-	\$-	\$-
TOTAL EXPENDITURES	\$7,385	\$2,069	\$-	\$-	\$-

Public Works Department



Public Works Department

Mission

The Public Works Department (PWD) is responsible for the maintenance of public property within the City's limit. This includes: Beautification Projects; Landscape/Grounds Maintenance; Public Streets; Roads; and Stormwater Utility.

The department also houses the Fleet Services Division, which maintains the City's vehicles and equipment and Facilities Maintenance, which includes the upkeep of the Miami Gardens Municipal Complex and city owned properties. Furthermore, the PWD oversees the CMG Circulator, a free community bus service for residents and visitors. The Department also has the responsibility to coordinate Debris Management along-side Miami- Dade County and the City's contractor.

Public Works Department Expenditures

Expenditures By Category	Actual FY 21-22	Actual FY 22-23	Actual FY 23-24	Budget FY 24-25	Budget FY 25-ar
Personnel Services	\$4,034,141	\$4,180,421	\$4,376,580	\$5,014,440	\$5,512,927
Operating Expenses	\$8,057,153	\$8,362,608	\$7,201,556	\$8,121,903	\$8,977,396
Capital Outlay	\$3,972,253	\$3,218,831	\$5,953,519	\$6,119,000	\$7,422,000
Debt Service	\$180,779	\$191,358	\$2,392,433	\$547,134	\$547,264
Non-Operating Expenses	\$1,361,206	\$1,640,735	\$1,756,801	\$1,766,572	\$1,487,427
TOTAL EXPENDITURES	\$17,605,532	\$17,593,953	\$21,680,889	\$21,569,049	\$23,947,014

Expenditures By Program	Actual FY 20-21	Actual FY 21-22	Actual FY 22-23	Budget FY 23-24	Budget FY 24-25
Fleet Services Division	\$3,998,772	\$4,476,054	\$4,700,369	\$3,962,575	\$4,197,236
City Hall Maintenance	\$962,692	\$930,300	\$990,422	\$953,387	\$1,055,627
General Fund Total	\$4,961,464	\$5,406,354	\$5,690,791	\$4,915,962	\$5,252,863
Administration Division	\$1,498,525	\$1,921,918	\$2,107,511	\$2,062,542	\$1,749,902
KMGB Division	\$196,707	\$174,599	\$246,863	\$278,702	\$326,817
Operations/Street Division	\$2,052,963	\$2,003,387	\$2,369,777	\$2,269,289	\$2,544,181
CITT- Capital Proj Division	\$3,933,104	\$3,403,645	\$5,873,314	\$3,688,724	\$4,957,274
CITT- Transit Division	\$1,342,332	\$1,315,133	\$1,697,325	\$2,260,538	\$2,321,488
CITT- Settlement	\$228,848	\$-	\$-	\$-	\$-
Transportation Fund Total	\$9,252,479	\$8,818,682	\$12,294,790	\$10,559,795	\$11,899,662
Stormwater Operations	\$2,958,290	\$2,974,262	\$3,468,941	\$3,171,363	\$3,855,348
Engineering Division	\$408,719	\$394,655	\$226,367	\$2,921,929	\$2,945,251
Stormwater Fund Total	\$3,367,009	\$3,368,917	\$3,695,308	\$6,093,292	\$6,800,599
Stadium Pedestrian Bridge & Tunnel	\$34,102	\$-	\$-	\$-	\$-
FDOT Roadway Assessment Study	\$(9,522)	\$-	\$-	\$-	\$-
Grant Fund Total	\$24,580	\$-	\$-	\$-	\$-
TOTAL EXPENDITURES	\$17,605,532	\$17,593,953	\$21,680,889	\$21,569,049	\$23,953,124

Public Works Department

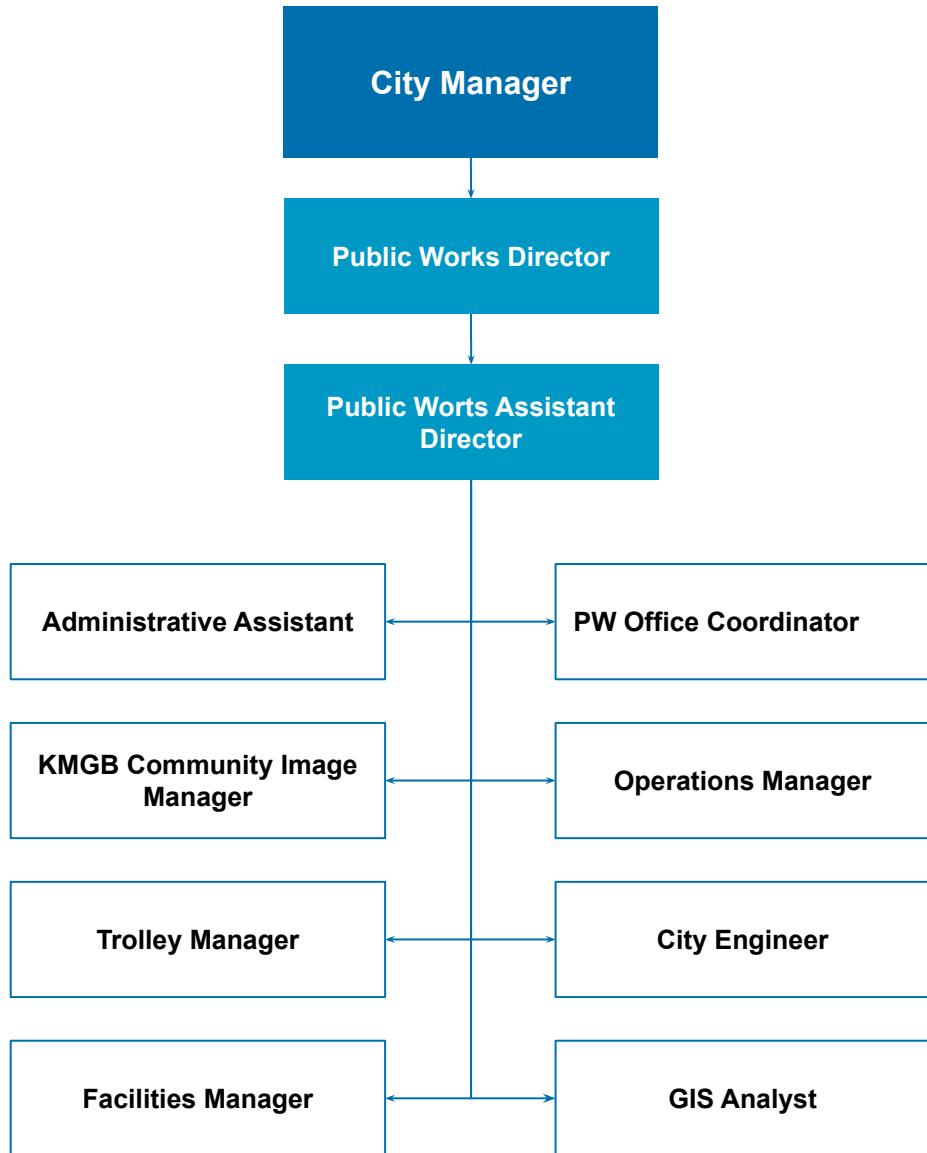
Staffing Levels

Public Works Department	FY 20-21	FY 21-22	FY 22-23	FY 23-24	FY 24-25
Authorized Positions					
Public Works Director	1.00	1.00	1.00	1.00	1.00
Assistant Public Works Director	1.00	1.00	1.00	1.00	1.00
Operations Manager	1.00	1.00	1.00	1.00	1.00
KMGB Program Coordinator	1.00	1.00	1.00	1.00	1.00
KMGB Program Manager	1.00	1.00	0.00	0.00	0.00
KMGB Community Image Manager	0.00	0.00	1.00	1.00	1.00
Irrigation Specialist	1.00	1.00	1.00	1.00	1.00
Irrigation Supervisor	0.70	0.70	0.70	0.70	0.70
Landscaping Superintendent	1.00	1.00	1.00	1.00	1.00
Public Service Supervisor	6.00	6.00	6.00	6.00	6.00
Public Service Worker I	8.00	8.00	8.00	8.00	7.00
Public Service Worker II	9.00	9.00	9.00	9.00	10.00
Public Service Worker III	2.00	2.00	2.00	2.00	2.00
Tree Care Specialist	1.00	1.00	1.00	1.00	1.00
Engineering Project Coordinator	1.00	1.00	1.00	1.00	1.00
Project Manager	1.00	1.00	1.00	1.00	1.00
Traffic Coordinator	0.00	0.00	1.00	1.00	1.00
Trolley Program Manager	1.00	1.00	1.00	0.00	0.00
Fleet & Trolley Program Manager	0.00	0.00	0.00	1.00	1.00
Transit Coordinator	0.00	0.00	0.00	1.00	1.00
Administrative Analyst	1.00	1.00	1.00	0.00	0.00
Administrative Assistant	1.00	1.00	1.00	2.00	2.00
PW Office Coordinator	0.00	0.00	0.00	1.00	1.00
Stormwater Worker I	4.00	4.00	4.00	4.00	2.00
Stormwater Worker III	2.00	2.00	2.00	2.00	4.00
Stormwater/Street Superintendent	1.00	1.00	1.00	1.00	1.00
Street Sweeper Operator	1.00	1.00	1.00	1.00	1.00
Code Enforcement Officer	0.50	0.50	0.50	0.00	0.00
Building Inspector/Plans Examiner	0.20	0.20	0.20	0.20	0.20
Chief Plumbing Inspector/Plans Examiner	0.20	0.20	0.20	0.20	0.20
City Engineer	1.00	1.00	1.00	1.00	1.00
GIS Analyst	0.25	0.25	0.00	0.00	0.00
Engineering Inspector I	1.00	1.00	1.00	1.00	1.00
Engineering Inspector III	1.00	1.00	1.00	1.00	1.00
Fleet Services Administrative Analyst	1.00	1.00	1.00	1.00	1.00
Fleet Services Representatives	1.00	1.00	1.00	0.00	0.00
Facilities Manager	1.00	1.00	1.00	1.00	1.00

Public Works Department

TOTAL STAFFING	53.85	53.85	54.60	55.10	55.10
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Public Works Department - Administration Division



Public Works Department - Administration Division

Mission

The mission of the Public Works Department is to preserve, enhance and promote quality of life and public safety through the responsible development and maintenance of reliable and sustainable infrastructure and services in the City of Miami Gardens. The Department operates through Eight (8) Divisions- Administration Division, Keep Miami Gardens Beautiful Program Division, Transit Division, Streets Division, Stormwater Utility Operations and Engineering Division, Fleet Division, and City Hall Complex Facilities Maintenance Division. The Administration Division of the Public Works Department is responsible for the activities of the Public Works Director and staff.

Staffing Levels

Authorized Positions	FY 20-21	FY 21-22	FY 22-23	FY 23-24	FY 24-25
Public Works Director	1.00	1.00	1.00	1.00	1.00
Assistant Public Works Director	1.00	1.00	1.00	1.00	1.00
Public Works Operations Manager	1.00	1.00	1.00	1.00	1.00
Administrative Assistant	1.00	1.00	1.00	1.00	1.00
GIS Analyst	0.25	0.25	0.00	0.00	0.00
TOTAL STAFFING	4.25	4.25	4.00	4.00	4.00

Program Expenditures

Category	Actual FY 20-21	Actual FY 21-22	Actual FY 22-23	Budget FY 23-24	Budget FY 24-25
Personnel Services	\$601,094	\$641,491	\$684,193	\$774,606	\$748,143
Operating Expenses	\$37,785	\$74,076	\$151,223	\$70,710	\$70,735
Capital Outlay	\$10,278	\$10,851	\$14,091	\$10,000	\$10,000
Interfund Transfers	\$849,368	\$1,195,500	\$1,258,004	\$1,207,226	\$921,024
TOTAL EXPENDITURES	\$1,498,525	\$1,921,918	\$2,107,511	\$2,062,542	\$1,749,902

Analysis

The Administrative Division of the Public Works Department is responsible for oversight of the Department's operations through three (3) Operating Divisions (Landscaping, Streets and Keep Miami Gardens Beautiful) and a separate Division housed in the Stormwater Utility Fund. For Fiscal Year 2025, the division will continue to work with Florida Department of Transportation to ensure city projects are completed in a timely manner.

Public Works Department - Administration Division

Accomplishments, Goals & Objectives

FY 2023-2024 Accomplishments

- Secured grants which provided funds for tree plantings to increase the City's Tree Canopy
- Completed the County Appraiser's Tax Roll Process for the Stormwater and Streetlight District Fees
- Completed installation of 50 new streetlights
- Completed the design of six (6) roadway and drainage infrastructure improvement projects
- Completed the construction of eighteen (18) roadway and drainage infrastructure improvement projects.
- Provided support for 40 City, Council sponsored and volunteer cleanup events
- Procured an additional backhoe and two (2) replacement dump trucks for the department's operations.
- Implemented a department onboarding program for new hires

FY 2024-2025 Goals and Objectives

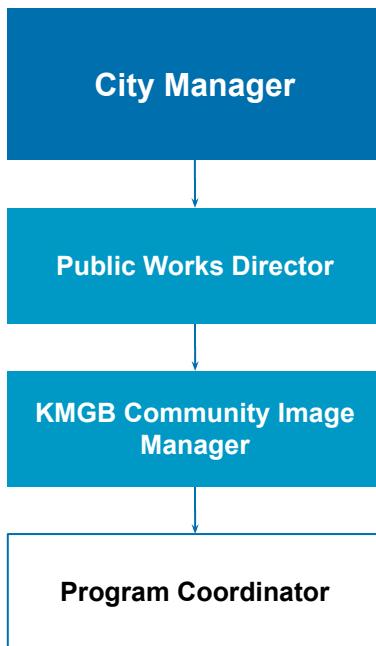
- Coordinate with FDOT and Miami Dade County on all projects within the City or impact the City.
- Complete the County Appraiser's Tax Roll Process for the Stormwater and Streetlight District Fees.
- Complete creation of a new Streetlight District for the new annexed area.
- Administer all the planned Public Works Capital Roadway and Stormwater Projects for the FY.
- Complete replacement of all City-owned light duty vehicles to E-fleet leased units.
- Complete installation of 100 new streetlights
- Improve on the department's customer service interaction experience.
- Continue update of the City's Stormwater infrastructure inventory.
- Implement relevant safety and skill enhancement training programs for Field and Office Staff.
- Apply for grants for transit, roadway, pedestrian and drainage infrastructure improvements
- Develop a right-of-way beautification plan for the 2026 World Cup event to be held at the Hardrock Stadium

Performance Indicators

Objectives	Performance Indicators	Actual FY 2023	Budget FY 2024	Budget FY 2025
Ensure high customer service quality	Respond to all customer concerns within 48 hours.	95%	95%	98%
Supplement local funds with grant funds	Number of grant applications submitted	5	6	6
Secure grant funding whenever feasible for public works projects	Amount of grant funding secured.	795,000	362,000	200,000
Ensure all work orders are completed for the FY.	Number of work orders completed	130	125	120
Obtain "Satisfied" rating from a higher percentage of surveyed customers than previous year.	Percent of customers satisfied with service rendered.	100%	100%	100%

Transportation Fund Public Works Department Expenditures	2023 Actual	Adopted 2024 Budget	Estimated 2024 Actual	Proposed 2025 Budget
Administration Division				
Personnel Services				
100-41-00-541-102-00 Regular Salaries and Wages	\$484,095	\$532,385	\$561,296	\$517,356
100-41-00-541-104-00 Overtime	\$2,679	\$-	\$3,522	\$-
100-41-00-541-105-00 Special Pay	\$5,880	\$5,880	\$5,880	\$5,880
100-41-00-541-201-00 FICA	\$34,100	\$38,128	\$41,641	\$35,720
100-41-00-541-202-00 Retirement	\$94,313	\$111,141	\$129,842	\$111,627
100-41-00-541-203-00 Life and Health Insurance	\$59,358	\$75,618	\$54,356	\$65,550
100-41-00-541-204-00 Workers' Compensation	\$3,768	\$11,454	\$6,925	\$12,010
Operating Expenditures				
100-41-00-541-310-00 Professional Services	\$(82)	\$1,000	\$-	\$1,000
100-41-00-541-340-00 Other Contractual	\$10,031	\$-	\$-	\$-
100-41-00-541-342-00 Emergency Assistance Repayment	\$(240)	\$-	\$-	\$-
100-41-00-541-400-00 Travel & Per Diem	\$2,327	\$4,000	\$2,827	\$4,000
100-41-00-541-421-00 Postage & Freight	\$45	\$50	\$15	\$50
100-41-00-541-440-00 Rentals and Leases	\$63,048	\$1,100	\$1,100	\$1,100
100-41-00-541-460-00 Repairs and Maintenance Service	\$290	\$1,000	\$1,110	\$1,000
100-41-00-541-493-00 Software License	\$1,740	\$9,304	\$-	\$9,304
100-41-00-541-497-00 Other Obligations	\$2,192	\$2,296	\$967	\$2,321
100-41-00-541-510-00 Office Supplies	\$2,572	\$2,500	\$2,291	\$2,500
100-41-00-541-520-00 Operating Supplies	\$3,171	\$1,000	\$2,223	\$1,000
100-41-00-541-525-00 Uniforms	\$321	\$400	\$400	\$400
100-41-00-541-527-00 Gasoline & Lubricants	\$64,742	\$45,000	\$65,218	\$45,000
100-41-00-541-540-00 Books, Publications, and Dues	\$606	\$1,560	\$387	\$1,560
100-41-00-541-550-00 Educational & Training	\$460	\$1,500	\$2,863	\$1,500
Capital Outlay				
100-41-00-541-643-00 Computer Software	\$14,091	\$10,000	\$34,235	\$10,000
Non-Operating Expenditures				
100-41-00-541-914-01 Transfer to General Fund	\$869,306	\$819,217	\$819,217	\$819,217
100-41-00-541-918-21 Transfer to Debt Service Fund	\$388,698	\$388,009	\$388,009	\$101,807
TOTAL ADMINISTRATION	\$2,107,511	\$2,062,542	\$2,124,324	\$1,749,902

Public Works Department - Keep Miami Gardens Beautiful Division



Public Works Department - Keep Miami Gardens Beautiful Division

Mission

The Keep Miami Gardens Beautiful Program Division of the Public Works Department is responsible for the beautification activities within the City right-of-way including City entrance signs and planted areas. The Division is responsible for monitoring and managing the City's litter control efforts through volunteer events, staff and contractor assignments. The Division manages the tree canopy within the City through tree inventory and tree planting programs, performs tree care activities and provides tree education to residents.

Staffing Levels

Authorized Positions	FY 20-21	FY 21-22	FY 22-23	FY 23-24	FY 24-25
KMGB Program Manager	1.00	1.00	0.00	0.00	0.00
KMGB Community Image Manager	0.00	0.00	1.00	1.00	1.00
KMGB Program Coordinator	1.00	1.00	1.00	1.00	1.00
TOTAL STAFFING	2.00	2.00	2.00	2.00	2.00

Program Expenditures

Category	Actual FY 20-21	Actual FY 21-22	Actual FY 22-23	Budget FY 23-24	Budget FY 24-25
Personnel Services	\$154,600	\$138,830	\$199,253	\$191,602	\$217,717
Operating Expenses	\$42,107	\$35,769	\$47,610	\$87,100	\$109,100
TOTAL DIVISION	\$196,707	\$174,599	\$246,863	\$278,702	\$326,817

Analysis

The Division continues to be involved with environmental education. In FY 25, the City continues to provide programs to include the Adopt a Road, Earth Day, Swat a Litter Bug, Beautification Awards, Great American Clean-up, Arbor Day and Recycling.

Public Works Department - Keep Miami Gardens Beautiful Division

Accomplishments, Goals & Objectives

FY 2023-2024 Accomplishments

- The City received recertification for its 17th year as a Tree City USA from the National Arbor Day Foundation.
- Distributed over 500 trees to residents in celebration of Earth Day and to commemorate National Arbor Day.
- Completed the County NEATS Grant under the tree planting initiative with the installation of 170 trees.
- Completed the 2022 GREEN Miami-Dade County Matching Grant.
- Provided support for the Keep America Beautiful Recycling event held at the Hard Rock Stadium.
- Facilitated 25 Adopt-A-Street, Councilmember sponsored and other cleanup events
- Removed approximately 5,000 bags of litter from the City's right-of-way
- Removed approximately 600 CY of illegally dumped items from the City's right-of-way
- Completed design of NW 27 Avenue landscape improvements (NW 151 Street to NW 163 Street) funded by FDOT Highway Beautification Grant

FY 2024-2025 Goals and Objectives

- Apply for urban community forestry and beautification grants for tree plantings, tree inventory and health assessment, litter management and control.
- Administer FDOT Beautification Grant 2024, GREEN Street Tree Matching Grant and implement planting projects along public right of way and in landscape medians.
- Complete landscape improvements project on NW 27 Avenue (NW 151 Street to NW 163 Street) funded by FDOT Highway Beautification Grant
- Plant 500 trees as a part of the City's Tree City USA designation and Miami Dade County's NEAT Streets Million Trees program.
- Plan and hold events for celebration of the 2025 Earth Day and National Arbor Day

Public Works Department - Keep Miami Gardens Beautiful Division

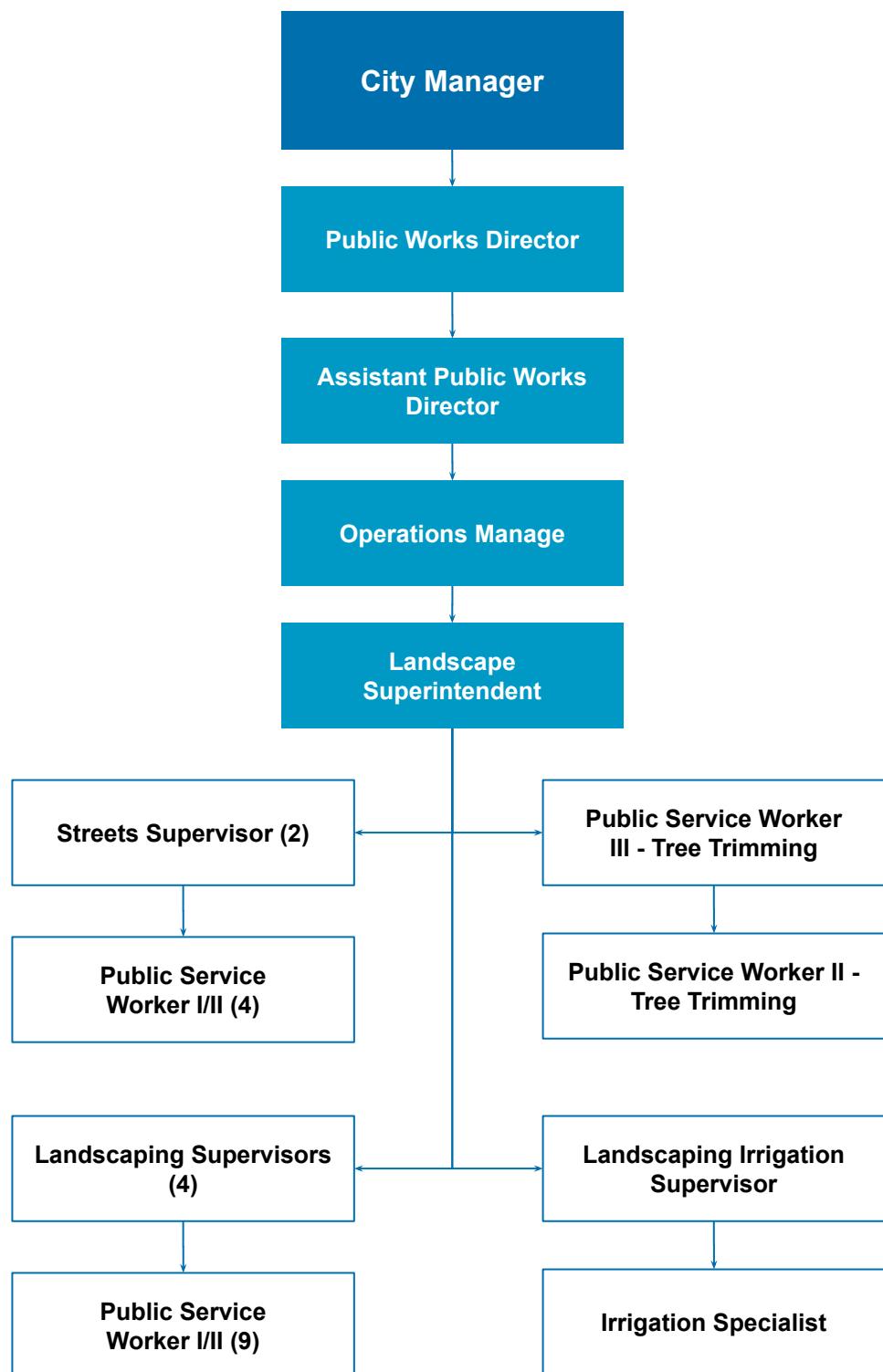
Performance Indicators

Objectives	Performance Indicators	Actual FY 2023	Budget FY 2024	Budget FY 2025
Recruit Volunteers for clean-up efforts.	Number of volunteer hours.	1,362	1,680	1,800
Increase the City's Urban Tree Canopy.	Number of trees planted.	230	170	200
Increase the road litter removal	Number of bags picked up.	4,462	10,000	10,000
Increase the Adopt A Road sections	Number of roads adopted.	2	3	3
Increase community tree care awareness	Number of workshops/seminars	6	8	10



Transportation Fund Public Works Department Expenditures		2023 Actual	Adopted 2024 Budget	Estimated 2024 Actual	Proposed 2025 Budget
Keep Miami Gardens Beautiful Program Division					
Personnel Services					
100-41-01-541-102-00	Regular Salaries and Wages	\$142,690	\$135,824	\$113,385	\$154,997
100-41-01-541-104-00	Overtime	\$5,323	\$2,500	\$2,300	\$2,500
100-41-01-541-105-00	Speical Pay	\$1,200	\$1,200	\$918	\$600
100-41-01-541-201-00	FICA	\$11,215	\$10,674	\$8,931	\$12,094
100-41-01-541-202-00	Retirement	\$18,322	\$18,771	\$15,698	\$21,467
100-41-01-541-203-00	Life and Health Insurance	\$20,364	\$22,263	\$15,112	\$25,639
100-41-01-541-204-00	Workers' Compensation	\$139	\$370	\$227	\$420
Operating Expenditures					
100-41-01-541-310-00	Professional Services	\$-	\$3,000	\$-	\$3,000
100-41-01-541-340-00	Other Contractual	\$150	\$-	\$-	\$-
100-41-01-541-400-00	Travel & Per Diem	\$2,130	\$3,000	\$2,756	\$3,000
100-41-01-541-470-00	Printing & Binding	\$100	\$500	\$73	\$500
100-41-01-541-494-00	Advertising	\$100	\$500	\$129	\$500
100-41-01-541-510-00	Office Supplies	\$374	\$800	\$166	\$800
100-41-01-541-520-00	Operating Supplies	\$34,117	\$47,000	\$42,708	\$69,000
100-41-01-541-530-00	Road Materials and Supplies	\$8,436	\$30,000	\$6,754	\$30,000
100-41-01-541-540-00	Books, Publications, and Dues	\$738	\$800	\$1,509	\$800
100-41-01-541-550-00	Educational & Training	\$1,465	\$1,500	\$850	\$1,500
TOTAL KEEP MIAMI GARDENS BEAUTIFUL		\$246,863	\$278,702	\$211,516	\$326,817

Public Works Department - Operations/Streets Division



Public Works Department - Operations/Streets Division

Mission

The Streets Division of the Public Works Department is responsible for maintenance of the City's three hundred (300) plus miles of streets, medians, sidewalks and street rights-of-way and ten (10) miles of canals. The Division administers the annual street paving program and pedestrian access efforts. The Division serves as the staff of the Stormwater Utility through a charge-back system.

Staffing Levels

Authorized Positions	FY 20-21	FY 21-22	FY 22-23	FY 23-24	FY 24-25
Landscape Superintendent	1.00	1.00	1.00	1.00	1.00
Public Service Supervisor	6.00	6.00	6.00	6.00	6.00
Public Service Worker I	7.00	7.00	7.00	7.00	6.00
Public Service Worker II	7.00	7.00	7.00	7.00	7.50
Public Service Worker III	2.00	2.00	2.00	2.00	2.00
Irrigation Supervisor	0.70	0.70	0.70	0.70	0.70
Irrigation Specialist	1.00	1.00	1.00	1.00	1.00
Tree Care Specialist	0.25	0.25	0.25	0.25	0.25
Code Enforcement Officer	0.50	0.50	0.50	0.00	0.00
TOTAL STAFFING	25.45	25.45	25.45	24.95	24.45

Program Expenditures

Category	Actual FY 20-21	Actual FY 21-22	Actual FY 22-23	Budget FY 23-24	Budget FY 24-25
Personnel Services	\$1,561,226	\$1,653,698	\$1,829,836	\$1,866,117	\$2,041,813
Operating Expenses	\$491,737	\$349,689	\$444,188	\$403,172	\$502,368
Capital Outlay	\$-	\$-	\$61,888	\$-	\$-
Debt Service (Lease)	\$-	\$-	\$33,865	\$-	\$-
Total Division	\$2,052,963	\$2,003,387	\$2,369,777	\$2,269,289	\$2,544,181

Analysis

In Fiscal Year 2025, CITT Funds will cover repaving roads and replacing/installing sidewalks and replacing broken sidewalks throughout the City under the Public Works' Engineering Division. The Street Division will continue to repair potholes and sinkholes as needed.

Public Works Department - Operations/Streets Division

Accomplishments, Goals & Objectives

FY 2023-2024 Accomplishments

- Removed 50 trip hazards from sidewalks.
- Replaced 2,000 linear feet of sidewalk.
- Repaired 270 potholes.
- Maintained over 450 acres of irrigated and non-irrigated swale areas.
- Treated 100 palm trees
- Supported 10 City sponsored and other events with use of Mobile Stage and generators, traffic control and other assigned responsibilities
- Completed the installation of Smart City Irrigation Timers for median irrigation systems.

FY 2024-2025 Goals and Objectives

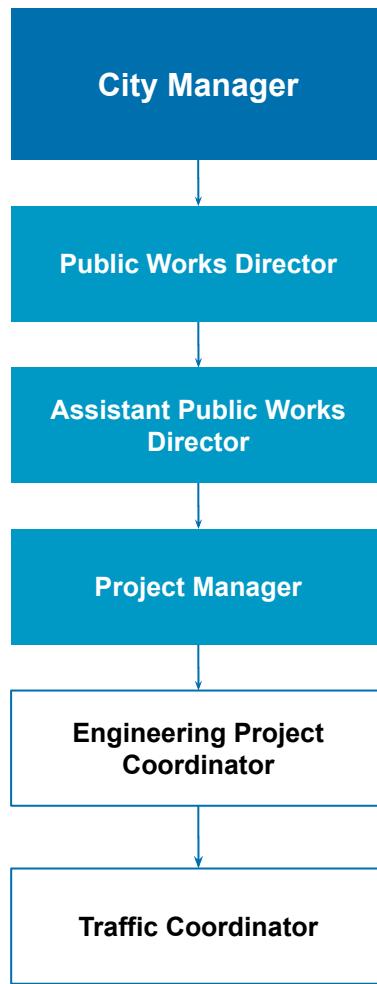
- Complete backlog of all outstanding sidewalk repair requests
- Repair and replace up to 4,000 linear feet of uneven sidewalks throughout the City.
- Provide a minimum of 18 cuts in all grassed medians.
- Conduct monthly irrigation system inspections.

Performance Indicators

Objectives	Performance Indicators	Actual FY 2023	Budget FY 2024	Budget FY 2025
Complete all pothole repairs.	Number of potholes repaired.	296	270	250
Complete no less than 1,800 linear feet of sidewalks.	Number of linear feet of sidewalks repaired.	600	2,000	4,000
Complete no less than 300 acres of irrigated/maintained swale area.	Number of acres of irrigated/maintained swale area completed.	260	300	300
Complete no less than 150 acres of non- irrigated/ maintained swale area.	Number of acres of non-irrigated/ maintained swale area completed.	168	160	160

Transportation Fund Public Works Department Expenditures		2023 Actual	Adopted 2024 Budget	Estimated 2024 Actual	Proposed 2025 Budget
Streets Division					
Personnel Services					
100-41-02-541-102-00	Regular Salaries and Wages	\$1,045,192	\$1,134,882	\$1,068,472	\$1,213,273
100-41-02-541-104-00	Overtime	\$226,502	\$50,000	\$227,021	\$50,000
100-41-02-541-105-00	Speical Pay	\$7,984	\$4,170	\$17,263	\$4,170
100-41-02-541-106-00	Off Duty Services	\$1,040	\$-	\$-	\$-
100-41-02-541-201-00	FICA	\$91,408	\$90,962	\$96,774	\$96,959
100-41-02-541-202-00	Retirement	\$156,033	\$160,789	\$175,798	\$172,184
100-41-02-541-203-00	Life and Health Insurance	\$260,774	\$312,370	\$262,829	\$384,648
100-41-02-541-204-00	Workers' Compensation	\$40,903	\$110,944	\$118,718	\$118,579
100-41-02-541-205-00	Unemployment Compensation	\$-	\$2,000	\$-	\$2,000
Operating Expenditures					
100-41-02-541-310-00	Professional Services	\$16,452	\$28,000	\$-	\$28,000
100-41-02-541-340-00	Other Contractual	\$78,122	\$55,000	\$35,097	\$55,000
100-41-02-541-431-00	Electricity	\$21,233	\$30,000	\$15,579	\$30,000
100-41-02-541-432-00	Water	\$183,307	\$160,000	\$132,009	\$160,000
100-41-02-541-440-00	Rentals and Leases	\$28,507	\$15,384	\$103,553	\$101,580
100-41-02-541-460-00	Repairs and Maintenance Service	\$35,474	\$30,000	\$11,160	\$40,000
100-41-02-541-520-00	Operating Supplies	\$10,343	\$10,000	\$7,997	\$10,000
100-41-02-541-525-00	Uniforms	\$6,939	\$7,288	\$3,574	\$7,288
100-41-02-541-528-00	Small Tools and Equipment	\$6,873	\$4,000	\$30,620	\$4,000
100-41-02-541-530-00	Road Materials and Supplies	\$55,672	\$60,000	\$59,865	\$60,000
100-41-02-541-540-00	Books, Publications, and Dues	\$240	\$500	\$280	\$500
100-41-02-541-550-00	Educational & Training	\$1,026	\$3,000	\$3,917	\$6,000
Capital Outlay					
100-41-02-541-640-01	Leases	\$61,888	\$-	\$-	\$-
Debt Service					
100-41-02-541-710-01	Principal- Debt Service (Leases)	\$33,536	\$-	\$-	\$-
100-41-02-541-720-01	Interest- Debt Service (Leases)	\$329	\$-	\$-	\$-
TOTAL STREETS DIVISION		\$2,369,777	\$2,269,289	\$2,370,526	\$2,544,181

Public Works Department - CITT Capital Projects Division



Public Works Department - CITT Capital Projects Division

Mission

The Division will utilize funding from the Citizens Independent Transportation Trust Fund to perform capital projects related to improving the road conditions for motorists and the safe access for pedestrians within the City's right-of-way.

Staffing Levels

Authorized Positions	FY 20-21	FY 21-22	FY 22-23	FY 23-24	FY 24-25
Project Manager	1.00	1.00	1.00	1.00	1.00
Transportation Engineer	0.00	0.00	1.00	1.00	1.00
Engineering Project Coordinator	1.00	1.00	1.00	1.00	1.00
TOTAL STAFFING	2.00	2.00	3.00	3.00	3.00

Program Expenditures

Category	Actual FY 20-21	Actual FY 21-22	Actual FY 22-23	Budget FY 23-24	Budget FY 24-25
Personnel Services	\$234,973	\$246,600	\$327,705	\$387,174	\$430,724
Operating Expenses	\$331	\$2,379	\$30,492	\$1,550	\$1,550
Capital Outlay	\$3,697,800	\$3,154,666	\$5,505,153	\$3,300,000	\$4,525,000
Debt Service (Lease)	\$-	\$-	\$9,964	\$-	\$-
TOTAL EXPENDITURES	\$3,933,104	\$3,403,645	\$5,873,314	\$3,688,724	\$4,957,274

Analysis

In Fiscal Year 2025, CITT Funds will cover the pavement management program to include but not limited to repaving roads and replace/install sidewalks throughout the City.

Public Works Department - CITT Capital Projects Division

Accomplishments, Goals & Objectives

FY 2023-2024 Accomplishments

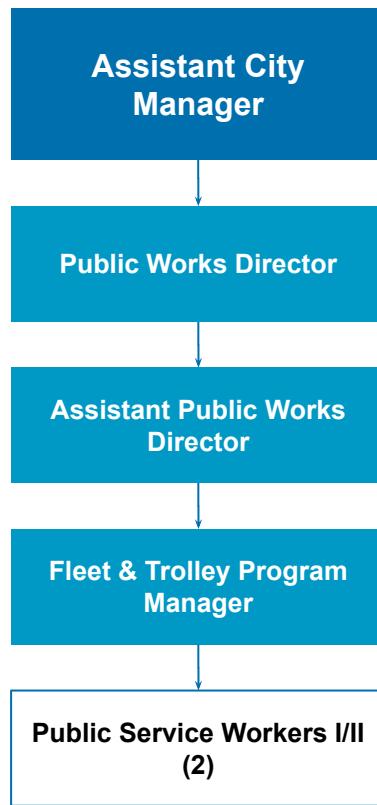
- Completed repair and replacement of 40,000 linear feet of sidewalk Citywide.
- Installed a traffic circle on NW 14 Place, in the Majorca Isles-Walden Neighborhood
- Installed speed humps at fifteen (15) locations Citywide. And six (6) speed feedback signs
- Completed sidewalk repair, ADA improvements, milling and resurfacing of streets in the area bounded by Sunshine State Parkway West, NW 12 Avenue, NW 168 Drive and NW 179 Street.
- Completed sidewalk repair, ADA improvements, milling and resurfacing of streets in the area bounded by NW 187 Street, NW 199 Street, NW Sunshine Parkway East and NW 12 Avenue.
- Completed sidewalk repair, ADA improvements, milling and resurfacing of streets in the area bounded by NW 175 Street, NW 183 Street, NW 17 Avenue and NW 27
- Completed sidewalk repair, ADA improvements, milling and resurfacing of streets in the area bounded by Sunshine State Parkway East, NW 7 Avenue, NW 175 Drive and NW 183 Street.
- Completed sidewalk repair, ADA improvements, milling and resurfacing of streets in the area bounded by NW 205 Street, NW 211 Street, NW 27 Avenue and NW 37 Avenue
- Completed construction of the NW 7 Avenue Streetscape Project.
- Completed installation 50 additional streetlights Citywide

FY 2024-2025 Goals and Objectives

- Complete repair and replacement of 40,000 linear feet of sidewalk Citywide.
- Complete construction of the NW 191 Street- Betty T Ferguson Trail Project.
- Complete design of the Biscayne Trail Project
- Complete sidewalk repair, ADA improvements, milling and resurfacing of streets in the area bounded by NW 211 Street, NW 215 Street, NW 27 Avenue and NW 37 Avenue.

Transportation Fund Public Works Department Expenditures		2023 Actual	Adopted 2024 Budget	Estimated 2024 Actual	Proposed 2025 Budget
Citizens Independent Transportation Trust - Capital Projects					
Personnel Services					
100-41-05-541-102-00	Regular Salaries and Wages	\$238,307	\$282,657	\$287,307	\$300,492
100-41-05-541-104-00	Overtime	\$1,074	\$-	\$440	\$-
100-41-05-541-105-00	Special Pay	\$1,569	\$1,800	\$1,588	\$1,800
100-41-05-541-201-00	FICA	\$17,926	\$21,761	\$22,196	\$23,125
100-41-05-541-202-00	Retirement	\$29,770	\$38,357	\$38,625	\$40,957
100-41-05-541-203-00	Life and Health Insurance	\$32,423	\$39,582	\$29,754	\$40,348
100-41-05-541-204-00	Workers' Compensation	\$6,636	\$3,017	\$17,524	\$24,002
Operating Expenditures					
100-41-05-541-340-00	Other Contractual	\$242	\$-	\$-	\$-
100-41-05-541-410-00	Communications Svc.	\$5,514	\$550	\$394	\$550
100-41-05-541-440-00	Rentals and Leases	\$11,614	\$-	\$-	\$-
100-41-05-541-493-00	Software License	\$13,122	\$-	\$-	\$-
100-41-05-541-530-00	Road Materials and Supplies	\$-	\$1,000	\$-	\$1,000
Capital Outlay					
100-41-05-541-630-00	Infrastructure Improvements Sidewalk/Resurf NW 27 Ave to NW 37	\$4,544,268	\$2,175,000	\$9,243,501	\$4,000,000
100-41-05-541-630-12	Ave	\$-	\$-	\$101,578	\$-
100-41-05-541-630-13	Irrigation Pump System (CITT Roads)	\$950	\$-	\$1,140	\$25,000
100-41-05-541-630-14	Road Traffic Calming Lighting	\$342,148	\$750,000	\$1,335,309	\$150,000
100-41-05-541-630-15	CITT Sidewalk Stand-alone	\$299,953	\$250,000	\$253,672	\$250,000
100-41-05-541-630-16	Pavement Project	\$-	\$125,000	\$475,000	\$100,000
100-41-05-541-630-17	Sidewalk/Resurf- Vista Verde Phase 3 Sidewalk/Resurf (2 Av-7 Av/183 St-191St)	\$-	\$-	\$312,370	\$-
100-41-05-541-630-18	Sidewalk/Resurf (2 Av-7 Av/7 Av X-183 St)	\$139,087	\$-	\$125,489	\$-
100-41-05-541-630-19	Rolling Oaks	\$162,497	\$-	\$209,961	\$-
100-41-05-541-630-22		\$16,250	\$-	\$35,506	\$-
Debt Service					
100-41-05-541-710-01	Principal- Debt Service (Leases)	\$9,956	\$-	\$-	\$-
100-41-05-541-720-01	Interest- Debt Service (Leases)	\$8	\$-	\$-	\$-
TOTAL CITT- CAPITAL PROJECTS		\$5,873,314	\$3,688,724	\$12,491,354	\$4,957,274

Public Works Department - CITT Transit Division



Public Works Department - CITT Transit Division

Mission

This Division will utilize the funding from Citizens Independent Transportation Trust to perform capital projects related to ADA sidewalk improvements around the bus stops, bus shelter maintenance/improvements and a bus circulator related to transit.

Staffing Levels

Authorized Positions	FY 20-21	FY 21-22	FY 22-23	FY 23-24	FY 24-25
Public Service Worker I	1.00	1.00	1.00	1.00	1.00
Public Service Worker II	1.00	1.00	1.00	1.00	1.00
Transit Coordinator	0.00	0.00	0.00	1.00	1.00
Trolley Program Manager	1.00	1.00	1.00	0.00	0.00
Fleet & Trolley Program Manager	0.00	0.00	0.00	0.75	0.75
TOTAL STAFFING	3.00	3.00	3.00	3.75	3.75

Program Expenditures

Category	Actual FY 20-21	Actual FY 21-22	Actual FY 22-23	Budget FY 23-24	Budget FY 24-25
Personnel Services	\$227,924	\$261,345	\$318,324	\$353,322	\$377,170
Operating Expenses	\$1,107,723	\$1,000,474	\$1,341,421	\$1,857,216	\$1,794,318
Capital Outlay	\$6,685	\$53,314	\$37,580	\$50,000	\$150,000
Total Division	\$1,342,332	\$1,315,133	\$1,697,325	\$2,260,538	\$2,321,488

Analysis

For Fiscal Year 2025, the City's Transit program will continue to provide essential transportation services for residents through the successful trolley program. The program will also continue to make improvements through replacement of bus stops/shelters, benches, trash cans and other other related items.

Public Works Department - CITT Transit Division

Accomplishments, Goals & Objectives

FY 2023-2024 Accomplishments

- Completed a study of the existing trolley system and developed new routes for the existing 3 routes and added 4th route.
- Reduced the headways on all routes to less than one (1) hour
- Launched a 4th Trolley Route.
- Replaced 60 benches and trash receptacles at bus stops
- Installed two (2) new bus shelters
- Provided transit services for a total approximately 67,000 passengers
- Painted twenty (20) bus shelters
- Removed approximately 5,000 bags of litter from bus stop locations

FY 2024-2025 Goals and Objectives

- Install four (4) new shelters.
- Paint (50) bus shelters.
- Replace weathered and damaged benches and trash receptacles as needed.
- Promote the City's Trolley service to grow ridership and provide mobility choices to residents

Performance Indicators

Objectives	Performance Indicators	Actual FY 2023	Budget FY 2024	Budget FY 2025
Trolley schedule efficiency	Percentage of punctuality in bus stop arrival.	84%	90%	95%
Increase Trolley Rideship	Average number of riders per month.	5,614	5,640	5,700
Ensure clean and safe transit facilities	Inspection and cleaning of bus shelters	480	540	600
Service beyond Scheduled Routes. Special Events.		17	20	25

Transportation Fund Public Works Department Expenditures		2023 Actual	Adopted 2024 Budget	Estimated 2024 Actual	Proposed 2025 Budget
Citizens Independent Transportation Trust - Transit					
Personnel Services					
100-41-06-541-102-00	Regular Salaries and Wages	\$177,631	\$199,990	\$226,095	\$211,936
100-41-06-541-104-00	Overtime	\$54,183	\$45,000	\$58,496	\$45,000
100-41-06-541-105-00	Special Pay	\$600	\$450	\$1,784	\$450
100-41-06-541-201-00	FICA	\$17,182	\$18,776	\$21,724	\$19,690
100-41-06-541-202-00	Retirement	\$27,249	\$33,245	\$38,619	\$35,020
100-41-06-541-203-00	Life and Health Insurance	\$36,459	\$47,271	\$45,470	\$55,884
100-41-06-541-204-00	Workers' Compensation	\$5,020	\$8,590	\$7,599	\$9,190
Operating Expenditures					
100-41-06-541-310-00	Professional Services	\$991,058	\$1,332,000	\$476,594	\$1,332,000
100-41-06-541-340-00	Other Contractual	\$41,352	\$83,500	\$670	\$78,500
100-41-06-541-400-00	Travel & Per Diem	\$-	\$1,500	\$3	\$1,500
100-41-06-541-410-00	Communications Svc.	\$1,206	\$1,840	\$2,222	\$2,160
100-41-06-541-440-00	Rentals and Leases	\$9,946	\$136,376	\$56,908	\$78,158
100-41-06-541-460-00	Repairs and Maintenance Service	\$292,854	\$290,000	\$42,207	\$290,000
100-41-06-541-470-00	Printing & Binding	\$2,727	\$3,000	\$4,797	\$3,000
100-41-06-541-494-00	Advertising	\$1,218	\$2,000	\$512	\$2,000
100-41-06-541-520-00	Operating Supplies	\$153	\$5,000	\$2,773	\$5,000
100-41-06-541-528-00	Small Tools and Equipment	\$907	\$2,000	\$862	\$2,000
Capital Outlay					
100-41-06-541-630-00	Infrastructure Improvements	\$37,580	\$50,000	\$21,101	\$150,000
TOTAL CITT- TRANSIT		\$1,697,325	\$2,260,538	\$1,008,436	\$2,321,488

Transportation Fund Public Works Department Expenditures		2023 Actual	Adopted 2024 Budget	Estimated 2024 Actual	Proposed 2025 Budget
Citizens Independent Transportation Trust- Settlement					
TOTAL TRANSPORTATION FUND EXPENDITURES		\$12,294,790	\$10,559,795	\$18,206,156	\$11,899,662
TRANSPORTATION FUND REVENUES (-) EXPENDITURES		\$(12,294,790)	\$(10,559,795)	\$(18,206,156)	\$(11,899,662)

Public Works Department - CITT Settlement Division

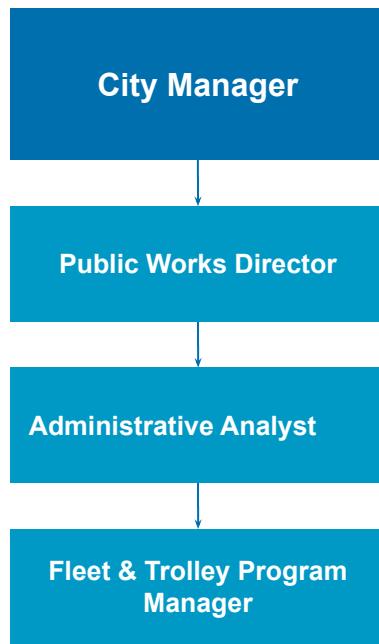
Mission

This Division will utilize the funding from Citizens Independent Transportation Trust (CITT) to perform capital projects related to ADA sidewalk improvements around the bus stops, bus shelter maintenance/improvements and a bus circulator related to transit.

Program Expenditures

Category	Actual FY 20-21	Actual FY 21-22	Actual FY 22-23	Budget FY 23-24	Budget FY 24-25
Capital Outlay	\$228,848	\$-	\$-	\$-	\$-
Total Division	\$228,848	\$-	\$-	\$-	\$-

Public Works Department - Fleet Services Division



Public Works Department - Fleet Services Division

Mission

The Fleet Services division is responsible for developing policies and procedures for effective and efficient purchase, assignment, use, maintenance, and disposal of the city's fleet. This division ensures the cost-effective purchase of safe, energy-efficient and quality motor vehicles. Additionally, the division strives to achieve maximum feasible return from disposal of used and surplus equipment.

Staffing Levels

Authorized Positions	FY 20-21	FY 21-22	FY 22-23	FY 23-24	FY 24-25
Fleet Services Representative	1.00	1.00	1.00	0.00	0.00
Fleet & Trolley Program Manager	0.00	0.00	0.00	0.25	0.25
Fleet Services Admin Analyst	1.00	1.00	1.00	1.00	1.00
TOTAL STAFFING	2.00	2.00	2.00	1.25	1.25

Program Expenditures

Category	Actual FY 20-21	Actual FY 21-22	Actual FY 22-23	Budget FY 23-24	Budget FY 24-25
Personnel Services	\$120,569	\$81,122	\$88,018	\$118,641	\$128,705
Operating Expenses	\$3,878,203	\$4,394,932	\$2,117,854	\$3,843,934	\$4,068,531
Capital Outlay	\$-	\$-	\$334,807	\$-	\$-
Debt Service (Lease)	\$-	\$-	\$2,159,690	\$-	\$-
TOTAL EXPENDITURES	\$3,998,772	\$4,476,054	\$4,700,369	\$3,962,575	\$4,197,236

Analysis

For Fiscal Year 2025, the Fleet division will continue to focus on enterprise leasing by allowing each department the opportunity in taking ownership of leasing vehicles and any expense (i.e. Oil changes, fuel, etc.) that may arise.

Public Works Department - Fleet Services Division

Accomplishments, Goals & Objectives

FY 2023-2024 Accomplishments

- Completed replacement of 32 leased units for Building, Code Enforcement, Parks and Public Works Department
- Completed repair of 80 accident units and returned them to service
- Auctioned 25 old City owned vehicles and equipment
- Procured, equipped and placed ten (10) additional police patrol units into service
- Implemented a comprehensive citywide vehicle inspection program

FY 2024-2025 Goals and Objectives

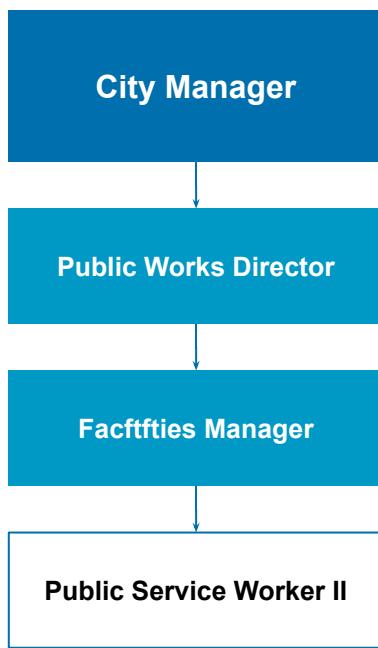
- Complete the replacement of the initial batch of leased police vehicles through the Enterprise Fleet Management lease program.
- Complete replacement of all City-owned light duty vehicles with leased units
- Solicit and negotiate competitive and cost-saving fleet services with reliable local vendors

Performance Indicators

Objectives	Performance Indicators	Actual FY 2023	Budget FY 2024	Budget FY 2025
Complete a minimum of 900 work orders submitted for repairs and preventative maintenance.	Number of work orders completed.	1,352	950	950
Repair vehicle collisions.	Number of collisions.	35	70	70

General Fund Fleet Division Expenditures	2023 Actual	Adopted 2024 Budget	Estimated 2024 Actual	Proposed 2025 Budget
Personnel Services				
001-19-03-519-102-00 Regular Salaries and Wages	\$64,229	\$86,176	\$60,192	\$92,017
001-19-03-519-104-00 Overtime	\$273	\$-	\$337	\$-
001-19-03-519-105-00 Special Pay	\$600	\$150	\$589	\$150
001-19-03-519-201-00 FICA	\$4,903	\$6,604	\$4,716	\$7,051
001-19-03-519-202-00 Retirement	\$7,961	\$11,694	\$8,213	\$12,542
001-19-03-519-203-00 Life and Health Insurance	\$9,991	\$13,784	\$10,000	\$16,696
001-19-03-519-204-00 Workers' Compensation	\$61	\$233	\$95	\$249
Operating Expenditures				
001-19-03-519-310-00 Professional Services	\$-	\$-	\$900	\$-
001-19-03-519-340-00 Other Contractual	\$6,114	\$67,599	\$17,689	\$72,000
001-19-03-519-400-00 Travel & Per Diem	\$1,000	\$800	\$1,000	\$800
001-19-03-519-440-00 Rentals and Leases	\$459,826	\$2,625,335	\$2,625,335	\$2,645,531
001-19-03-519-460-00 Repairs and Maintenance Service	\$705,658	\$300,000	\$988,029	\$500,000
001-19-03-519-510-00 Office Supplies	\$-	\$200	\$123	\$200
001-19-03-519-520-00 Operating Supplies	\$174	\$-	\$-	\$-
001-19-03-519-527-00 Gasoline & Lubricants	\$945,082	\$850,000	\$850,000	\$850,000
Capital Outlay				
001-19-03-519-640-01 Leases	\$334,807	\$-	\$-	\$-
001-19-03-519-710-01 Principal- Debt Service (Leases)	\$2,144,854	\$-	\$-	\$-
001-19-03-519-720-01 Interest- Debt Service (Leases)	\$14,836	\$-	\$-	\$-
TOTAL FLEET	\$4,700,369	\$3,962,575	\$4,567,218	\$4,197,236

Public Works Department - City Hall Maintenance Division



Public Works Department - City Hall Maintenance Division

Mission

The City Maintenance division provides maintenance oversight for the City Hall Administrative Building, the Police Building and all the other City facilities except for Parks. This Division was established to account for maintenance repairs and utility costs associated with the buildings.

Staffing Levels

Authorized Positions	FY 20-21	FY 21-22	FY 22-23	FY 23-24	FY 24-25
Facility Manager	1.00	1.00	1.00	1.00	1.00
Public Service Worker II	1.00	1.00	1.00	1.00	1.00
TOTAL STAFFING	2.00	2.00	2.00	2.00	2.00

Program Expenditures

Category	Actual FY 20-21	Actual FY 21-22	Actual FY 22-23	Budget FY 23-24	Budget FY 24-25
Personnel Services	\$251,215	\$236,095	\$221,927	\$239,864	\$245,104
Operating Expenses	\$711,477	\$694,205	\$768,495	\$713,523	\$810,523
TOTAL DIVISION	\$962,692	\$930,300	\$990,422	\$953,387	\$1,055,627

Analysis

In FY 2025 the budget for the division will increase slightly as compared to the previous year. The Operating Expenditure increase can be attributed to an increase in funding for repairs and maintenance service, as well as an increase to cover water utilitiy charges.

Public Works Department - City Hall Maintenance Division

Accomplishments, Goals & Objectives

FY 2023-2024 Accomplishments

- Completed all inspections, tests and preventative maintenance activities on air-condition systems, emergency generators, elevators and fire protection systems
- Performed annual maintenance of solar panels on City Hall Complex buildings.
- Pressure washed walkways and roof in the Municipal Complex and sections of the parking garage.
- Replaced lights in the parking garage.
- Replaced radiator on generator.
- Updated the City Hall Complex Maintenance Plan.
- Placed upgraded irrigation system into service.
- Completed landscape enhancement at the City Hall Complex.

FY 2024-2025 Goals and Objectives

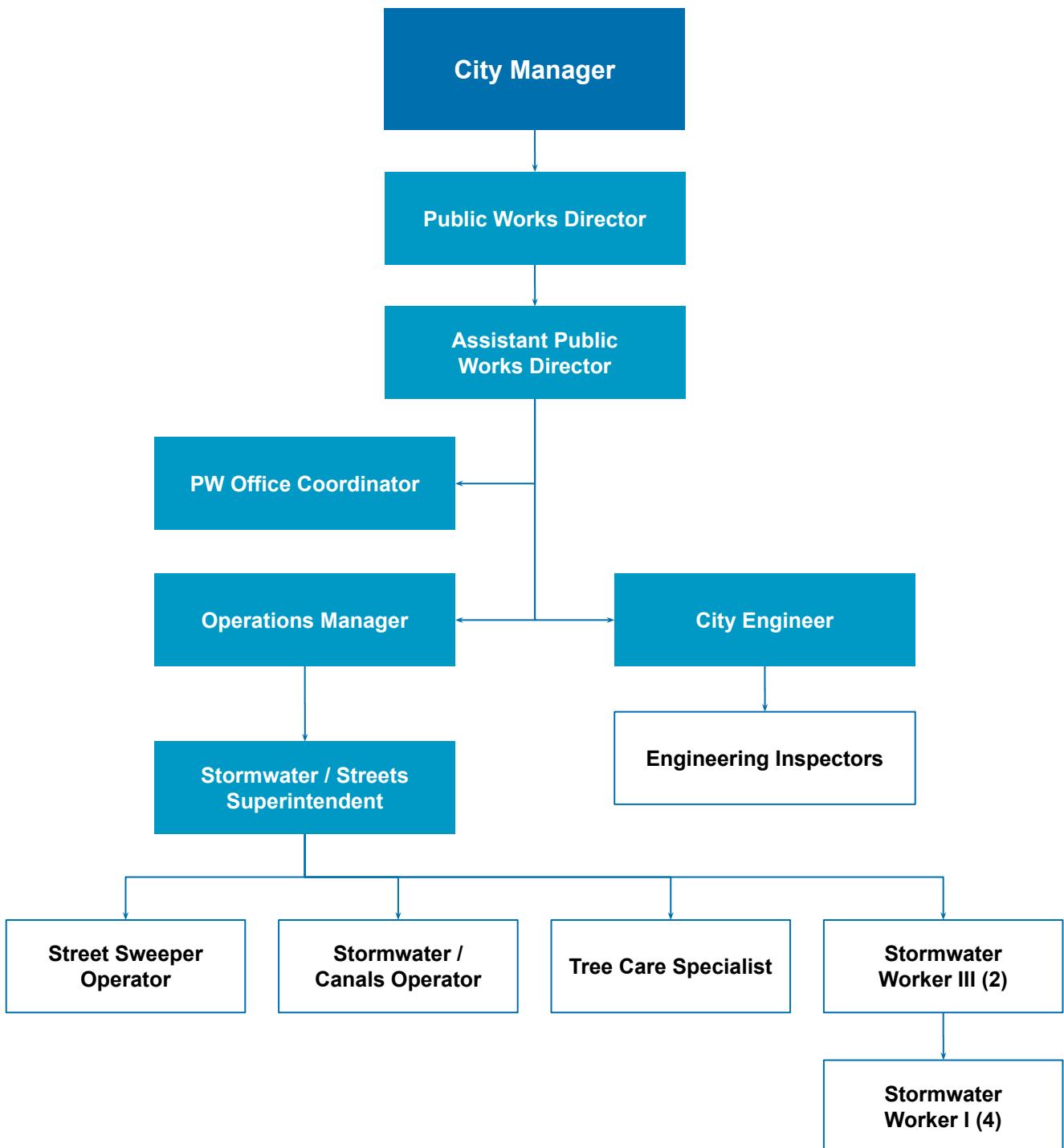
- Rejuvenate plant material within the City Hall Complex.
- Monitor the power supply from the solar panels and provide maintain required maintenance.
- Complete all inspections, tests and preventative maintenance activities on air-condition systems, emergency generators, elevators and fire protection systems.
- Facilitate events held at City Hall.
- Clean windows on City Hall and Police Department Buildings.
- Complete all work orders.

Performance Indicators

Objectives	Performance Indicators	Actual FY 2023	Budget FY 2024	Budget FY 2025
Complete a minimum of 900 work orders for repairs and preventative maintenance	Number of work orders completed	927	842	842
Number of filters changed	Number of filter changes completed.	2,000	1,944	1,972
Emergency Response to alarms, HVAC, garage door malfunctions, power issues, etc.	In-House spent on after hour service call responses.	94	54	72
Number of times to set-up for events-meetings	Number of setups completed.	40	36	38

General Fund City Hall Maintenance Division Expenditures	2023 Actual	Adopted 2024 Budget	Estimated 2024 Actual	Proposed 2025 Budget
Personnel Services				
001-19-04-519-102-00 Regular Salaries and Wages	\$155,147	\$161,838	\$159,327	\$172,173
001-19-04-519-104-00 Overtime	\$6,617	\$3,500	\$6,059	\$3,500
001-19-04-519-105-00 Special Pay	\$2,160	\$2,160	\$2,119	\$2,160
001-19-04-519-201-00 FICA	\$12,167	\$12,814	\$12,909	\$13,604
001-19-04-519-202-00 Retirement	\$19,874	\$22,436	\$22,443	\$23,944
001-19-04-519-203-00 Life and Health Insurance	\$24,961	\$27,035	\$21,871	\$26,815
001-19-04-519-204-00 Workers' Compensation	\$1,001	\$10,081	\$1,719	\$2,908
Operating Expenditures				
001-19-04-519-340-00 Other Contractual	\$194,327	\$195,769	\$193,730	\$195,769
001-19-04-519-431-00 Electricity	\$282,106	\$258,881	\$250,951	\$258,881
001-19-04-519-432-00 Water	\$60,157	\$52,000	\$75,295	\$85,000
001-19-04-519-434-00 Cable T.V. service	\$5,603	\$-	\$283	\$-
001-19-04-519-460-00 Repairs and Maintenance Service	\$219,190	\$198,007	\$252,800	\$262,007
001-19-04-519-497-00 Other Obligations	\$2,354	\$1,516	\$2,505	\$1,516
001-19-04-519-510-00 Office Supplies	\$-	\$300	\$300	\$300
001-19-04-519-520-00 Operating Supplies	\$3,364	\$5,300	\$4,080	\$5,300
001-19-04-519-525-00 Uniforms	\$45	\$250	\$250	\$250
001-19-04-519-527-00 Gasoline & Lubricants	\$1,349	\$1,500	\$1,500	\$1,500
TOTAL CITY HALL MAINTENANCE	\$990,422	\$953,387	\$1,008,141	\$1,055,627

Stormwater Operations & Engineering Divisions



Stormwater Operations & Engineering Divisions

Mission

The mission of the Stormwater Utility is to identify and resolve flooding issues within the City. It does this through routine maintenance of drainage structures, street cleaning, construction of new drainage systems and the periodic cleaning of canals. Furthermore, the division continues to identify the City's stormwater inventory as drains are cleaned throughout the City.

Staffing Levels

Authorized Positions	FY 20-21	FY 21-22	FY 22-23	FY 23-24	FY 24-25
Administrative Analyst	1.00	1.00	1.00	0.00	0.00
Administrative Assistant	0.00	0.00	0.00	1.00	1.00
PW Office Coordinator	0.00	0.00	0.00	1.00	1.00
City Engineer	1.00	1.00	1.00	1.00	1.00
Building Inspector/Plans Examiner	0.20	0.20	0.20	0.20	0.20
Engineering Inspector I	1.00	1.00	1.00	1.00	1.00
Engineering Inspector III	1.00	1.00	1.00	1.00	1.00
Stormwater/Street Superintendent	1.00	1.00	1.00	1.00	1.00
Street Sweeper Operator	1.00	1.00	1.00	1.00	1.00
Stormwater Worker III	2.00	2.00	2.00	2.00	4.00
Stormwater Worker I	4.00	4.00	4.00	4.00	2.00
Public Service Worker II	0.00	0.00	0.00	0.00	0.50
Chief Plumbing Inspector/Plans Examiner	0.20	0.20	0.20	0.20	0.20
Tree Care Specialist	0.75	0.75	0.75	0.75	0.75
TOTAL STAFFING	13.15	13.15	13.15	14.15	14.65

Program Expenditures

Category	Actual FY 20-21	Actual FY 21-22	Actual FY 22-23	Budget FY 23-24	Budget FY 24-25
Personnel Services	\$882,540	\$921,240	\$707,324	\$1,083,114	\$1,329,667
Operating Expenses	\$1,791,852	\$1,811,084	\$2,300,273	\$1,144,698	\$1,620,265
Capital Outlay	\$-	\$-	\$-	\$2,759,000	\$2,737,000
Debt Service	\$180,779	\$191,358	\$188,914	\$547,134	\$547,264
Interfund Transfers	\$511,838	\$445,235	\$498,797	\$559,346	\$566,403
TOTAL DIVISION	\$3,367,009	\$3,368,917	\$3,695,308	\$6,093,292	\$6,800,599

Analysis

In FY 2025, the operations divisions continues to complete more drainage improvement projects throughout the city. Additional funding has also been provided for canal maintenance per an Interlocal Agreement with Miami-Dade County.

Stormwater Operations & Engineering Divisions

Accomplishments, Goals & Objectives

FY 2023-2024 Accomplishments

- Completed construction of drainage improvements on NW 170 Street (west of NW 22 Avenue)
- Completed construction of drainage improvements on NW 37 Court (NW 163 Street to NW 165 Street)
- Completed construction of drainage improvements on NW 177 Street (east of NW 27 Avenue)
- Completed construction of drainage improvements on NW 171 Street at NE 2 Court
- Completed construction of drainage improvements on NW 24 Place at NW 178 Terrace
- Completed construction of the NW 7 Avenue Roadway and Drainage Improvement Project
- Completed construction of the NW 151 Street/NW 37 Avenue Industrial Area Drainage Project
- Completed construction of the Vista Verde Phase 4 Roadway and Drainage Improvement Project
- Completed design of roadway and drainage improvements in Leslie Estates Phase 2 Project
- Cleaned 1,000 drainage structures and 20,000 linear feet of drainage pipes
- Removed approximately 2,000 bags of litter from canals

FY 2024-2025 Goals and Objectives

- Complete construction of the Marco Canal Embankment Stabilization Project
- Complete construction of the Marco Canal Culvert Rehabilitation Project
- Complete construction of repetitive loss properties right-of-way drainage improvements funded by HUD State Grant
- Complete construction of the New Annexed Area Drainage and Roadway Improvements Project
- Complete construction of the NE 5 Avenue Drainage and Roadway Improvements Project
- Procure bids, award contract for Leslie Estates Phase 2 Roadway and Drainage Improvement Project
- Complete design of Leslie Estates Phase 3 Roadway and Drainage Improvement Project
- Identify and submit grant applications for Canal Embankment restoration projects to assist residents with failing slopes or retaining walls
- Identify and submit grant applications for neighborhood drainage improvements
- Clean 1,200 drainage structures and 24,000 linear feet of drainage pipes

Performance Indicators

Objectives	Performance Indicators	Actual FY 2023	Budget FY 2024	Budget FY 2025
Inspect and/or clean no less than 600 Catch Basins.	Number of catch basins cleaned and inspected.	836	850	850
Inspect and/or no less than 12,000 linear feet of drainage piping .	Number of drainage piping cleaned and inspected.	13,430	18,000	18,000
Sweep1000 miles of streets.	Number of miles of streets swept.	1,061	2,000	2,000
Inspect and/or clean 50 culverts.	Number of culverts cleaned, inspected or maintained.	45	50	50

Stormwater Operations & Engineering Divisions

Inspect and/or clean no less than 500 manholes.	Number of manholes cleaned and inspected.	789	600	600
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Stormwater Utility Fund Expenditures		2023 Actual	Adopted 2024 Budget	Estimated 2024 Budget	Proposed 2025 Budget
Operating Division					
Personnel Services					
401-41-03-538-102-00	Regular Salaries and Wages	\$365,621	\$472,882	\$432,684	\$628,004
401-41-03-538-104-00	Overtime	\$22,867	\$10,000	\$11,713	\$20,000
401-41-03-538-105-00	Special Pay	\$1,552	\$1,650	\$8,692	\$4,050
401-41-03-538-201-00	FICA	\$27,148	\$37,067	\$33,351	\$49,882
401-41-03-538-202-00	Retirement	\$49,134	\$65,527	\$54,425	\$88,323
401-41-03-538-203-00	Life and Health Insurance	\$84,801	\$132,588	\$71,508	\$143,401
401-41-03-538-204-00	Workers' Compensation	\$9,919	\$31,949	\$34,017	\$41,831
401-41-03-538-260-00	OPEB Expenses	\$(97)	\$-	\$-	\$-
Operating Expenditures					
401-41-03-538-310-00	Professional Services	\$578,724	\$275,000	\$321,315	\$275,000
401-41-03-538-315-00	Fee Collection Charges	\$56,664	\$54,000	\$55,115	\$54,000
401-41-03-538-340-00	Other Contractual	\$284,752	\$352,028	\$363,208	\$750,120
401-41-03-538-360-00	Pension Benefits	\$98,961	\$-	\$-	\$-
401-41-03-538-400-00	Travel & Per Diem	\$21	\$4,000	\$20	\$4,000
401-41-03-538-410-00	Communications Svc.	\$3,069	\$1,000	\$4,837	\$1,000
401-41-03-538-421-00	Postage & Freight	\$29	\$200	\$-	\$200
401-41-03-538-431-00	Electricity	\$14,721	\$8,000	\$7,343	\$8,000
401-41-03-538-432-00	Water	\$2,476	\$1,500	\$4,353	\$1,500
401-41-03-538-440-00	Rentals and Leases	\$30,152	\$32,247	\$92,604	\$78,124
401-41-03-538-460-00	Repairs and Maintenance Service	\$84,735	\$76,152	\$86,814	\$96,152
401-41-03-538-470-00	Printing & Binding	\$446	\$3,000	\$172	\$3,000
401-41-03-538-494-00	Advertising	\$-	\$1,700	\$-	\$1,700
401-41-03-538-497-00	Other Obligations	\$24,042	\$42,358	\$25,948	\$42,359
401-41-03-538-510-00	Office Supplies	\$1,762	\$1,400	\$1,081	\$1,400
401-41-03-538-520-00	Operating Supplies	\$24,070	\$29,500	\$23,807	\$29,500
401-41-03-538-521-00	Computers	\$-	\$1,750	\$-	\$1,750
401-41-03-538-524-00	Computer software	\$17,789	\$19,895	\$710	\$19,895
401-41-03-538-525-00	Uniforms	\$5,537	\$8,990	\$7,651	\$8,990
401-41-03-538-527-00	Gasoline & Lubricants	\$6,291	\$40,000	\$5,887	\$40,000
401-41-03-538-528-00	Small Tools and Equipment	\$3,319	\$6,000	\$2,303	\$6,000
401-41-03-538-530-00	Road Materials and Supplies	\$8,967	\$8,000	\$4,945	\$15,000
401-41-03-538-531-00	Landscape Supplies/Materials	\$2,073	\$2,300	\$-	\$2,300
401-41-03-538-540-00	Books, Publications, and Dues	\$1,994	\$2,200	\$404	\$2,200
401-41-03-538-550-00	Educational & Training	\$1,204	\$3,000	\$12,227	\$7,000
401-41-03-538-590-00	Depreciation Expenses IOTHB	\$610,445	\$-	\$-	\$-
401-41-03-538-591-90	Depreciation Exp- E&M	\$358,042	\$-	\$-	\$-
Capital Outlay					
Stormwater Treatment Swale					
401-41-03-538-635-00	Projects	\$-	\$200,000	\$32,999	\$180,000
401-41-03-538-640-00	Machinery & Equipment	\$-	\$139,000	\$142,890	\$137,000
Debt Service					
401-41-03-538-710-00	Principal- Debt Service	\$-	\$408,263	\$375,153	\$428,807
401-41-03-538-720-00	Interest- Debt Service	\$165,959	\$138,871	\$127,608	\$118,457
401-41-03-538-720-01	Interest- Debt Service	\$58	\$-	\$-	\$-
401-41-03-538-740-00	Lease Amortization	\$22,897	\$-	\$-	\$-
Non-Operating Expenditures					
401-41-03-538-914-01	Transfer to General Fund	\$270,403	\$324,100	\$324,100	\$324,100
401-41-03-538-917-00	Transfer to Transportation Fund	\$228,394	\$235,246	\$235,246	\$242,303

Stormwater Utility Fund Expenditures	2023 Actual	Adopted 2024 Budget	Estimated 2024 Budget	Proposed 2025 Budget
Operating Division				
TOTAL STORMWATER OPERATIONS	\$3,468,941	\$3,171,363	\$2,905,130	\$3,855,348

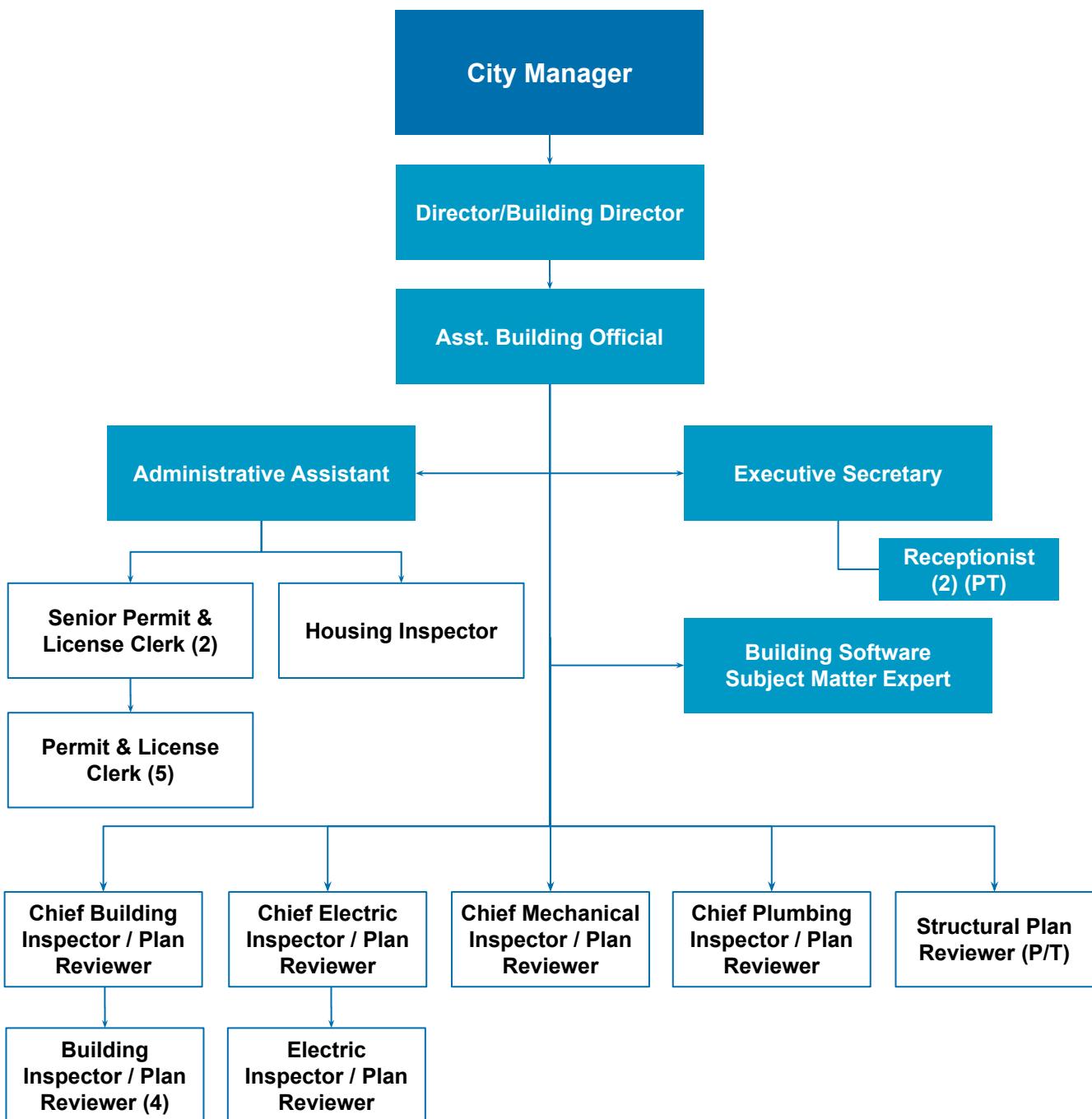
Stormwater Utility Fund Expenditures		2023 Actual	Adopted 2024 Budget	Estimated 2024 Budget	Proposed 2025 Budget
Engineering Division					
Personnel Services					
401-41-09-538-102-00	Regular Salaries and Wages	\$102,543	\$233,949	\$52,380	\$244,235
401-41-09-538-104-00	Overtime	\$3,619	\$2,000	\$837	\$4,000
401-41-09-538-105-00	Special Pay	\$831	\$600	\$600	\$600
401-41-09-538-201-00	FICA	\$8,103	\$18,096	\$4,140	\$19,036
401-41-09-538-202-00	Retirement	\$12,901	\$32,018	\$7,222	\$33,834
401-41-09-538-203-00	Life and Health Insurance	\$15,654	\$37,963	\$10,183	\$40,768
401-41-09-538-204-00	Workers' Compensation	\$2,728	\$6,825	\$5,215	\$11,703
Operating Expenditures					
401-41-09-538-310-00	Professional Services	\$63,413	\$128,000	\$118,740	\$128,000
401-41-09-538-340-00	Other Contractual	\$63	\$-	\$137	\$-
401-41-09-538-400-00	Travel & Per Diem	\$-	\$1,500	\$-	\$1,500
401-41-09-538-410-00	Communications Svc.	\$793	\$3,000	\$-	\$3,000
401-41-09-538-421-00	Postage & Freight	\$-	\$9,000	\$-	\$9,000
401-41-09-538-470-00	Printing & Binding	\$-	\$3,800	\$50	\$3,800
401-41-09-538-493-00	Software License	\$9,986	\$16,644	\$13,778	\$16,640
401-41-09-538-494-00	Advertising	\$-	\$500	\$-	\$500
401-41-09-538-510-00	Office Supplies	\$420	\$500	\$1,004	\$500
401-41-09-538-520-00	Operating Supplies	\$494	\$500	\$126	\$500
401-41-09-538-524-00	Computer software	\$3,411	\$3,500	\$3,300	\$4,100
401-41-09-538-525-00	Uniforms	\$647	\$434	\$360	\$435
401-41-09-538-540-00	Books, Publications, and Dues	\$-	\$1,850	\$-	\$1,850
401-41-09-538-550-00	Educational & Training	\$761	\$1,250	\$219	\$1,250
Capital Outlay					
401-41-09-538-630-00	Infrastructure Improvements	\$-	\$2,400,000	\$4,327,353	\$2,400,000
401-41-09-538-630-02	Culvert/Headwall Repairs Project	\$-	\$-	\$394,676	\$-
401-41-09-538-630-16	Vista Verde Phase IV	\$-	\$-	\$64,646	\$-
401-41-09-538-630-17	NW 2 Ave- 7 Ave Drainage Prj	\$-	\$-	\$1,000	\$-
401-41-09-538-630-21	Canal Erosion Protection Project	\$-	\$-	\$1,186,701	\$-
401-41-09-538-643-00	Computer Software	\$-	\$20,000	\$27,240	\$20,000
TOTAL STORMWATER ENGINEERING		\$226,367	\$2,921,929	\$6,219,907	\$2,945,251

Public Works Department - Public Works Grants

Program Expenditures

Category	Actual FY 20-21	Actual FY 21-22	Actual FY 22-23	Budget FY 23-24	Budget FY 24-25
Operating Expenses	\$(4,062)	\$-	\$-	\$-	\$-
Capital Outlay	\$28,642	\$-	\$-	\$-	\$-
TOTAL EXPENDITURES	\$24,580	\$-	\$-	\$-	\$-

Building Services Department



Building Services Department

Mission

The Building Services Department is committed to preserving the health, safety and welfare of its residents, businesses and the general public through the interpretation and enforcement of the Florida Building Code, as well as other applicable regulations governing construction and land use. The Department is committed to providing quality services to all citizens through innovation, continuous improvement, and excellence in customer service. Through orderly review, processing, issuance and inspection of building permits, the Department ensures construction within the City complies with the provisions of all applicable codes to enhance the general quality of life.

Staffing Levels

Authorized Positions	FY 20-21	FY 21-22	FY 22-23	FY 23-24	FY 24-25
Community Improvement Director	0.20	0.20	0.00	0.00	0.00
Building Official	1.00	1.00	1.00	1.00	1.00
Assistant Building Official	0.00	0.00	0.00	1.00	1.00
Chief Building Inspector	1.00	1.00	1.00	1.00	1.00
Chief Electrical Inspector	1.00	1.00	1.00	1.00	1.00
Chief Mechanical Inspector	1.00	1.00	1.00	1.00	1.00
Chief Plumbing Inspector	0.80	0.80	0.80	0.80	0.80
Building Inspector/Plans Examiner	2.80	2.80	2.80	2.80	2.80
Electrical Inspector/Plans Examiner	1.00	1.00	1.00	1.00	1.00
Building Dept. Subject Matter Expert	1.00	1.00	1.00	1.00	1.00
Structural Plans Examiner	0.50	0.50	0.50	0.50	0.50
Senior Permit & Licensing Clerk	2.00	2.00	2.00	0.00	0.00
Building Review Coordinator I	0.00	0.00	0.00	2.00	3.00
Building Review Coordinator II	0.00	0.00	0.00	2.00	2.00
Building Review Coordinator III	0.00	0.00	0.00	2.00	2.00
Permit Review Coordinator I	0.00	0.00	2.00	0.00	0.00
Permit & Licensing Clerk	5.00	5.00	3.00	1.00	0.00
Housing Inspector	1.00	1.00	1.00	1.00	1.00
GIS Analyst	0.25	0.25	0.50	0.00	0.00
GIS Administrator	0.00	0.00	0.00	0.50	0.50
Executive Secretary	0.90	0.90	0.90	1.00	1.00
Administrative Assistant	1.00	1.00	1.00	0.90	0.90
Receptionist	0.00	0.80	1.60	1.60	1.60
TOTAL STAFFING	20.45	21.25	22.10	23.10	23.10

Program Expenditures

Category	Actual FY 20-21	Actual FY 21-22	Actual FY 22-23	Budget FY 23-24	Budget FY 24-25
Personnel Services	\$2,093,502	\$2,053,177	\$2,184,021	\$2,684,743	\$2,827,555
Operating Expenses	\$680,105	\$762,017	\$1,071,596	\$940,631	\$1,167,601

Building Services Department

Capital Outlay	\$96,120	\$102,452	\$18,733	\$-	\$120,000
Capital Outlay	\$-	\$-	\$6,268	\$-	\$-
Interfund Transfers	\$553,484	\$667,128	\$705,000	\$764,737	\$767,864
Non-Operating Expenses	\$1,685,088	\$-	\$-	\$-	\$-
Total Department	\$5,108,299	\$3,584,774	\$3,985,618	\$4,390,111	\$4,883,020

Analysis

This past Fiscal year demonstrated that the Department has continued to progress and achieve new goals. There are a few projects such as Laguna Gardens that are currently midway in development and others such as Lennar's Vista Lago Townhomes and Edge Water Village at Miami Gardens which are near completion. Phase II Bridgepoint West Turnpike Industrial building, a 2 million square foot warehouse space that will generate new business to the City, is wrapping up the shell structures. The GOB also brought completion of several new recreational facilities including Bennette Lifter Park and Lester Brown Park and currently Rolling Oaks Park and Brentwood Park are underway with expected completion in summer 2024. In FY 24-25, we anticipate breaking ground on numerous projects including infrastructure for 35-Acre site that will bring entertainment, retail, restaurants and residential just north of City Hall. St. Thomas seeks to add 545 beds within 272 sleeping units which will increase capacity and allow the University to house a larger percentage of students on campus. In addition to the dormitory component, the project will also contain an 8-lane bowling facility for the St. Thomas bowling team. The Miami Gardens Multifamily Midrise Tower seeks to add an 8-story residential tower consisting of 100 market rate dwelling units with amenities. Located at NW 210st and NW 7th Ave and Derby Point, an industrial warehouse development of nearly 2 million square feet will continue providing economic growth and prosperity for our City and its residents. This continuous expansion will keep driving modernization and growth to the department, providing for a more efficient and resourceful Building Services Department.

Building Services Department

Accomplishments, Goals & Objectives

FY 2023-2024 Accomplishments

- Enhance employee development to provide exceptional internal and external customer services
- Identified and initiated process/service for continued improvements.
- Continued success CRS program rating maintaining reducing residents Flood Insurance rates.
- Implemented changes to Energov Epermitting software.
- Completed integration of Bluebeam software to provide effective electronic plan review.

FY 2024-2025 Goals and Objectives

- Update 2023 Version of Energov Epermitting software
- Continue to improve Bluebeam software to provide effective electronic plan review.
- Continue electronic based program to modernize Building Department.
- Complete the digitization process of building plans in storage for public records.
- Customize process for required Building Recertification changes.

Performance Indicators

Objectives	Performance Indicators	Actual FY 2023	Budget FY 2024	Budget FY 2025
Digitize building plans for public record storage.	Complete Digitization of plans for public record.	90%	95%	100%
Enhance employee development to provide exceptional internal and external customer services.	100% attendance of staff at recommended section specific, in-house & off site trainings.	85%	90%	100%
Continue Energov E-permitting software.	Establish Clear Transparency through Energov software.	0%	50%	100%
Train staff BlueBeam Revu	Train staff on software to reviews which will allow staff to mark up and collaborate on the same documents in real time, or any time.	80%	90%	100%
Identify and Initiate process/service improvements.	Update standard operating procedures manual and departmental forms on website.	75%	90%	100%
Implement newly required process for Unsafe Structures by Miami Dade County Board	Update standard operating procedures for Unsafe Structures	50%	75%	100%

Development Services Fund Expenditures	2023 Actual	Adopted 2024 Budget	Estimated 2024 Actual	Proposed 2025 Budget
Development Services Fund Expenditures				
Personnel Services				
105-24-02-524-102-00 Regular Salaries and Wages	\$1,607,809	\$1,905,449	\$1,759,960	\$1,994,993
105-24-02-524-104-00 Overtime	\$55,282	\$50,000	\$60,870	\$50,000
105-24-02-524-105-00 Special Pay	\$4,374	\$4,500	\$3,600	\$4,440
105-24-02-524-201-00 FICA	\$122,152	\$148,682	\$138,641	\$153,858
105-24-02-524-202-00 Retirement	\$198,417	\$296,177	\$240,168	\$313,145
105-24-02-524-203-00 Life and Health Insurance	\$185,134	\$246,828	\$189,098	\$275,295
105-24-02-524-204-00 Workers' Compensation	\$10,853	\$28,107	\$35,268	\$30,824
105-24-02-524-205-00 Unemployment Compensation	\$-	\$5,000	\$-	\$5,000
Operating Expenditures				
105-24-02-524-310-00 Professional Services	\$593,211	\$517,382	\$405,100	\$617,382
105-24-02-524-340-00 Other Contractual	\$228,919	\$151,365	\$191,655	\$181,364
105-24-02-524-400-00 Travel & Per Diem	\$1,622	\$7,150	\$-	\$6,630
105-24-02-524-410-00 Communications Svc.	\$-	\$6,057	\$-	\$12,381
105-24-02-524-440-00 Rentals and Leases	\$66,359	\$50,484	\$87,663	\$108,300
105-24-02-524-460-00 Repairs and Maintenance Service	\$15,023	\$42,244	\$17,308	\$37,198
105-24-02-524-470-00 Printing & Binding	\$738	\$14,540	\$479	\$16,210
105-24-02-524-493-00 Software License	\$137,594	\$119,087	\$119,087	\$159,289
105-24-02-524-510-00 Office Supplies	\$2,237	\$5,500	\$5,300	\$5,500
105-24-02-524-520-00 Operating Supplies	\$1,202	\$1,950	\$2,348	\$1,950
105-24-02-524-525-00 Uniforms	\$2,576	\$3,520	\$87	\$4,080
105-24-02-524-527-00 Gasoline & Lubricants	\$7,931	\$10,000	\$8,660	\$10,000
105-24-02-524-540-00 Books, Publications, and Dues	\$10,755	\$6,582	\$8,579	\$6,327
105-24-02-524-550-00 Educational & Training	\$3,429	\$4,770	\$711	\$990
Capital Outlay				
105-24-02-524-643-00 Computer Software	\$18,733	\$-	\$91,700	\$-
105-24-02-524-630-00 Improvements Other Than Bldgs.	\$-	\$-	\$-	\$120,000
Debt Service				
105-24-02-524-710-01 Principal- Debt Service (Leases)	\$6,260	\$-	\$-	\$-
105-24-02-524-720-01 Interest- Debt Service (Leases)	\$8	\$-	\$-	\$-
Non-Operating Expenditures				
105-24-02-524-914-01 Transfer to General Fund	\$603,827	\$660,528	\$660,528	\$660,528
105-24-02-524-914-03 Transfer to General Fund (Tech Fee)	\$101,173	\$104,209	\$104,209	\$107,336
Total Building Services Department	\$3,985,618	\$4,390,111	\$4,131,019	\$4,883,020

Community Development Department



Community Development Department

Mission

The Community Development Department uses funds from various public sources to address priority needs and specific objectives related to the provision of affordable housing.

The Department's activities include the development or rehabilitation of affordable housing, homeownership counseling and financial assistance, community events and programs, neighborhood association partnerships, social service referrals, and the promotion of economic opportunity within underserved areas.

Funding for the Department is provided by federal and state grant programs and program income, which includes the U.S. Department of Housing and Urban Development (HUD) Community Development Block Grant (CDBG) program and the State of Florida's State Housing Initiatives Partnership (SHIP) program.

Grant funding is directed into the following program categories: Housing, Public Services, Capital Improvements, Program Administration and Economic Development.

The primary focus for housing funds is to preserve, upgrade and expand existing affordable housing stock; provide decent, safe and sanitary housing; demolish and clear unsafe structures; assist homeowners with rehabilitation of their home; acquire and rehabilitate homes as appropriate; and encourage new housing development.

Community Development Department Expenditures

Expenditures By Program	Actual FY 20-21	Actual FY 21-22	Actual FY 22-23	Budget FY 23-24	Budget FY 24-25
SHIP Program	\$330,585	\$177,538	\$542,438	\$843,205	\$557,486
CDBG Program	\$1,130,627	\$1,521,360	\$1,410,820	\$1,028,602	\$1,003,648
TOTAL EXPENDITURES	\$1,461,212	\$1,698,898	\$1,953,258	\$1,871,807	\$1,561,134

State Housing Initiative Program (SHIP)

Mission

The purpose of the State Housing Initiative Program (SHIP) is to meet the housing needs of the very low, low and moderate-income households and to expand production of and preserve affordable housing. We will manage the funds by offering programs to provide financial assistance to very low, low- and moderate-income residents that require assistance in improving the housing standards within the City. In addition, we will expand the home ownership process by offering financial support to assist with a purchase of a home within the City.

Staffing Levels

Authorized Positions	FY 20-21	FY 21-22	FY 22-23	FY 23-24	FY 24-25
Assistant to the City Manager	0.20	0.20	0.00	0.15	0.00
Economic Development Representative	0.00	0.00	0.00	0.00	0.20
Administrative Analyst	0.00	0.00	0.00	0.35	0.35
Administrative Assistant	0.50	0.50	0.00	0.00	0.00
TOTAL STAFFING	0.70	0.70	0.00	0.50	0.55

Program Expenditures

Category	Actual FY 20-21	Actual FY 21-22	Actual FY 22-23	Budget FY 23-24	Budget FY 24-25
Personnel Services	\$20,362	\$8,176	\$-	\$54,879	\$54,640
Operating Expenses	\$310,223	\$169,362	\$542,438	\$151,442	\$301,109
Non-Operating Expenses	\$-	\$-	\$-	\$636,884	\$201,737
TOTAL DIVISION	\$330,585	\$177,538	\$542,438	\$843,205	\$557,486

Analysis

In FY24-25, there's a significant decrease in program funding which has resulted in less funds available for programs initiatives.

SHIP Fund Expenditures		2023 Actual	Adopted 2024 Budget	Estimated 2024 Actual	Proposed 2025 Budget
Personnel Services					
103-13-01-513-102-00	Regular Salaries and Wages	\$-	\$38,857	\$-	\$42,610
103-13-01-513-105-00	Special Pay	\$-	\$90	\$-	\$120
103-13-01-513-201-00	FICA	\$-	\$2,979	\$-	\$3,269
103-13-01-513-202-00	Retirement	\$-	\$5,273	\$-	\$5,808
103-13-01-513-203-00	Life and Health Insurance	\$-	\$7,575	\$-	\$2,718
103-13-01-513-204-00	Workers' Compensation	\$-	\$105	\$-	\$115
Operating Expenditures					
103-13-01-513-310-00	Professional Services	\$45,090	\$7,000	\$65,115	\$-
103-13-01-513-340-00	Other Contractual	\$492,997	\$25,000	\$335,880	\$-
103-13-01-513-342-00	Rental Assistance	\$2,721	\$15,000	\$13,687	\$-
103-13-01-513-342-01	Mortgage Assistance	\$-	\$100,000	\$-	\$300,000
103-13-01-513-400-00	Travel & Per Diem	\$110	\$1,250	\$-	\$200
103-13-01-513-494-00	Advertising	\$1,025	\$-	\$-	\$-
103-13-01-513-520-00	Operating Supplies	\$-	\$1,250	\$-	\$200
103-13-01-513-540-00	Books, Publications, and Dues	\$-	\$467	\$-	\$209
103-13-01-513-550-00	Educational & Training	\$495	\$1,475	\$595	\$500
Non-Operating Expenditures					
103-13-01-513-991-00	Working Capital Reserve	\$-	\$636,884	\$-	\$201,737
TOTAL SHIP EXPENDITURES		\$542,438	\$843,205	\$415,277	\$557,486

Community Development Block Grant (CDBG)

Mission

The mission of the Community Development Block Grant (CDBG) program is to stabilize the existing housing stock in the city by providing decent, safe and sanitary homes for our residents. We will manage the funds by offering programs to provide financial assistance to very low, low- and moderate-income residents that require assistance in improving the housing standards within the City. In addition, we will expand the home ownership process by offering financial support to assist with a purchase of a home within the City.

Staffing Levels

Authorized Positions	FY 20-21	FY 21-22	FY 22-23	FY 23-24	FY 24-25
Community Improvement Director	0.20	0.20	0.00	0.00	0.00
Community Development Director	1.00	1.00	0.00	0.00	0.00
Assistant To The City Manager	0.00	0.00	0.50	0.55	0.00
Economic Development Representative	0.00	0.00	0.00	0.00	0.80
Administrative Analyst	0.80	0.80	1.00	0.65	0.65
Administrative Assistant	0.50	0.50	0.00	0.00	0.00
TOTAL STAFFING	2.50	2.50	1.50	1.20	1.45

Program Expenditures

Category	Actual FY 20-21	Actual FY 21-22	Actual FY 22-23	Budget FY 23-24	Budget FY 24-25
Personnel Services	\$199,163	\$188,248	\$160,691	\$152,075	\$168,836
Operating Expenses	\$607,502	\$331,883	\$321,417	\$83,645	\$286,094
Capital Outlay	\$323,962	\$1,001,229	\$928,712	\$792,882	\$548,718
TOTAL DIVISION	\$1,130,627	\$1,521,360	\$1,410,820	\$1,028,602	\$1,003,648

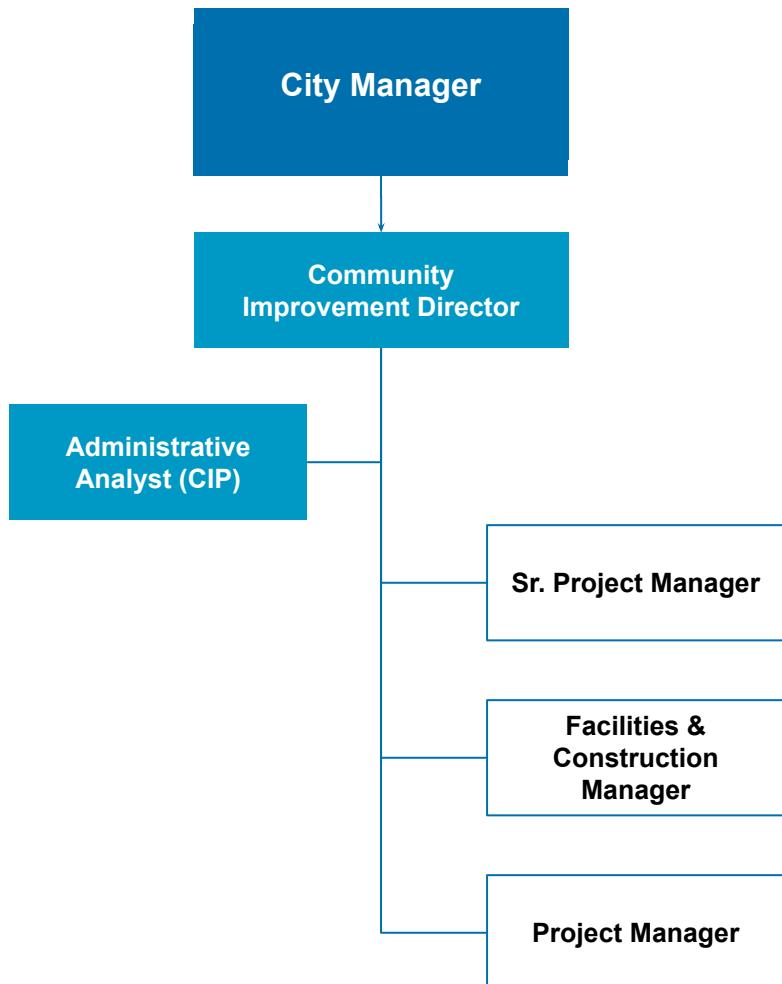
Analysis

In FY24-25, there is a reduction in the overall budget due to a decrease in program funding for the upcoming year.

CDBG Fund Expenditures		2023 Actual	Adopted 2024 Budget	Estimated 2024 Actual	Proposed 2025 Budget
Administrative and Program					
Personnel Services					
104-13-01-513-102-00	Regular Salaries and Wages	\$115,165	\$107,730	\$166,350	\$129,100
104-13-01-513-104-00	Overtime	\$245	\$-	\$354	\$500
104-13-01-513-105-00	Special Pay	\$300	\$330	\$433	\$480
104-13-01-513-201-00	FICA	\$8,737	\$8,267	\$12,620	\$9,951
104-13-01-513-202-00	Retirement	\$14,272	\$14,619	\$20,616	\$17,664
104-13-01-513-203-00	Life and Health Insurance	\$21,660	\$20,837	\$31,287	\$10,791
104-13-01-513-204-00	Workers' Compensations	\$312	\$292	\$451	\$350
Operating Expenditures					
104-13-01-513-310-00	Professional Services	\$97,134	\$30,000	\$97,134	\$100,000
104-13-01-513-340-00	Other Contractual	\$103,287	\$30,000	\$103,287	\$23,561
104-13-01-513-342-00	Other Contractual (Public Services)	\$113,821	\$-	\$113,821	\$154,200
104-13-01-513-400-00	Travel & Per Diem	\$2,331	\$3,000	\$3,496	\$2,000
104-13-01-513-421-00	Postage & Freight	\$-	\$300	\$-	\$300
104-13-01-513-440-00	Rentals and Leases	\$1,449	\$3,000	\$1,449	\$1,500
104-13-01-513-470-00	Printing & Binding	\$-	\$429	\$-	\$300
104-13-01-513-494-00	Advertising	\$1,747	\$4,000	\$2,620	\$2,000
104-13-01-513-497-00	Other Obligations	\$523	\$-	\$-	\$-
104-13-01-513-510-00	Office Supplies	\$322	\$2,000	\$322	\$733
104-13-01-513-520-00	Operating Supplies	\$49	\$5,000	\$74	\$-
104-13-01-513-540-00	Books, Publications, and Dues	\$200	\$1,500	\$300	\$700
104-13-01-513-550-00	Educational & Training	\$303	\$4,416	\$454	\$800
Capital Outlay					
104-13-01-513-620-00	Buildings	\$66,588	\$154,290	\$66,588	\$-
104-13-01-513-630-00	Infrastructure Improvements	\$862,124	\$638,592	\$862,124	\$548,718
TOTAL CDBG ADMIN PROGRAM EXPENDITURES		\$1,410,569	\$1,028,602	\$1,483,780	\$1,003,648

CDBG Fund Expenditures	2023	Adopted	Estimated	Proposed
	Actual	2024 Budget	2024 Actual	2025 Budget
HUD - Neighborhood Stabilization Program				
Operating Expenditures				
104-13-04-513-310-00 Professional Services	\$251	\$-	\$251	\$-
TOTAL CDBG NEIGHBORHOOD STABILIZATION PROG.	\$251	\$-	\$251	\$-
TOTAL CDBG EXPENDITURES	\$1,410,820	\$1,028,602	\$1,484,031	\$1,003,648

Capital Improvement Projects Department



Capital Improvement Projects Department

Mission

The Capital Improvement Department administers multi-year capital projects throughout the City. The capital budget presents project budgets for both the current and planned capital projects necessary to improve, enhance and maintain public facilities and infrastructure to meet the needs and service demands of residents and visitors.

The projects include improvements to the Parks, Police building, City offices and other city-operated facilities. The Department manages capital projects funded through both the general fund and the General Obligation Bond (GOB). Staff, comprised of architects and engineers, manage professional consultants and contractors responsible for the design and construction for all City projects.

The Department strives to enrich the quality of life of City residents and visitors by delivering high-quality development projects identified in the City's Comprehensive Development Master Plan and Bond Implementation Plan in a timely and efficient manner.

Staffing Levels

Authorized Positions	FY 20-21	FY 21-22	FY 22-23	FY 23-24	FY 24-25
Community Improvement Director	0.20	0.20	1.00	1.00	1.00
Capital Improvement Projects Director	1.00	1.00	0.00	0.00	0.00
Senior Project Manager	1.00	1.00	1.00	1.00	1.00
Project Manager	2.00	1.00	1.00	1.00	1.00
Capital Project Coordinator	0.00	1.00	1.00	0.00	0.00
Facilities & Construction Manager	1.00	1.00	1.00	1.00	1.00
Administrative Assistant	0.50	0.50	1.00	1.00	1.00
TOTAL STAFFING	5.70	5.70	6.00	5.00	5.00

Program Expenditures

Category	Actual FY 20-21	Actual FY 21-22	Actual FY 22-23	Budget FY 23-24	Budget FY 24-25
Personnel Services	\$576,278	\$582,171	\$764,650	\$775,221	\$837,864
Operating Expenses	\$9,480	\$27,507	\$21,467	\$96,785	\$48,592
Capital Outlay	\$262,336	\$27,371	\$206,005	\$-	\$-
GOB Capital Projects	\$10,055,577	\$4,925,183	\$4,449,830	\$-	\$-
Debt Service	\$5,959,143	\$5,918,591	\$5,579,754	\$5,542,814	\$4,461,817
Non-Departmental	\$-	\$(930,737)	\$-	\$-	\$-
TOTAL EXPENDITURES	\$16,862,814	\$10,550,086	\$11,021,706	\$6,414,820	\$5,348,273

Analysis

In FY 2025, the Department is expecting to engage/commence construction on additional projects such as Scott Park and AJ King Park.

Capital Improvement Projects Department

Accomplishments, Goals & Objectives

FY 2023-2024 Accomplishments

- Completed natatorium renovations at Betty T. Ferguson Community Center
- Completed construction on Rolling Oaks Park.
- Completed construction on Brentwood Park.
- Completed design/permitting and began construction for Scott Park.
- Began design for AJ King Park.
- Began design for the Performing Arts Center project.
- Began design on Myrtle Grove.

FY 2024-2025 Goals and Objectives

- Implement Capital Projects City-Wide
- Increase Transparency in Project Delivery
- Increase Efficiency in Processes
- Complete Construction on Scott Park.
- Complete Construction on AJ King Park.

Performance Indicators

Objectives	Performance Indicators	Actual FY 2023	Budget FY 2024	Budget FY 2025
100% Milestones completed on time	Percentage of Milestones Completed on time	88%	88%	100%
100% Milestones completed on budget	Percentage of Milestones Completed on budget.	75%	75%	80%
Complete identified GOB project milestones	Number of Milestones Completed	8	7	8
Complete identified GOB project milestones	Number of Projects Completed	2	2	3
Complete identified GOB project milestones	Number of Projects in process	7	7	6

Capital Projects Fund Expenditures		2023 Actual	Adopted 2024 Budget	Estimated 2024 Actual	Proposed 2025 Budget
Capital Improvement Projects Department					
Personnel Services					
300-12-01-512-102-00	Regular Salaries and Wages	\$577,856	\$579,499	\$588,075	\$620,122
300-12-01-512-104-00	Overtime	\$1,565	\$-	\$4,448	\$-
300-12-01-512-105-00	Special Pay	\$2,400	\$2,400	\$2,400	\$2,400
300-12-01-512-201-00	FICA	\$43,478	\$43,692	\$44,963	\$45,953
300-12-01-512-202-00	Retirement	\$71,028	\$78,638	\$80,405	\$84,523
300-12-01-512-203-00	Life and Health Insurance	\$66,602	\$69,421	\$66,305	\$83,185
300-12-01-512-204-00	Workers' Compensation	\$1,721	\$1,571	\$3,066	\$1,681
Operating Expenditures					
300-12-01-512-310-00	Professional Services	\$5,350	\$78,193	\$19,466	\$30,000
300-12-01-512-340-00	Other Contractual- Legal	\$510	\$-	\$1,224	\$-
300-12-01-512-400-00	Travel & Per Diem	\$168	\$3,000	\$1,144	\$3,000
300-12-01-512-421-00	Postage & Freight	\$-	\$100	\$-	\$100
300-12-01-512-440-00	Rentals and Leases	\$1,599	\$2,500	\$2,500	\$2,500
300-12-01-512-470-00	Printing & Binding	\$84	\$1,100	\$125	\$1,100
300-12-01-512-510-00	Office Supplies	\$1,687	\$2,500	\$3,429	\$2,500
300-12-01-512-520-00	Operating Supplies	\$6,560	\$-	\$248	\$-
300-12-01-512-524-00	Computer software	\$-	\$2,500	\$-	\$2,500
300-12-01-512-540-00	Books, Publications, and Dues	\$3,279	\$2,942	\$2,555	\$2,942
300-12-01-512-550-00	Educational & Training	\$2,230	\$3,950	\$-	\$3,950
300-19-01-519-310-00	Professional Services	\$-	\$-	\$3,500	\$-
300-72-22-572-310-00	Professional Services	\$87,449	\$-	\$-	\$-
300-72-29-572-310-00	Professional Services	\$82,092	\$-	\$-	\$-
300-72-30-572-310-00	Professional Services	\$103,223	\$-	\$-	\$-
300-72-30-572-340-00	Other Contractual	\$12,000	\$-	\$-	\$-
300-72-33-572-310-00	Professional Services	\$101,926	\$-	\$-	\$-
300-72-36-572-310-00	Professional Services	\$70,906	\$-	\$-	\$-
Capital Outlay					
300-12-01-512-621-03	City Hall Complex	\$206,005	\$-	\$25,743	\$-
300-21-20-521-640-00	Real-Time Crime Center Equipment	\$3,115	\$-	\$-	\$-
300-72-00-572-630-33	Brentwood Pool	\$20,000	\$-	\$-	\$-
300-72-00-572-631-08	Rolling Oaks Park	\$1,452,424	\$-	\$-	\$-
300-72-22-572-630-00	Lester Brown Park	\$1,392,863	\$-	\$-	\$-
300-72-22-572-640-00	Lester Brown Park Equipment	\$46,139	\$-	\$-	\$-
300-72-23-572-630-00	Andover Park	\$40,138	\$-	\$-	\$-
300-72-24-572-620-00	Bennett Lifter Park Building	\$5,880	\$-	\$-	\$-
300-72-24-572-630-00	Bennett Lifter Park	\$19,310	\$-	\$-	\$-
300-72-26-572-630-00	Bunche Park	\$10,000	\$-	\$-	\$-
300-72-27-572-620-00	Cloverleaf Park Building	\$617	\$-	\$-	\$-
300-72-27-572-630-00	Cloverleaf Park	\$1,434	\$-	\$-	\$-
300-72-29-572-620-00	Rolling Oaks Park Building	\$471	\$-	\$-	\$-
300-72-29-572-630-00	Rolling Oaks Park	\$440,660	\$-	\$-	\$-

Capital Projects Fund Expenditures	2023 Actual	Adopted 2024 Budget	Estimated 2024 Actual	Proposed 2025 Budget
Capital Improvement Projects Department				
300-72-33-572-630-00 Brentwood Pool	\$362,531	\$-	\$-	\$-
Non-Operating Expenditures				
300-12-01-512-918-21 Transfer to Debt Service Fund	\$5,579,754	\$5,542,814	\$5,542,814	\$4,461,817
300-72-22-572-497-00 Other Obligations	\$87,861	\$-	\$-	\$-
300-72-24-572-497-00 Other Obligations	\$108,791	\$-	\$-	\$-
TOTAL CAPITAL PROJECTS FUND EXPENDITURES	\$11,021,706	\$6,414,820	\$6,392,410	\$5,348,273

General Administration Division

Mission

The General Administration budget is utilized to account for those expenses non-specific to any Department and/or Division within the General Fund.

Program Expenditures

Category	Actual FY 20-21	Actual FY 21-22	Actual FY 22-23	Budget FY 23-24	Budget FY 24-25
Personnel Services	\$82,233	\$43,136	\$14,776	\$10,000	\$10,000
Operating Expenses	\$3,124,962	\$3,311,072	\$3,424,673	\$4,813,019	\$5,192,936
Capital Outlay	\$-	\$-	\$1,273,359	\$-	\$-
Interfund Transfers	\$6,384,038	\$9,766,604	\$6,205,068	\$6,219,189	\$4,626,035
Non-Operating Expenses	\$483,451	\$827,381	\$1,306,568	\$2,112,630	\$3,514,666
TOTAL DEPARTMENT	\$10,074,684	\$13,948,193	\$12,224,444	\$13,154,838	\$13,343,637

General Fund Non-Departmental Division Expenditures	2023 Actual	Adopted 2024 Budget	Estimated 2024 Actual	Proposed 2025 Budget
Personnel Services				
001-19-01-519-205-00 Unemployment Compensation	\$14,776	\$10,000	\$17,718	\$10,000
Operating Expenditures				
001-19-01-519-310-00 Professional Services	\$274,665	\$172,190	\$172,190	\$172,190
001-19-01-519-340-00 Other Contractual	\$1,015,711	\$1,682,450	\$1,682,450	\$1,833,584
001-19-01-519-421-00 Postage & Freight	\$29,995	\$41,830	\$41,830	\$41,830
001-19-01-519-440-00 Rentals and Leases	\$8,428	\$-	\$10,717	\$-
001-19-01-519-450-00 Insurance	\$1,710,580	\$2,891,889	\$2,891,889	\$3,120,673
001-19-01-519-460-00 Repairs and Maintenance Service	\$-	\$-	\$1,658	\$-
001-19-01-519-497-00 Other Obligations	\$26,667	\$24,536	\$80,602	\$24,535
001-19-01-519-520-00 Operating Supplies	\$358,902	\$-	\$187,197	\$-
001-19-01-519-528-00 Hurricane Related City Exp	\$132	\$-	\$-	\$-
001-19-01-519-529-00 Hurricane Related expenses	\$1,653	\$-	\$-	\$-
001-19-01-519-529-01 State Emergency-COVID 19	\$(4,334)	\$-	\$-	\$-
001-19-01-519-540-00 Books, Publications, and Dues	\$1,564	\$124	\$492	\$124
001-19-01-519-587-00 Bank Fees	\$710	\$-	\$38	\$-
Non-Operating Expenditures				
001-19-01-519-610-00 Land	\$1,273,359	\$-	\$-	\$-
001-19-01-519-830-00 Other Grants and Aids	\$10,000	\$-	\$25,000	\$-
001-19-01-519-830-03 Other Grants and Aids (Fire Victims)	\$-	\$-	\$50,168	\$-
001-19-01-519-915-30 Transfer to Capital Projs Fund	\$5,538,662	\$5,555,607	\$5,555,607	\$4,524,228
001-19-01-519-918-21 Transfer to Debt Service Fund	\$666,406	\$663,582	\$663,582	\$101,807
001-19-01-519-919-40 Transfer to CRA Fund	\$1,296,568	\$1,772,198	\$1,772,198	\$1,447,737
001-19-01-519-993-00 Emergency Reserve Build Up	\$-	\$340,432	\$-	\$2,066,929
TOTAL NON-DEPARTMENTAL	\$12,224,444	\$13,154,838	\$13,153,336	\$13,343,637

General Administration Division

Mission

The City of Miami Gardens was awarded grant funding from The American Rescue Plan Act (ARPA) to address the negative economic impacts caused by the public health emergency; Replace lost public sector revenue; Provide premium pay for essential workers; and. Invest in water, sewer, and broadband infrastructure.

Program Expenditures

Category	Actual FY 20-21	Actual FY 21-22	Actual FY 22-23	Budget FY 23-24	Budget FY 24-25
Personnel Services	\$-	\$2,712,677	\$-	\$-	\$-
Operating Expenses	\$7,738	\$179,766	\$7,957	\$-	\$-
Capital Outlay	\$-	\$1,160,039	\$4,634,737	\$-	\$-
Interfund Transfers	\$-	\$10,000,000	\$-	\$-	\$-
TOTAL DEPARTMENT	\$7,738	\$14,052,482	\$4,642,694	\$-	\$-

Grant Fund General Administration	2023 Actual	Adopted 2024 Budget	Estimated 2024 Actual	Proposed 2025 Budget
Operating Expenditures				
102-19-01-519-529-02	\$7,957	\$-	\$26,258	\$-
Capital Outlay				
102-19-01-519-630-02	\$4,634,737	\$-	\$5,244,288	\$-
TOTAL GENERAL ADMINISTRATION	\$4,642,694	\$-	\$5,270,546	\$-



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