MIAMI SHORES VILLAGE

A FLORIDA MUNICIPALITY



FISCAL YEAR 2026 - 2027 ADOPTED BUDGET

FOR THE FISCAL YEAR BEGINNING
OCTOBER 1, 2026 AND ENDING
SEPTEMBER 30, 2027

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A Reader's Guide

The Fiscal Year 2027 Adopted Budget consists of eleven major sections: General, Budget Overview, Policies and Procedures, Financial Schedules, General Fund, Special Revenue Funds, Debt Service Funds, Capital Projects Fund, Enterprise Funds and the Internal Service Funds.

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

General Section: This section contains the Village Manager's Message for the FY2027 Adopted Budget. The message is a discussion of budget development, new initiatives, current and future challenges, a summary of accomplishments from last fiscal year and goals for the new fiscal year.

Budget Overview, Policies and Procedures Section: This section provides key components of the FY2027 Adopted Budget. It contains information about the budget process, the strategic plan, the capital improvement plan (CIP), budgetary and financial policies that guide the adopted budget, and overviews of each fund.

Financial Schedules Section: This section includes a description of the Village's major sources of revenues and the government-wide schedules and graphs, including actual results for FY2025, the FY2026 Adopted Budget, FY2026 estimated actual results and the FY2027 Adopted Budget.

General Fund: Tables and graphs are presented in this section to illustrate the activity of the Village's General Fund. This section also provides an overview of each General Fund department. Each department is presented with an organizational chart and a description of core services. Key Performance Indicators (KPIs) are included to benchmark and measure departmental effectiveness.

Special Revenue Funds: This section provides an overview of the Local Option Gas Tax and the Transportation Surtax.

Debt Service Funds: This section lists the governmental long-term debt obligations and includes a list of individual debt instruments.

Capital Project Fund: The Capital Project Fund is used to account for the General Fund funding of municipal capital expenditures for the acquisition, construction or improvement of major capital facilities or infrastructure; machinery and equipment; and other general improvements with a life expectancy of more than three years.

Enterprise Funds: This section provides information on the various enterprise funds of the Village, including Stormwater, Solid Waste, Water, Wastewater & Golf & Country Club.

Internal Service Funds: These funds are used to report on activities where services are provided to other funds, Information Technologies, Risk Management and Fleet Management.

City-Wide Capital Improvement Plan (CIP): Capital assets are tangible items with a useful life greater than one year that cost more than $5,000. The CIP identifies assets to be acquired or replaced within a 6-year time horizon. The expenses are designated by the fiscal year and funds of expected acquisition.

Appendix A: Glossary of key terms/Acronyms.

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GENERAL INFORMATION

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Miami Shores Village
10050 N.E. SECOND AVENUE
MIAMI SHORES, FLORIDA 33138-2382
TELEPHONE: (305) 795-2207

September 8, 2026

The Honorable Mayor Jerome Charles and
Members of the Miami Shores Village Council
10050 NE Second Avenue
Miami Shores, Florida 33138

BUDGET MESSAGE FOR FISCAL YEAR 2027

Dear Mayor and Council:

It is my honor and privilege, in accordance with Florida State Statute 200.065 and Miami Shores Village Charter 34 (2), to present the adopted Operating Budget and Five-Year Capital Improvement Plan for the fiscal year 2027 (FY27) that begins on October 1, 2026, and ends on September 30, 2027.

Before delving into the highlights and selected details of this upcoming budget, I must express my sincere gratitude to you. Your availability, diligence, and leadership throughout this current fiscal year, the budget process, and in advance, for the upcoming fiscal year are invaluable. Your community presence, communication, stewardship, belief in, and support of the vision have helped in shaping this adopted budget.

This budget message, like others written by municipal managers throughout the United States, is a central narrative and formal overview of municipal budgeting components. It illustrates how resources will be allocated over the upcoming fiscal year, while giving a five-year forecast of capital investment needs. By so doing, it gives a clear picture of the vision and priorities; provides a justification of budget decisions; provides transparency about financial and other economic obstacles; and sets the tone and narrative of the fiscal year's direction. Typically, local, state, and federal economic trends may come into play. Revenue expectations, expenditures, strategic planning initiatives, and employee compensation and classification are also important factors for consideration.

FINANCIAL HEALTH

Miami Shores Village is in a rather favorable financial position. In its most recent independent audit, the Village ended FY25 in an exceptionally strong financial position, reflecting prudent fiscal management, conservative budgeting, and continued economic growth. The Village's

overall governmental fund balance increased to $25.2 million, providing substantial resources to support operations, capital improvements, and other governmental priorities. Of that amount, approximately $16.4 million is unassigned, providing significant financial flexibility.

The Village's General Fund also remained exceptionally healthy, ending the fiscal year with an unassigned balance of approximately $18.1 million. This unrestricted balance grew from the prior year due to strong property tax revenues and disciplined spending, providing the Council with considerable flexibility to address future operational needs, emergencies, and strategic initiatives. Approximately $1.695 million of this balance reflects expenditures advanced pending FEMA reimbursement for Hurricane Irma-related costs and will hopefully be replenished.

Miami Shores Village's long-term financial strength is further demonstrated by its overall net position of $52.8 million—the amount by which its assets exceed its liabilities.

During FY25, net position increased by $4.5 million, reflecting continued financial growth. With $23.3 million invested in capital assets, $17.8 million legally restricted for designated purposes, and $11.6 million unrestricted, the Village remains well-positioned to maintain excellent municipal services, invest in critical infrastructure, and preserve long-term fiscal stability.

It is within this framework of financial stability that we operate. Over the last five years we have invested in additional staff, created Master Plans, completed or began a myriad of infrastructure projects, bolstered up our information technology, centralized procurement, created a Human Resources Department, and “insourced” our golf and country club operations. In that period we increased our general fund reserves by $2,474,315, our overall fund balance by $19,561,657, and our Enterprise Fund net position by $4,824,045.

Notwithstanding, history has shown that economic conditions can shift and fiscal conservatism and a local and more global awareness must be employed as we operate year over year knowing each year brings its own challenges.

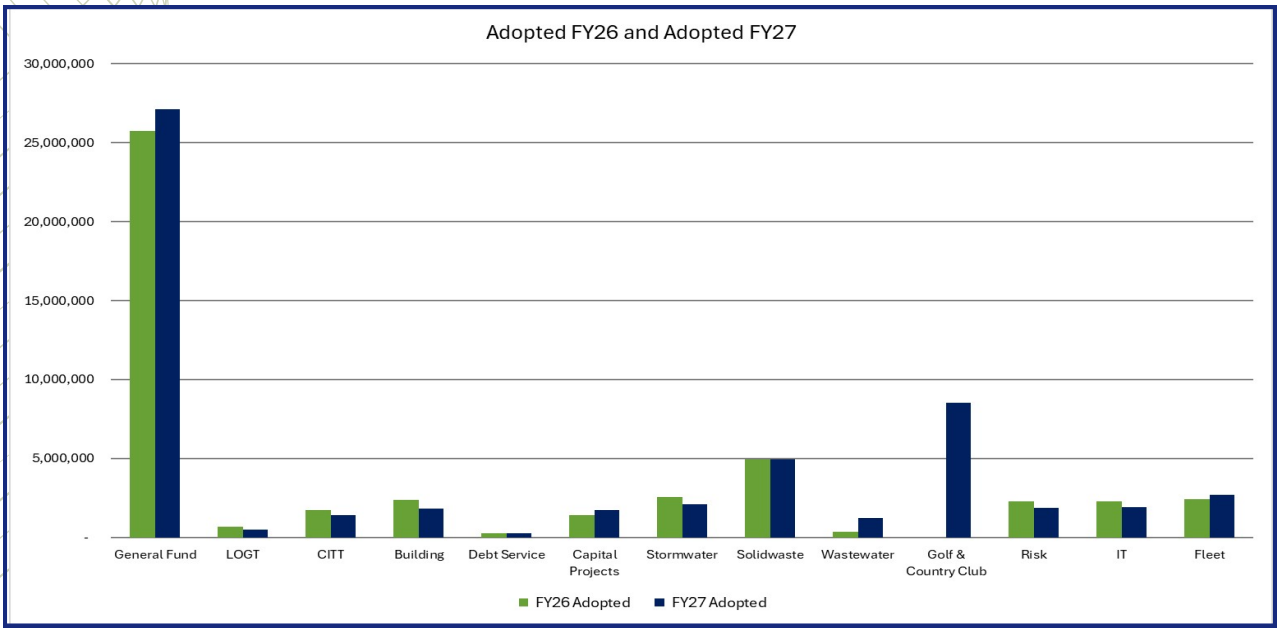
WHAT FY27 OFFERS

For FY27, Miami Shores Village will realize property taxes of $17,046,599. This is 6.55% more than FY26 ad valorem taxes. Ad valorem taxes serve as the main source of General Fund Revenue within a municipality’s annual budget. Fueled by the approximate $17M in property taxes, General Fund Budget for FY27 totals $27,136,343. overall, a 5.5% overall increase over last year’s total.

The overall budget for FY27 increased by $9,169,420. In addition to the increase in ad valorem taxes, the new country club fund and wastewater investment for the new Southeastern Septic-to-Sewer project have contributed to this increase in FY27.

GENERAL FUND

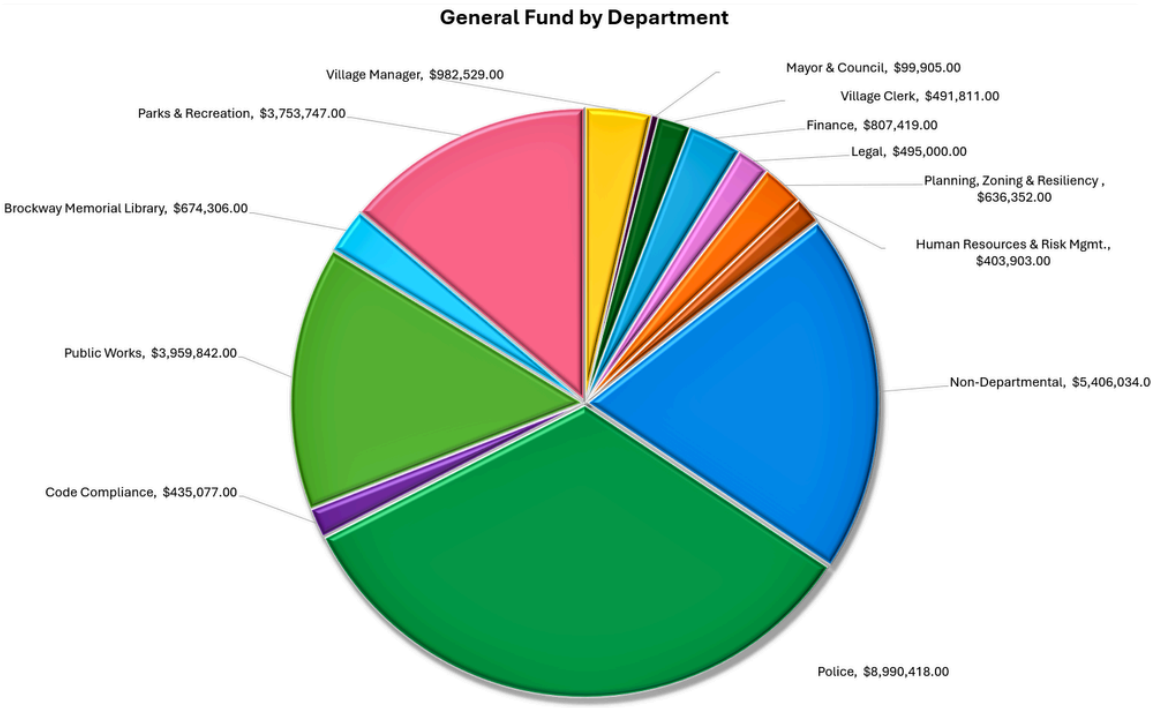
The general fund can be viewed as the central operating fund for any municipality, handling the bulk of its revenue and spending for ongoing services and general government functions. Property taxes, sales taxes, income taxes, fines, forfeitures, interest income, and other unrestricted revenues compose the General Fund. This fund is the source of income for core administrative functions, public safety (police), street maintenance, library, planning and zoning, parks and recreation, and



general administrative costs. It accounts for all financial resources of the general government, except those required to be accounted for in other funds.

The General Fund Capital Improvement Plan Budget is essentially a one-time financially sound investment in infrastructure, recreation, parks, fleet, streets, technology, safety, planning, and aesthetics. It assures needed deliverables to our community and to our human resources. In FY27, the financing of these investments will be taken from various funds detailed here.

In addition to the General Fund, Miami Shores' budget features other funds typically found in municipal budgets as follows:



Special Revenue Funds

Local Option Gas Tax (LOGT): This fund accounts for the revenues from the six-cent and additional three-cent sales tax levied on all petroleum products sold in Miami-Dade County and apportioned to municipalities.

Citizens' Independent Transportation Trust (CITT): Accounts for the Village's portion of the Miami-Dade County one-half percent transportation surtax approved by voters in November 2002.

Building Fund: This fund was created in FY22 to comply with state reporting requirements.

Debt Service Fund: Accounts for the 2004 General Obligation bonds issued to fund the design, development, and construction of the Miami Shores Doctors Charter School (2004).

Capital Improvement Projects (CIP) Fund: Accounts for the five-year projection of capital projects – major goods and services – across all funds.

PROPRIETARY FUNDS

Enterprise Funds

Stormwater Fund: Accounts for the operations and maintenance of the Village's stormwater system.

Solid Waste Fund: Accounts for the operations and maintenance of the Village's solid waste system.

Water & Wastewater Fund: Accounts for the annual assessments to pay for the construction cost and maintenance fees for the NE Second Avenue Business District Water & Sewer Project. Maintenance costs for the grinder pumps are paid from this fund.

Miami Shores Golf & Country Club Fund: This is the newest of all the Enterprise Funds. Established by Ordinance No. 2026-03, it functions as the financial center for all financial operations for the golf and country club.

Internal Service Funds

Risk Management Fund: Accounts for the accumulation and allocation of costs associated with insurance.

Fleet Management Fund: Accounts for all direct and indirect costs to maintain and operate the Village's vehicles and equipment fleet.

Information Technology Fund: This is the fourth year of this Internal Service Fund. While the formal consolidation of the IT Fund began in FY23, the FY26 budget reflected a critical next step: the full reassignment of all technology-related expenses from individual departmental general ledger (GL) accounts to centralized IT-controlled GL accounts. This enables more transparent and accurate budgeting; simplifies cross-departmental IT planning and cost control; enhances tracking of shared systems and centralized infrastructure investment.

This adopted budget for FY27 is a balanced budget. That is, revenues equal expenditures. We are balanced by department, across all funds and as a total overall budget. And, despite a $1,047,497 increase in ad valorem taxes, our adopted expenditure is $1,408,106 greater than FY26's budget due

largely in part to a decrease in new projects, and a concerted effort across all departments to exercise a 10% decrease in operational budget. That despite an increase in COLA of 3.5%, medical health insurance increase – now projected at 29% above FY26 Adopted– and utility increases, most notably FPL at approximately 2.2%.

The following table shows the adopted funding across all funds and the variances between FY26 adopted and FY27 adopted.

FY27 Adopted Budget (Total Combined Funds)

Changes by Fund	FY26 Adopted	FY27 Adopted	Change
General Fund	25,728,237	27,136,343	1,408,106
LOGT	649,639	491,358	(158,281)
CITT	1,727,332	1,395,061	(332,271)
Building	2,347,322	1,813,000	(534,322)
Debt Service	272,933	272,160	(773)
Capital Projects	1,380,300	1,734,900	354,600
Stormwater	2,546,860	2,073,708	(473,152)
Solidwaste	4,944,575	4,917,051	(27,524)
Wastewater	348,803	1,226,635	877,832
Golf & Country Club	-	8,503,020	8,503,020
Risk	2,264,811	1,843,609	(421,202)
IT	2,285,822	1,927,277	(358,545)
Fleet	2,434,239	2,666,171	231,932
	46,930,873	**56,000,293**	**9,069,420**

BUDGET HIGHLIGHTS

Arguably, the most significant highlight of this budget is the new Enterprise Fund created by our changed approach to the management of our Miami Shores Country Club (MSCC). With Professional Course Management's (PCM) stated intent to cease its operation, we went from a lease agreement that had been in place for over 30 years to a management agreement with a new contract. In short, a lease agreement is about renting the right to operate, while a management agreement is about hiring a team to operate under your direction.

Like a commercial real estate lease, the former is a long-term rental contract where the club owner (landlord) rents the property to a golf operator (lessee) for a set term, usually with fixed or revenue-based rent. While it serves its purpose, the owner (the Village) typically assumes less operational risk, but may limit upside potential if the lessee's performance is subpar.

Rent can be a flat fee and/or a percentage of gross revenue (dependent on agreement); the owner benefits from steady income but may not share in profits as they assume the risks and sometimes the burden of capital improvement projects. This type of agreement, as in the one we had over decades with PCM, is most suitable when the owner craves guaranteed cash flow, offloads operational responsibility, and minimizes direct involvement in daily operations. More often than not, that comes with consequences, usually Monday morning *quarterbacked* and regretted thereafter.

Effective June 1, 2026, our new management agreement with KemperSports Management (KSM) is the latter. This model is a contract between the club owner and a professional golf management company that operates the club under the owner's brand and policies. However, the Village retains more control over branding, policies, and strategic direction, while the management company handles day-to-day operations with oversight. The Village shares some operational risk with KSM, who will be paid a fixed management fee plus any leasing or administrative fees. Both the Village and KSM have the potential of sharing in profits if KSM's performance improves the club's value and revenue.

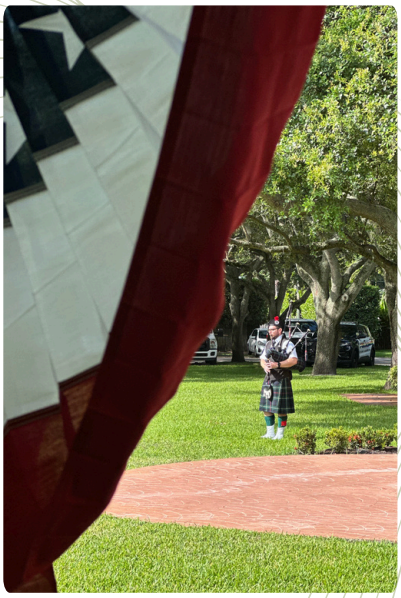
A management agreement is ideal when the owner (the Village) wants professional expertise, some operational oversight, and potential financial upside from improved performance.

While it is just a projection yet to be realized, our adopted FY27 budget for this new Enterprise Fund forecasts an approximate $1,426,017 in net income. Placed in perspective, this is approximately 70% of the total income realized by the Village in the COVID and post-COVID years under our former lease agreement with PCM.

And as promising as the change in MSCC operations may be, there are challenges looming on the horizon.

In the past 30 years, the Village has not invested in the club's infrastructure – neither in its clubhouse nor golf course. Sure, PCM was contracted to invest a mere $100K in capital improvement projects annually in its COVID and post-COVID contract years and may have even invested more, but 30 years of insignificant investment and neglect have left both the club and golf course in desperate need of investment. When the National Golf Foundation (NGF) was consulted to do an evaluation of the golf course and country club, their final report of December 2024 confirmed our dire straits.

According to the report, "Nearly all golf course infrastructure components are past their useful life cycle and require upgrading/replacing." Of the clubhouse, the report stated, "This facility has not undergone any major renovations in over 60 years. Consequently, the building is displaying evidence of significant degradation due to use beyond the average life cycle of a building, which averages 40 years."



Memorial Day event

BUDGET INFLUENCES

Local

South Florida Water Management District (SFWMD): As if that was not enough, we are also faced with SFWMD's planned flood mitigation work on the C-8 canal - part of a broader basin-wide adaptation strategy to address rising sea levels, increased storm surges, and the need for more resilient flood control.

While the project purports to improve long-term flood protection for homes in the Village and far upstream, as well as the golf course, it will bring short-term disruptions, potential environmental

"Nearly all golf course infrastructure components are past their useful life cycle and require upgrading/replacing".

-NGF Dec 24 report

changes, and economic and aesthetic impacts in the short and long run.

The project is mired in talks of lack of funding, and a design that is not yet approved or even ready to be made public. The possibility of it being a foregone conclusion is heavily debated.

The SFWMD's planned project is ill-timed as it pertains to Village operations and our need to make critical infrastructure investments. These threaten economic vitality in the face of property taxes referendum and the planning and zoning landscape of the surrounding community.

Bonds: There is the need to seek bond advice regarding the country club as we contemplate the changes necessitated by years of neglect. There are also some critical questions about where, when, and how.



Meetings with SFWMD: United States Army Corps of Engineers, and FDEP on golf course

As we reference bonds it is also prudent to note the Village's first Parks Master Plan that was adopted in FY26. We now have an opportunity to view the menu of recreational options, and, we must prioritize and be careful and intentional how we proceed.

This invites careful contemplation and shared with the electorate as financing will be critical.

A new community center affords more recreational offerings, Public-Private Partnership (P3) opportunities, and modernized updates to what has been outdated and archaic in infrastructure and recreational programming for far too long. Added green space and trails, afore unimagined, or laid out as a plan, are now possibilities.

"This facility has not undergone any major renovations in over 60 years. Consequently, the building is displaying evidence of significant degradation due to use beyond the average life cycle of a building, which averages 40 years."

-NGF Dec 24 report

State

Statewide Property Tax Constitutional Amendment: All of the foregoing is being contemplated within the framework of the looming property tax amendment. This bill, which passed through the Florida Legislature on June 2, 2026, and will be presented to Florida voters for a decision on November 3, 2026, is the biggest property tax change in state history. In its design, it would raise the Florida Homestead Exemption from $50,000 to $150,000 in 2027 and $250,000 in 2028. This would eliminate non-school property taxes for roughly 60% of Florida homesteaded owners and directs the Legislature to develop a schedule for full elimination.

The adopted amendment would affect non-homesteaded properties as well. It would reduce the annual assessment-growth limitation on qualifying non-homestead properties from 10% to 5%, and establish differing eligibility provisions for certain new Florida residents. The amendment would also impose additional constitutional limitations on the use of ad valorem revenues by municipalities. If it passes, the adopted changes could have both direct impacts on individual property tax obligations and broader fiscal implications for local government revenues, service delivery, and long-term financial planning.

Assuming Florida voters approve the adopted constitutional amendment during the November 2026 General Election, we should anticipate a phased reduction in the Village's ad valorem revenues beginning with the 2027 tax roll. For planning purposes, a reasonable mid-range scenario projects an estimated $2.4 million reduction in property tax revenue for FY28 (October 1, 2027 – September 30, 2028) as the initial $150,000 homestead exemption is implemented in calendar year 2027. Once the exemption increases to $250,000, we could experience an estimated $4.8 million reduction during FY29 (October 1, 2028 – September 30, 2029) and an additional $4.8 million reduction during FY30 (October 1, 2029 – September 30, 2030), assuming no replacement revenue is provided by the State and no significant changes occur to our taxable property base. Under this planning scenario, the Village could experience a projected cumulative reduction of approximately $12.0 million in property tax revenues over this three-year period.

Before they are relied upon for future budget development, these projections should be viewed as planning estimates only and must ultimately be validated through a comprehensive parcel-level fiscal impact analysis utilizing data from the Miami-Dade County Property Appraiser. We have been in contact with that office to ascertain the possible final effect.

As we prepare for the potential passage of this constitutional amendment, we should recognize that our immediate objective will be to preserve the high level of municipal services our residents expect and the quality of municipal life we have built and enjoyed, while maintaining the Village's long-standing financial stability.

In the short term, we should be able to absorb a portion of the initial revenue loss through prudent financial management, including expenditure controls, delaying non-essential capital expenditures, hiring freezes for non-critical positions, operational efficiencies, and adjustments to user fees where appropriate. Given the uncertainties surrounding this adopted legislation and its ultimate financial impact. The use of Village reserves should remain our option of last resort and should be considered only after all reasonable operational and financial alternatives have been evaluated. We should continue to protect public safety and other core municipal services during the initial years.

Over the longer term, however, recurring reductions in property tax revenues present a structural fiscal challenge. As a mature, largely built-out community with limited opportunities to significantly expand our tax base, we may ultimately be required to restructure certain operations, defer infrastructure investments, modify service delivery, or identify alternative revenue sources if replacement funding is not provided by the State.

As emphasized in the Florida municipal property tax talking points, reducing recurring property tax revenues without reducing the cost of providing local services places increased pressure on public

safety, infrastructure, parks, roads, and other essential municipal services while increasing reliance on user fees and special assessments. Looking at our 7.8 millage rate may be an option on the table as well.

To successfully navigate this potential transition, we should begin implementing a proactive, multi-year financial strategy immediately, rather than waiting until revenues begin to decline. During what is left of calendar year 2026, we should complete a comprehensive parcel-level fiscal impact analysis utilizing Miami-Dade County's Property Appraiser data to determine, on a property-by-property basis, the actual reduction in taxable value and municipal revenue that would result from the adopted exemption.

The use of Village reserves should remain our option of last resort and should be considered only after all reasonable operational and financial alternatives have been evaluated.

This analysis will identify the number of homesteaded properties within the Village, the taxable value affected by the adopted exemption, existing differentials, and the resulting impact on our taxable value and projected revenues. Armed with this information, we can develop alternative budgets based on multiple revenue-loss scenarios, establish a formal reserve utilization policy, complete comprehensive cost-of-service and user fee studies, evaluate legally permissible special assessments, aggressively pursue available state and federal grant opportunities, expand shared-service agreements where operational efficiencies can be achieved, and continue strengthening our commercial and non-homestead tax base through carefully planned redevelopment that remains consistent with the character of Miami Shores Village.

By planning early and implementing these measures in a deliberate and phased manner, we will preserve our financial flexibility while minimizing disruption to the services upon which our residents depend – if it passes. Even as this is being written, there are several challenges to the state referendum being made, including ballot language.

Although homeowners would not realize the benefit of a reduced property tax bill until November 2027, we would begin experiencing the fiscal impact much earlier. If the constitutional amendment is approved in November 2026, it would become effective on January 1, 2027, and apply to the 2027 property tax roll.

When we prepare the FY28 budget during the summer of 2027, we will already know that the taxable values certified for the Village reflect the expanded homestead exemption and must therefore budget for reduced ad valorem revenues before the first tax bills are issued.

Consequently, while residents would first experience the tax savings upon receiving their 2027 property tax bills in November 2027, we should begin our financial planning immediately, complete the parcel-level fiscal impact analysis during 2026, and be prepared to incorporate the projected revenue reductions into the FY28 budget adopted in September 2027. Beginning this planning effort now will enable us to provide relatively accurate financial projections, evaluate policy alternatives, engage our residents in a transparent manner, and make informed, deliberate decisions

that preserve the Village's long-term financial stability rather than reacting after the revenue reductions have occurred.

Sound financial management requires more than balancing annual budgets. It requires understanding the long-term obligations created by today's decisions. Deferred maintenance, recurring flooding, aging infrastructure, technology failures, cybersecurity risks, and emergency repairs often carry costs that significantly exceed the investment required to prevent them. Accordingly, the Village will continue prioritizing investments based on engineering analysis, risk assessment, lifecycle cost, operational impact, and measurable community benefit.

National and Global

As usual, the national and global economy continues to influence every aspect of local government operations, affecting not only municipal budgets but also the daily lives of our residents. Inflation, higher fuel prices, supply chain disruptions, escalating construction costs, and evolving federal and state policies have significantly increased the cost of delivering essential public services. These economic conditions require municipalities to carefully balance fiscal responsibility with continued investment in the infrastructure and services that support our community.



Aerial view of Miami Shores Village

Temporary Protected Status (TPS): Another issue impacting this budget from a Human Resources standpoint – though not overly significant – is the shifting status of the TPS, created under the Immigration Act of 1990. This humanitarian immigration designation allows certain nationalities to live and work in the U.S. temporarily when conditions in their home country make it unsafe to return, and is granted to nationals of countries experiencing ongoing armed conflict, environmental disasters, or extraordinary and temporary conditions that prevent safe return. TPS provides protection from deportation and authorization to work in the United States. With the rescission by the Secretary of Homeland Security, certain TPS designations terminated in August 2026, leaving vacancies in our workplace.

Middle East Conflict: The Middle East conflict has also played its part in our everyday workplace. One of the most immediate challenges has been the continued volatility in energy markets. Higher oil prices directly affect nearly every municipal operation. Public Works, Police, Code Compliance, Building, Parks, and other departments rely on fleets, heavy equipment, and petroleum-based products to provide daily services. Increased fuel costs, along with rising prices for motor oil, tires, lubricants, and replacement parts, have substantially increased operating expenses across the Village.

In response, the Village continues to emphasize preventive maintenance, strategic fleet management, and the careful evaluation of equipment replacement schedules to maximize the useful life of existing assets. While these practices improve operational efficiency and reduce unexpected equipment failures, they cannot fully offset significant market-driven increases in fuel and maintenance costs.

The effects of higher energy prices extend well beyond fleet operations. Municipal construction projects are increasingly affected by rising transportation costs, higher equipment operating expenses, and escalating prices for petroleum-based construction materials such as asphalt, roofing products, plastics, and PVC piping. Energy-intensive manufacturing processes for cement, steel, and other building materials have also contributed to increased project costs. As contractor bids continue to reflect these economic conditions, municipalities throughout Florida face difficult decisions regarding project prioritization, construction phasing, and available funding.

FY27: THE FRONT WINDSHIELD

For Miami Shores, these economic pressures coincide with growing infrastructure needs. As our community continues to evolve, portions of the Village's infrastructure require modernization, rehabilitation, or replacement to meet current and future service demands. Flood mitigation, stormwater improvements, septic-to-sewer conversion, roadway rehabilitation, shoreline protection, aging public facilities, and utility infrastructure represent long-term investments that cannot be completed within a single fiscal year. These initiatives require careful planning, sustained investment, regional coordination, and the strategic pursuit of outside funding opportunities.

The Village has made significant progress in advancing these priorities. Investments in infrastructure, public safety, technology, environmental resilience, and long-range planning have positioned Miami Shores to compete more effectively for federal, state, and county funding opportunities. The recent completion, or near completion, of several infrastructure, environmental, and master plans provides a stronger foundation for future grant applications and capital planning.

Given today's economic environment, the Village's immediate priority remains completing capital improvement projects already underway while exercising appropriate caution before initiating additional large-scale projects. Some of these projects are subject to the American Rescue Plan Act (ARPA) deadline of December 31, 2026, for the expenditure of state and local fiscal recovery funds.

In addition to limiting the commencement of new projects, the Village is suspending the addition of new positions to our General Fund. Each department was charged with reducing their budgets by 10%. And we are better aligning various departmental fees with their use of staff resources. This measured approach allows the Village to protect ongoing investments while maintaining the financial flexibility necessary to respond to changing economic conditions. Future initiatives, including recommendations contained within the Parks and Recreation Master Plan, will require careful evaluation of project priorities, funding availability, long-term operating costs, and overall community benefit before implementation.

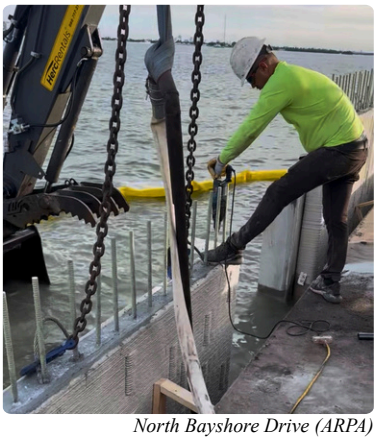


Mayor Charles, Vice Mayor Cantor, and resident Mary Benton at Green Day

Projects in Progress

There are several projects in various stages of completion. Among them are the following:

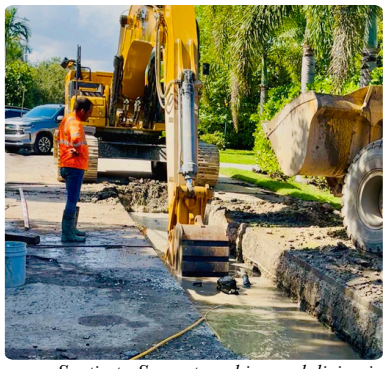
Living Seawall: The seawall work strengthens shoreline protection at Bayfront Park and advances one of the Village's major resilience infrastructure investments. The upland park improvements restore the park. This innovative project has already been the subject of news reports and several local and national conferences given that it is a national first.



North Bayshore Drive (ARPA)

Septic-to-Sewer Conversion: This major infrastructure project will transition the Shores Estates neighborhood from septic systems to sanitary sewer service. The project represents a significant investment in water quality, public health, and long-term infrastructure resilience. This is the first residential septic-to-sewer conversion.

Stormwater Capital Projects: Improvements are underway at NE 94th Streetmand Belvedere area (Drainage); NE 93rd Street (Pump Hardening); NE 104th Street (Drainage); and NE 99th Street (Swale).



Septic-to-Sewer trenching and diving in Shores Estates NE 105th street

Roadway Improvements: Striping, speed signs, and speed humps are being installed Village-wide.



Milling, resurfacing, curbing, and striping

Plans in Progress

Our master plans and other management plans are in various stages of completion. They will be delivered to Council before year's end. It is a priority during this fiscal year to move these master plans from blueprint to shovel-readiness, allowing us to aggressively seek grant funding.

Stormwater Master Plan: Offers a comprehensive strategy for addressing drainage challenges. *(under review for quality assurance and control)*



Whiteboard with notes from the community during a neighborhood charrette

Septic to Sewer Master Plan: Outlines the conversion from septic systems to a sewer collection system. *(under review for quality assurance and control)*

Parks and Recreation Master Plan: In May 2026, the Council officially adopted the Village's first Parks Master Plan in Miami Shores history. The plan is a strategic blueprint for the development, enhancement, and administration of our green spaces and recreational amenities. *(completed)*

Adaptation Plan: In October 2017, the Village Council approved the hiring of a consultant to conduct an environmental Vulnerability Study to examine the effects of sea level rise, tidal flooding, and storm surge. The study was presented in June 2018. Strategies were suggested for the critical facilities, non-critical facilities, drainage system, roadways, sewer systems, and seawalls within the "at-risk"areas. *(funding approved)*

The next step following the adoption of the Vulnerability Study is the support of the development of an Adaptation Plan, which outlines strategies to prepare for and adjust to the impacts of climate change. Grant funding in the amount of $350,000 grant was made available through the Florida Department of Environmental Protection Technical Assistance Grant to assist the Village in evaluating climate vulnerabilities, identifying resiliency strategies, and advancing long-term planning efforts aimed at protecting public infrastructure, natural resources, and community assets from the impacts of environmental challenges. The Council approved the acceptance of this funding on July 7, 2026.

New Strategic Management Plan: The Village's current Strategic Management Plan covers 2022-2027. Many of the top priorities identified in the current plan are prominently reflected in the FY27 budget:

- Converting Septic-to-Sewer
- Developing Parks and Greenspace
- Building a Community Center
- Renovating the Country Club
- Upgrading and Funding Sea Wall

During this fiscal year, we will also begin the strategic planning process for the Plan covering 2028-2033.

The challenges facing local government continue to grow more complex. Infrastructure needs are increasing while construction costs, insurance premiums, technology investments, professional services, and operational expenses continue to rise. These pressures are further compounded by uncertainty surrounding future state policies that may affect municipal revenues and the financial resources available to support essential public services and quality of life.

For these reasons, environmental and financial planning must remain closely aligned. The Village continues to monitor adopted changes to Florida's property tax structure, including the adopted expansion of the homestead exemption for non-school property taxes. While the measure is intended to provide tax relief for homeowners, its potential impact on municipal revenues requires careful analysis. Rather than relying on assumptions or statewide projections, the Village will continue evaluating local fiscal scenarios, analyzing the Village's tax base, and preparing for multiple financial outcomes to ensure continued service delivery regardless of future policy decisions.

The Village's Strategic Management Plan appropriately identifies infrastructure and environmental resilience as core organizational priorities. These priorities extend beyond highly visible projects. While residents often recognize roadway improvements and public facilities, many of the Village's most critical assets remain largely unseen, including drainage systems, underground utilities, pump stations, communications infrastructure, and emergency support systems. These assets form the foundation of reliable municipal services and require consistent investment to ensure long-term operational resilience.

Municipal operations must also adapt to an evolving workforce environment. The collective bargaining agreement with the police through the Fraternal Order of Police (FOP) expires on September 30, 2026, and negotiations are in the incipient stage. Recent federal policy changes affecting employment eligibility have contributed to labor shortages throughout South Florida,

impacting both public and private employers. Like many organizations, the Village has experienced staffing challenges in certain operational areas and continues to respond through proactive recruitment, employee development, retention initiatives, and operational efficiencies.

Meeting these challenges also requires continuous organizational improvement. Modern local governments increasingly rely on technology, performance measurement, data analytics, and community engagement to deliver services more efficiently and effectively. Investments in digital services, workflow automation, cybersecurity, geographic information systems, and data-driven decision-making enable the Village to improve customer service, allocate resources more strategically, reduce processing times, and better anticipate future service demands.

Equally important are the partnerships that strengthen our ability to serve residents. Collaboration with Miami-Dade County, neighboring municipalities, regional agencies, nonprofit organizations, and private-sector partners expands technical expertise, improves access to grant funding, reduces duplication of services, and creates opportunities for innovative solutions that would be difficult to achieve independently.

Although uncertainty will always remain a part of public administration, careful planning, responsible financial stewardship, strategic investment, and sound operational management position Miami Shores to navigate changing conditions successfully. By continuing to invest in resilient infrastructure, modernizing municipal operations, strengthening regional partnerships, and making informed financial decisions, the Village will remain well prepared to protect public resources, sustain essential services, and preserve the exceptional quality of life that defines our community for generations to come.

FY26: THE REARVIEW MIRROR

FY26 was marked by significant organizational progress and the successful implementation of numerous initiatives that strengthened Village operations, enhanced public services, and positioned Miami Shores for the future. Across all departments, we continued modernizing government operations through technology upgrades, expanded digital services, improved business processes, enhanced records management, updated policies and procedures, and strengthened internal controls, all while being fiscally responsible. We also invested in our workforce by implementing the Compensation and Classification Study, enhancing employee benefits and wellness programs, achieving full staffing in key departments, earning national recognition for the Village's retirement system administration, and supporting professional development and workplace safety. Among the year's notable accomplishments was the Miami Shores Police Department becoming one of the first police departments in Miami-Dade County to earn the Florida Municipal Insurance Trust (FMIT) Safety Accreditation, recognizing the Village's commitment to employee safety, risk management, and organizational excellence.

The Village also made substantial progress in planning, resiliency, and infrastructure. We adopted the Village's first Parks and Recreation master plan; and await the completion of the Stormwater Master Plan, Septic-to-Sewer Master Plan, and Vulnerability Assessment. We advanced the Shores Estates Septic-to-Sewer Project; completed roadway resurfacing, drainage and sidewalk improvements; expanded the Village's tree canopy through grant funding, modernized public facilities and fleet

equipment, and continued critical resilience projects, including improvements to Bayfront Park. Planning and Zoning advanced several important ordinances that strengthen neighborhood preservation and historic resources while continuing the comprehensive modernization of the Village's residential zoning regulations and processing a significant volume of development applications.

Public safety, quality-of-life services, and community engagement also remained priorities throughout the year. The Police Department invested in advanced officertraining technologies, communications infrastructure, facility improvements, and operational enhancements, while the library expanded digital services, migrated critical systems to the cloud, improved collections, and continued its Oral History Project in preparation for the Village's Centennial. In addition to completing its first-ever Parks Master Plan, Parks and Recreation upgraded recreational facilities, restored the YMCA After-School Program, improved athletic field and court lighting, and expanded recreational opportunities for residents. The Village held its 2026 Citizens Academy, a series of interactive sessions that offer participants a behind-the-scenes look at various aspects of local governance.



K-9 officers during Citizens Academy



Councilman Valinsky speaks to Citizen's Academy

Collectively, these accomplishments reflect the dedication and professionalism of our employees, the leadership of the Mayor and Village Council, and our continued commitment to providing responsive, innovative, resilient, and fiscally responsible local government while preserving the unique character and quality of life that define Miami Shores Village.

And by diligence, we have been able to secure and now manage a grant portfolio of approximately $30 million to fund ongoing and new projects.

IN CONCLUSION

The FY27 Budget represents the next phase in Miami Shores Village's continued commitment to responsible stewardship, sound financial management, and exceptional public service. While we have accomplished a great deal over the past several years through significant investments in infrastructure, technology, public safety, resiliency, facilities, and organizational improvements, the work before us is equally important.

We face several significant challenges, including the potential impact of statewide property tax reform, the future of our golf course and clubhouse facilities, the South Florida Water Management District's C-8 Canal Flood Mitigation Project, implementation of adopted master plans, completion of major infrastructure initiatives funded in part through the American Rescue Plan Act, collective bargaining, and the long-term sustainability of the services our residents expect.

Our responsibility is not simply to begin new initiatives, but to protect the investments we have already made, complete projects already underway, maintain our infrastructure and public assets, preserve the character of our Village, and continue delivering safe, reliable, and responsive municipal services in a financially sustainable manner.



Aerial view of Green Day event

This budget reflects our continued commitment to the goals established in the Village's Strategic Management Plan and our dedication to preserving the quality of life that makes Miami Shores such a special community. I remain confident in our ability to meet the challenges ahead.

On behalf of the entire Village Administration, I extend my sincere appreciation to our department directors and employees for their professionalism, innovation, and unwavering commitment throughout the year- especially to Finance Director Marcia Fennell, the finance team, and Executive Assistant Andrea Henry. To my fellow charter officers, Village Attorney Chanae Wood, Village Clerk Ysabely Rodriguez, and Deputy Village Manager Christia E. Alou, I thank you for your support and expertise. I also thank our residents for their continued participation, phone calls, emails, ideas, trust, and investment in our community. Thanks to the volunteered hours and professionalism of our advisory board and committee members.

Of course, thank you Mayor Charles, Vice Mayor Cantor, and Councilmembers Burch, Devaney, and Valinsky. Your leadership, policy direction, guidance, and steadfast support are unmatched. Together, we will continue to mold and protect what makes Miami Shores Village special while preparing our community for the opportunities and challenges that lie ahead. I remain committed to working with all of you collectively and collaboratively within the parameters of the council-manager form of government to ensure that Miami Shores Village continues to be a safe, resilient, financially responsible, fiscally sound, and exceptional place to live, work, play, and raise a family.

Respectfully submitted,

Esmond K. Scott
Village Manager

Miami Shores Village, Florida

STRATEGIC PLAN

FISCAL YEAR ENDING SEPTEMBER 30, 2027

MISSION

Serving our community with integrity, transparency compassion, and professionalism, while engaging our residents and enhancing the highest quality of life for all.

VISION

Fostering a safe, welcoming, economically viable, innovative, and environmentally sustainable community, built on trust and a resident-centric approach, while spotlighting its celebrated charm.

VILLAGE VALUES

- Inclusiveness & Cohesiveness
- Living, Working, Playing Safely
- Charming & Friendly
- Responsive Service
- Mindful, Responsible, Innovative
- Resilient & Sustainable
- Multimodal Options
- Affordability

TOP VILLAGE PRIORITIES

1)Revitalizing Downtown
2)Converting Septic to Sewer
3)Developing Parks and Greenspaces
4)Building a Community Center
5)Renovating the Country Club

GOVERNMENT FINANCE OFFICERS ASSOCIATION

Distinguished Budget Presentation Award

PRESENTED TO

Miami Shores Village
Florida

For the Fiscal Year Beginning

October 01, 2025

Christopher P. Morrill

Executive Director

The Government Finance Officers Association of the United States and Canada (GFOA) presented an award of Distinguished Budget Presentation to Miami Shores Village, Florida for its annual budget for the fiscal year beginning October 1, 2025. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan, and as a communications device.



Mayor
Jerome Charles



Councilmember
George Burch



Vice-Mayor
Neil Cantor



Councilmember
Jesse Valinsky



Councilmember
Patrick Devaney

HISTORY

The thriving community that we know today as Miami Shores Village was first settled in the early 1870s. The Sturtevants, Barnotts, Potters, Sears, Woods and Hunts, were the names of some of the earliest homesteaders in the area, creating a community originally known as "Biscayne". In the early 1900s, Hugh M. Anderson, an experienced real estate developer who had previously completed the successful development of the Venetian Islands, set his sights on a new project – a vision of Miami Shores in which residences of Italian-inspired architecture sat within a landscape associated with water. The master development plan for Greater Miami Shores included 9,000 building sites, 5 2/3 miles of bay frontage, four miles of inland waterways and ten miles of main roadways. The plans also called for the construction of a causeway to Miami Beach, a golf course, a country club, a yacht club, a business district, apartment buildings, hotels, a school and churches, a railroad station and beautifying features such as parks, plazas and entryways.

Early in 1926, it was reported that approximately fifty homes had been completed, another fifty were under construction, and an additional one hundred were being planned. The commercial building program was in progress, sidewalks and roadways were being laid out, and lighting and landscape work was well underway. Record-setting sales and resales of property were being recorded. Unfortunately, on September 18, 1926, all plans for the community came to a halt with the arrival of the devastating Great Miami Hurricane. In 1931, under the leadership of Roy Hawkins, who is credited as being the "principal founder" of Miami Shores Village, a request to grant a charter creating Miami Shores Village was presented in the State Legislature. On January 2, 1932, the Village became official at a Council meeting.

In the ensuing decades, growth was steady. A variety of architectural styles were introduced, yet the community emerged as the type of development Anderson had envisioned. Today, the community retains many of its original characteristics – well-situated and serviced by major highways, having tree-lined streets and wide roads, a downtown area, well-maintained homes provided with efficient services and a variety of community activities. Miami Shores Village, which has come to be known as "The Village Beautiful," remains one of Miami-Dade County's most desirable suburbs.







At the Core of The Shores

Miami Shores Village, often referred to simply as *Miami Shores*, is a distinctive residential community located in the northeastern section of Miami-Dade County, Florida. Officially incorporated in 1932, the Village was originally developed as a planned suburb during South Florida's early 20th-century land boom. Its founders envisioned a tranquil, park-like setting to contrast the bustling urban development of nearby Miami—and that character has endured for nearly a century.

Today, Miami Shores is known for its wide, tree-lined streets, architecturally diverse homes, and strong sense of civic pride. Spanning just under 3.75 square miles, the Village maintains a predominantly single-family residential land use pattern, with small-scale commercial corridors and a handful of multifamily dwellings and townhomes. Its built environment includes well-preserved examples of Mediterranean Revival, Art Deco, and Mid-Century Modern architecture—reflecting both its historical roots and modern revitalization.

Centrally located on the shores of Biscayne Bay, the Village offers convenient access to downtown Miami, Miami Beach, and the greater South Florida region. Despite this proximity to urban centers, Miami Shores has preserved a small-town atmosphere, reinforced by its own municipal police department, public library, community centers, parks, public works department and a municipally owned golf course and country club.



Miami Shores Village, Florida
VILLAGE PROFILE

FISCAL YEAR ENDING SEPTEMBER 30, 2027



Miami Shores Village operates under a Council-Manager form of government and maintains a strong tradition of fiscal discipline, community planning, and public service. Residents are deeply involved in shaping the future of the community through active participation in local boards, town meetings, and civic associations.

A defining feature of the community is its commitment to education and civic engagement. Miami Shores is home to **Barry University**, a private Catholic institution serving students from around the globe.





Doctors Charter School, one of Florida's few municipally sponsored charter schools, was established in 2005 with support from community stakeholders, including Village residents, Barry University, and local education advocates. Miami Shores Village played an initial facilitative role during the school's development, including support for site selection and planning discussions. However, the Village relinquished any operational involvement upon the establishment of the independent school governance structure. Doctors Charter School consistently earns high academic ratings.

This emphasis on education has contributed to a highly informed and engaged population, with over 60% of residents holding a bachelor's degree or higher.

Culturally, Miami Shores is one of the more diverse and inclusive communities in Miami-Dade County. With nearly 30% of residents born outside the United States and nearly half speaking a language other than English at home, the Village exemplifies the multicultural fabric of South Florida.

It has always been welcoming to LGBTQ+ families and individuals and has adopted progressive non-discrimination policies ahead of many neighboring jurisdictions.



The Shores Snapshot

Miami Shores Village is a fiscally stable, inclusive, and well-served single-family residential community with high levels of education, income, and owner-occupancy. The Village maintains an excellent array of services—police, recreation, library, charter and public schools, and higher education—supporting its reputation as "The Village Beautiful." Structural fiscal balance is supported by resident ability to pay, modest population growth, and a stable property base. The demographic diversity supports equitable community engagement and public trust.



Miami Shores Village at a Glance

Overview

- Incorporated: 1932
- Nickname & Motto: "The Village Beautiful"
- Location: In-town village in northeastern Miami-Dade County, on Biscayne Bay, just north of the City of Miami, with quick access to I-95, beaches, Fort Lauderdale, and downtown Miami
- Character: Quiet, family-oriented single-family suburb interspersed with lush parks, wide tree-lined streets, and a mix of architectural styles including MiMo, Mediterranean Revival, and Art Deco

Quick Stats Table

Metric	Value
Population (2020 / est. 2025)	~11,567 / ~11,669
Households	~3,637
Owner-occupied rate	~87.5%
Median Home Value	$864,400
Median Household Income	$144,050
Poverty Rate	~7.6%
Education (≥ Bachelor's)	~64.1%
Employment Rate	~56.5%
Without Health Care Coverage	~6.5%

Miami Shores Village: Community Profile

Overview

- **Incorporated:** 1932
- **Motto:** *"The Village Beautiful"*
- **Location:** Miami-Dade County, just north of Miami; core single-family residential community with MiMo, Mediterranean Revival, Art Deco, and contemporary architecture. Excellent access to I-95, beaches, Miami, and Fort Lauderdale.
- Annual mean temperature: approx. 75.5 °F
- Annual rainfall: ~59.8 inches
- Sunshine days: ~255/year

Miami Shores Village, Florida
VILLAGE PROFILE

FISCAL YEAR ENDING SEPTEMBER 30, 2027

Demographics*

Metric	Value
Population (2020 Census / 2025 est.)	11,567 / ~11,669
Households (2020-2024)	~3,637
Avg. Household Size	~2.80
Owner-Occupancy Rate	~87.5%
Median Age	~36.4 years
% Under 18 / Over 65	~22% / ~12.4%
Foreign-Born Residents	~30.4%
Language Other Than English At Home	~50.7%
Educational Attainment (≥ Bachelor's)	~64.1%
Major Racial/Ethnic Groups	White non-Hispanic ~37%, Hispanic/Latino ~37.2%, Black ~16.5%, Asian ~2.8%, Two or more ~29.4%

Socioeconomic Profile*

- **Median Household Income (2024 est.):** $144,050
- **Per Capita Income:** ~$59,927
- **Poverty Rate:** ~7.6%
- **Median Home Value:** $864,400
- **Median Gross Rent:** ~$2,657/month
- **Average Commute Time:** ~26 minutes

Community Infrastructure & Services

- **Public Safety:** Village Police Department (~42 sworn officers); patrol and community policing services.
- **Recreation Facilities:** Aquatic Center, Tennis Center, Recreation Center, Ed Abdella Fieldhouse, Miami Shores Country Club (golf, athletics).
- **Library:** Brockway Memorial Library (Village-operated).

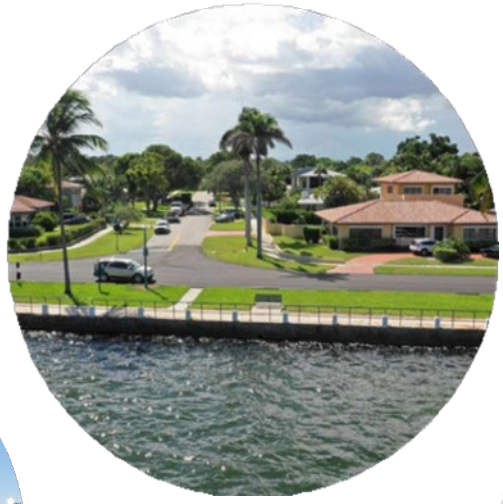
*Source: Census.gov (years 2024-2025)

- **Educational Institutions:**
  - Miami Shores Elementary (K–5, A-rated)
  - Doctors Charter School (6–12, A-rated)
  - Barry University (private, nationally recognized university, located within the Village)

Community Identity & Culture

- A well-educated, diverse, family-friendly community with a small village feel inside metro Miami.
- Strong local values around inclusivity, housing diversity, and welcoming same-sex households; historically strong non-discrimination policies.



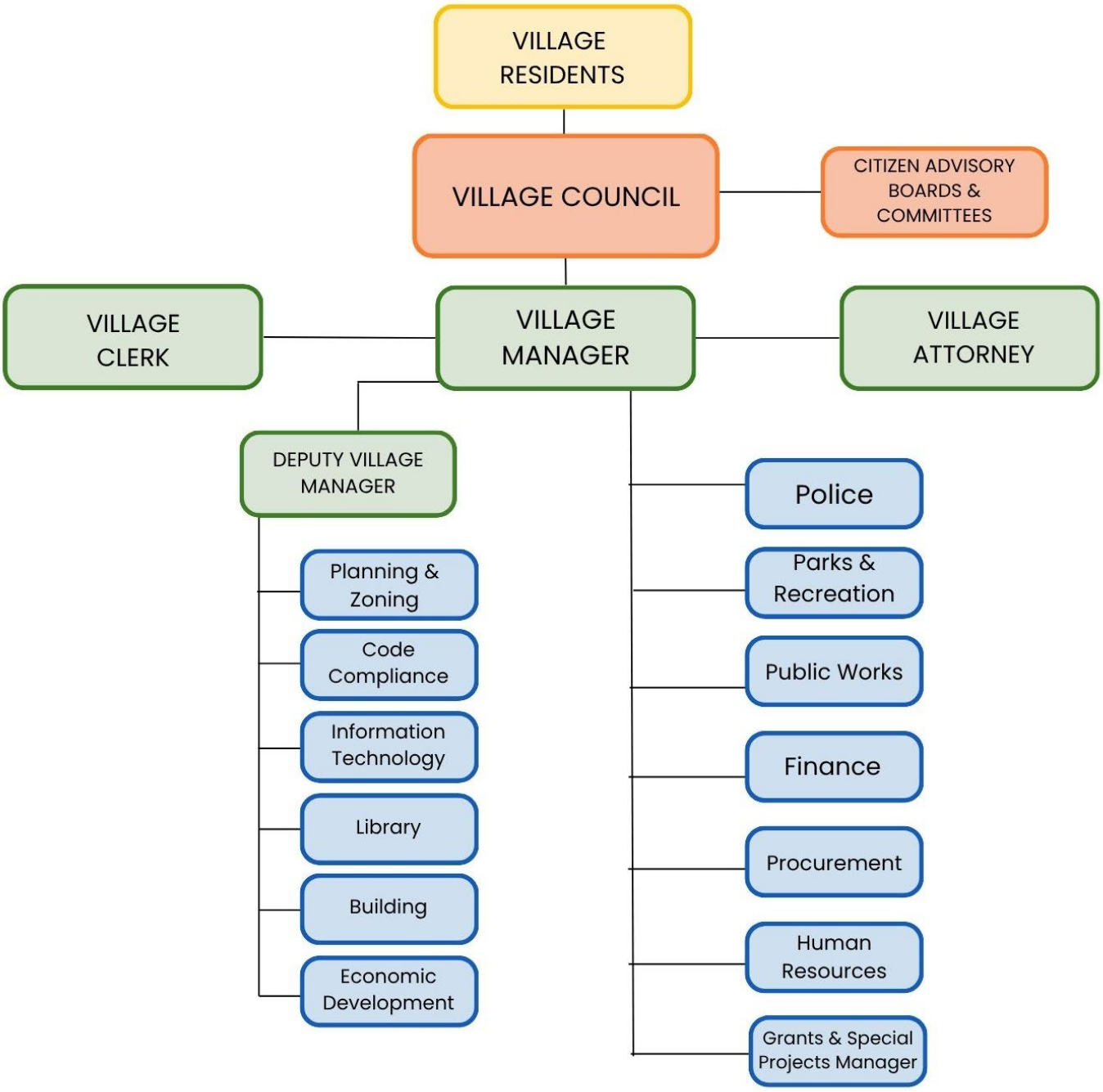




Miami Shores Village, Florida

ORGANIZATION CHART

FISCAL YEAR ENDING SEPTEMBER 30, 2027



Miami Shores Village, Florida

STAFFING SUMMARY

FISCAL YEAR ENDING SEPTEMBER 30, 2027

The Village's staffing summary represents management's interpretation of the labor elements necessary to implement the directives and guidance provided by the Mayor and Council. That guidance has been formed into a strategic plan that details the Council's Vision and Priorities. The plan is further refined into a set of goals and initiatives that can be converted into measurable actions. Those actions are then implemented and monitored to determine the progress toward achievement of those goals.

Department	FY 2025 Adopted Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
Village Manager	5	5	4
Village Clerk	2	2	2
Finance	4	4	4
Planning Zoning & Resiliency	3	3	3
Human Resources & Risk management	1	1	1
Information Technology	3	3	3
Police	53	53	52
Building Department	7	7	7
Code Compliance	3	4	4
Public Works - Beautification	4	7	6
Public Works - Streets	5	5	5
Public Works - Administration	5	5	5
Public Works - Recreation/Maintenance	3	0	0
Public Works - Facilities Management	3	3	2
Public Works - CITT	2	2	3
Local Options Gas Tax	2	2	2
Solid Waste	22	22	19
Stormwater	2	2	2
Fleet Management	4	4	4
Library	4	4	4
Parks & Recreation - Administration	3	3	3
Parks & Recreation - Athletics	5	5	4
Parks & Recreation - Community Center	3	3	4
Parks & Recreation - Aquatics	6	6	4
Parks & Recreation - Tennis	0	0	0
Golf & Country Club	0	0	1
Total	**154**	**155**	**148**

Department	Additional Staffing/Changes
Golf & Country Club	1(one) Accountant; 1(one) Consultant (PT)

***** Difference due to Part Time staff included as Full Time staff.

The following chart contains a list of the Council priorities and the departments that are taking action to achieve the desired goal.

Fund Type	Departments	Inclusiveness & Cohesiveness	Living, Working, Playing Safely	Accessible & Professional	Responsive Service	Mindful, Responsible, Innovative	Resilient & Sustainable	Multimodal Options	Affordability
General Fund	Mayor & Council	X	X	X	X	X	X	X	X
General Fund	Village Manager	X	X	X	X	X	X	X	X
General Fund	Village Clerk	X		X	X	X	X	X	
General Fund	Finance	X		X	X	X	X		X
General Fund	Legal	X	X	X	X			X	
General Fund	Planning, Zoning & Resiliency	X	X	X	X	X	X	X	X
General Fund	Human Resources & Risk Management	X	X	X	X	X	X		
General Fund	Building	X	X	X	X	X	X	X	X
General Fund	Code Compliance	X	X	X	X	X	X	X	X
General Fund	Public Works	X	X	X	X	X	X	X	X
General Fund	Brockway Memorial Library	X	X	X	X	X	X	X	X
General Fund	Parks & Recreation	X	X	X	X	X	X	X	X
General Fund	Police	X	X	X	X	X	X	X	
Enterprise Fund	Stormwater	X	X	X	X	X	X	X	
Enterprise Fund	Solid Waste	X	X	X	X	X	X		X
Enterprise Fund	Water & Wastewater	X	X	X	X	X	X		
Internal Service Fund	Information Technology	X	X	X	X	X	X		

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BUDGET OVERVIEW

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

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

Certain steps are common to sound budgeting processes:

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

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

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

Budgetary control is legally maintained at the department level. The Village Manager is authorized to amend, modify, or otherwise adjust the Village's annual budget in accordance with the spending limitations as established by *Purchasing* guidelines of Miami Shores Village of Ordinances pursuant to the Budget Resolution. Other amendments to the budget require authorization by the Village Council. The Village's united approach to tasks to be performed during the fiscal year is based on the vision, mission and goals as laid out in this adopted plan and is evidenced in every project, initiative, and line item.

Miami Shores Village, Florida
ANNUAL BUDGET PROCEDURES AND CALENDAR

FISCAL YEAR ENDING SEPTEMBER 30, 2027

Florida Statutes (Chapter 200.065), known as TRIM (Truth In Millage) require that all city governments prepare, approve, adopt and execute an annual budget for such funds as may be required by law or by sound financial practices and generally accepted accounting principles. Accordingly, the following procedures have been established for budget adoption:

Truth In Millage

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

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

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

The calendar represents the annual budget process as previously described.

April Departments submit operating and 5-year capital improvement projects budget requests to the Capital Improvement Department

May Departmental meetings with Finance and the Budget Review Committee to review and revise budget requests.

June Final adjustments are made and the Adopted balanced budget is submitted to the City Manager for final review.

June-July The Adopted operating and 5-year capital improvement projects budgets are presented to Mayor and Council through a series of public workshops. A pre-budget workshop was held on **April 21st, 2026** and a workshop on **July 22nd, 2026.**

September Two budget hearings are conducted to set the millage rate and adopt the budget.

Public hearings on the Fiscal Year 2027 budget will be held in Village Hall on September 8, 2026 at 6:00 PM and September 22, 2026 at 6:00 PM.

October The adopted budget becomes effective on October 1. Compliance with Chapter 200, F.S. is certified to the Florida Department of Revenue.

Basis of Accounting & Budgeting

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

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

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

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

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

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

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

The Village uses the following fund types:

GOVERNMENTAL FUND TYPES

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

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

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

Local Option Gas Tax – This fund accounts for the revenues from the six cents and additional three cents sales tax levied on all petroleum products sold in Miami-Dade County and apportioned to municipalities.

Transportation Surtax (CITT) – Accounts for the Village's portion of the Miami-Dade County one-half percent transportation surtax approved by voters in November 2002.

Building Fund – This fund was created in FY2022 to comply with State Reporting Requirements. The Building Department is responsible for the administration and enforcement of all applicable construction codes at the federal, state, county, and municipal levels. Our primary mission is to safeguard the health, safety, and welfare of all who live, work, and visit our community, including first responders, through the consistent application of building standards.

Debt Service Fund – This fund records the inflow and outflow of cash related to the dedicated ad valorem tax levies used to pay for the annual principal and interest costs associated with the General Obligation Bonds, Series 2013, which replaced Series 1999 sold to design, develop and construct the Miami Shores Aquatic Facility, as well as, the Series 2015 which replaced the Series 2004 bond, sold to build the Doctors Charter School Facility.

Additionally, the payments toward clearing other outstanding debt are reported in this fund. Costs associated with the management, reporting and payment of principal, interest and fees are also included. The Village is required to complete a series of reports relating to the debt including *Continuing Disclosure Reports*, *State Bond Filings* and special notes to the Village's comprehensive annual financial report.

Capital Improvement Fund (CIP) – The Capital Project Fund is used to account for the funding of municipal capital expenditures for the acquisition, construction or improvement

of major capital facilities or infrastructure; machinery and equipment; and other general improvements with a life expectancy of more than three years.

PROPRIETARY FUND TYPES

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

The Village budgets for the following:

Enterprise Funds:

Stormwater Fund – Accounts for the operations and maintenance of the Village's stormwater system. This Division maintains drains, pumps, and flooded locations during storms, as well as cleans streets and performs light maintenance.

Solid Waste Fund – Accounts for the operations and maintenance of the Village's solid waste system. The Solid Waste Division is responsible for the management and disposal of all non-hazardous solid waste for Miami Shores Village residents and businesses. Curbside recycling, commercial and residential garbage collection and bulk trash removal services constitute the Division's focus.

Water & Wastewater Fund – Accounts for the annual assessments to pay for the construction cost and maintenance fees for the NE Second Avenue Business District Water & Sewer Project. Future maintenance costs for the grinder pumps will be paid for from this fund.

Golf & Country Club Fund – The Miami Shore Golf & Country Club fund created in April 2026, is a Village-owned recreational facility the generates revenue from golf, dining, events and related operations.

Internal Service Funds

Risk Management Fund – The Village's Risk Management Internal Service Fund is a self-balancing group of accounts designed to accumulate the necessary financial resources to pay for the Village's insurance premiums, costs, deductibles and administrative services insured by the Florida League of Cities.

Fleet Management Fund – The Fleet Management Fund, created in FY2000 as an Internal Service Fund of the Public Works Department, is responsible for the acquisition and maintenance of all Village-owned vehicles in the municipal inventory.

Information Technology Fund – The Information Technology Fund, established in FY 2023 as an Internal Service Fund within the Village Manager's Department, is dedicated to modernizing and optimizing the Village's technology infrastructure in alignment with the Strategic Management Plan.

Each year, the State of Florida publishes financial condition assessment procedures that includes five years of data, financial indicator calculations, and benchmarks with similar governments. The benchmarks are classified in three groups: (1) fund type and population, (2) fund type and property values, or (3) fund type, population and property values. For purposes of this analysis, the Village has selected group (3) fund type, population and property values. Other key performance indicators and trend information are listed among the various Village departments.

The Village's peer group includes 21 Florida municipalities. The rankings indicate at or above average performance regarding fifteen of the twenty-five indicators. The Village's rankings in all the benchmarking categories are presented on the following page.

Miami Shores Village, Florida
BENCHMARKING

FISCAL YEAR ENDING SEPTEMBER 30, 2027

FINANCIAL INDICATORS

	INDICATOR	WARNING TREND	RANK
1	Change in Net Position / Beginning Net Position	The percent change in net position indicates how the government's position changed during the year (positive or negative) as a result of resource flow.	10
2	Unassigned and Assigned Fund Balance + Unrestricted Net Position (Constant $)	Declining results may indicate that the local government could have difficulty maintaining a stable tax and revenue structure or adequate level of services. Deficits may indicate a financial emergency.	12
3	Unassigned and Assigned Fund Balance / Total Expenditures - General Fund	Percentages decreasing over time may indicate unstructured budgets that could lead to future budgetary problems for the local government even if the current fund balance is positive.	13
3	Unassigned and Assigned Fund Balance / Total Expenditures - Governmental Funds		13
4	Current Cash & Investments / Current Liabilities - General Fund	Percentages decreasing over time may indicate that the local government has overextended itself in the long run or may be having difficulty raising the cash needed to meet its current needs.	18
4	Current Cash & Investments / Current Liabilities - Governmental Funds		16
4	Current Cash & Investments / Current Liabilities - Proprietary Funds		19
5	Current Cash & Investments/ Total Expenditures or Total Operating Expenses divided by 12 - Governmental Funds	Percentages decreasing over time may indicate that the local government has overextended itself in the long run or may be having difficulty raising the cash needed to meet its current needs.	14
5	Current Cash & Investments/ Total Expenditures or Total Operating Expenses divided by 12 - Proprietary Funds		8
6	Current Liabilities/ Total Revenues or Total Operating Revenues - Governmental Funds	Increasing results may indicate liquidity problems, deficit spending, or both.	8
6	Current Liabilities/ Total Revenues or Total Operating Revenues - Proprietary Funds		1
7	Long-Term Debt (Constant$)/ Population	Results increasing over time may indicate that the local government has a decreasing level of flexibility in how resources are allocated or decreasing ability to pay its long-term debt.	8
8	Excess of Revenues Over (Under) Expenditures/ Total Revenues	Decreasing surpluses or increasing deficits may indicate that current revenues are not supporting current expenditures.	16
9	Operating Income(Loss)/ Total Operating Revenues	Decreasing income or increasing losses may indicate that current revenues are not supporting current expenses.	7
10	Intergovernmental Revenues/ Total Revenues or Total Operating Revenues - Governmental Funds	Percentages increasing over time indicate a greater risk assumed by the local government due to increased dependence on outside revenues.	7
11	Unassigned and Assigned Fund Balances or Unrestricted Net Position / Total Revenues or Total Operating Revenues - Governmental Funds	Decreasing results may indicate a reduction in the local government's ability to withstand financial emergencies or its ability to fund capital purchases without having to borrow.	14
11	Unassigned and Assigned Fund Balances or Unrestricted Net Position / Total Revenues or Total Operating Revenues - Proprietary Funds		11
12	Total Revenues (Constant$)/ Population	Decreasing results indicate that the local government may be unable to maintain existing service levels with current revenue sources.	16
13	Debt Service/ Total Expenditures	Percentages increasing over time may indicate declining flexibility the local government has to respond to economic changes.	7
14	Total Expenditures (Constant $)/ Population	Increasing results may indicate that the cost of providing services is outstripping the local government's ability to pay (i.e., the local government may be unable to maintain services	13
15	(Accumulated Depreciation / Capital Assets) - Governmental Funds	This is the percentage of assets depreciated. An increasing trend suggests that a local government is not systematically investing in its capital assets which may indicate increasing deferred replacement or maintenance costs.	18
15	(Accumulated Depreciation / Capital Assets) Proprietary Funds		14
16	Pension Plan Ratio - General Employees	Ideally the Plan Fiduciary Net Position as a Percentage of Total Pension Liability ratio should be increasing over time. Decreasing trend may indicate an increasing burden on the tax base and/or poor plan management.	1
16	Pension Plan Ratio - Police & Fire Combined		15
18	Millage Rate	Millage rates approaching the statutory limit may indicate that the local government has a reduced ability to raise additional funds when needed.	19

Capitalization Policy

Capital assets are defined by the Village as assets with an initial, individual cost of more than $5,000 for tangible capital assets, $30,000 for software and $75,000 for easements. Outlays for capital assets and improvements including design, engineering, installation and similar costs are budgeted in all funds. Periodically throughout the year, capital outlay accounts in the proprietary funds are transferred into capital asset accounts. Available budget amounts are not restored during this process. Capital assets are depreciated using the straight-line method over the following useful lives:

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

Depreciation and amortization expenses are included in the operational budgets because they are non-cash transactions.

Reserve Policy

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

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

Investment Policy

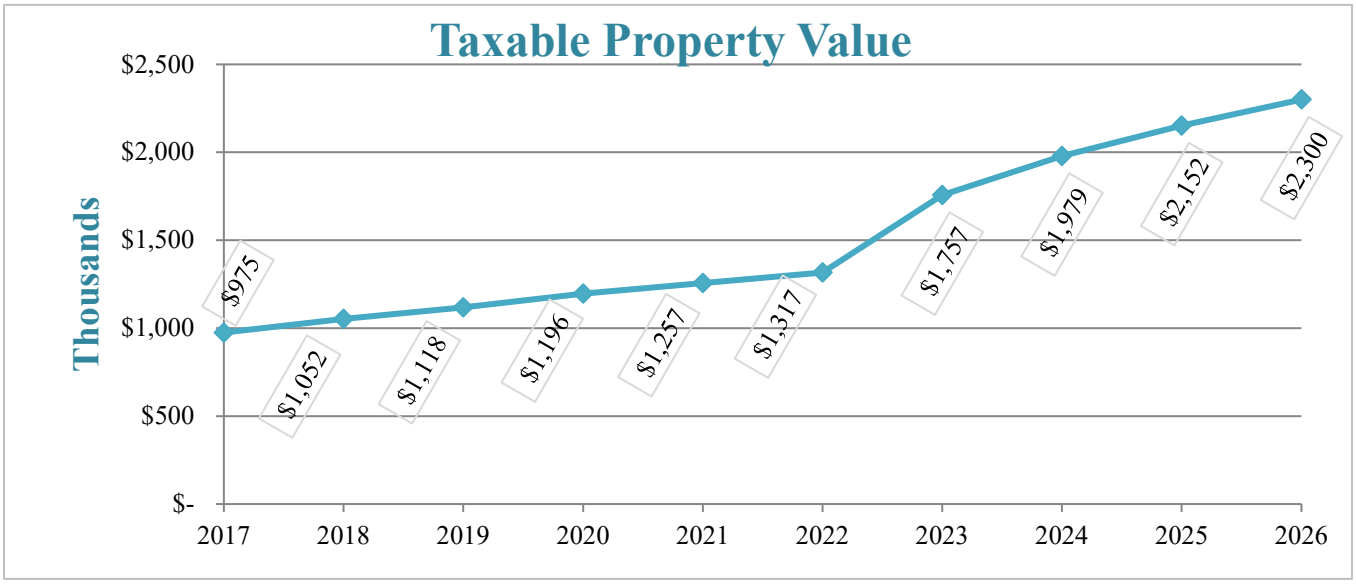
The Village's investment policy was designed to safeguard the Village's surplus funds, provide for the availability of operating and capital funds when needed, and promote an investment return competitive with comparable funds and financial market indices. In an effort to accomplish these objectives,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

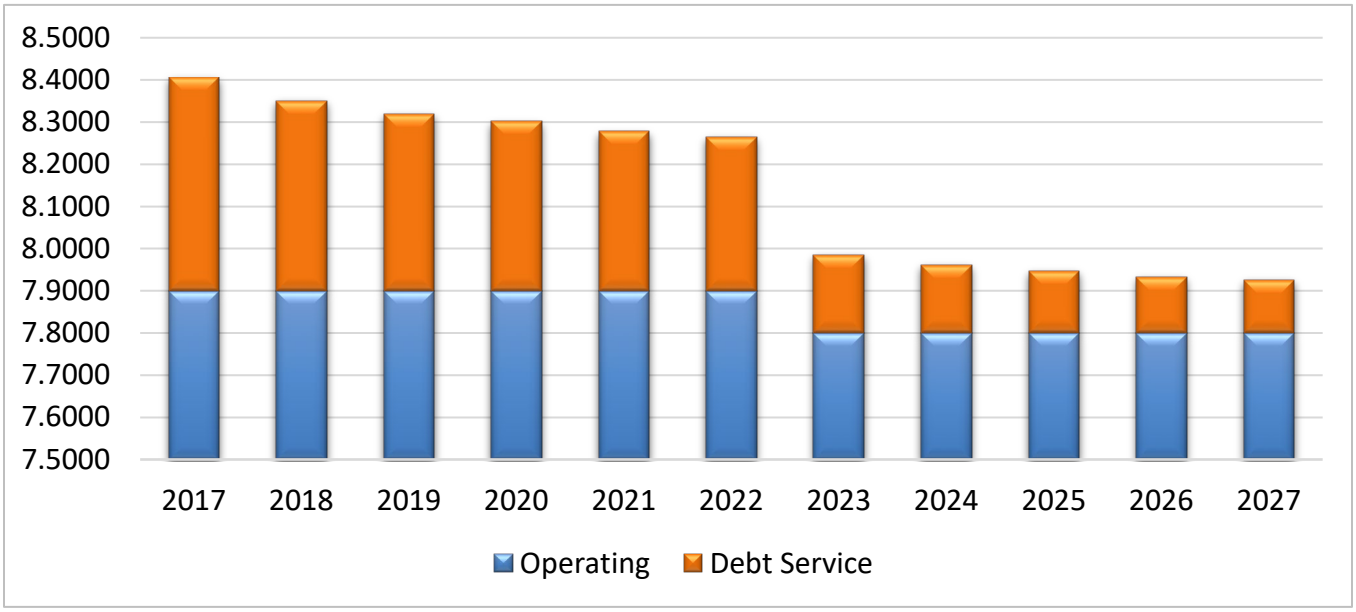
Miami Shores Village, Florida

REVENUE FORECASTING

FISCAL YEAR ENDING SEPTEMBER 30, 2027

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





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FINANCIAL SCHEDULES

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GOVERNMENTAL FUNDS

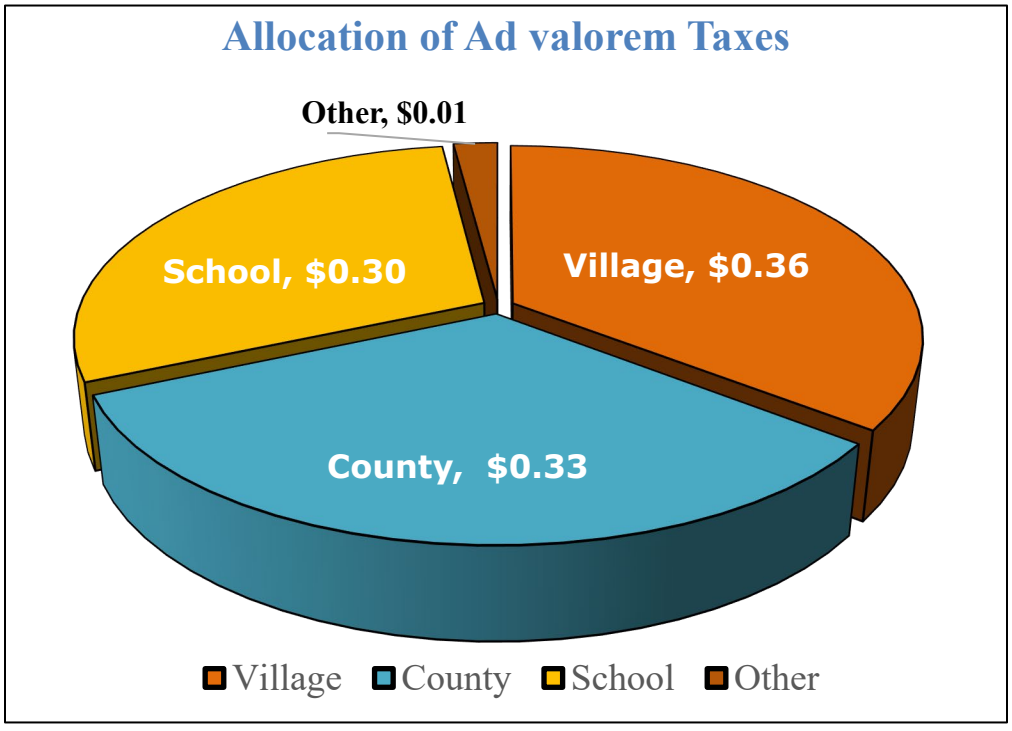
General Fund

Ad Valorem Property Taxes

The Village's property tax is levied every October 1st, on the assessed value listed as of the prior January 1, for all real and personal property located in the Village. Property taxes are based on a millage rate (one mil is the equivalent of $1 per $1,000 of assessed value or 0.001), which is applied to the total taxable value of all real property and certain tangible personal property. The Miami-Dade County Property Appraiser establishes assessed values and delivers the Certified Taxable Value of each property to the Village on or before July 1st of each year. The gross taxable value on January 1, 2026, upon which the 2026 levy was based, is approximately $2.30 billion.

Depending upon policies established by the Village Council, revenue from Ad Valorem taxes may be used to fund both operating costs and capital projects. The Village is permitted by state law to levy taxes up to 10 mills of assessed valuation for the General Fund. State constitutional provisions exist for raising the millage rate above the 10-mil cap by local referendum and for debt service or provision of municipal-type services within the Village. The Adopted operating millage rate for Fiscal Year 2027 is 7.8000 per $1,000 of taxable value which is the same as the prior fiscal year's operating millage rate. The Adopted debt service millage rate is 0.1244 per $1,000 of taxable value which is a reduction of 0.0087 from Fiscal Year 2025 debt service millage rate of 0.1331

Besides Miami Shores Village, other agencies levy taxes on the property values established by the Property Appraiser. The following graph displays the allocation of property taxes levied by the various agencies for the previous fiscal year.



General *Fund (continued)*

Other Taxes
This line item includes Sales Tax, Municipal Revenue Taxes, and Franchise Fees among others.

Licenses and Permits
The Village charges its customers a fee to operate a business within Miami Shores Village city limits. Also, included are charges for construction permits.

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

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

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

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

Interfund Transfers
Unless otherwise noted transfers are made from the various funds to cover share of costs related to administrative services provided by the Internal Service Funds.

Special Revenue Funds

Local Option Gas Tax Fund
Revenue for this fund originates from a six and three cent tax levied by Miami-Dade County on all petroleum and petroleum-related products. Proceeds from this fund must be segregated and may only be used for repairs, maintenance, additions, deletions and modifications to streets, sidewalks, streetlights, easements, curbs, alleys, medians and rights-of-way.

Special Revenue Funds (continued)

Transit Surtax Fund

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

Building Fund

This fund was created in FY2022 to comply with State Reporting Requirements. The Building Department is responsible for the administration and enforcement of all applicable construction codes at the federal, state, county, and municipal levels. Our primary mission is to safeguard the health, safety, and welfare of all who live, work, and visit our community, including first responders, through the consistent application of building standards

Debt Service Fund

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

Capital Project Fund

The fund is used to account for funding of municipal capital expenditures for acquisition, construction or improvement of major capital facilities or infrastructure; machinery and equipment; and other general improvements with a life expectancy of more than three years.

PROPRIETARY FUNDS

Enterprise Funds

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

Internal Service Funds

Internal Service Funds' revenues are derived from allocations from user departments. Every Village fund that pays salary and benefits contribute to the Risk Management Fund to pay for the Village's insurance premiums. Costs associated with the Information Technologies (IT) Fund are allocated to user funds based on time and effort expended by the IT Fund. The Fleet Management Fund is responsible for the acquisition and maintenance of all Village-owned vehicles.

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GOVERNMENT-WIDE

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Miami Shores Village, Florida

GOVERNMENT-WIDE REVENUES

FISCAL YEAR ENDING SEPTEMBER 30, 2027

The following pages provide a summary of the government-wide revenues and expenses of budgeted funds.

	ACTUAL FY 2025	ADOPTED BUDGET FY 2026	ESTIMATED ACTUAL FY 2026	ADOPTED BUDGET FY 2027
General Fund				
Ad valorem taxes	$ 14,963,321	$ 15,999,102	$ 15,999,102	$ 17,046,599
Other taxes	2,048,950	2,011,000	1,970,780	2,016,600
Licenses and permits	1,073,371	1,163,028	1,139,767	1,079,026
Intergovernmental	1,658,466	1,831,211	1,794,587	1,656,441
Charges for services	2,376,848	2,700,175	2,646,172	2,573,526
Fines and forfeitures	159,619	147,100	144,158	248,598
Other revenue	1,319,267	1,228,685	1,204,111	890,553
Other sources - Interfund Transfer	750,000	647,936	647,936	900,000
Appropriations of prior year balances	-	-	-	725,000
Total General Fund	**24,349,843**	**25,728,237**	**25,546,613**	**27,136,343**
Special Revenue Funds				
Local Option Gas Tax (LOGT)	388,787	649,639	501,332	491,358
Transit Surtax (CITT)	758,526	1,727,332	1,716,159	1,395,061
Building Fund	1,400,922	2,347,322	1,299,343	1,813,000
Total Special Revenue Funds	**2,548,235**	**4,724,293**	**3,516,834**	**3,699,419**
Debt Service Funds				
Property taxes	280,880	272,933	272,933	272,160
Other revenue	3,547	-	-	-
Total Debt Service Funds	**284,427**	**272,933**	**272,933**	**272,160**
Capital Projects Fund				
Interfund transfers	**878,972**	**1,380,300**	**1,366,497**	**1,734,900**
Internal Service Funds				
Risk Management Fund	2,231,913	2,264,811	2,248,761	1,843,609
Fleet Management	1,721,712	2,434,239	2,000,597	2,666,171
Information Technology	1,245,975	2,285,822	2,285,822	1,927,277
Total Internal Service Funds	**5,199,600**	**6,984,872**	**6,535,180**	**6,437,057**

Miami Shores Village, Florida
GOVERNMENT-WIDE REVENUES

FISCAL YEAR ENDING SEPTEMBER 30, 2027

	ACTUAL FY 2025	ADOPTED BUDGET FY 2026	ESTIMATED ACTUAL FY 2026	ADOPTED BUDGET FY 2027
Enterprise Funds				
Stormwater				
Charges for services	638,640	807,363	807,363	829,162
Other revenue	25,794	31,615	31,615	25,316
Appropriations of prior year balances	-	1,707,882	1,707,882	1,219,230
Total Stormwater	**664,435**	**2,546,860**	**2,546,860**	**2,073,708**
Water & Wastewater				
Charges for services	154,750	254,105	249,023	261,728
Other revenue	66,559	67,312	65,966	726,000
Appropriations of prior year balances	-	27,386	27,386	238,907
Total Water & Wastewater	**221,309**	**348,803**	**342,375**	**1,226,635**
Solid Waste				
Charges for services	3,705,437	4,473,487	3,415,247	4,909,174
Other revenue	10,125	14,678	14,384	7,877
Appropriations of prior year balances	-	456,410	456,410	-
Total Solid Waste	**3,715,562**	**4,944,575**	**3,886,041**	**4,917,051**
Golf & Country Club				
Charges for services	-	-	935,598	8,503,020
Other revenue	-	-	-	-
Appropriations of prior year balances	-	-	-	-
Golf & Country Club	**-**	**-**	**935,598**	**8,503,020**
Total Enterprise Funds	**4,601,305**	**7,840,238**	**7,710,874**	**16,720,414**
TOTAL ALL FUNDS	**$ 37,862,382**	**$ 46,930,873**	**$ 44,948,931**	**$ 56,000,293**

Miami Shores Village, Florida

GOVERNMENT-WIDE EXPENSES

FISCAL YEAR ENDING SEPTEMBER 30, 2027

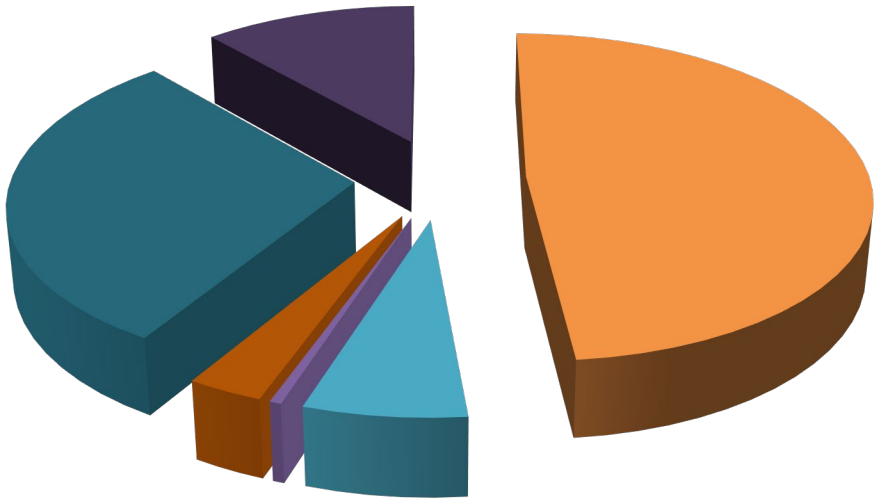
	ACTUAL FY 2025	ADOPTED BUDGET FY 2026	ESTIMATED ACTUAL FY 2026	ADOPTED BUDGET FY 2027
General Fund				
Mayor & Council	$ 56,968	$ 92,655	$ 90,802	$ 99,905
Village Clerk	327,175	452,329	444,482	491,811
Village Attorney	411,498	495,000	485,100	495,000
Village Manager	980,483	973,210	947,865	982,529
Non-Departmental	1,019,452	5,447,079	5,304,136	5,406,034
Planning and Zoning	870,775	596,217	576,019	636,352
Code Compliance	408,250	340,520	332,666	435,077
Human Resources	302,817	369,402	358,333	403,903
Finance	1,144,401	842,903	818,994	807,419
Police	9,541,813	8,924,053	8,714,253	8,990,418
Library	721,522	644,610	617,038	674,306
Parks and Recreation	3,560,050	3,628,854	3,462,861	3,753,747
Public Works	2,541,844	2,921,405	2,826,093	3,959,842
Total General Fund	**21,887,050**	**25,728,237**	**24,978,642**	**27,136,343**
Special Revenue Funds				
Local Option Gas Tax (LOGT)	642,264	649,639	638,398	491,358
Transit Surtax	359,837	1,727,332	1,717,551	1,395,061
Building Fund	1,807,366	2,347,322	2,282,643	1,813,000
Total Special Revenue Funds	**2,809,467**	**4,724,293**	**4,638,593**	**3,699,419**
Debt Service Funds				
Principal	214,200	219,400	219,400	224,200
Interest and other charges	60,470	53,533	52,533	47,960
Total Debt Service Funds	**274,670**	**272,933**	**271,933**	**272,160**
Capital Project Fund				
Capital outlay	**937,220**	**1,380,300**	**1,320,300**	**1,734,900**
Internal Service Funds				
Risk Management Fund	2,436,353	2,264,811	2,166,117	1,843,609
Fleet Management Fund	2,505,575	2,434,239	2,390,854	2,666,171
Information Technology	943,117	2,285,822	2,247,546	1,927,277
Total Internal Service Funds	**5,885,044**	**6,984,872**	**6,804,516**	**6,437,057**

Miami Shores Village, Florida
GOVERNMENT-WIDE EXPENSES

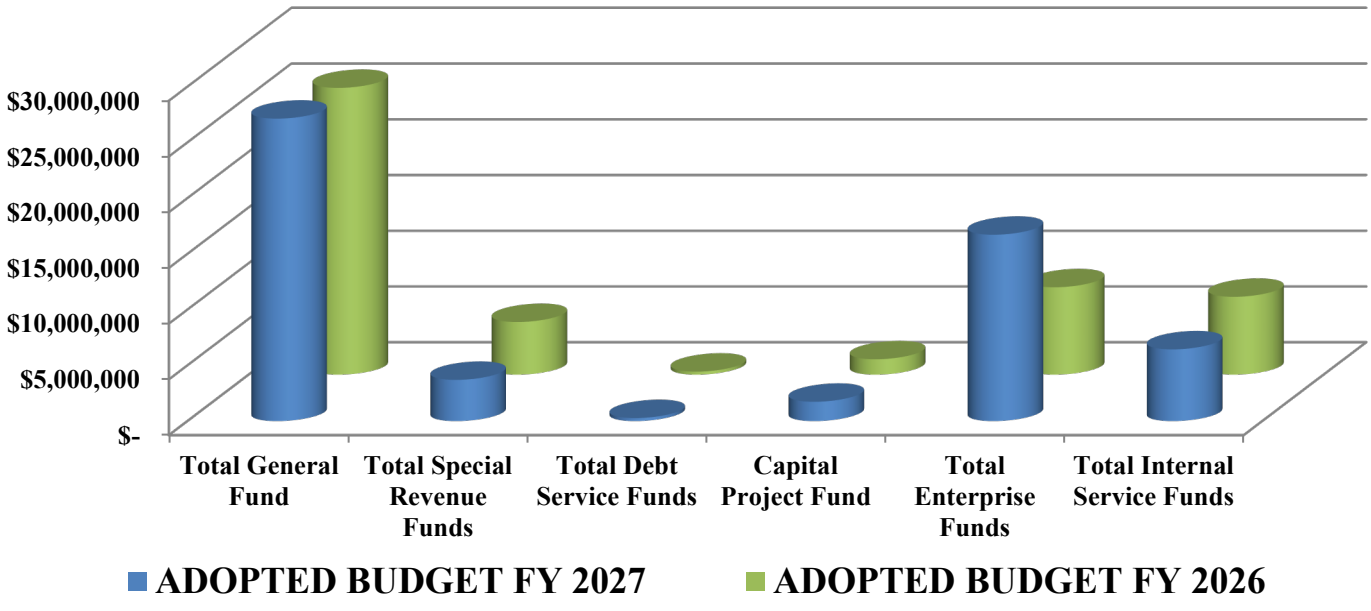
FISCAL YEAR ENDING SEPTEMBER 30, 2027

	ACTUAL FY 2025	ADOPTED BUDGET FY 2026	ESTIMATED ACTUAL FY 2026	ADOPTED BUDGET FY 2027
Enterprise Funds				
Stormwater				
Personnel	109,529	178,548	174,977	138,276
Operating costs	453,190	547,210	519,850	507,207
Capital outlay	625,005	1,821,102	1,821,102	1,347,000
Non-operating costs	50,000	-	-	81,225
Total Stormwater	**1,237,724**	**2,546,860**	**2,515,929**	**2,073,708**
Water & Wastewater				
Personnel	-	-	-	-
Operating costs	165,754	47,092	44,737	370,645
Capital outlay	42,777	100,000	100,000	725,000
Non-operating costs	128,270	201,711	201,711	130,990
Total Water & Wastewater	**336,801**	**348,803**	**346,448**	**1,226,635**
Solid Waste				
Personnel	1,418,542	1,537,002	1,506,262	1,591,217
Operating costs	2,252,099	2,362,573	2,244,444	2,189,574
Capital outlay	99	840,000	840,000	260,000
Non-operating costs	350,039	205,000	205,000	876,260
Total Solid Waste	**4,020,779**	**4,944,575**	**4,795,706**	**4,917,051**
Golf & Country Club				
Personnel	-	-	429,737	3,573,823
Operating costs	-	-	376,347	3,503,180
Capital outlay	-	-	-	-
Non-operating costs	-	-	129,514	1,426,017
Total Golf & Country Club	**-**	**-**	**935,598**	**8,503,020**
Total Enterprise Funds	**5,595,304**	**7,840,238**	**8,593,681**	**16,720,414**
TOTAL ALL FUNDS	**$ 37,388,754**	**$ 46,930,873**	**$ 46,607,665**	**$ 56,000,293**

REVENUE SOURCE



EXPENDITURE COMPARISON



Miami Shores Village, Florida

SUMMARY OF CHANGES IN FUND BALANCES

FISCAL YEAR ENDING SEPTEMBER 30, 2027

The following chart represents the estimated changes in fund balances of all budgeted funds

	Actual Net Position/ Fund Balance 9/30/2025	FY 2026 Expected Revenues	FY 2026 Estimated Appropriations of Net Position/ Fund Balance	FY 2026 Expected Expenditures	FY 2026 Estimated Change in Net Position/ Fund Balance	Estimated Net Position/ Fund Balance 9/30/2026
GOVERNMENTAL FUNDS						
General Fund	$19,561,657	$ 25,546,613	$ -	$ 24,978,642	$ 567,971	$ 20,129,628
Local Option Gas Tax	463,620	501,332	230,338	638,398	(137,066)	326,554
Transit Surtax Fund	1,855,917	1,716,159	1,053,703	1,717,551	(1,391)	1,854,526
Building Fund	394,179	1,299,343	652,322	2,282,643	(983,301)	(589,122)
Debt Service Funds	177,253	272,933	-	271,933	1,000	178,253
Capital Project Fund	2,136,391	1,366,497	-	1,320,300	46,197	2,182,588
ENTERPRISE FUNDS						
Stormwater Fund	3,935,828	2,546,860	456,410	2,515,929	30,931	3,966,759
Water & Wastewater Fund	(104,138)	342,375	27,386	346,448	(4,074)	(108,212)
Solid Waste Fund	1,210,714	3,886,041	1,707,882	4,795,706	(909,665)	301,049
Golf & Country Club	-	935,598	-	935,598	-	-
INTERNAL SERVICE FUNDS						
Risk Fund	1,431,524	2,248,761	-	2,166,117	82,645	1,514,169
Fleet Management Fund	2,987,761	2,000,597	430,428	2,390,854	(390,257)	2,597,504
Information Technology	404,760	2,285,822	-	2,247,546	38,276	443,036

***The Golf & Country Club Fund commenced operations in June, subsequent to the beginning of the fiscal year. As a result, the Fund has limited operating history for the current fiscal year.

GENERAL FUND

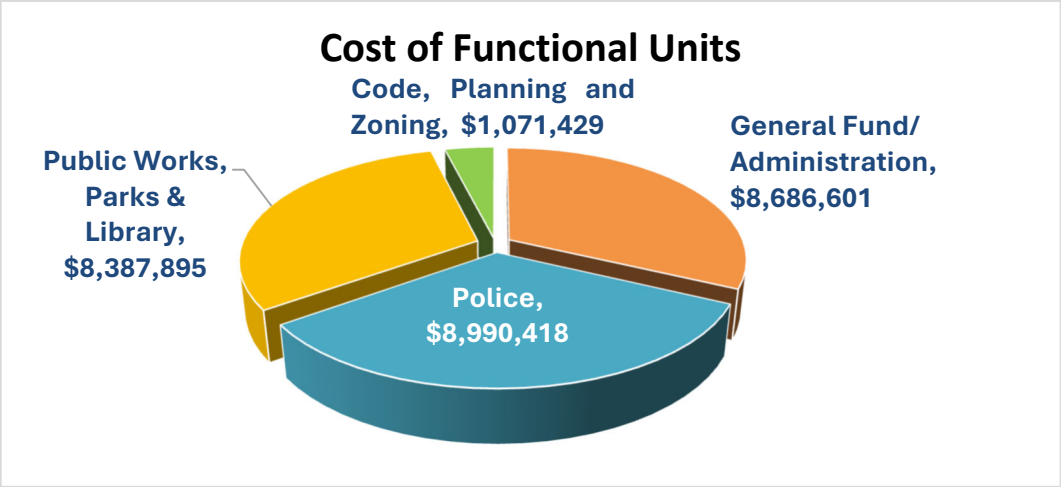
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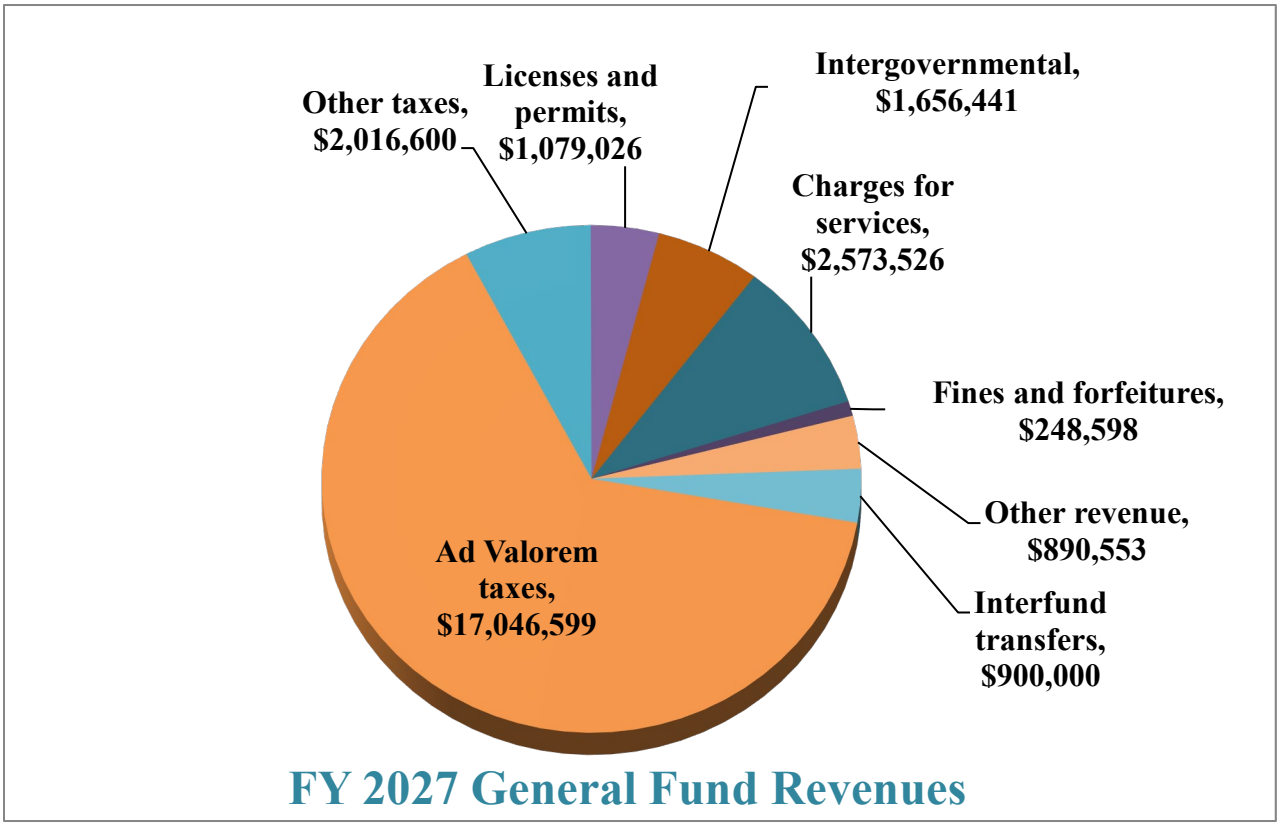
Miami Shores Village, Florida

GENERAL FUND SUMMARY

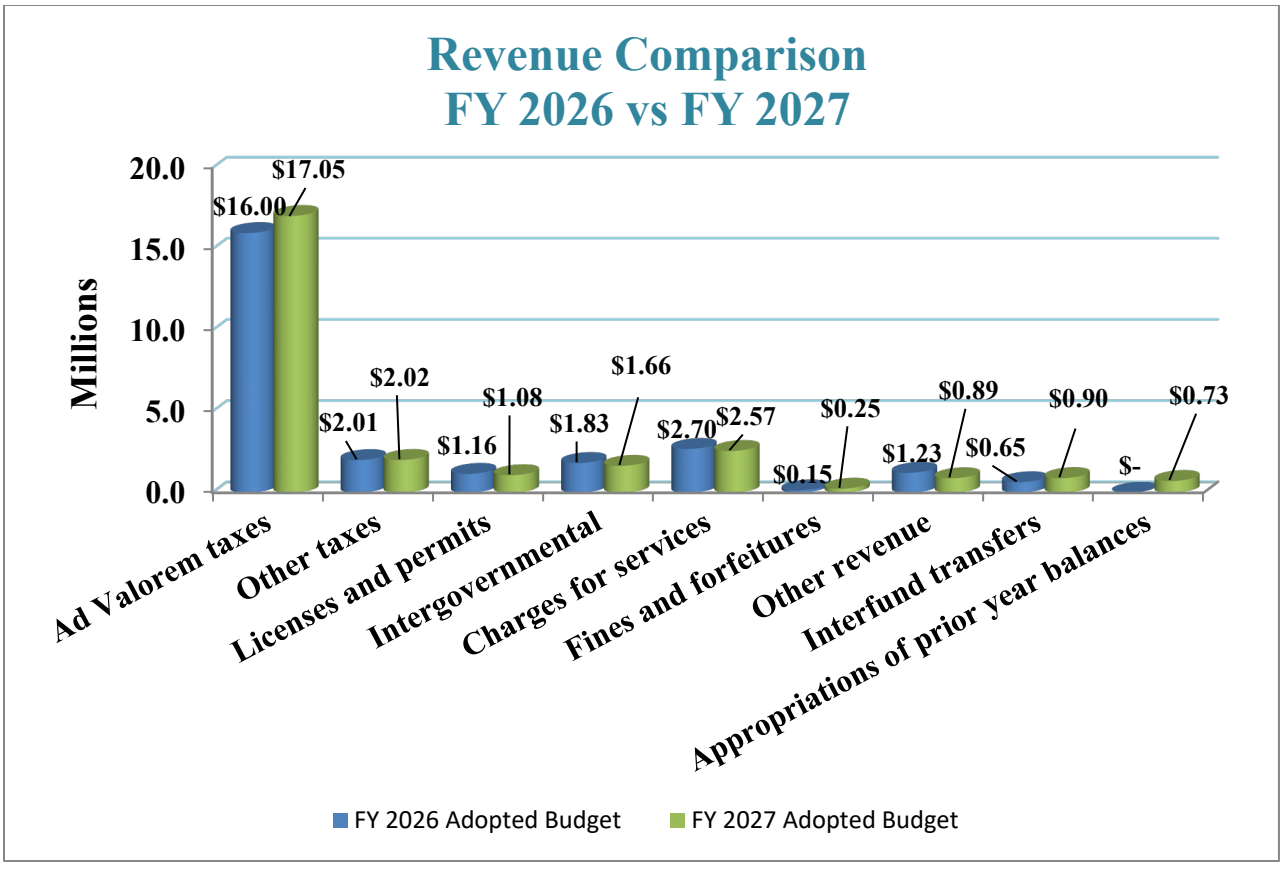
FISCAL YEAR ENDING SEPTEMBER 30, 2027

	ACTUAL FY 2025	ADOPTED BUDGET FY 2026	ESTIMATED ACTUAL FY 2026	ADOPTED BUDGET FY 2027
Revenues				
Ad Valorem taxes	$ 14,963,321	$ 15,999,102	$ 15,999,102	$ 17,046,599
Other taxes	2,048,950	2,011,000	1,970,780	2,016,600
Licenses and permits	1,073,371	1,163,028	1,139,767	1,079,026
Intergovernmental	1,658,466	1,831,211	1,794,587	1,656,441
Charges for services	2,376,848	2,700,175	2,646,172	2,573,526
Fines and forfeitures	159,619	147,100	144,158	248,598
Other revenue	1,319,267	1,228,685	1,204,111	890,553
Interfund transfers	750,000	647,936	647,936	900,000
Appropriations of prior year balances	-	-	-	725,000
Total Revenues	**$ 24,349,843**	**$ 25,728,237**	**$ 25,546,613**	**$ 27,136,343**
Expenditures				
Mayor & Council	$ 56,968	$ 92,655	$ 90,802	$ 99,905
Village Clerk	327,175	452,329	444,482	491,811
Village Attorney	411,498	495,000	485,100	495,000
Village Manager	980,483	973,210	947,865	982,529
Non-Departmental	1,019,452	5,447,079	5,304,136	5,406,034
Planning and Zoning	870,775	596,217	576,019	636,352
Code Compliance	408,250	340,520	332,666	435,077
Human Resources	302,817	369,402	358,333	403,903
Finance	1,144,401	842,903	818,994	807,419
Police	9,541,813	8,924,053	8,714,253	8,990,418
Library	721,522	644,610	617,038	674,306
Parks and Recreation	3,560,050	3,628,854	3,462,861	3,753,747
Public Works	2,541,844	2,921,405	2,826,093	3,959,842
Total Expenditures	**$ 21,887,050**	**$ 25,728,237**	**$ 24,978,642**	**$ 27,136,343**

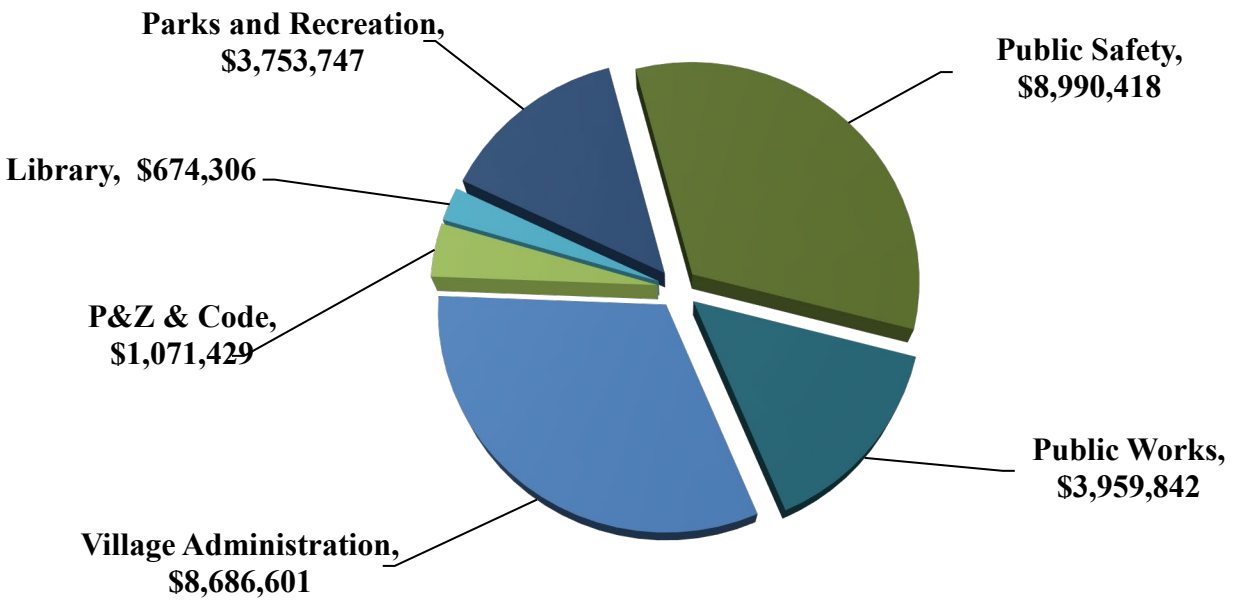




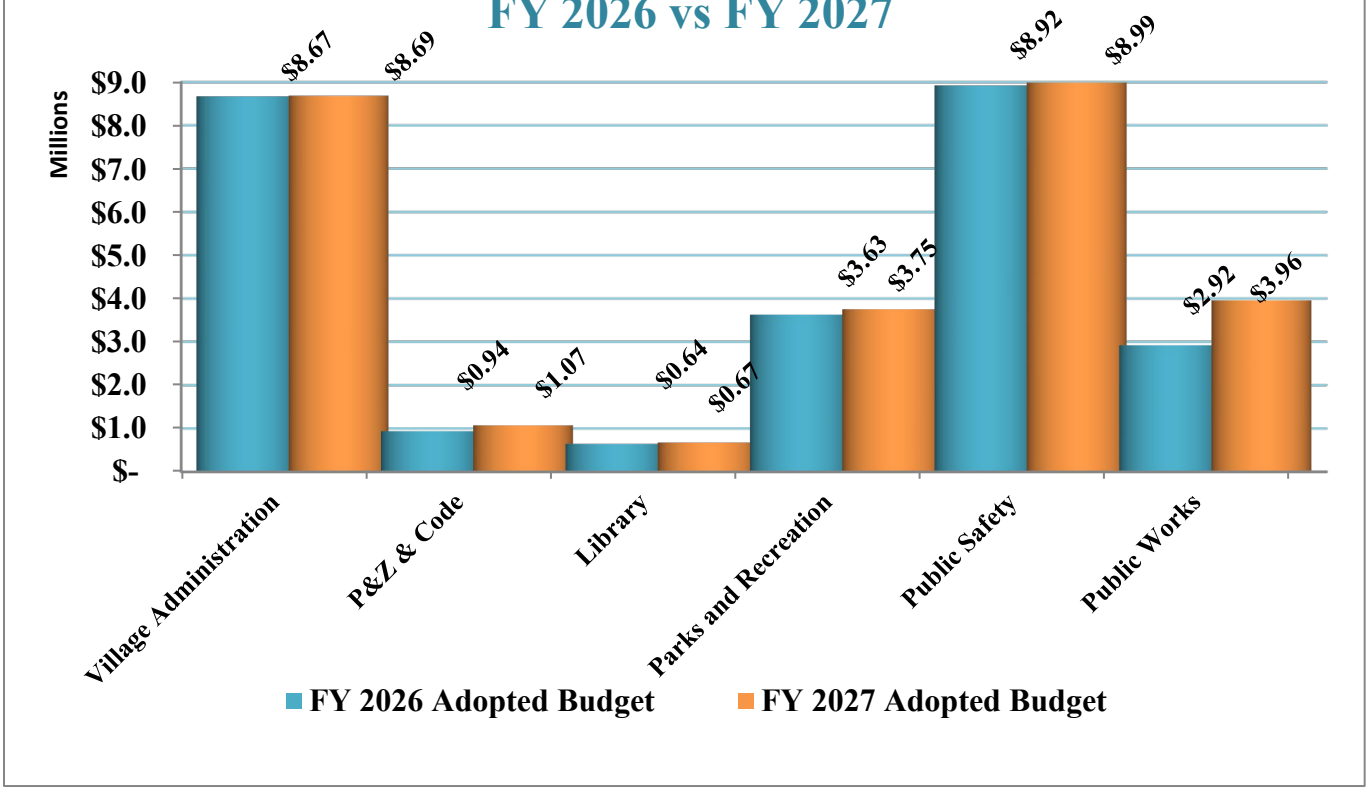
FY 2027 General Fund Revenues



FY 2027 General Fund Expenditures by Function



Expenditure Comparison FY 2026 vs FY 2027



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DEPARTMENTAL BUDGETS

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SERVICES, FUNCTIONS AND ACTIVITIES

Miami Shores Village is governed by a Council-Manager form of government. Within this framework, the Miami Shores Village Council consists of five Councilmembers who are elected at large, on a nonpartisan basis, and serve as the legislative body of the Miami Shores Village government. The Mayor is the head of Village government for all ceremonial purposes. Village Councilmember terms are four years for the candidates receiving the first and second highest number of votes. The candidate receiving the third highest number of votes is elected to the Village Council for a two-year term. Village-wide elections are held the second Tuesday in April in odd-numbered years.

Under the Village Charter, authority is vested in the Village Council to establish laws and policies through the enactment of ordinances and resolutions to provide community leadership and guide the Village Administration's delivery of services. Additionally, the Village Council appoints and sets the compensation of the Village Manager, Village Clerk, and Village Attorney.

GOALS AND MEASUREMENTS

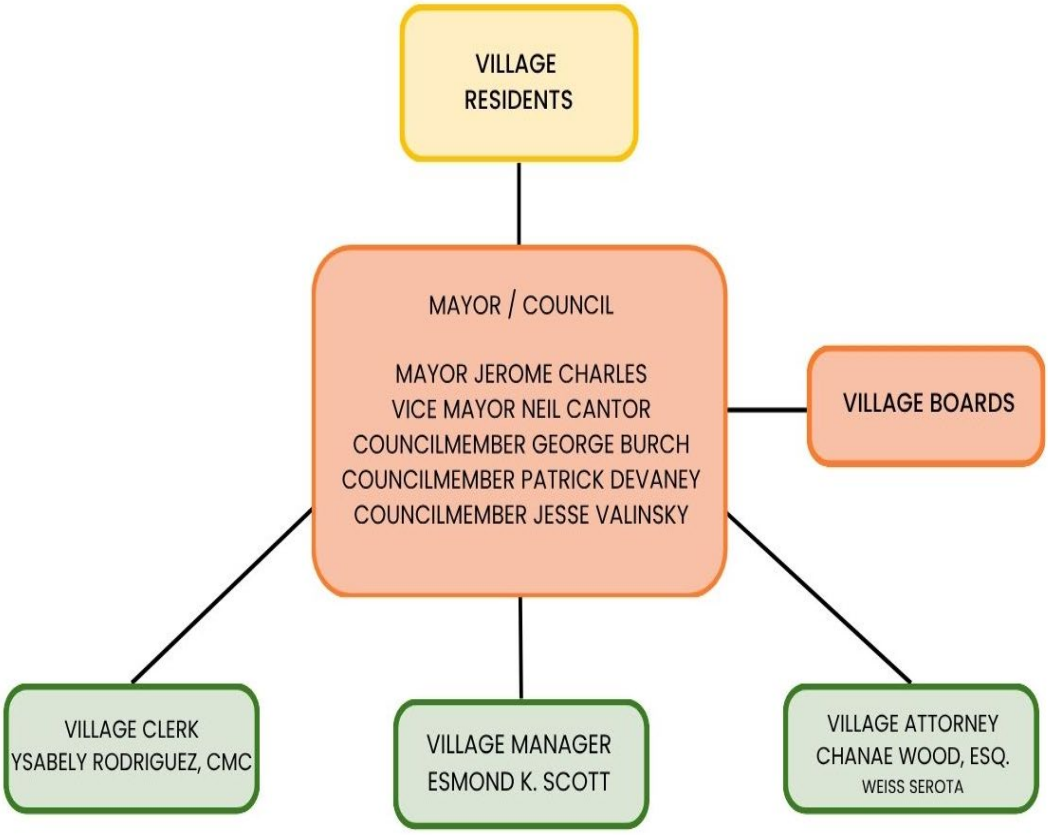
The goals and objectives of the Mayor & Council for the upcoming fiscal year include the following:

- To be responsive to the needs of Miami Shores Village residents through policymaking, leadership, and the review and approval of contracts.
- To enact ordinances and resolutions for the health, safety, and welfare of Miami Shores Village's residents and customers.
- To promote community engagement through appointments to Village boards and committees.
- To meet regularly to discuss and act upon issues within Miami Shores Village and provide citizens with a forum for communication with their government.
- To give direction to the Charter Officers (village manager, village attorney, and village clerk) that serves the best interests of the residents.
- To work toward the improvement of the quality of life, seek economic development opportunities, and strengthen community spirit

MAYOR AND COUNCIL

FISCAL YEAR ENDING SEPTEMBER 30, 2027

ACCOUNT DESCRIPTION	ACTUAL FY 2025	ADOPTED BUDGET FY 2026	ESTIMATED ACTUAL FY 2026	ADOPTED BUDGET FY 2027
Personnel Services	$ 150	$ -	$ -	$ -
Operating Costs	56,818	92,655	90,802	99,905
Capital Outlay	-	-	-	-
Non-Operating Costs	-	-	-	-
Mayor & Council Total	**$ 56,968**	**$ 92,655**	**$ 90,802**	**$ 99,905**



SERVICES, FUNCTIONS AND ACTIVITIES

The Village Manager is responsible for the management and operation of all aspects of the Village. As Chief Executive and Administrative Officer for the Village, the Manager is appointed by and serves at the discretion of the Village Council. This department also manages the information technology functions and communications for the Village.

GOALS AND MEASUREMENTS

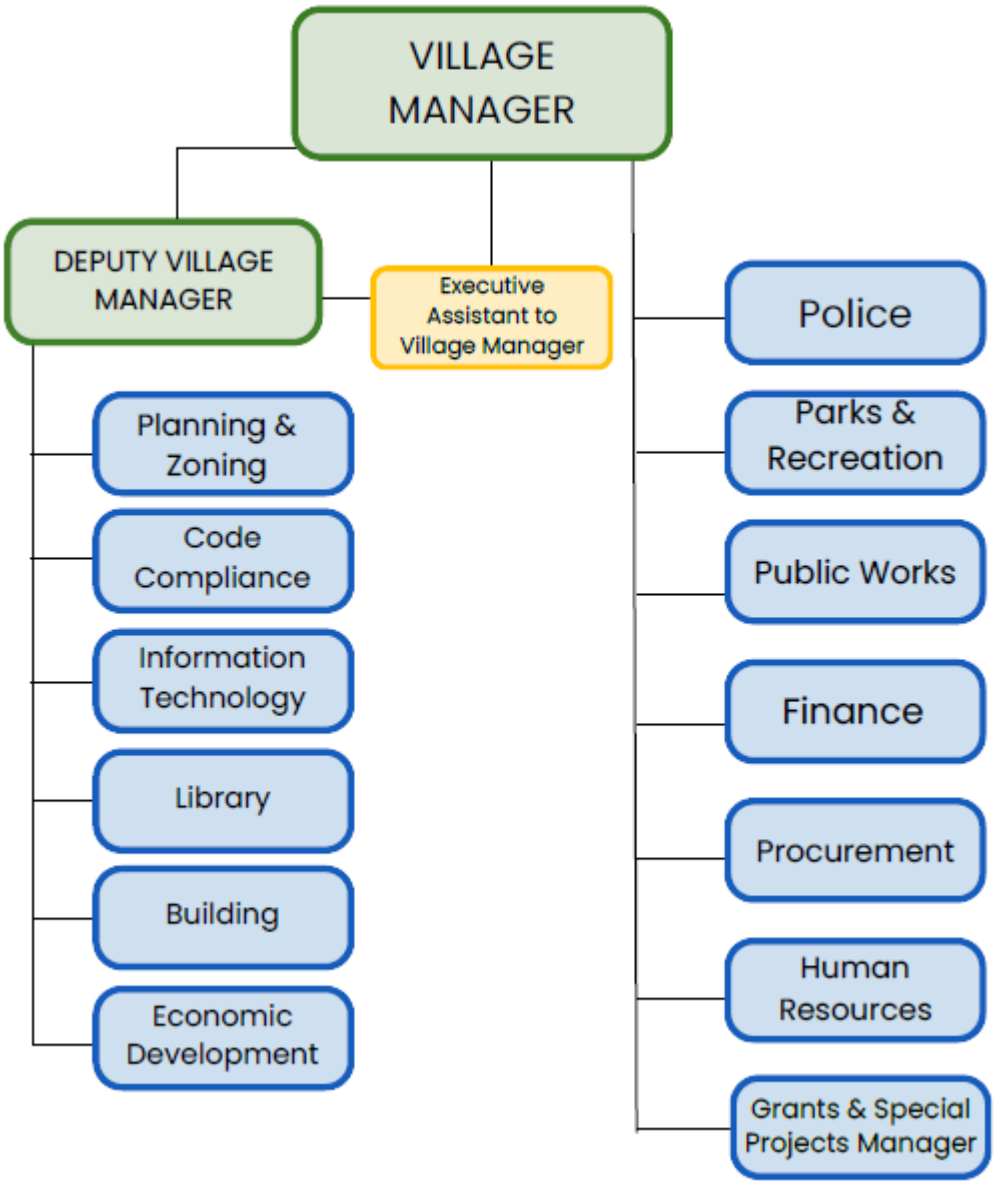
The goals and objectives of the Village Manager include the following:

- Completion of a strategic management plan;
- Meeting the goals and objectives of the Mayor & Council;
- A Human Resources presence that offers resolve along with best practices;
- Shovel ready projects that ready us for funding;
- Sustainability and resiliency studies;
- Job audits that align and maximize the knowledge, skills and abilities of employees;
- To maximize our accreditations and certifications;
- To create a workforce with a known sense of purpose;

ACCOUNT DESCRIPTION	ACTUAL FY 2025	ADOPTED BUDGET FY 2026	ESTIMATED ACTUAL FY 2026	ADOPTED BUDGET FY 2027
Personnel Services	$ 752,829	$ 777,196	$ 761,652	$ 798,186
Operating Costs	227,653	196,014	186,213	184,343
Capital Outlay	-	-	-	-
Non-Operating Costs	-	-	-	-
Village Manager Total	**$ 980,483**	**$ 973,210**	**$ 947,865**	**$ 982,529**

VILLAGE MANAGER

FISCAL YEAR ENDING SEPTEMBER 30, 2027



SERVICES, FUNCTIONS AND ACTIVITIES

The Village Clerk's Office provides administrative and legislative support to the Village Council and serves as the official custodian of all Village records. The Office is committed to promoting transparency, preserving the Village's legislative history, and ensuring compliance with applicable federal, state, and local laws.

The Office administers and certifies municipal elections, charter amendments, referenda, and Police Retirement Pension Board elections. It coordinates appointments and provides meeting management services for the Village Council and guidance to boards and committees, including the preparation of agendas, minutes, and public notices.

As the Village's Records Management Liaison Officer, the Office establishes records management standards, oversees records retention and disposition, implements records management technologies, and maintains the Village's inactive, archival, and vital records. Additional services include processing public records requests, administering oaths, notarizing documents, certifying and attesting official records, coordinating legal advertisements, and serving as staff liaison to the Education Advisory Board.

GOALS AND MEASUREMENTS

- Implement a structured succession planning program for Clerk's Office;
- Implement the Village-wide Records Management Plan and provide training to departments on records management policies and procedures.
- Continue the digitization and secure archiving of historical Village records;

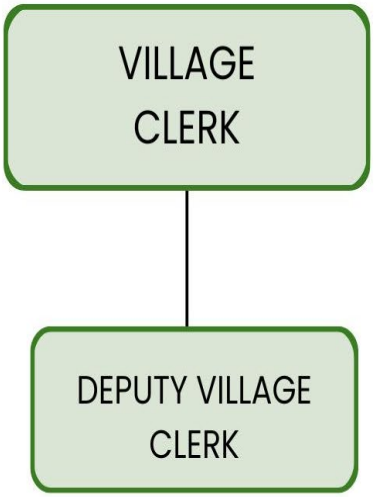
KEY PERFORMANCE INDICATORS

Performance Metrics	Target
Council Meetings, Special Meetings, and Workshops attended	100%
Council agendas published online at least six days prior to the meeting	98%
Agenda packets distributed to the Council at least three days prior to the meeting	100%
Council Action Notes distributed within three business days following the meeting	100%
Minutes prepared within five business days	100%
Minutes approved without substantive corrections	100%
Ordinances and resolutions processed and posted online within 30 days of final Council action	90%
Council meeting videos available online within three business days	95%
Public records requests acknowledged and processed in accordance with Chapter 119	90%
Information and research requests fulfilled within 10 business days	100%
Annual records disposition completed in accordance with records disposition requirements	100%
Education Advisory Board meetings attended as staff liaison when not assisting Code Enforcement Board	100%
New board and committee members onboarded (oath, Sunshine Law materials, Form 1, ethics information) before participating in meetings	100%

VILLAGE CLERK

FISCAL YEAR ENDING SEPTEMBER 30, 2027

ACCOUNT DESCRIPTION	ACTUAL FY 2025	ADOPTED BUDGET FY 2026	ESTIMATED ACTUAL FY 2026	ADOPTED BUDGET FY 2027
Personnel Services	$ 191,722	$ 241,366	$ 236,539	$ 268,536
Operating Costs	135,453	150,963	147,944	223,275
Capital Outlay	-	-	-	-
Non-Operating Costs	-	60,000	60,000	-
Village Clerk Total	**$ 327,175**	**$ 452,329**	**$ 444,482**	**$ 491,811**



VILLAGE ATTORNEY

FISCAL YEAR ENDING SEPTEMBER 30, 2027

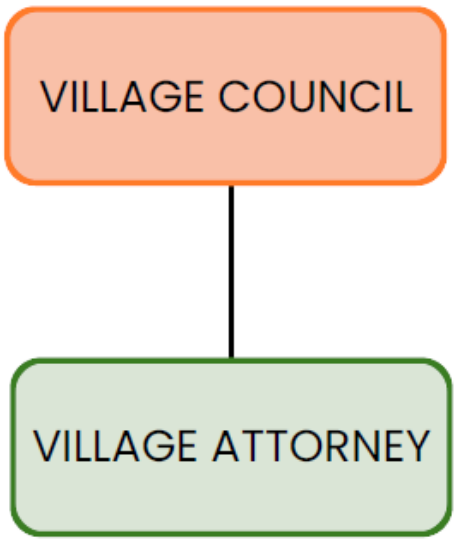
SERVICES, FUNCTIONS AND ACTIVITIES

The Village Attorney, appointed by the Village Council, provides legal counsel to the Village Council, the Village Manager, Village departments and various advisory boards.

The Village Attorney has the primary responsibility to coordinate legal matters of the Village.

The Village Attorney provides legal counsel in the preparation of contracts or agreements, as well as other legal documents.

ACCOUNT DESCRIPTION	ACTUAL FY 2025	ADOPTED BUDGET FY 2026	ESTIMATED ACTUAL FY 2026	ADOPTED BUDGET FY 2027
Personnel Services	$ -	$ -	$ -	$ -
Operating Costs	411,498	495,000	485,100	495,000
Village Attorney Total	**$ 411,498**	**$ 495,000**	**$ 485,100**	**$ 495,000**



SERVICES, FUNCTIONS AND ACTIVITIES

The Finance Department is responsible for the long-term financial resilience and sustainability of the Village and for the security of all Village funds. The department is a full-function operation ranging from basic accounting to comprehensive financial management and planning. Included in the many responsibilities are: preparing the annual operating and capital budgets at the direction of the Village Manager, processing no less than fifty-two weekly payrolls and maintaining all appropriate records, filing the necessary payroll-related taxes and the corresponding recording of all financial transactions, ensuring the fiscal integrity of the Village.

The Department is responsible for the timely and accurate reporting of all financial activities. This includes the recording of the purchase orders, direct payments, invoices and daily deposits. Monthly reconciling of bank statements, as well as confirming all cash and electronic transactions, is part of the responsibilities as well.

The Village's six retirement plans: the General Employees' Pension Plan, the Police Officers' Pension Plan, the Mission Square-457 Deferred Compensation Plan, the VALIC-457 Deferred Compensation Plan, Nationwide-457 Deferred Compensation Plan and the Mission Square 401a Plan are monitored and coordinated by this department. The responsibilities include timely deposits of employee and Village contributions to all funds and coordinating the year-end financial data for audit and year-end state reporting requirements.

The Village's employee benefit programs, cash management, debt service management, payroll, accounts payable, accounts receivable and other finance-related matters are managed in this department.

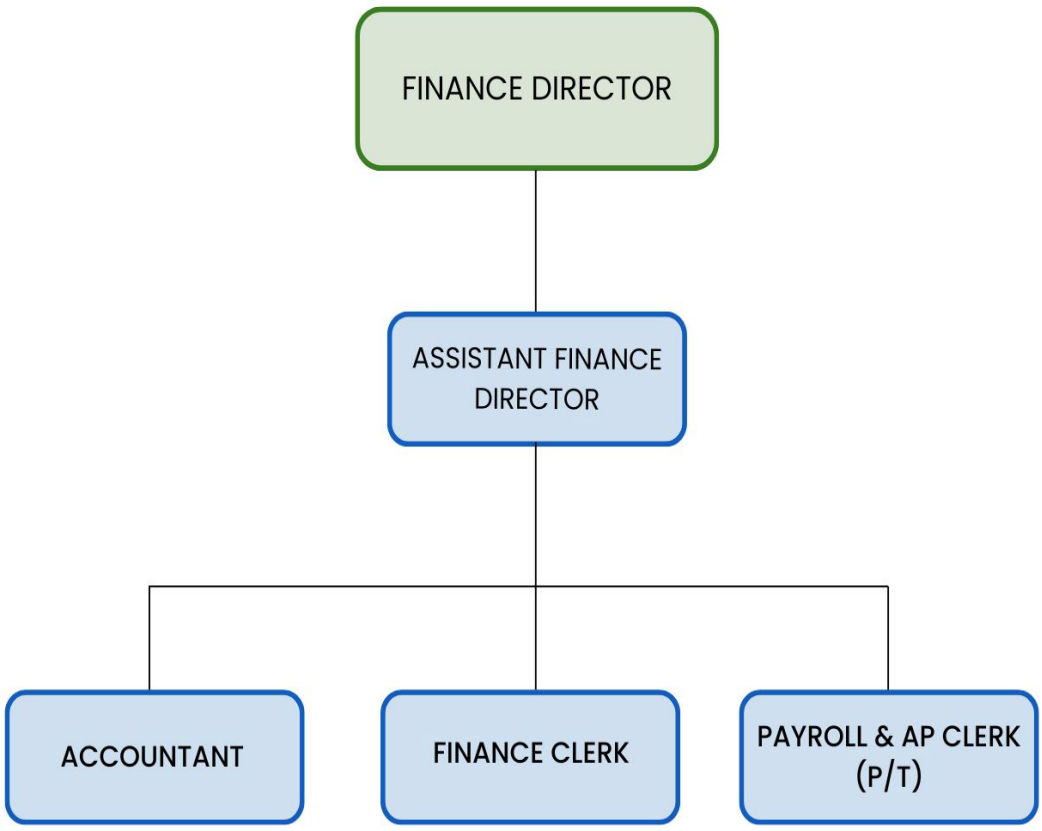
GOALS AND MEASUREMENTS

The goals and objectives of the Finance Department for the upcoming fiscal year include the following: 1) Making sure that regular work is accomplished in a timely and efficient manner, 2) Continuing to receive the Government Finance Officers Association (GFOA) Distinguished Budget Presentation Award & Annual Financial Report Award and 3) Purging the necessary files in accordance with the State of Florida retention rules with the assistance of the Village Clerk.

KEY PERFORMANCE INDICATORS

	FY2024 Actuals	FY2025 Actuals	FY2026 Estimated
Number of Payroll ACH Deposits	52	52	52
Number of AP checks/EFT's processed	5112	5352	5406
GFOA Awards to be awarded	2	2	2

ACCOUNT DESCRIPTION	ACTUAL FY 2025	ADOPTED BUDGET FY 2026	ESTIMATED ACTUAL FY 2026	ADOPTED BUDGET FY 2027
Personnel Services	$ 554,313	$ 607,865	$ 595,708	$ 601,241
Operating Costs	590,088	235,038	223,286	206,178
Capital Outlay	-	-	-	-
Finance Total	**$ 1,144,401**	**$ 842,903**	**$ 818,994**	**$ 807,419**



SERVICES, FUNCTIONS AND ACTIVITIES

The Planning, Zoning, and Resiliency Department encourages sustainable development that protects the environment, fuels a viable economy, and preserves established neighborhoods where families can enjoy a favorable quality of life. This is achieved by the Department's primary responsibility of establishing clear goals, objectives, and policies in the Village's Comprehensive Plan, and implementing the standards of the Village's Zoning and Land Development Code, including State and County requirements.

The Department oversees several of the processes involving new and existing development and redevelopment within the Village including the coordination of the development review process; ensuring all development projects and new businesses within Miami Shores Village meet the requirements of the established Comprehensive Plan, Code of Ordinances, and have a positive impact on the quality of life of our residents, businesses, and visitors.

GOALS AND MEASUREMENTS

For the upcoming fiscal year, the Planning & Zoning Department will prioritize community engagement, regulatory updates, and internal process improvements. The department plans to conduct a series of public workshops to inform and gather feedback on Adopted updates to the Single-Family "R" District Zoning Code regulations. In addition, workshops will be held to support necessary updates to the Comprehensive Plan, along with the preparation and submission of required materials for acceptance by the State of Florida. Internally, efforts will focus on establishing and streamlining the Business Tax Receipt process and associated data management systems to enhance overall efficiency. The department will also review and improve existing forms and documents to simplify the application process and better support residents, developers, and business owners.

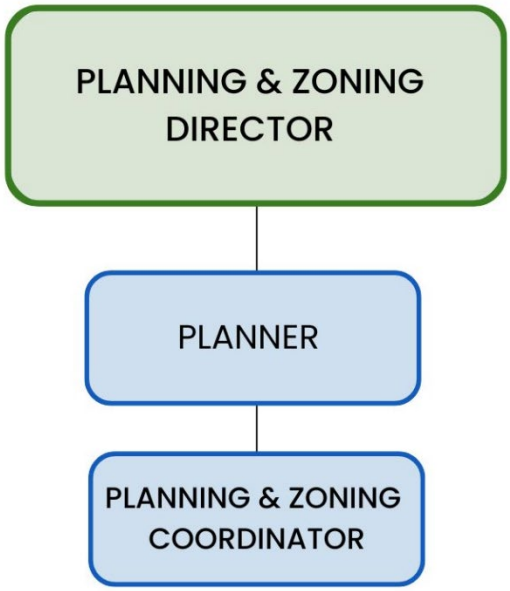
KEY PERFORMANCE INDICATORS

	FY2024 Actual	FY2025 Actual	FY2026 Estimated
Process applications to the Planning & Zoning Board	102	77	80
Process applications to the Historic Preservation Board	7	5	6

PLANNING, ZONING, AND RESILIENCY

FISCAL YEAR ENDING SEPTEMBER 30, 2027

ACCOUNT DESCRIPTION	ACTUAL FY 2025	ADOPTED BUDGET FY 2026	ESTIMATED ACTUAL FY 2026	ADOPTED BUDGET FY 2027
Personnel Services	$ 28,944	$ 320,417	$ 314,009	$ 311,352
Operating Costs	841,831	275,800	262,010	325,000
Non-Operating Costs	-	-	-	-
Planning & Zoning Total	**$ 870,775**	**$ 596,217**	**$ 576,019**	**$ 636,352**



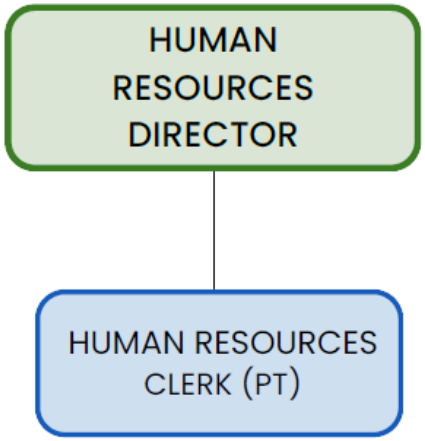
SERVICES, FUNCTIONS AND ACTIVITIES

The Human Resources Department provides comprehensive personnel services that support the Village's mission by attracting, developing, and retaining a highly qualified workforce. The Department is responsible for recruitment, classification and compensation, employee and labor relations, benefits administration, performance management, policy development, training and professional development, personnel records management, and compliance with applicable federal, state, and local employment laws. The Department works collaboratively with all Village departments to foster a professional, engaged, and productive workforce while delivering responsive and efficient customer service.

GOALS AND MEASUREMENTS

The Human Resources Department is committed to delivering high-quality, customer focused services that support the Village's operational and strategic objectives. The Department strives to recruit and retain qualified employees, promote employee engagement and professional development, ensure compliance with applicable laws and collective bargaining agreement, continuously improve processes and services, and provide timely guidance and support to all employees.

ACCOUNT DESCRIPTION	ACTUAL FY 2025	ADOPTED BUDGET FY 2026	ESTIMATED ACTUAL FY 2026	ADOPTED BUDGET FY 2027
Personnel Services	$ 178,157	$ 246,702	$ 241,768	$ 281,103
Operating Costs	124,660	122,700	116,565	122,800
Capital Outlay	-	-	-	-
HR & Risk Total	**$ 302,817**	**$ 369,402**	**$ 358,333**	**$ 403,903**



SERVICES, FUNCTIONS AND ACTIVITIES

The Non-Departmental group of accounts represents administrative costs or services of the General Fund that do not necessarily affect a single department or, to the contrary, affect multiple departments. The Non-Departmental account is also the central funding source for interfund transfers (i.e. - transfers to fund capital projects, transfers out to the Debt Service Fund, etc.). Additionally, the Non-Departmental group includes funding for accumulated leave settlements, representing the payout of leave time for individuals separating service with the Village through retirement or resignation.

The Department centralizes costs for office equipment rental, maintenance, supplies and the costs to maintain and service the Village's information technology management.

The Non-Departmental group also includes the General Fund Contingency account. This account is for emergencies or Council-determined transfers. These funds can only be used with Council approval.

ACCOUNT DESCRIPTION	ACTUAL FY 2025	ADOPTED BUDGET FY 2026	ESTIMATED ACTUAL FY 2026	ADOPTED BUDGET FY 2027
Personnel Services	$ 492,257	$ 292,139	$ 286,296	$ 400,630
Operating Costs	461,661	$ 4,021,573	3,941,142	$ 3,157,454
Capital Outlay	-	-	-	-
Non-Operating Costs	65,535	1,133,367	1,076,699	1,847,950
Non-Departmental Total	**$ 1,019,452**	**$ 5,447,079**	**$ 5,304,136**	**$ 5,406,034**

MISSION STATEMENT

The Miami Shores Police Department is committed to the integrity-driven principles of 21st Century Policing, placing trust, strong relationships, and community collaboration at the forefront of our service. We pledge to be fair, consistent, and transparent in the enforcement of the law, delivering high-quality police services while fostering open communication and mutual respect—both within our department and throughout the community.

Working in partnership with the public, and within the framework of the U.S. Constitution and Florida law, we strive to prevent crime, enhance the quality of life, and ensure the safety of you and your families, and the entire Village.

SERVICES, FUNCTIONS AND ACTIVITIES

The Miami Shores Police Department is the primary law enforcement agency in the Village and is responsible for ensuring public safety through law enforcement, crime prevention, patrol services, emergency response, traffic control, and community engagement. The Miami Shores Police Department works to protect life and property while fostering trust and cooperation within the community.

CROSSING GUARDS

The Miami Shores Police Department ensures the safety of children as they arrive at and depart from school each day by providing school crossing guards. These guards assist children in safely crossing roadways throughout the Village and monitor their overall safety. The school crossing guard services are provided through a private contractor.

GOALS AND MEASUREMENTS

The Miami Shores Police Department is committed to ensuring the safety and security of the community by protecting life and property, preventing crime, and maintaining public order. Key objectives include enhancing community trust through transparency and engagement, improving operational efficiency with effective resource management and training, and reducing crime through proactive enforcement and investigative efforts. The department strives to support ongoing professional development of its personnel to ensure a highly trained, ethical and responsive workforce.

Miami Shores Village, Florida

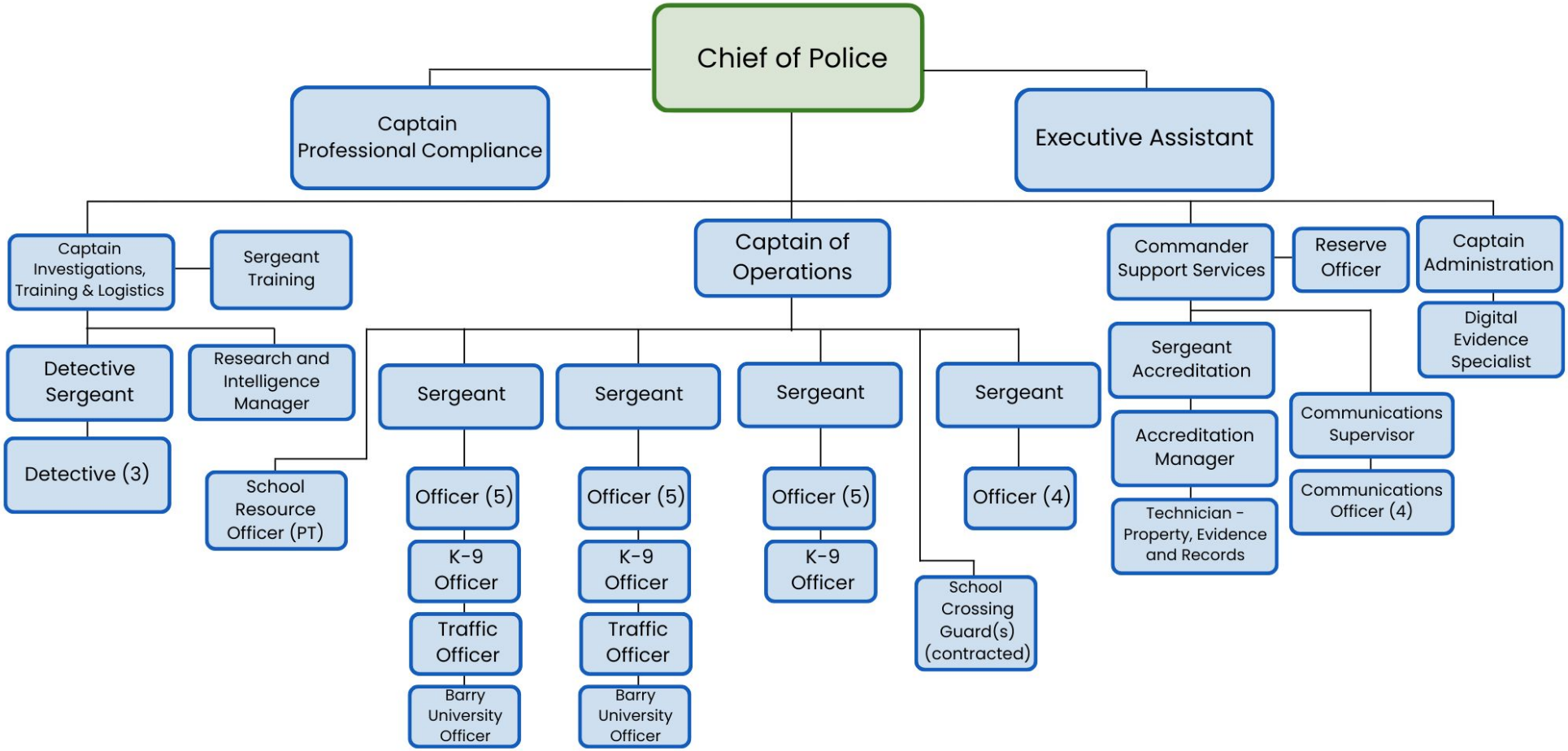
POLICE DEPARTMENT

FISCAL YEAR ENDING SEPTEMBER 30, 2027

KEY PERFORMANCE INDICATORS

	FY2024 Actuals	FY2025 Actuals	FY2026 Estimated
Average Response Times Met	Yes	Yes	Yes
Community Concerns Addressed	Yes	Yes	Yes
Consistent and Proactive Traffic Enforcement	Yes	Yes	Yes
Grants Applied for	3	4	4
Met accreditation standards		Yes	Yes

ACCOUNT DESCRIPTION	ACTUAL FY 2025	ADOPTED BUDGET FY 2026	ESTIMATED ACTUAL FY 2026	ADOPTED BUDGET FY 2027
Personnel Services	$ 7,678,817	$ 7,880,080	$ 7,722,478	$ 8,151,565
Operating Costs	1,691,839	688,723	654,287	643,503
Capital Outlay	-	-	-	-
Non-Operating Costs	133,483	332,300	315,685	145,350
Police Administration Total	$ 9,504,139	$ 8,901,103	$ 8,692,450	$ 8,940,418
Operating Costs	37,674	22,950	21,803	50,000
Personnel Services	-	-	-	-
School Crossing Guards Total	$ 37,674	$ 22,950	$ 21,803	$ 50,000
Police Total	**$ 9,541,813**	**$ 8,924,053**	**$ 8,714,253**	**$ 8,990,418**


Chief of Police
Captain Professional Compliance
Executive Assistant
Captain Investigations, Training & Logistics
Sergeant Training
Detective Sergeant
Research and Intelligence Manager
Detective (3)
School Resource Officer (PT)
Captain of Operations
Sergeant
Sergeant
Sergeant
Sergeant
Officer (5)
K-9 Officer
Traffic Officer
Barry University Officer
Officer (5)
K-9 Officer
Traffic Officer
Barry University Officer
Officer (5)
K-9 Officer
Officer (4)
School Crossing Guard(s) (contracted)
Commander Support Services
Reserve Officer
Captain Administration
Digital Evidence Specialist
Sergeant Accreditation
Accreditation Manager
Technician - Property, Evidence and Records
Communications Supervisor
Communications Officer (4)

CODE COMPLIANCE

FISCAL YEAR ENDING SEPTEMBER 30, 2027

SERVICES, FUNCTIONS AND ACTIVITIES

The Code Compliance Department is committed to preserving and promoting Miami Shores Village's character and small town feel. The department is dedicated to performing community-wide inspections to uphold the highest standards according to the Code of Ordinances of Miami Shores Village. By building strong alliances with the community and its residents, the staff achieves exceptionally high compliance rates. Any ongoing violations are handled by our Code Enforcement Board, which can impose fines in the form of property liens. Additionally, the Department oversees the enforcement of residential parking requirements within Miami Shores Village. Staff Associates collaborate closely with the Public Works, Finance, and Police Departments to implement Village-wide community improvement programs, as outlined in the Village's Strategic Management Plan.

GOALS AND MEASUREMENTS

The Code Compliance Department serves the community with integrity, transparency, compassion, and professionalism, while engaging our residents and enhancing the highest quality of life. In the upcoming fiscal year, we will focus on projects outlined in the Village's Strategic Management Plan. We aim to enhance enforcement of public right-of-way violations, such as vegetation encroachments on sidewalks and public pathways, which will require additional training and material costs. Furthermore, we plan to strengthen enforcement in the area of Short-Term Rentals using software to identify and manage short-term rental activities within the Village and assisting with enforcement efforts in the "ACE" Alleyway

Cleanup Experience initiated by the Public Works Department. These goals align with the Strategic Management Plan's objectives to enhance community engagement, improve public safety, and ensure sustainable development across Miami Shores Village.

KEY PERFORMANCE INDICATORS

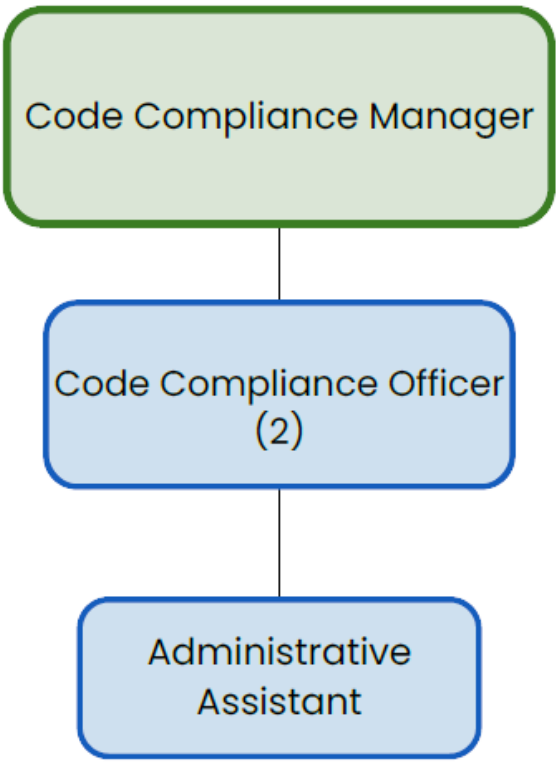
	FY2024 Actuals	FY2025 Actuals	FY2026 Estimated
Total Cases Written	587	340	600
Total Unresolved (Open) Cases	168	127	146
Total Closed Cases	419	327	200
Percentage Compliance Rate	71%	96%	57%

Miami Shores Village, Florida

CODE COMPLIANCE

FISCAL YEAR ENDING SEPTEMBER 30, 2027

ACCOUNT DESCRIPTION	ACTUAL FY 2025	ADOPTED BUDGET FY 2026	ESTIMATED ACTUAL FY 2026	ADOPTED BUDGET FY 2027
Personnel Services	$ 315,352	$ 305,720	$ 299,606	$ 372,845
Operating Costs	92,898	34,800	33,060	62,232
Non-Operating Costs	-	-	-	-
Code Compliance Total	**$ 408,250**	**$ 340,520**	**$ 332,666**	**$ 435,077**



SERVICES, FUNCTIONS AND ACTIVITIES

The Administration Division of Public Works is responsible for the organizational functions of this large Village Department. All paperwork associated with these functions (payroll, accounts payable, purchasing, customer service, etc...) is coordinated through this Division.

This administrative unit also coordinates interdepartmental activities with support (intergovernmental coordination, etc.). A total of four budgeted positions supports this element of our department mission.

GOALS AND MEASUREMENTS

The goal and objective of the Public Works Administration Division of the Public Works Department is to ensure that the Department functions at the highest level of efficiency and optimal performance through guidance, i.e. employee training. Additionally, a goal of this Division is to perform a yearly audit of all documentation to ensure compliance with all statutes and laws.

KEY PERFORMANCE INDICATORS

	FY2024 Actual	FY2025 Actual	FY2026 Estimated
Calls/Complaints Received	5,000	5,500	4,000

SERVICES, FUNCTIONS AND ACTIVITIES

The Streets Division of the Public Works Department functions as a multifaceted workforce which accomplishes building maintenance and manages stormwater and local option (street maintenance) applications.

This Division maintains drains, pumps, and flooded locations during storms, as well as cleans streets, repairs and replaces sidewalks, performs light maintenance (plumbing, carpentry, masonry etc.), and manages downtown solid waste and parking meter services.

GOALS AND MEASUREMENTS

The Public Works Department's multifaceted Division aims to provide the highest level of service in maintaining the exterior of all Village facilities, ensuring they are clean and tidy. This involves regular inspection of the facilities and their equipment to meet life expectancies. Additionally, the Division aims to maintain the Village's streets and sidewalks in proper order, preventing deterioration and providing temporary repairs as needed. The ultimate goal is to foster a safe, welcoming, economically viable, innovative, and environmentally sustainable community, built on trust and a resident-centric approach, while highlighting its celebrated charm.

KEY PERFORMANCE INDICATORS

	FY2024 Actual	FY2025 Actual	FY2026 Estimated
Linear Feet of Curb & Gutter Repaired	9,000	2,000	1,000
Linear Feet of Plant Beds Replaced	1,100	1,100	1,100
Linear Feet of Sidewalk Repaired	4,500	5,000	1,125
Number of Code Compliance Actions	125	200	150
Number of Doggie Waste Station Collections	5,000	9,240	4,680

SERVICES, FUNCTIONS AND ACTIVITIES

The Facilities Management Division oversees the daily operations and maintenance of the Village's assets, which include seven buildings: Village Hall, the Police Department, the 9900 Building, Brockway Memorial Library, the Community Center, the Field House, the Aquatic Center, and the Public Works Compound.

Facilities Management serves as a single point of contact for asset management in their designated area, ensuring safe, efficient, and cost-effective operations. Their responsibilities span multiple disciplines to maintain the functionality and safety of the built environment.

GOALS AND MEASUREMENTS

The objective of the Facilities Division is to effectively maintain and operate all public facilities, ensuring they are welcoming for residents and employees. Since employees spend a significant part of their day at work, it is crucial for the facilities management team to create a comfortable and productive environment. We are committed to "Serving our community with integrity and professionalism, while enhancing the highest quality of life for all."

KEY PERFORMANCE INDICATORS

	FY2024 Actual	FY2025 Actual	FY2026 Estimated
Responsive Service Request	New Division	800	1,100

SERVICES, FUNCTIONS AND ACTIVITIES

The Beautification Division of the Public Works Department maintains the grounds/landscaping needs for all Village non-recreational facilities, rights-of-way areas, plants and trees throughout Miami Shores. The Division maintains dozens of automated and manual irrigation systems, develops and cares for approximately fifty specialized plant beds and barricade landscapes. The Division routinely accomplishes both beautification and irrigation capital improvement upgrades or projects to enhance the image of "The Village Beautiful."

GOALS AND MEASUREMENTS

The goal and objective of the Parks Division of the Public Works Department is to maintain a neat and clean environment in the Village's parks for the public to enjoy.

KEY PERFORMANCE INDICATORS

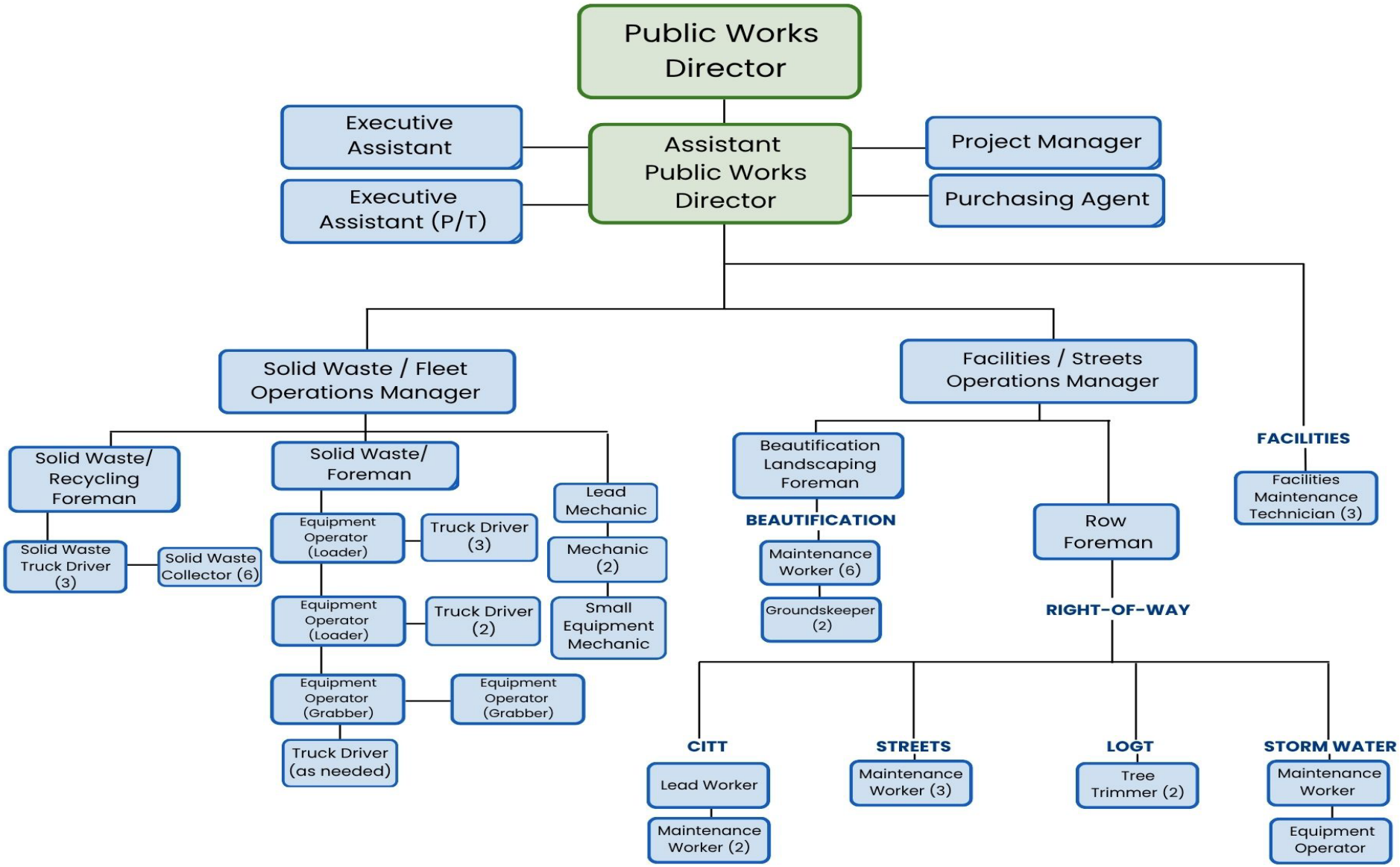
	FY2024 Actual	FY2025 Actual	FY2026 Estimated
Acres of Dog Park Grounds Maintenance	0.3	0.3	0.3
Acres of Ground Maintenance at Municipal Buildings	1	1	1
Acres of Open Space (Parks) Maintained	3	3	3
Linear Feet of Landscaped Median Maintained	9,000	9,000	9,000

Miami Shores Village, Florida

PUBLIC WORKS DEPARTMENT

FISCAL YEAR ENDING SEPTEMBER 30, 2027

ACCOUNT DESCRIPTION	ACTUAL FY 2025	ADOPTED BUDGET FY 2026	ESTIMATED ACTUAL FY 2026	ADOPTED BUDGET FY 2027
Personnel Services	$ 231,379	$ 455,761	$ 446,646	$ 429,793
Operating Costs	101,018	150,160	142,652	216,957
Capital Outlay	-	-	-	-
Non-Operating Costs	-	-	-	93,000
Beautification Total	**$ 332,397**	**$ 605,921**	**$ 589,298**	**$ 739,750**
Personnel Services	$ 208,614	$ 298,565	$ 292,594	$ 281,606
Operating Costs	656,194	597,680	567,796	576,560
Capital Outlay	-	245,000	240,100	-
Non-Operating Costs	135,000	-	-	276,550
Streets Total	**$ 999,808**	**$ 1,141,245**	**$ 1,100,490**	**$ 1,134,716**
Personnel Services	460,305	481,612	457,531	588,622
Operating Costs	141,304	153,738	150,663	205,890
Capital Outlay	-	-	-	-
Non-Operating Costs	-	-	-	-
Administration Total	**$ 601,609**	**$ 635,350**	**$ 608,195**	**$ 794,512**
Personnel Services	$ 134,485	$ -	$ -	$ -
Operating Costs	279,548	-	-	-
Capital Outlay	-	-	-	-
Non-Operating Costs	-	-	-	-
Recreation Maintenance Total	**$ 414,033**	**$ -**	**$ -**	**$ -**
Personnel Services	$ 31,428	$ 108,278	$ 106,112	$ 227,267
Operating Costs	82,569	202,111	198,069	384,022
Capital Outlay		-	-	12,000
Non-Operating Costs	80,000	228,500	223,930	667,575
Facility Maintenance Total	**$ 193,997**	**$ 538,889**	**$ 528,111**	**$ 1,290,864**
Personnel Services	$ 1,066,211	$ 1,344,216	$ 1,302,883	$ 1,527,288
Operating Costs	1,260,633	1,103,689	1,059,180	1,383,429
Capital Outlay	-	245,000	240,100	12,000
Non-Operating Costs	215,000	228,500	223,930	1,037,125
Public Works Total	**$ 2,541,844**	**$ 2,921,405**	**$ 2,826,093**	**$ 3,959,842**


Public Works Director
Executive Assistant
Executive Assistant (P/T)
Assistant Public Works Director
Project Manager
Purchasing Agent
Solid Waste / Fleet Operations Manager
Facilities / Streets Operations Manager
Solid Waste/ Recycling Foreman
Solid Waste Truck Driver (3)
Solid Waste Collector (6)
Solid Waste/ Foreman
Equipment Operator (Loader)
Truck Driver (3)
Equipment Operator (Loader)
Truck Driver (2)
Equipment Operator (Grabber)
Equipment Operator (Grabber)
Truck Driver (as needed)
Lead Mechanic
Mechanic (2)
Small Equipment Mechanic
Beautification Landscaping Foreman
BEAUTIFICATION
Maintenance Worker (6)
Groundskeeper (2)
Row Foreman
RIGHT-OF-WAY
FACILITIES
Facilities Maintenance Technician (3)
CITT
Lead Worker
Maintenance Worker (2)
STREETS
Maintenance Worker (3)
LOGT
Tree Trimmer (2)
STORM WATER
Maintenance Worker
Equipment Operator

SERVICES, FUNCTIONS AND ACTIVITIES

The mission of the Brockway Memorial Library is to engage our community in opportunities for literacy and lifelong learning and to enrich the lives of our patrons by providing access to a wide variety of information, materials, and offerings, with a focus on education, the arts, and culture.

Children and young adults, along with their families, will experience a sense of joy and wonder by exploring the world through their library.

Brockway Memorial Library's Youth Services Department provides for the educational, recreational, and informational needs of the youth of the Miami Shores Community. This is accomplished through collection development and programming geared toward children and youth from birth through high school, respectively. The goal of the BML Youth Services Department is to foster an inviting environment that promotes literacy for youngsters and their caregivers. We strive to nurture and empower all youth by inspiring a love of reading, sparking curiosity and joy of discovery, and by providing access to information, knowledge, and diverse ideas.

GOALS AND MEASUREMENTS

Brockway Memorial Library emphasizes service to individuals, and its collections and offerings reflect the local community's interests and needs. In the Village's 2022 Strategic Management Plan, 4 major areas were listed as key initiatives: Awareness & Access of Library Offerings and Services, Enhanced Educational Programming, Continued Expansion and Digitization of the Village Archives, and Maintenance and Improvements centered on the aging physical structure of the library. These goals remain our focus this year and going forward. Numbers below reflect statistics related to Library usage and circulation of its materials.

KEY PERFORMANCE INDICATORS

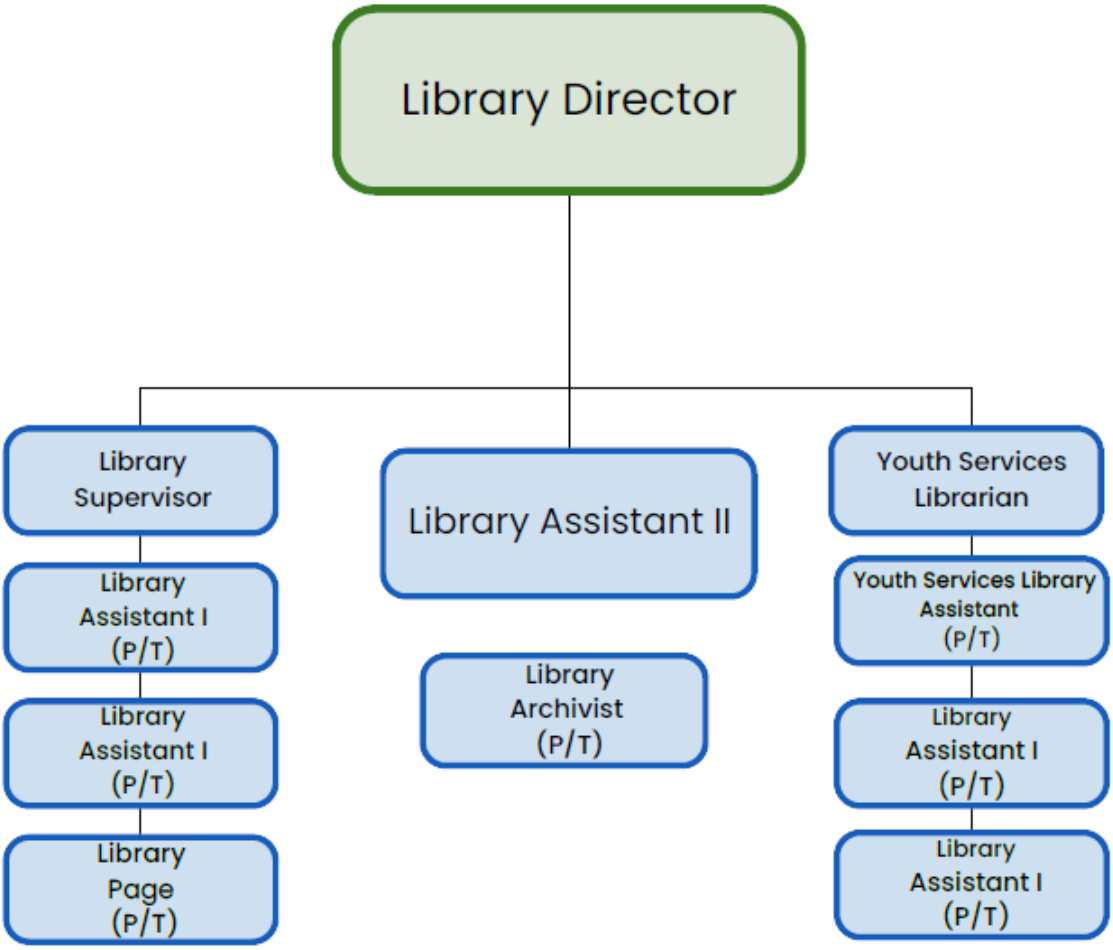
	FY2024 Actual	FY2025 Actual	FY2026 Estimated
Total Circulation Print & Digital	36,428	40,712	42,213
Total Programs Presented	262	199	184
Total Program Attendance	6,325	6,000	4,901
Total Registered Patrons	7,613	7,629	7,997
Total Number of New Patrons	418	353	370
Average Daily Visitors	112	112	109

****The following numbers are based on the Library's published Annual Reports.*

LIBRARY

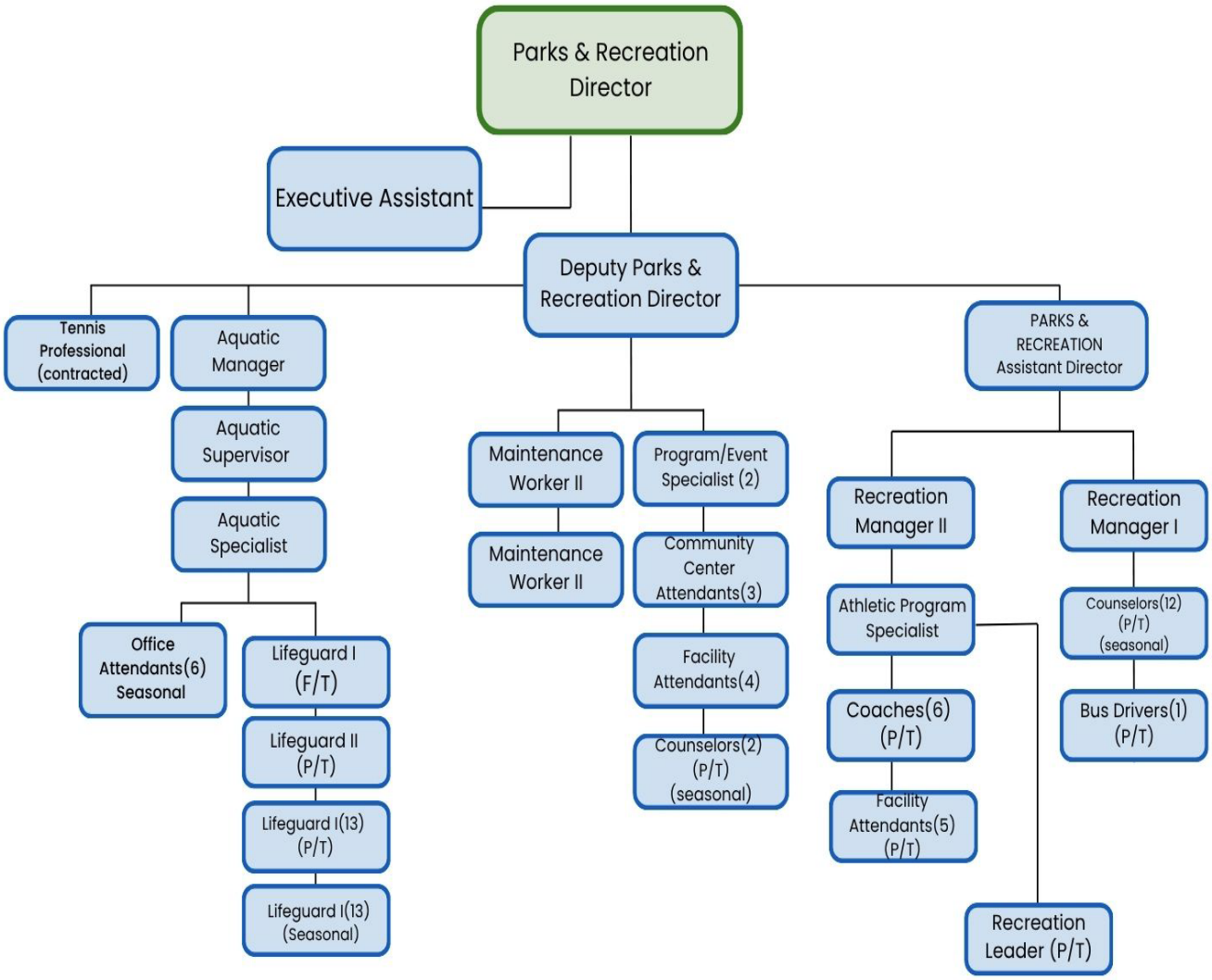
FISCAL YEAR ENDING SEPTEMBER 30, 2027

ACCOUNT DESCRIPTION	ACTUAL FY 2025	ADOPTED BUDGET FY 2026	ESTIMATED ACTUAL FY 2026	ADOPTED BUDGET FY 2027
Personnel Services	$ 447,237	$ 479,538	$ 469,947	$ 542,759
Operating Costs	242,184	130,472	123,948	96,947
Capital Outlay	32,101	34,600	11,571	34,600
Non-Operating Costs	-	-	11,571	-
LIBRARY TOTAL	**$ 721,522**	**$ 644,610**	**$ 617,038**	**$ 674,306**



SERVICES, FUNCTIONS AND ACTIVITIES

The Parks and Recreation Administration Division plays a pivotal role in providing Village residents an atmosphere that provides a wide range of recreation and leisure programming, and charming parks. The Parks and Recreation Department provides innovative programs tailored to meet the needs of Village residents. Responsible for directing, planning, and implementing a diverse range of programs, the division also coordinates special events to foster the Shores Village's character of friendly living and small town feel. The Department oversees maintenance of parks, amenities and facilities providing for safe play and an inclusive welcoming environment. In addition, the Division oversees the Fine Arts programming providing cultural diversity for residents. Moreover, the division prepares and administers the annual Parks & Recreation operating budget, as well as the development and execution of a comprehensive five-year capital plan.



SERVICES, FUNCTIONS AND ACTIVITIES

Within the Miami Shores Parks & Recreation Department, the Athletics Division plays a pivotal role in facilitating a wide range of programs and activities. From intramural sports to subcontracted travel sports, after school care, and summer camp programs, the division ensures that residents have ample opportunities for physical activity and recreational engagement. This division works diligently to coordinate schedules, manage facilities, and provide a safe and enriching environment for participants of all ages and abilities.

The sports programming, provides an array of intramural activities to the community. From soccer and basketball to baseball, softball, and flag football, participants have the opportunity to engage in their favorite sports. Additionally, the department's after school care program, accommodates up to 70 children. During the summer camp program, the division welcomes a maximum of 130 participants each week, overseen by a staff of 14 counselors and four supervisors who oversee various activities such as pool time, field trips, and other recreational activities. Furthermore, the Athletics Division enriches its offerings with an average of eight specialty sports camps throughout the year, ensuring there's something for everyone to enjoy.

GOALS AND MEASUREMENTS

This fiscal year, the Athletics Division has set a goal aimed at enhancing participation in its after school care program. The objective is to increase and maintain the program's enrollment to 45 children, ensuring that a greater number of families in the community can benefit from this valuable service. Through outreach efforts, promotional activities, and community engagement initiatives, the division aims to raise awareness about the program's benefits and attract more participants. By achieving this goal, the division will not only provide essential care and supervision for children but also contribute to the overall well-being and convenience of families within Miami Shores.

KEY PERFORMANCE INDICATORS

	FY2024 Actual	FY2025 Actual	FY2026 Estimated
Enrollment in pre-school sports thru age 5	774	182	626
Enrollment in intramural sports	485	502	553
Enrollment in summer camp	1,149	844	903

SERVICES, FUNCTIONS AND ACTIVITIES

The Community Center Division runs over 40 recreation and leisure classes each week and over 30 specialty camps during the summer. Additionally, this division coordinates over 25 special events throughout the year. Events include Marshmallow Drop, Memorial Day, Independence Day, Downtown Shores events, and Santa's Express.

GOALS AND MEASUREMENTS

In the upcoming fiscal year, the Community Center is dedicated to meeting the needs of our community through a strategic focus on enhancing toddlers and youth programs. Our objective is to cater to the evolving interests and requirements of our residents. Through thorough evaluation, all existing programs and amenities will be scrutinized to ensure optimal resource utilization. Additionally, we are committed to augmenting our service hours and program roster to accommodate the community's needs effectively.

KEY PERFORMANCE INDICATORS

	FY2024 Actual	FY2025 Actual	FY2026 Estimated
Program registration revenue	$693,161	$579,306	$610,111
Adult & Senior Program Enrollment	8,600	8,858	8,902
Participation at Village wide events	20,612	21,212	22,410

AQUATICS

FISCAL YEAR ENDING SEPTEMBER 30, 2027

SERVICES, FUNCTIONS AND ACTIVITIES

The Miami Shores Aquatic Facility is comprised of an 8-lane competition pool, an activity pool, and a spa offering comprehensive aquatic programs including adult and youth swimming lessons, Eagle Aquatics Swim Team, water exercise classes and free swim. The new activity pool "Wild Waters" features 5 slides, spray features, a 350 gallon tipping bucket and interactive water toys. This state-
of-the-art facility offers the best aquatics facility in the area, rivaling several large-capacity facilities. The Aquatic Center also hosts several special events throughout the year including an annual Egg Dive, Teen Nights, Dive-in Theater and Family Nights.

GOALS AND MEASUREMENTS

The Aquatic Center has set goals aimed at enhancing its community impact and safety initiatives. Focusing on expanding its Learn to Swim Classes, ensuring that individuals of all ages have access to vital swimming skills. Additionally, there's a commitment to bolstering Pre School Aged Swim Lessons, recognizing the importance of early aquatic education. Moreover, the center aims to strengthen its community outreach efforts by providing essential Red Cross CPR and First Aid Classes, empowering residents with life-saving knowledge and skills beyond the pool environment. By pursuing these initiatives, the Aquatic Center endeavors to foster a safer and more knowledgeable community, both in and out of the water.

KEY PERFORMANCE INDICATORS

	FY2024 Actual	FY2025 Actual	FY2026 Estimated
Aquatic Admission Revenue + BHI	$151,338	$236,390	$239,055
Swim Class Participation	370	390	460
Swim Team Revenue	$48,760	$41,290	$44,275

SERVICES, FUNCTIONS AND ACTIVITIES

The Operation of the Tennis & Pickleball Division is run by a subcontracted Tennis Professional. The Center offers clinics, private lessons, and tournaments for both pickleball and tennis. The Tennis Professional oversees all tennis and pickleball programming. There are 2 tennis courts, and 4 pickleball courts and 1 mixed use court. A part-time recreation employee is present when the Tennis Pro is not on duty and the Recreation Department receives all fees for court usage while the pro is not on duty.

GOALS AND MEASUREMENTS

The goal of the Tennis & Pickleball Division is to enrich the social experience surrounding these sports by expanding programming. Through adding additional private lessons, clinics, socials, and tournaments, the division aims to increase revenue through additional programming, The division seeks to not only enhance the socialization aspect but also to strengthen the overall community around tennis and pickleball. By offering a comprehensive array of programming, the division seeks to engage players of all ages and skill levels, fostering a supportive and inclusive environment that encourages participation and fosters a love for these dynamic sports.

KEY PERFORMANCE INDICATORS

	FY2024 Actual	FY2025 Actual	FY2026 Estimated
Tennis Pro and Court Revenue	$10,781	$13,664	$14,288
Pickleball Clinics & Court Revenue	$35,627	$33,888	$34,208
MSV Tennis Management	N/A	N/A	$16,667

Miami Shores Village, Florida

PARKS AND RECREATION DEPARTMENT

FISCAL YEAR ENDING SEPTEMBER 30, 2027

ACCOUNT DESCRIPTION	ACTUAL FY 2025	ADOPTED BUDGET FY 2026	ESTIMATED ACTUAL FY 2026	ADOPTED BUDGET FY 2027
Personnel Services	$ 353,611	$ 364,821	$ 346,580	$ 435,111
Operating Costs	106,608	41,326	39,260	102,560
Capital Outlay	-	-	-	-
Administration Total	**$ 460,220**	**$ 406,147**	**$ 385,840**	**$ 537,671**
Personnel Services	$ 657,372	$ 623,599	$ 592,419	$ 613,221
Operating Costs	394,896	416,452	395,629	637,344
Capital Outlay	-	-	-	-
Non-Operating Costs	-	116,000	110,200	75,000
Athletics Total	**$ 1,052,268**	**$ 1,156,051**	**$ 1,098,248**	**$ 1,325,565**
Personnel Services	$ 265,007	$ 299,571	$ 284,592	$ 368,837
Operating Costs	690,703	$ 547,387	520,018	$ 527,101
Capital Outlay	-	$ -	-	$ -
Non-Operating Costs	-	26,000	25,480	-
Community Center Total	**$ 955,710**	**$ 872,958**	**$ 830,090**	**$ 895,938**
Personnel Services	$ 706,361	$ 565,861	$ 537,568	$ 745,632
Operating Costs	345,226	246,635	234,303	238,601
Capital Outlay	-	-	-	-
Non-Operating Costs	-	355,000	347,900	-
Aquatics Total	**$ 1,051,587**	**$ 1,167,496**	**$ 1,119,771**	**$ 984,233**
Personnel Services	$ -	$ -	$ -	$ -
Operating Costs	40,266	8,202	7,792	10,340
Capital Outlay	-	-	-	-
Non-Operating Costs	-	18,000	17,640	-
Tennis Total	**$ 40,266**	**$ 26,202**	**$ 25,432**	**$ 10,340**
Personnel Services	$ 1,982,352	$ 1,853,852	$ 1,761,159	$ 2,162,801
Operating Costs	1,577,698	1,260,002	1,197,002	1,515,946
Capital Outlay	-	-	-	-
Non-Operating Costs	-	515,000	504,700	75,000
Parks & Recreation Total	**$ 3,560,050**	**$ 3,628,854**	**$ 3,462,861**	**$ 3,753,747**

SPECIAL REVENUE FUNDS

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SERVICES, FUNCTIONS AND ACTIVITIES

Local Option Gas Tax is a special revenue fund which originates from a six and three cent tax levied by Miami-Dade County on all petroleum and petroleum-related products. Proceeds from this fund must be segregated and may only be used for repairs, maintenance, additions, deletions and modifications to streets, sidewalks, streetlights, easements, curbs, alleys, medians and rights-of-way.

GOALS AND MEASUREMENTS

The Local Option Gas Tax Division of the Public Works Department is responsible for maintaining all Village trees, streets, easements, curbs, alleys, and medians, ensuring they are clean and safe for public use. Emphasis is placed on tree trimming to maintain clear, safe roadways and enhance the aesthetic appeal of the village. Regular street sweeping is conducted to ensure that all areas meet standards for safety, cleanliness, and environmental sustainability, highlighting the community's charm. Routine inspections are conducted to verify compliance and address any issues promptly.

KEY PERFORMANCE INDICATORS

	FY2024 Actual	FY2025 Actual	FY2026 Estimated
Number of Trees Trimmed	1,250	1,250	1,300
Number of Street Miles Maintained Clean	830	1,440	1,650

Miami Shores Village, Florida
LOCAL OPTION GAS TAX

FISCAL YEAR ENDING SEPTEMBER 30, 2027

ACCOUNT DESCRIPTION	ACTUAL FY 2025	ADOPTED BUDGET FY 2026	ESTIMATED ACTUAL FY 2026	ADOPTED BUDGET FY 2027
REVENUES				
Appropriation of Fund Balance	$ -	$ 230,338	$ 230,338	$ 127,816
Local Option Fuel Tax	276,256	296,000	145,607	261,000
State Revenue Sharing	103,969	112,600	112,600	97,042
Other Income	8,562	10,701	10,487	5,500
Total Revenues	**$ 388,787**	**$ 649,639**	**$ 501,332**	**$ 491,358**
EXPENSES				
Personnel Services	$ 198,715	$ 194,472	$ 190,583	$ 213,241
Operating Costs	137,220	367,563	360,212	250,177
Capital Outlay	306,328	72,604	72,604	
Striping Machine		-		18,000
Non-Operating Costs	-	15,000	15,000	9,940
Total Local Option Gax Tax	**$ 642,264**	**$ 649,639**	**$ 638,398**	**$ 491,358**

SERVICES, FUNCTIONS AND ACTIVITIES

The Half-Cent Transportation Surtax was approved by County voters with levies imposed beginning on January 1, 2004. The tax is levied as a supplemental half-cent fee for all qualified purchases in Miami-Dade County and allocated by the County's Transit Authority. Proceeds from this levy will be used to augment current transportation and transportation-related activities in the Village.

GOALS AND MEASUREMENTS

The Transportation Surtax Division of the Public Works Department aims to improve access to transportation. Serving our community with integrity and professionalism, we are dedicated to building an environmentally sustainable and resilient community while engaging our residents and enhancing the highest quality of life for all.

KEY PERFORMANCE INDICATORS

	FY2024 Actual	FY2025 Actual	FY2026 Estimated
Review the route to compare with needs of community	Quarterly	Quarterly	Quarterly
Trolley/bus for cleanliness and safety	Quarterly	Quarterly	Quarterly

Miami Shores Village, Florida
TRANSPORTATION SURTAX

FISCAL YEAR ENDING SEPTEMBER 30, 2027

ACCOUNT DESCRIPTION	ACTUAL FY 2025	ADOPTED BUDGET FY 2026	ESTIMATED ACTUAL FY 2026	ADOPTED BUDGET FY 2027
REVENUES				
Appropriation of Fund Balance	$ -	$ 1,053,703	$ 1,053,703	$ 646,061
Transit System Surtax	$ 747,100	$ 610,000	$ 597,800	$ 740,000
State Revenue Sharing	-	49,629	48,636	-
Other Income	11,426	14,000	13,720	9,000
Total Revenues	**$ 758,526**	**$ 1,727,332**	**$ 1,716,159**	**$ 1,395,061**
EXPENSES				
Transportation				
Personnel Services	$ 225,475	$ 223,669	$ 219,196	$ 272,754
Operating Costs	60,009	160,388	157,180	172,740
Capital Outlay	32,480	1,301,275	1,301,275	
Village-Wide Road Improvements Village-Wide Sidewalk ADA Improvements				300,000
				72,604
NW 96th Street West Between NE 2nd Avenue to NW 2nd Ave				500,000
Grand Concourse Concept Planning (UM)				30,000
Non-Operating Costs	-			3,921
Transportation Total	**$ 317,964**	**$ 1,685,332**	**$ 1,677,651**	**$ 1,352,019**
TRANSIT				
Personnel Services	$ -	$ -	$ -	$ -
Operating Costs	41,873	42,000	$ 39,900	43,042
Capital Outlay	-	-	-	-
Transit Total	**41,873**	**42,000**	**39,900**	**43,042**
Total Expenses	**$ 359,837**	**$ 1,727,332**	**$ 1,717,551**	**$ 1,395,061**

SERVICES, FUNCTIONS AND ACTIVITIES

The Building Department is responsible for the administration and enforcement of all applicable construction codes at the federal, state, county, and municipal levels. Our primary mission is to safeguard the health, safety, and welfare of all who live, work, and visit our community, including first responders, through the consistent application of building standards.

Permit Clerks manage the intake and initial processing of permit applications. This includes verifying the completeness of submitted documents, confirming contractor credentials, and entering application data into the permitting system before routing it for technical review.

Plan Examiners evaluate submitted plans and documentation to ensure they meet all relevant codes and regulations prior to permit issuance. Building Inspectors conduct field inspections throughout the construction process to verify compliance with approved plans, materials, and construction methods. Once a project meets all requirements, the Department issues a Certificate of Occupancy or a Certificate of Completion.

GOALS AND MEASUREMENTS

Key objectives for the upcoming fiscal year include:

- Enhancing service efficiency by reducing permit and plan review turnaround times.
- Improving accessibility and convenience through upgrades to our online permitting software.
- Promoting public awareness and engagement via outreach initiatives such as a Citizens Academy to educate residents and stakeholders on permitting requirements and building processes.
- Ensuring compliance and safety by maintaining rigorous plan reviews and inspections that align with all regulatory standards.

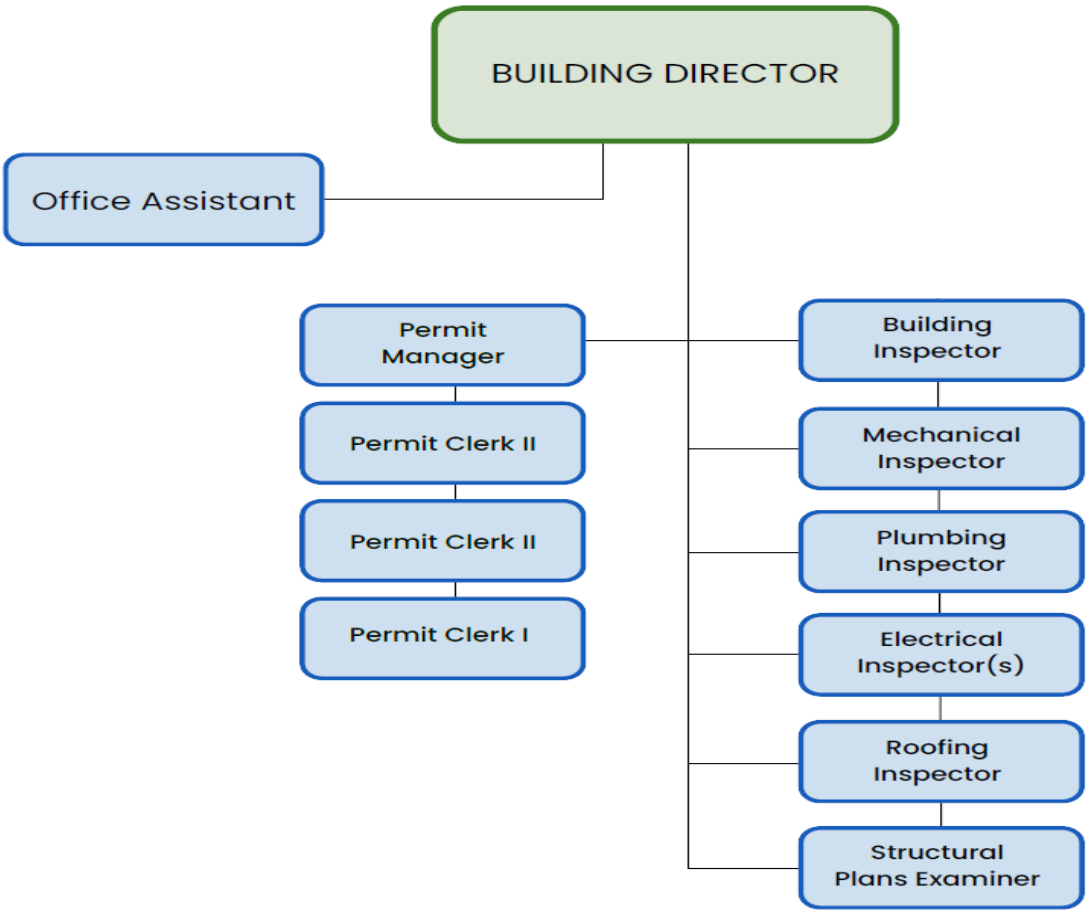
KEY PERFORMANCE INDICATORS

	FY2024 Actual	FY2025 Actual	FY2026 Estimated
Permits Issued	2,679	2,357	2,450
Plans Reviewed	6,522	5,207	5,130
Inspections Performed	8,982	9,539	9,150

Miami Shores Village, Florida
BUILDING DEPARTMENT

FISCAL YEAR ENDING SEPTEMBER 30, 2027

ACCOUNT DESCRIPTION	ACTUAL FY 2025	ADOPTED BUDGET FY 2026	ESTIMATED ACTUAL FY 2026	ADOPTED BUDGET FY 2027
REVENUES				
Appropriation Fund Balance	$ -	$ 652,322	$ 639,276	$ -
Service Revenues	1,400,922	1,695,000	660,067	1,813,000
Other Income	-	-	-	-
Total Revenues	**$ 1,400,922**	**$ 2,347,322**	**$ 1,299,343**	**$ 1,813,000**
EXPENSES				
Personnel Services	$ 922,854	$ 1,099,981	$ 1,077,981	$ 1,062,886
Operating Costs	534,390	684,405	650,185	350,407
Capital Outlay	-	140,000	140,000	
Non-Operating Costs	350,122	422,936	414,477	399,707
Total Expenses	**$ 1,807,366**	**$ 2,347,322**	**$ 2,282,643**	**$ 1,813,000**



DEBT SERVICE FUNDS

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Miami Shores Village, Florida

DEBT SERVICE FUND

FISCAL YEAR ENDING SEPTEMBER 30, 2027

SERVICES, FUNCTIONS AND ACTIVITIES

This fund records the inflow and outflow of cash related to the dedicated ad valorem tax levies used to pay for the annual principal and interest costs associated with the General Obligation Bonds, Series 2015 which replaced the Series 2004 bond, sold to build the Doctors Charter School Facility.

Additionally, the payments toward clearing other outstanding debt are reported in this fund. Costs associated with the management, reporting and payment of principal, interest and fees are also included. The Village is required to complete a series of reports relating to the debt including Continuing Disclosure Reports, State Bond Filings and special notes to the Village's comprehensive annual financial report.

ACCOUNT DESCRIPTION	ACTUAL FY 2025	ADOPTED BUDGET FY 2026	ESTIMATED ACTUAL FY 2026	ADOPTED BUDGET FY 2027
Property Tax Revenue	280,880	272,933	272,933	272,160
Interest Earnings	3,547	-	-	-
Total Revenues	**284,427**	**272,933**	**272,933**	**272,160**
Principal Payments	214,200	219,400	219,400	224,200
Interest & Other Charges	54,470	49,033	49,033	43,460
Administrative & Audit Fees	6,000	4,500	3,500	4,500
Total Expenses	274,670	272,933	271,933	272,160
Debt Service Total	**$ 274,670**	**$ 272,933**	**$ 272,933**	**$ 272,160**

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CAPITAL PROJECT FUND

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SERVICES, FUNCTIONS AND ACTIVITIES

The Capital Project Fund is used to account for the funding of municipal capital expenditures for the acquisition, construction, or improvement of major capital facilities or infrastructure; machinery and equipment; and other general improvements with a life expectancy of more than three years.

Assets of $5,000 or more are depreciated using the straight-line method based on the estimated useful life of the asset depending upon the asset classification.

Capital projects are typically multi-year and may begin in FY 2027 or subsequent years. The funds are encumbered to the subsequent year's budget as an obligation until used or released. This year's budget includes a transfer from the General Fund to the Capital Project Fund for several projects.

GOALS AND MEASUREMENTS

In the 2022 Strategic Management Plan, the community's top priorities were identified as septic-to-sewer conversion, development, parks & greenspace, building a community center, improving the Country Club, and upgrading the seawall. Many of these goals have been achieved or are in progress.

Stormwater improvements and septic-to-sewer conversion remain major focuses of this Capital Improvement budget and will remain so for a number of years, as the projects require long-term multi-year efforts.

Serving our community with integrity, transparency, compassion, and professionalism, while engaging our residents and enhancing the highest quality of life for all, the Capital Projects Fund aims to improve Village facilities and infrastructure in an environmentally sustainable manner, spotlighting the community's celebrated charm.

Miami Shores Village, Florida
CAPITAL PROJECTS

FISCAL YEAR ENDING SEPTEMBER 30, 2027

ACCOUNT DESCRIPTION	ACTUAL FY 2025	ADOPTED BUDGET FY 2026	ESTIMATED ACTUAL FY 2026	ADOPTED BUDGET FY 2027
REVENUES				
Appropriation Fund Balance	$ -	$ -	$ -	$ 477,425
Interfund Transfer from General Fund	348,483	1,380,300	1,366,497	1,257,475
Other Income	530,489	-	-	-
Total Revenues	**$ 878,972**	**$ 1,380,300**	**$ 1,366,497**	**$ 1,734,900**
EXPENSES				
Capital Outlay	-	60,000	-	-
Village Clerk Total	**$ -**	**$ 60,000**	**$ -**	**$ -**
Capital Outlay	$ 746,183	$ 331,800	$ 331,800	
Portable Police Radios		-		94,350
Radio Systems for the Console		-		28,000
Police Dog		-		23,000
Police Total	**$ 746,183**	**$ 331,800**	**$ 331,800**	**$ 145,350**
Capital Outlay	$ 114,629	$ 473,500	$ 473,500	
Lawnmower				8,000
Stump Grinder				85,000
Odell Manor Buffer Wall				200,000
On Street Parking - Restriping and Bumpers				25,000
Village Parking Lots - Restriping and Bumpers				51,550
Village Hall Flat Roof Replacement				160,000
9900 Building Interior Demolition				30,000
PW Bldg #1 (Old Motor Pool) Bldg Recertification Repairs				300,000
MSPD Bathrooms Renovation				75,000
Library Bathrooms Renovation				70,000
Library Roof Repair and Replacement				160,000
Doctor's Charter Roof				150,000
Field House Interior & Exterior Paint				12,000
Field House Lightning Detection System				15,000
Athletic Fields Batting Cage				30,000
Athletic Fields Irrigation Replacement				75,000
Tennis Center Bathrooms Remodel				50,000
Comm. Ctr. Patio Bathrooms Partitions				5,000
Comm. Ctr. Lobby Bathrooms				25,000
Comm. Ctr. Raquetball Wall Painting				8,000
Comm. Ctr. Tot Lot Repair				30,000
Aquatic Ctr. Office, Bathrooms & Concession Exterior Painting				10,000
Aquatic Ctr. Lightning Detection System				15,000
Public Works Total	**$ 114,629**	**$ 473,500**	**$ 473,500**	**$ 1,589,550**
Capital Outlay	$ 76,409	$ 515,000	$ 515,000	
Parks & Recreation Total	**$ 76,409**	**$ 515,000**	**$ 515,000**	**$ -**
Capital Project Total	**$ 937,220**	**$ 1,380,300**	**$ 1,320,300**	**$ 1,734,900**

ENTERPRISE FUNDS

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SERVICES, FUNCTIONS AND ACTIVITIES

The Stormwater Division of the Public Works Department works in conjunction with the Streets Division to manage stormwater and local option (street maintenance) applications.

This Division maintains drains, pumps, and flooded locations during storms, as well as cleans streets and performs light maintenance.

GOALS AND MEASUREMENTS

The goals and objectives of the Stormwater Division of the Public Works Department are to manage and maintain the stormwater system to prevent localized flooding during rain events. This includes inspecting Village-owned drainage systems for potential future flooding issues, ensuring responsive service. We are committed to serving our community with integrity, transparency, compassion, and professionalism, while engaging our residents and enhancing the highest quality of life. Our focus is on building an environmentally sustainable community based on trust and a resident-centric approach.

KEY PERFORMANCE INDICATORS

	FY2024 Actual	FY2025 Actual	FY2026 Estimated
Number of Inspections of Village-owned drainage basins - Bi-annually	1,001	1,001	1,144
Village-owned maintained – Qtrly	1,001	1,001	1,144

Miami Shores Village, Florida
STORMWATER

FISCAL YEAR ENDING SEPTEMBER 30, 2027

ACCOUNT DESCRIPTION	ACTUAL FY 2025	ADOPTED BUDGET FY 2026	ESTIMATED ACTUAL FY 2026	ADOPTED BUDGET FY 2027
REVENUES				
Appropriation Fund Balance	$ -	$ 1,707,882	$ 1,707,882	$ 1,219,230
Service Revenues	638,640	807,363	807,363	829,162
Other Income	25,794	31,615	31,615	25,316
Total Revenues	**$ 664,435**	**$ 2,546,860**	**$ 2,546,860**	**$ 2,073,708**
Personnel Services	$ 109,529	$ 178,548	$ 174,977	$ 138,276
Operating Costs	453,190	547,210	519,850	507,207
Capital Outlay	625,005	1,821,102	1,821,102	
Public Works Training Room Renovation		-		100,000
Replace Monarch 6' Trash Pump				90,000
NE 94th St/Belvedere Design & Construction/CEI		-		500,000
NE 105th Street Pump Station Drainage Project, Shores Estates		-		500,000
Village-wide Localized Drainage Improvements		-		77,000
Village-wide Bio-Swale/Sidewalk Drainage Improvements		-		80,000
Non-Operating Costs	50,000	-	-	81,225
Total Expenses	**$ 1,237,725**	**$ 2,546,860**	**$ 2,515,929**	**$ 2,073,708**

SERVICES, FUNCTIONS AND ACTIVITIES

The Solid Waste Division is responsible for the management and disposal of all non-hazardous solid waste for Miami Shores Village residents and businesses. Curbside recycling, commercial and residential garbage collection and bulk trash removal services constitute the Division's focus.

GOALS AND MEASUREMENTS

Serving our community with integrity and professionalism, the Solid Waste Division of the Public Works Department aims to manage all non-hazardous solid waste collection and disposal. This includes curbside recycling, commercial and residential garbage collection, and bulk trash removal. Periodic inspections will ensure efficiency and quality. We are dedicated to building an environmentally sustainable community based on trust, responsive service and responsible, innovative, resilient, and sustainable practices.

KEY PERFORMANCE INDICATORS

	FY2024 Actual	FY2025 Actual	FY2026 Estimated
Bulk Waste Collection by Number of Properties (tons)	7,725	8,042	8,444
Household garbage Collection (tons)	4,145	3,922	5,518

Miami Shores Village, Florida
SOLID WASTE

FISCAL YEAR ENDING SEPTEMBER 30, 2027

ACCOUNT DESCRIPTION	ACTUAL FY 2025	ADOPTED BUDGET FY 2026	ESTIMATED ACTUAL FY 2026	ADOPTED BUDGET FY 2027
Revenues				
Appropriation Fund Balance	$ -	$ 456,410	$ 456,410	$ -
Service Revenues	3,705,437	4,473,487	3,415,247	4,909,174
Other Income	10,125	14,678	14,384	7,877
Total Revenues	**$ 3,715,562**	**$ 4,944,575**	**$ 3,886,041**	**$ 4,917,051**
Expenses				
Personnel Services	$ 1,418,542	$ 1,537,002	$ 1,506,262	$ 1,591,217
Operating Costs	2,252,099	2,362,573	2,244,444	2,189,574
Capital Outlay	99	840,000	840,000	
New Software for Hydraulic Crimping				10,000
Public Works Training Room Renovation		-		50,000
Replace V-3162 Trash Grabber (2014)		-		200,000
Non-Operating Costs	350,039	205,000	205,000	876,260
Total Expenses	**$ 4,020,779**	**$ 4,944,575**	**$ 4,795,706**	**$ 4,917,051**

SERVICES, FUNCTIONS AND ACTIVITIES

The Water & Wastewater Fund is responsible for the construction and payment of the Downtown Water & Wastewater Project. It is also responsible for the management and maintenance of the related grinder pumps. Annual assessments for the payment of the project and maintenance fees are recorded in this fund.

GOALS AND MEASUREMENTS

Serving our community with integrity and professionalism, while engaging our residents and enhancing the highest quality of life for all, the goal and objective of the Water & Wastewater Fund is to maintain the low-pressure sewer system for the NE 2nd Ave Business District. We strive to create an environmentally sustainable community built on trust and responsiveness, responsible, innovative, resilient, and sustainable practices.

KEY PERFORMANCE INDICATORS

	FY2024 Actual	FY2025 Actual	FY2026 Estimated
Number of grinder pumps stations maintained	27	26	27

ACCOUNT DESCRIPTION	ACTUAL FY 2025	ADOPTED BUDGET FY 2026	ESTIMATED ACTUAL FY 2026	ADOPTED BUDGET FY 2027
Revenues				
Appropriation Fund Balance	$ -	$ 27,386	$ 27,386	$ 238,907
Service Revenues	154,750	254,105	249,023	261,728
Interfund Transfer from General Fund				725,000
Other Income	66,559	67,312	65,966	1,000
Total Revenues	**$ 221,309**	**$ 348,803**	**$ 342,375**	**$ 1,226,635**
Expenses				
Personnel Services	$ -	$ -	$ -	$ -
Operating Costs	165,754	47,092	44,737	370,645
Capital Outlay	42,777	100,000	100,000	
Southeast Septic to Sewer DEP Funding				725,000
Debt Service	128,270	201,711	201,711	130,990
Non-Operating Costs	-	-	-	-
Total Expenses	**$ 336,801**	**$ 348,803**	**$ 346,448**	**$ 1,226,635**

SERVICES, FUNCTIONS AND ACTIVITIES

Miami Shores Golf and Country Club is located on Biscayne Boulevard. It's one of the most unique courses in South Florida. With majestic oak trees and gently rolling terrain, our historic 18 - hole championship layout challenges and delights golfers of all skill levels. The Country Club is owned by Miami Shores Village and managed by Kemper Sports Management (KSM), replacing Professional Course Management after over 30 years of service to Miami Shores Village. KSM is contracted to manage all day-to-day operations of the golf course, the driving range and pro shop, staff, events and banquets, and the restaurant and bar over the next three years.

The golf course and clubhouse are always in excellent condition. Our maintenance staff is well-trained and committed to grooming the course, while keeping the environmental beauty of the Biscayne Canal and our countless trees intact. The clubhouse is not only an event and banquet space, but the restaurant and grand bar are focal points for community to dine and unwind.

GOALS AND MEASUREMENTS

Serving our community with integrity and professionalism, the goals and objectives of the Miami Shores Golf and Country Club are to maintain the course in top conditions for players of all levels. The Food and Beverage operations strive to be the restaurant of choice for the members and residents of Miami Shores and the top option for their private function needs. Having a new operating structure puts a much stronger focus on operating and fiscal performance.

KEY PERFORMANCE INDICATORS

	FY2024 Actual	FY2025 Actual	FY2026 Estimated
Total Revenue growth +4%	XX	XX	8,142,000
Food and beverage Net =/+14%	XX	XX	XX
Maintaining Rounds of Golf	XX	XX	57,978
Labor as a % of rev <38%	XX	XX	2,890,040

Miami Shores Village, Florida
GOLF & COUNTRY CLUB FUND

FISCAL YEAR ENDING SEPTEMBER 30, 2027

ACCOUNT DESCRIPTION	ACTUAL FY 2025	ADOPTED BUDGET FY 2026	ACTUAL JUNE & JULY FY 2026	ADOPTED BUDGET FY 2027
Revenues				
Appropriation Fund Balance	$ -	$ -	$ -	$ -
Green Fee Alternative			400,061	3,876,420
Pro Shop			40,596	461,600
Range - Ball & Pass			60,782	465,000
Membership			82,408	989,000
Food & Beverage			343,282	2,615,000
Learning Center-Shared Proceeds			8,469	96,000
Other Revenue	-	-	-	-
Non-Operating Income	-	-	-	-
Total Revenues	**$ -**	**$ -**	**$ 935,598**	**$ 8,503,020**
Expenses				
Personnel Services	$ -	$ -	$ -	$ -
Executive Salaries & Wages Benefits	-	-	-	1,300
Regular Salaries & Wages - Kemper	-	-	375,041	3,223,111
Regular Salaries & Wages - Village				128,181
Other Salaries & Benefit - P/T-Consultant				193,026
Payroll Taxes - Fica & Medicare			54,696	9,291
Retirement Contributions 401A				7,022
Life & Health Insurance-Health Ins.				11,289
Life and Health Insurance - Dental				128
Life and Health Insurance - Long Term Care				130
Life and Health Insurance - Life Insurance				6
Workers Compensation	-	-	-	339
Total Personnel	$ -	$ -	$ 429,737	$ 3,573,823
Cost of Goods Sold				
Merchandise	-	-	23,140	210,800
Food & Beverage	-	-	99,933	756,895
Total Cost of Goods Sold	$ -	$ -	$ 123,073	$ 967,695
Other Operating Expenses				
Green Chemicals	-	-	8,454	161,900
Green Fertilizer	-	-	15,082	86,900
Equipment Rental	-	-	39,283	279,600
Fuel & Lubricants	-	-	2,771	34,800
Repairs & Maint-Golf Course	-	-	2,098	66,000
Irrigation	-	-	-	48,000
Repairs & Maint Equipment	-	-	18,038	87,900
Repairs & Maint - Building	-	-	1,452	141,600
Repairs & Maint - Other	-	-	2,379	84,000
Utilities - Gas	-	-	2,046	11,700
Utilities - Electric			5,793	70,200
Utilities - Water			4,540	35,100
Range Balls	-	-	11,797	35,000
Office Supplies	-	-	170	13,800
Operating Supplies Other	-	-	23,584	171,600
Bank Charges & Credit Card Fees	-	-	21,187	228,000
Cart Repairs	-	-	5,514	42,000
Cart Lease	-	-	27,283	156,000
Communication Svcs Employment	-	-	5,500	17,100
Expense	-	-	182	4,000
Promotions	-	-	12,239	19,200
Travel and Per Diem	-	-	23,409	21,500
Membership Due, Subscriptions & Licenses	-	-	14,113	14,300
Uniform Maintenance	-	-	-	12,000
Contractual Services-Cleaning	-	-	-	10,000
Contractual Services-Security			360	18,000
Professional Services - Legal	-	-	-	7,200
Professional Services - Accounting	-	-	6,000	36,000
Base Management Fee	-	-	-	100,000
Quarterly/Annual incentive Bonus	-	-	-	90,085
Home Office Fee - Kemper	-	-	-	36,000
Insurance Premium - Property	-	-	-	230,242
Insurance Premium - Liability	-	-	-	165,758
Total Operating Expenses	$ -	$ -	$ 376,347	$ 3,503,180
Reserve for Future Uses	-	-	129,514	1,426,017
Total Expenses	**$ -**	**$ -**	**$ 935,598**	**$ 8,503,020**

***The Golf & Country Club Fund commenced operations in June, subsequent to the beginning of the fiscal year. As a result, the Fund has limited operating history for the current fiscal year.

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INTERNAL SERVICE FUNDS

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Miami Shores Village, Florida

RISK MANAGEMENT

FISCAL YEAR ENDING SEPTEMBER 30, 2027

SERVICES, FUNCTIONS AND ACTIVITIES

The Village's Risk Management Internal Service Fund is administered by the Human Resources Department and supports programs designed to protect the Village's employees, assets, and financial resources. Responsibilities include workers' compensation administration, insurance coordination, claims management, accident investigations, safety initiatives, loss prevention, regulatory compliance, and coordination with insurance providers and third-party administrators. The Human Resources Department works collaboratively with all Village departments to reduce organizational risk, promote workplace safety, and ensure the responsible stewardship of public resources.

GOALS AND MEASUREMENTS

The Department is committed to protecting the Village's employees, property, and financial resources through proactive risk management practices and effective claims administration. The Department strives to reduce workplace injuries and organizational losses, promote a culture of safety, ensure timely reporting and resolution of claims, maintain compliance with applicable insurance and regulatory requirement, and continuously identify opportunities to strengthen risk management practices and safeguard Village resources.

ACCOUNT DESCRIPTION	ACTUAL FY 2025	ADOPTED BUDGET FY 2026	ESTIMATED ACTUAL FY 2026	ADOPTED BUDGET FY 2027
REVENUES				
Other Revenue	$ 349,138	$ 320,996	$ 304,946	$ 441,000
Transfer From:				
Worker's Comp Fund	436,770	-	-	340,441
General Fund	1,043,688	1,168,848	1,168,848	638,699
Local Option Gas Tax Fund -LOGT	16,446	16,982	16,982	9,280
Citizen's Indep Trust Fund - CITT	11,678	57,718	57,718	31,539
ARPA Fund	5,515	-	-	-
Building Fund	35,386	127,858	127,858	69,866
Stormwater Fund	22,846	69,249	69,249	37,840
Solid Waste Fund	103,007	197,671	197,671	108,014
Information Technology Fund	12,762	13,176	13,176	7,200
Fleet Management Fund	194,677	292,313	292,313	159,730
Total Revenues	**$ 2,231,913**	**$ 2,264,811**	**$ 2,248,761**	**$ 1,843,609**
EXPENSES				
Personnel Services	$ 239,437	$ 484,875	$ 475,178	$ 370,000
Operating Costs	1,752,473	1,779,936	1,690,939	1,173,609
Capital Outlay	444,442	-	-	-
Non-Operating Costs	-	-	-	300,000
Total Expenses	**$ 2,436,353**	**$ 2,264,811**	**$ 2,166,117**	**$ 1,843,609**

Miami Shores Village, Florida
INFORMATION TECHNOLOGY FUND

FISCAL YEAR ENDING SEPTEMBER 30, 2027

SERVICES, FUNCTIONS AND ACTIVITIES

The Information Technology Fund, established in FY 2023 as an Internal Service Fund, centralizes enterprise technology costs and services for Village departments. The Department is responsible for the planning, security, operation, and lifecycle management of the Village's technology environment, including networks, servers, endpoints, cloud services, cybersecurity, telecommunications, enterprise applications, public-facing digital services, and technology support. The Department also coordinates technology requirements for Village facilities and major operational initiatives, including the Miami Shores Country Club transition. These services support the Strategic Management Plan by improving operational efficiency, service continuity, cybersecurity, resiliency, and long-term financial transparency.

GOALS AND MEASUREMENTS

The IT Department will continue to focus on secure, reliable, and sustainable technology services that support Village operations and resident-facing services. FY27 priorities include:

- Completing network switching and Wi-Fi modernization across Village facilities and improving connectivity resiliency.
- Strengthening cybersecurity, vulnerability management, backup, disaster recovery, and business continuity capabilities.
- Maintaining supported operating systems, Microsoft platforms, servers, and endpoint hardware through planned lifecycle replacement.
- Managing enterprise applications and licensing for Finance, Building, Code Compliance, Police, Public Works, Library, Parks and Recreation, and other Village operations.
- Supporting and improving resident-facing digital services, including MyMSV and other online service platforms.
- Continuing technology stabilization and infrastructure support for the Miami Shores Country Club transition.

As system complexity and service demand continue to increase, the Department will measure service volume and project delivery while maintaining an emphasis on cybersecurity, uptime, lifecycle planning, cost control, and responsive support. These efforts advance the Village's strategic priorities related to resilient infrastructure, responsive service, operational excellence, and responsible long-term management.

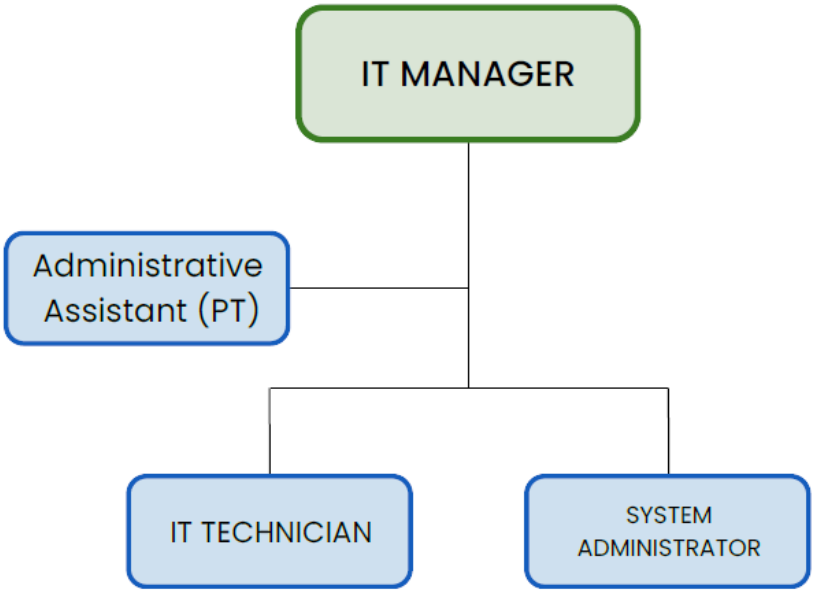
KEY PERFORMANCE INDICATORS

	FY2024 Actual	FY2025 Actual	FY2026 Estimated
Average service desk tickets per month	81	100	105
Projects completed	24	30	30

Miami Shores Village, Florida
INFORMATION TECHNOLOGY FUND

FISCAL YEAR ENDING SEPTEMBER 30, 2027

ACCOUNT DESCRIPTION	ACTUAL FY 2025	ADOPTED BUDGET FY 2026	ESTIMATED ACTUAL FY 2026	ADOPTED BUDGET FY 2027
REVENUES				
Appropriation Fund Balance	$ -	$ -	$ -	$ 266,298
IT Charge - Local Option Fund	6,559	11,435	11,435	14,511
IT Charge - CITT Fund	6,559	11,435	11,435	49,320
IT Charge - Building Fund	154,620	460,152	460,152	109,254
IT Charge - Fleet Fund	22,974	39,950	39,950	308,942
IT Charge - Solid Waste Fund	13,976	25,157	25,157	85,860
IT Charge - General Fund	1,041,287	1,737,693	1,737,693	1,093,092
TOTAL REVENUES	**$ 1,245,975**	**$ 2,285,822**	**$ 2,285,822**	**$ 1,927,277**
EXPENSES				
Personnel Services	$ 247,868	$ 341,919	$ 335,081	$ 394,997
Operating Costs	695,248	1,571,903	1,540,465	1,202,076
Capital Outlay	-	372,000	372,000	
HR Livescan Fingerprint System				8,000
Police ALPR Licensing & Maintenance				224,000
Phone System Upgrade Village Wide				85,000
Non-Operating Costs	-		-	13,204
Total Expenses	**$ 943,117**	**$ 2,285,822**	**$ 2,247,546**	**$ 1,927,277**



SERVICES, FUNCTIONS AND ACTIVITIES

The Fleet Management Fund, created in FY2000 as an Internal Service Fund of the Public Works Department, is responsible for the acquisition and maintenance of all Village-owned vehicles in the municipal inventory. Assets managed by this fund include: Police or squad units, heavy trucks, the Village's 29-passenger bus, recreation vans, small engine repair, pick-up trucks, loaders and other heavy equipment.

With its extensive tool and equipment inventory, Fleet Management provides extremely valuable assistance in the construction or repair of other Village property, such as street signs and alley gates, plus other tasks such as spray painting and wood/metal fabrication.

Since October 2000, this function has operated as a self-supporting Internal Service Fund. Operating revenues provide the funding from the user division, which receives the Fund's services.

GOALS AND MEASUREMENTS

Serving our community with integrity and professionalism, the goals and objectives of the Fleet Management Division of Public Works are to acquire and maintain the entire Village-owned fleet of vehicles within the municipal inventory. Emphasizing responsive service and affordability, the Fleet Management Division will continue to support the construction or repair of other Village properties. This includes repairing and assembling damaged street signs and alley gates, as well as performing tasks such as metal and wood fabrication. This division will track the repairs to the Village fleet and maintain a record of all repairs made to Village facilities, ensuring they remain welcoming and economically viable.

KEY PERFORMANCE INDICATORS

	FY2024 Actuals	FY2025 Actuals	FY2026 Estimated
All Types of Tire Repairs	135	150	157
Garbage Truck Fleet Management Per Year	185	210	231
Heavy Equipment Fleet Management Per Year	175	240	281
Police Vehicle Fleet Management Per Year	520	1,040	1,144

Miami Shores Village, Florida

FLEET

FISCAL YEAR ENDING SEPTEMBER 30, 2027

ACCOUNT DESCRIPTION	ACTUAL FY 2025	ADOPTED BUDGET FY 2026	ESTIMATED ACTUAL FY 2026	ADOPTED BUDGET FY 2027
Revenues				
Appropriation Fund Balance	$ -	$ 430,428	$ 430,428	$ 466,433
Inter-Fund Group:				
Local Option Gax Tax Fund	82,840	96,370	96,370	107,985
CITT Fund	37,814	44,016	44,016	49,321
Building Fund	6,344	7,873	7,873	8,256
Stormwater Fund	49,121	57,201	57,201	64,096
Information Technology Fund	12,480	14,543	14,543	16,296
Solid Waste Fund	614,741	715,114	715,114	801,306
General Fund	863,547	1,004,418	1,004,418	1,125,478
Other Revenue	54,825	64,276	61,062	27,000
Total Revenues	**$ 1,721,712**	**$ 2,434,239**	**$ 2,000,597**	**$ 2,666,171**
Expenses				
Personnel Services	$ 441,386	$ 467,317	$ 457,971	$ 468,135
Operating Costs	1,555,335	1,238,137	1,213,374	1,416,993
Capital Outlay	508,854	265,000	265,000	
PW - 4-door F250 w/ Lift Gate				60,000
MSPD-V1710 Off. Ford Explorer SUV / 2017				44,000
MSPD-V1711 Off. Ford Explorer SUV / 2017				44,000
MSPD-V1714 Off. Ford Explorer SUV / 2017				44,000
MSPD-V1715 Off. Ford Explorer SUV / 2017				44,000
MSPD-V1716 Off. Ford Explorer SUV / 2017				44,000
MSPD-V1712 Off. Ford Explorer SUV / 2017				44,000
Non-Operating Costs	-		-	56,703
Public Works Total	**$ 2,505,575**	**$ 1,970,454**	**$ 1,936,345**	**$ 2,265,831**
Operating Costs	$ -	$ 3,130	$ 3,067	$ 2,090
Capital Outlay	-	-	-	-
Building Total	**$ -**	**$ 3,130**	**$ 3,067**	**$ 2,090**
Operating Costs	$ -	$ 385,250	$ 377,545	$ 335,000
Capital Outlay	-	-	-	-
Solid Waste Total	**$ -**	**$ 385,250**	**$ 377,545**	**$ 335,000**
Operating Costs	$ -	$ 20,775	$ 20,360	$ 24,300
Capital Outlay	-	-	-	-
Stormwater Total	**$ -**	**$ 20,775**	**$ 20,360**	**$ 24,300**
Operating Costs	$ -	$ 39,180	$ 38,396	$ 29,200
Capital Outlay	-	-	-	-
LOGT Total	**$ -**	**$ 39,180**	**$ 38,396**	**$ 29,200**
Operating Costs	$ -	$ 13,050	$ 12,789	$ 9,750
Capital Outlay	-	-	-	-
CITT Total	**$ -**	**$ 13,050**	**$ 12,789**	**$ 9,750**
Operating Costs	$ -	2,400	$ 2,352	-
Capital Outlay	-	-	-	-
IT Total	**$ -**	**$ 2,400**	**$ 2,352**	**$ -**
Fleet Management Fund Total	**$ 2,505,575**	**$ 2,434,239**	**$ 2,390,854**	**$ 2,666,171**

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VILLAGE-WIDE CAPITAL IMPROVEMENTS

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CAPITAL IMPROVEMENT PROGRAM (CIP)

FISCAL YEAR ENDING SEPTEMBER 30, 2027

SERVICES, FUNCTIONS AND ACTIVITIES

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

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

GOALS AND MEASUREMENTS

Living, Working, Playing Safety

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

Financially Sound Government

For Fiscal Year 2027, the overall CIP budget is approximately $6.14 million compared to $6.2 last fiscal year, a drop in expenditure. For FY2027, the Operating Capital for our Stormwater fund will be $1.3 million and represents a decrease of $.4 million from FY2026. Notwithstanding this decrease, we will be able to carry out necessary drainage and piping system improvements along NE 93rd Street, NE 105th Street, NE 104th Street and the NE 94 St and Belvedere Drainage areas. The budget for Capital Improvement Programs (CIP) in the Fleet Fund has increased by $624K due to planned purchases of six (6) new police vehicles and the Fuel Island Replacement project. The FY2027 budget for Capital Improvement Programs (CIP) in Facility Division under General Funds will increase by 0.3M from FY2026. The Facility division is assuming all responsibilities for facility maintenance, formerly the responsibilities of individual departments. All planned improvements will enhance the function and efficiency of the Village operations to improve the quality of

life for its residents.

High Performing Municipal Organization Providing Exceptional Customer Service

The Public Works Department's process for updating and serving as the guardian of the CIP Plan annually involves input from all Village departments concerned.

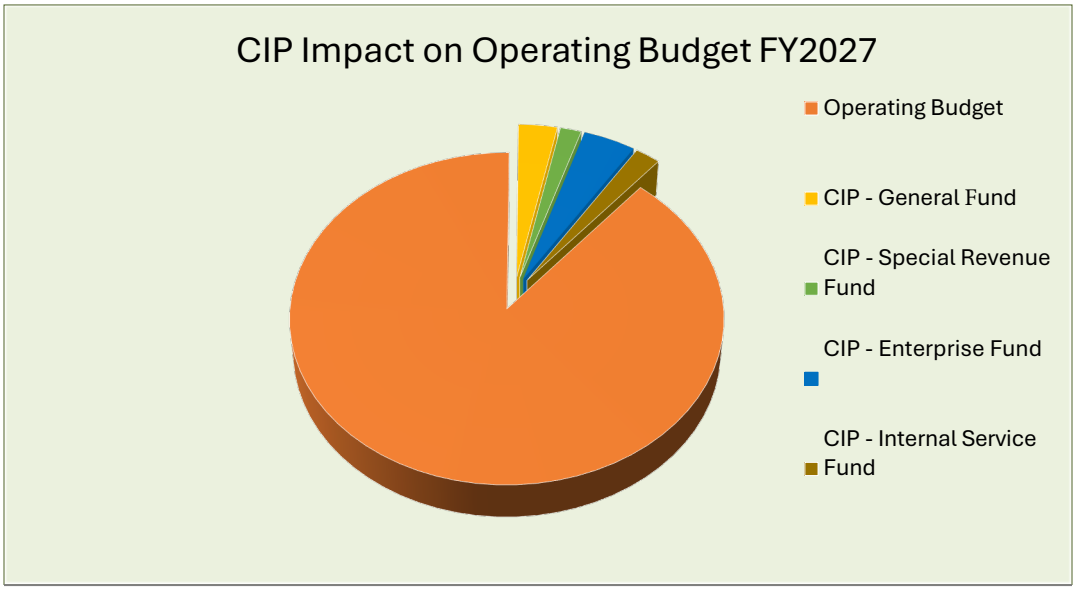
In addition to administering the Village's CIP and developing the annual budget, Public Works updates its own annual CIP Plan by assessing and prioritizing existing and emerging needs throughout the Village. This cross-departmental collaboration and global perspective are combined with a long-term outlook to provide an effective plan to meet the Village's ongoing capital needs.

IMPACT OF CIP ON OPERATING BUDGET

Departments must submit annual updates to the Budget Review Committee as well as new requests for evaluation and consideration for the CIP. During the budget process, consideration is given to each CIP project's impact on operating costs during the upcoming year as well as future years.

Based on the priorities identified and discussed, most projects requested for Fiscal Year 2027 are comprised primarily of stormwater pump station, drainage improvements, road resurfacing and equipment purchases, and rehabilitation and improvements to the Village assets and facilities. These projects improve and increase the level of service provided to our residents.

In prioritizing the long-term fiscal sustainability of the Village, the Adopted Budget is structurally balanced. The FY2027 Adopted CIP budget totals $6.14 million. Of the total, $1.7 million is for the General Fund, reflects ongoing commitment to improvements to infrastructure, parks, fleet, streets, technology and overall enhancements to safety and esthetics for Miami Shores Village.



Miami Shores Village
Five-Year Capital Improvement Plan
Fiscal Year 2027-2031
Revised 8/21/2026

010	General Fund
100	Special Revenue Funds
400	Enterprise Funds
500	Internal Services Funds

	LINE #	PROJECT NAME	FY27	FY28	FY29	FY30	FY31	FIVE YEAR TOTAL
GENERAL FUND (010)								
Police	1	Portable Police Radios	94,350	94,350	94,350	94,350		**377,400**
	2	Upgrade the Dispatch Center w/ structural Modifications to support operational efficiency.						**-**
	3	Construction costs for upgrading the dispatch center						**-**
	4	Police Department Flat Roof						**-**
	5	Armory Storage Upgrade						**-**
	6	Numb John Less Lethal Training Dummy						**-**
	7	Parking Lot Sealing and Stripping						**-**
	8	Radio Systems for the Console	28,000					**28,000**
	9	Police Dog	23,000					**23,000**
		Police Total	**145,350**	**94,350**	**94,350**	**94,350**	**-**	**428,400**
PW - Beaut	10	SKAG 36" Lawnmower	8,000					**8,000**
	11	Stump Grinder	85,000					**85,000**
		Beautification Total	**93,000**	**-**	**-**	**-**	**-**	**93,000**
PW - Streets	12	Biscayne Beautification Construction Total Cost 2026: $294,680 Funding: FDOT: $131,760; Match $162,920						**-**
	13	Damaged Walls - Village Parking Lots						**-**
	14	Odell Manor Buffer Wall	200,000					**200,000**
	15	On Street Parking - Restriping and Bumpers	25,000					**25,000**
	16	Village Parking Lots - Restriping and Bumpers Phase 1 (2026) & Phase 2 (2027)	51,550	55,000				**106,550**
	17	Village Wide Street Name Signs				336,000		**336,000**
		Streets Total	**276,550**	**55,000**	**-**	**336,000**	**-**	**667,550**
PW - Facilities	18	ADA Improvements (Ramps, door access mechanism, etc.)						**-**
	19	Village Hall Conference Room Furniture						-
	20	Village Hall Council Chambers Renovation						**-**
	21	Village Hall Renovations Total Cost 2026: $120,000 - General Fund: $100,000, Building Dept: $20,000)						**-**
	22	Village Hall Flat Roof Replacement	160,000					**160,000**
	23	Village Hall Exterior Paint		100,000				**100,000**
	24	Village Hall 2nd Floor		150,000				**150,000**
	25	9900 Building Demolition	30,000	90,000				**120,000**
	26	PW Warehouse Conversion to Lunch/Training & Emergency Response Room Total Cost: $350,000 (Funding: General Fund $150,000, Stormwater $100,000, Solid Waste $100,000)		150,000				**150,000**

Miami Shores Village
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PW - Facilities	27	PW Building #1 (Old Motor Pool) Building Recertification Repairs	300,000					**300,000**
	28	MSPD Men's & Women's Bathroom Renovation	75,000					**75,000**
	29	MSPD Painting		40,000				**40,000**
	30	MSPD Interior Stairs		100,000				**100,000**
	31	MSPD Armor Glass Coating			230,000			**230,000**
	32	Library Men's & Women's Bathroom Renovation	70,000					**70,000**
	33	Library Roof Repair and Replacement	160,000					**160,000**
	34	Library Window Replacement		40,000				**40,000**
	35	Doctor's Charter Roof (Phase 1: 2027 Main Building, Phase 2: 2028 Remaining Wings)	150,000	250,000				**400,000**
	36	Doctor's Charter Exterior Paint				150,000		**150,000**
	37	Field House Locker Room AC						**-**
	38	Field House Men's & Women's Locker Room Renovation						**-**
	39	Field House Interior & Exterior Paint	12,000					**12,000**
	40	Field House Lightning Detection System	15,000					**15,000**
	41	Field House Shade Structure		41,000				**41,000**
	42	Field House Carpet Replacement			10,000			**10,000**
	43	Athletic Fields Batting Cage	30,000					**30,000**
	44	Tennis Center Awning Replacement						**-**
	45	Tennis Center Men's & Women's Bathroom Remodel	50,000					**50,000**
	46	Community Center Gutter Replacement						**-**
	47	Community Center Patio Men's & Women's Bathroom Partitions (*to be completed in house)*	5,000					**5,000**
	48	Community Center Lobby Men's & Women's Bathroom (Phase 1, '26 - Sinks; Phase 2, '27 - Stalls)	25,000	50,000				**75,000**
	49	Community Center Racquetball Wall Painting	8,000					**8,000**
	50	Community Center Entry Glass Door Installation		20,000				**20,000**
	51	Community Center Tot Lot Repair	30,000					**30,000**
	52	Community Center Barrel Tile Roof Repair and Replacement		225,000				**225,000**
	53	Community Center Vinyl Fencing to Tennis Center		15,000				**15,000**
	54	Community Center Interior Carpet Replacement			19,000			**19,000**
	55	Community Center Kitchen Cabinet Replacement			20,000			**20,000**
	56	Aquatic Center Office, Men's & Women's Bathroom & Concession Exterior Painting *(in house)*	10,000					**10,000**
	57	Aquatic Center Poured Floor Replacement at Men's & Women's Bathroom		50,000				**50,000**
	58	Aquatic Center Competition Pool Blanket Reel & Thermal Cover		55,000				**55,000**
	59	Aquatic Center Pool Resurfacing, Deck and Drains						**-**
	60	Aquatic Center Pump Room Ventilation Exhaust Fans						**-**
	61	Aquatic Center Lightning Detection System	15,000					**15,000**

Miami Shores Village
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	LINE #	PROJECT NAME	FY27	FY28	FY29	FY30	FY31	FIVE YEAR TOTAL
	62	Aquatic Center Wild Water Decorative Play Structures Repair		65,000				**65,000**
		Facilities Total	**1,145,000**	**1,441,000**	**279,000**	**150,000**	**-**	**3,015,000**
Parks & Rec	63	Athletic Fields Irrigation Replacement	75,000	575,000				**650,000**
Parks & Rec	64	Athletic Fields Laser Level and Turf Replacement		650,000				**650,000**
		Parks & Rec Total	**75,000**	**1,225,000**	**-**	**-**	**-**	**1,300,000**
GENERAL FUND TOTAL			**1,734,900**	**2,815,350**	**373,350**	**580,350**	**-**	**5,503,950**
SPECIAL REVENUE FUNDS (100)								
LETF	65	V-1600 - Chevy Tahoe						**-**
LETF	66	Axon Fleet - Six Fleet 3 Advanced Hardware/ Software Bundle. Five-Year Complete Service, Storage, and Installation. This will fully equip the entire fleet and spare vehicles.	20,333	20,333	20,333	20,333		**81,332**
		Law Enforcement Trust Fund (LETF) Total	**20,333**	**20,333**	**20,333**	**20,333**	**-**	**81,332**
LOGT	67	Striping Machine	18,000					**18,000**
		LOGT Total	**18,000**	**-**	**-**	**-**	**-**	**18,000**
CITT	68	FM# 447970-1 Flagler Trail - Grant Match (FDOT Funding: Construction $399,504 & CEI $59,176)						**-**
CITT	69	FM#446054-1 SR 915/NE 6th Avenue Pedestrian Promenade - Grant Match (FDOT Funding: Construction $345,231 & CEI $30,424)						**-**
CITT	70	LAP FM#441638 Multimodal Mobility Imp. NE 96th St - Grant Match (FDOT Funding: Construction $418,363 & CEI $50,470)						**-**
CITT	71	FM#450906, NE 104th Street Roadway Improvements - Grant Match (FDOT Funding: Construction $655,000)						**-**
CITT	72	Speed Humps Design and Construction per 2016 Village Traffic Calming Study						**-**
CITT	73	Village-wide Sidewalk/ADA Improvements (Sidewalks, ramps, and detectable warnings)	72,604					**72,604**
CITT	74	NE 96th St West Between NE 2nd Ave to NW 2nd Ave Design & Construction (Phase 1 2026 / Phase 2027)	500,000	500,000				**1,000,000**
CITT	75	Village-Wide Roadway Improvements, Pavement Repair and Striping	300,000	309,000	318,270	327,818	337,653	**1,592,741**
CITT	76	Grand Concourse UM Concept Plan	30,000					**30,000**
		CITT Total	**902,604**	**809,000**	**318,270**	**327,818**	**337,653**	**2,695,345**
SPECIAL REVENUE FUNDS TOTAL			**940,937**	**829,333**	**338,603**	**348,151**	**337,653**	**2,794,677**
ENTERPRISE FUNDS (400)								
	77	Mini Excavator with Trailer						**-**

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	LINE #	PROJECT NAME	FY27	FY28	FY29	FY30	FY31	FIVE YEAR TOTAL
Stormwater	78	NE 105th Street Pump Station Drainage Project Shores Estates - Grant Match (FDEM Funding: Design $168,750 & Construction $1,389,805)	500,000					**500,000**
	79	NE 93rd Street Pump Station Pump Motor		50,000		50,000		**100,000**
	80	Stormwater Masterplan Update				50,000		**50,000**
	80	NE 93rd Street Pump Station & System Repair - Grant Match (FDEP Funding: Design - $40,000 & Construction $360,000)						**-**
	81	NE 104th Street Drainage - FDOT Grant Match (FDEP Funding: Construction $320,000; No match needed for FDEP)						**-**
	82	NE 94th Street @ 10th Ct (Belvedere) Design & Construction (Cost Estimate: Design $100,000 & Construction $1,000,000)	500,000	500,000				**1,000,000**
	83	PW Warehouse Conversion to Lunch/Emergency & Safety Training Facility Total Cost: $350,000 (Funding: General Fund $150,000, Stormwater $100,000, Solid Waste $100,000)	100,000					**100,000**
	84	Replace Monarch 6" Trash Pump	90,000					**90,000**
	85	Village-wide Localized Street/Alley Drainage Improvements	77,000	79,310	81,689	84,140	86,664	**408,803**
	86	Village-wide Bio-Swale/Sidewalk Drainage Improvements	80,000	82,400	84,872	87,418	90,041	**424,731**
		Stormwater Total	**1,347,000**	**711,710**	**166,561**	**271,558**	**176,705**	**2,673,534**
Solidwaste	87	Replace V-4148 Garbage Truck						**-**
	88	Electronic Equipment for Software						**-**
	89	Purchase New Recycling Truck						**-**
	90	Replace V-37 Loader						**-**
	91	Replace V-3161 - Trash Grabber (2013)						**-**
	92	Pick-up Truck for Operational Manager Twin Cab F-150						**-**
	93	PW Warehouse Conversion to Lunch/Emergency & Safety Training Facility Total Cost: $350,000 (Funding: General Fund $150,000, Stormwater $100,000, Solid Waste $100,000)	50,000					**50,000**
	94	Replace V-3162 - Trash Grabber (2014)	200,000					**200,000**
	95	Replace V-1532 - Trash Truck		160,000				**160,000**
	96	V-1624 - Trash Truck (2016)		160,000				**160,000**
	97	Replace V-1702 - Ford Van (2017)		45,000				**45,000**
	98	Replace V-2249 - Garbage Truck			399,300			**399,300**
	99	Replace V-39 - Loader				200,000		**200,000**
		Solid Waste Total	**250,000**	**365,000**	**399,300**	**200,000**	**-**	**1,214,300**
WW	100	Southeast Shores Septic to Sewer Design (Basin 11, Phase 1 - FDEP Grant Match)	725,000					725,000
	101	South-Central Shores Septic to Sewer (Shores Villas)		200,000				200,000
	101	Septic to Sewer Master Plan Update				50,000		50,000

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		Wastewater Total	**725,000**	**200,000**	**-**	**50,000**	**-**	**975,000**
Building Dept	**102**	Building Depart Renovation						-
Building Dept	**103**	Village Hall Renovations Total Cost 2026: $120,000 - General Fund: $100,000, Building Dept: $20,000)						-
		Building Department Total	**-**	**-**	**-**	**-**	**-**	**-**
ENTERPRISE FUNDS TOTAL			**2,322,000**	**1,276,710**	**565,861**	**521,558**	**176,705**	**4,862,834**
INTERNAL SERVICES FUNDS (500)								
IT	**104**	COLOCATION HARDWARE						-
IT	**105**	ACCESS CONTROL POLICE DEPARTMENT BUILDING						-
IT	**106**	VILLAGE HALL LAPTOPS						-
IT	**107**	ACCESS CONTROL TOT LOT AND ADD ON CAMERAS VILLAGE HALL BUILDING 5 YEARS						-
IT	**108**	LIBRARY CAMERA SYSTEM 5 YEARS SUPPORT - 10 YEAR WARRANTY						-
IT	**109**	POLICE SECURITY CAMERAS 5 YEARS SUPPORT - CAMERAS WARRANTY 10 YEARS						-
IT	**110**	PUBLIC WORKS CAMERA SYSTEM OUT OF WARRANTY REPLACEMENT - 5 YEARS SUPPORT						-
IT	**111**	PUBLIC WORKS MAIN FACILITY GATE REPLACE BROKEN ACCESS CONTROL SYSTEM WITH 5Y YEARS SUPPORT						-
IT	**112**	VILLAGE HALL AND PUBLIC WORKS ACCESS CONTROL SYSTEM UPGRADE						-
IT	**113**	GRANICUS ENCODERS UPGRADE - REQUIRED						-
IT	**114**	PUBLIC WORKS JALTEST MOTORPOOL APPLICATION						-
IT	**115**	HR LIVESCAN FINGERPRINT SYSTEM	8,000					**8,000**
IT	**116**	POLICE DEPARTMENT ALPR LICENSING AND MAINTENANCE YEAR 1 of 3	224,000	240,000	240,000			**704,000**
IT	**117**	PHONE SYSTEM UPGRADE	85,000					**85,000**
IT	**118**	POLICE DEPARTMENT LAPTOPS - PATROL CARS - COMMAND STAFF		240,000				**240,000**
IT	**119**	VILLAGE HALL DESKTOPS		60,000				**60,000**
IT	**120**	BACKUP SERVER VILLAGE			40,000			**40,000**
IT	**121**	BACKUP SERVER POLICE			40,000			**40,000**
IT	**122**	POLICE DESKTOPS			55,000			**55,000**
IT	**123**	BUILDING DEPARTMENT INSPECTOR DESKTOPS			14,000			**14,000**
IT	**124**	VILLAGE HALL HOST SERVERS				110,000		**110,000**
IT	**125**	POLICE HOST SERVERS				60,000		**60,000**
IT	**126**	FIREWALLS VILLAGE WIDE - 5 YEARS				90,000		**90,000**
IT	**127**	POLICE DEPARTMENT DESKTOPS				55,000		**55,000**
IT	**128**	VILLAGE WIDE SWITCHES AND WIFI				100,000		**100,000**
IT	**129**	MICROSOFT PERPETUAL LICENSING SERVERS & OFFICE APPS					120,000	**120,000**
		Information Technology Total	**317,000**	**540,000**	**389,000**	**415,000**	**120,000**	**1,781,000**

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	LINE #	PROJECT NAME	FY27	FY28	FY29	FY30	FY31	FIVE YEAR TOTAL
Fleet	**130**	Village Hall - F-150 Pick up truck for Code Compliance						**-**
	131	Village Hall - Replace V-1705 - Ford Focus for Code Compliance		35,000				**35,000**
	132	Public Works - F-150 Pick up truck for Project Manager						**-**
	133	Public Works - 4-door F250 w/ Lift Gate - Beautification	60,000					**60,000**
	134	Public Works - V-1805 Ford F250 Replacement - Beautification		60,000				**60,000**
	135	Public Works - V-1350 Ford F150 Replacement - Operation Manager		40,000				**40,000**
	136	Public Works - V-1767 Ford F350 Box Work Truck Replacement - Facilities			60,000			**60,000**
	137	Public Works - V-1701 Ford Transit Replacement - PW Admin			60,000			**60,000**
	138	Public Works - V-2025 Ford F150 Replacement - Asst. Director				62,000		**62,000**
	139	Parks and Rec - V-1410 - E350 Recreation Van Replacement		75,000				**75,000**
	140	Parks and Rec - V-1501 - 15 Passenger Van Replacement		75,000				**75,000**
	141	MSPD - V-1605 Crimewatch Ford Fusion Hybrid / 2016			35,000			**35,000**
	142	MSPD - V-1710 Officer Ford Explorer SUV / 2017	44,000					**44,000**
	143	MSPD - V-1711 Officer Ford Explorer SUV / 2017	44,000					**44,000**
	144	MSPD - V-1712 Officer Ford Explorer SUV / 2017	44,000					**44,000**
	145	MSPD - V-1714 Officer Ford Explorer SUV / 2017	44,000					**44,000**
	146	MSPD - V-1715 Officer Ford Explorer SUV / 2017	44,000					**44,000**
	147	MSPD - V-1716 Officer Ford Explorer SUV / 2017	44,000					**44,000**
	148	MSPD - V-1807 Detective Ford Taurus / 2018		35,000				**35,000**
	149	MSPD - V-1809 Detective Ford Explorer / 2018		35,000				**35,000**
	150	MSPD - V-1864 Detective Ford Taurus / 2018		35,000				**35,000**
	151	MSPD - V-1910 Officer Ford Explorer SUV / 2019			50,000			**50,000**
	152	MSPD - V-1911 Officer Ford Explorer SUV / 2019			50,000			**50,000**
	153	MSPD - V-1912 Officer Ford Explorer SUV / 2019			50,000			**50,000**
	154	MSPD - V-1914 Officer Ford Explorer SUV / 2019			50,000			**50,000**
	155	MSPD - V-1915 Officer Ford Explorer SUV / 2019			50,000			**50,000**
	156	MSPD - V-1917 Officer Ford Taurus / 2019			38,000			**38,000**
	157	MSPD - V-1971 Officer Ford Explorer SUV / 2019			50,000			**50,000**
	158	MSPD - V-2015 Officer Ford Explorer SUV / 2020				53,000		**53,000**
	159	MSPD - V-2016 Officer Ford Explorer SUV / 2020				53,000		**53,000**
	160	MSPD - V-2077 Officer Ford Explorer SUV / 2020				53,000		**53,000**
	161	MSPD - V-2078 Officer Ford Explorer SUV / 2020				53,000		**53,000**
	162	MSPD - V-2090 Officer Ford Explorer Hybrid SUV / 2020				53,000		**53,000**
	163	MSPD - V-2093 Officer Ford Explorer Hybrid SUV / 2020				53,000		**53,000**
	164	MSPD - V-2108 Officer Ford Explorer SUV / 2020					55,000	**55,000**

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	165	MSPD - V-2109 Officer Ford Explorer Hybrid SUV / 2020					55,000	**55,000**
	166	MSPD - V-2110 Officer Ford Explorer Hybrid SUV / 2020					55,000	**55,000**
	167	Public Works Fuel Tank Replacement	500,000	1,500,000				**2,000,000**
		Fleet Total	**824,000**	**1,890,000**	**493,000**	**380,000**	**165,000**	**3,752,000**
INTERNAL SERVICES FUNDS TOTAL			**1,141,000**	**2,430,000**	**882,000**	**795,000**	**285,000**	**5,533,000**
GENERAL FUNDS (010)								
		Police Total	**145,350**	**94,350**	**94,350**	**94,350**	**-**	**428,400**
		Beautification Total	**93,000**	**-**	**-**	**-**	**-**	**93,000**
		Streets Total	**276,550**	**55,000**	**-**	**336,000**	**-**	**667,550**
		Facilities Total	**1,145,000**	**1,441,000**	**279,000**	**150,000**	**-**	**3,015,000**
		Parks & Rec Total	**75,000**	**1,225,000**	**-**	**-**	**-**	**1,300,000**
GENERAL FUNDS TOTAL			**1,734,900**	**2,815,350**	**373,350**	**580,350**	**-**	**5,503,950**
SPECIAL REVENUE FUNDS (100)								
		Law Enforcement Trust Fund (LETF) Total	**20,333**	**20,333**	**20,333**	**20,333**	**-**	**81,332**
		LOGT Total	**18,000**	**-**	**-**	**-**	**-**	**18,000**
		CITT Total	**902,604**	**809,000**	**318,270**	**327,818**	**337,653**	**2,695,345**
SPECIAL REVENUE FUNDS TOTAL			**940,937**	**829,333**	**338,603**	**348,151**	**337,653**	**2,794,677**
ENTERPRISE FUNDS (400)								
		Stormwater Total	**1,347,000**	**711,710**	**166,561**	**271,558**	**176,705**	**2,673,534**
		Solid Waste Total	**250,000**	**365,000**	**399,300**	**200,000**	**-**	**1,214,300**
		Wastewater Total	**725,000**	**200,000**	**-**	**50,000**	**-**	**975,000**
		Building Department Total	**-**	**-**	**-**	**-**	**-**	**-**
ENTERPRISE FUNDS TOTAL			**2,322,000**	**1,276,710**	**565,861**	**521,558**	**176,705**	**4,862,834**
INTERNAL SERVICES FUNDS (500)								
		Information Technology Total	**317,000**	**540,000**	**389,000**	**415,000**	**120,000**	**1,781,000**
		Fleet Total	**824,000**	**1,890,000**	**493,000**	**380,000**	**165,000**	**3,752,000**
INTERNAL SERVICES FUNDS TOTAL			**1,141,000**	**2,430,000**	**882,000**	**795,000**	**285,000**	**5,533,000**
TOTAL FY CAPITAL BUDGET			**6,138,837**	**7,351,393**	**2,159,814**	**2,245,059**	**799,358**	**18,694,461**

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APPENDIX A

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Miami Shores Village, Florida

GLOSSARY OF KEY TERMS & ACRONYMS

Accrual Basis of Accounting: Proprietary Funds use this basis of accounting. Revenues are recorded when earned and expenses are recorded when a liability is incurred.

Accounting Period: A time period where the Village determines its financial position and results of operations. (e.g. one month, one quarter, one year).

Ad Valorem Taxes: Taxes paid on the assessed value of land, buildings and personal properties including business inventory and equipment as determined by the Miami-Dade County Property Appraiser's Office. Ad Valorem taxes represent the largest source of revenues for general operations and are used to support the general operations and debt service obligations of the Village. (*Cross reference "Property Taxes" and "Millage Rate")*.

Adopted Budget: The budget after having been officially approved by the Village Council.

American Institute of Certified Public Accountants (AICPA): Audit and attest standards are established by this organization for non-issuers.

Annual Budget: A balanced fiscal plan for programs, services, and construction projects funded within available resource limits during a specific period of time, usually one year. A balanced budget is legislatively mandated by Florida State Statute Section 200.065 for the General and Special Revenue Funds each fiscal year.

Annual Comprehensive Financial Report: a set of financial statements prepared and presented conforming with U.S. generally accepted accounting principles and audited by outside auditors by a firm of licensed certified public accountants in accordance with U.S. generally accepted auditing standards showing the Village's financial activities during a fiscal year.

Appropriation: Monies, funds or dollars allocated and authorized by the Village Council for specifically designated purposes.

Bond Funds: Proceeds from the sale of general obligation or revenue bonds for the construction of capital facilities. (*Cross reference Capital Projects Fund to which bond funds are occasionally referred*).

Budget Calendar: A schedule of key dates which the Village follows in preparation and adoption of the budget process.

Budget Message: A summary of the budget presented to the Village's legislative body by the budget authority, usually the Village Manager.

Compression: As it relates to the new State of Florida Minimum Wage Law. The effect of the increases from the lowest wages being raised to comply and how it will impact the salaries throughout the Village.

Consumer Price Index (CPI): "A measure of the average change over time in the prices paid by urban consumers for a market basket of consumer goods and services. Indexes are available for the U.S. and various geographic areas. Average price data for select utility, automotive fuel, and food items are also available."

Contingency: A line item in the budget that accounts for amounts budgeted for unforeseen emergencies and/or amounts that are for planning purposes which have not been finalized.

Cost of Living Adjustment (COLA): An annual amount budgeted for employee salaries.

Current Financial Resources Measurement: Used by Governmental Funds. Fiscal accountability is the focus of this measurement method. Only measures current assets and current liabilities.

Drawdown: Amount of money drawn on a loan. There are costs associated with each amount taken.

Economic Measurement Focus: Used by Proprietary and Fiduciary Funds, operational accountability is the focus. All assets and liabilities are included in the measurement.

Equivalent Square Unit (ESU): Amount by which Stormwater rates are calculated for
Miami Shores Village. 1 ESU = 500 sq. ft. of impervious area. (*Cross reference "Impervious Area").*

Fiduciary: Fiduciary Funds are those funds where an organization holds resources for others.

Financial Accounting Standards Board (FASB): Sets accounting standards for the following types of organizations: For-profit and Non-governmental Not for Profits.

Fiscal Year: A 365-day period of time during which operations are recorded. Under statutory provisions, the fiscal year for Miami Shores Village is October 1 through September 30.

FTE: Full-time equivalent. Used when discussing positions and the allotted amount of personnel assigned to the position.

Fund: A self-balancing group of accounts treated as an entity to meet legal requirements of Generally Accepted Accounting Principles commonly referred to as "GAAP".

Fund Balance: The equity position or net worth of the General, Special Revenue and Trust Funds resulting from the residual cash balance accumulated through the excess of revenues over expenditures from operations. (*Cross reference to "retained earnings" to explain equity positions of Proprietary Funds*).

Governmental Accounting Standards Board (GASB): The official standard-setting body for State and Local Governments, as well as Governmental Not for Profits.

Half-Cent Transportation Surtax: Effective January 1, 2003, a new ½ cent tax on products sold in Miami-Dade County, proceeds of which are accumulated and a portion of which is distributed to participating municipalities. Receipts in this fund must be used to promote, enhance, maintain and/or expand transportation and transportation-related activities in the community. Adopted budgets are submitted to the Miami-Dade Transit Authority by the Village by June 1st of each year. The adopted budgets are reviewed and considered by a community board. Once approved, the Village receives proceeds on a monthly basis.

Historical Cost: Original cost of an asset.

Impervious Area: Property that has no drainage and is concrete. Involved in the calculation of Stormwater rates for Miami Shores Village. (*Cross reference "Equivalent Square Unit (ESU)"*).

Indenture: An agreement as it relates to bonds.

Intergovernmental Revenues: Revenues received by the Village through the State, County or other government agencies.

Levy/Levied: As related to taxes. The amount of taxes that can be imposed upon property owners.

Line Item: Account and line in the budget associated with a specific Fund, Department and/or Division showing the amount that is allocated to be spent and giving the description of what is in that account.

Local Government ½-Cent Sales Tax: The value of a State-imposed $0.005 (1/2-cent tax levy collected on all taxable sales State- wide which is subsequently allocated to all Counties then apportioned to the local taxing authorities within the Counties' jurisdictions based upon the population of the municipality.

Local Option Gas Taxes: A two-part County- imposed levy on each gallon of motor fuel or other petroleum-related products. The tax, levied with State approval, is comprised of two portions: a six-cent levy and a three-cent levy. These funds are restricted to repairs to roads, right-of-way, easements, sidewalks, streetlights, curbs and alleys. General provisions of this tax are defined in Florida State Statute Section 206 and further defined by the Miami-Dade County Home Rule Charter.

Millage Rate: The value of one dollar ($1.00) of tax for each $1,000.00 of assessed value of tangible, real and personal properties as determined by the Miami- Dade Country Property Appraiser's Office on the first of each calendar year for the subsequent fiscal year. Also referred to as mills.

Modified Accrual Basis of Accounting: Governmental Funds use this measurement focus. Revenues are recognized when they are both measurable and available.

National Federation of Public & Private Employees (FPE): The union that Miami Shores Village's Public Works employees have the option of contributing to and being a member of.

Operating Budget: A balanced and consolidated fiscal plan to provide governmental programs and services for a single year.

Penalties: Monthly fees accrued on each property of the Village which has an outstanding Sanitation or Stormwater balance from when the Village billed internally for these fees. These Non-Ad Valorem assessments are now billed through the Truth in Millage (TRIM) notice.

Personnel Costs: The total planned expenditures related to salaries, taxes, and fringe benefits including health insurance premiums, leave time (paid or unpaid), pension, compensatory time when applicable, Workers' Compensation premiums, longevity, and cost-of-living.

Prior Year Encumbrances: Outstanding financial obligations of the Village to purchase goods and/or services which had not yet been paid at the end of any given fiscal period. It is not necessary to ascertain whether or not the product or service has been received, but that the obligation exists. The transaction to record the obligation is identified in each respective Fund's appropriate Fund Balance account, requiring re-appropriation in the subsequent fiscal budget. This procedure is required to conform with Generally Accepted Accounting Principles (GAAP).

Property Tax: (*See Ad Valorem Taxes*) – Taxes paid on the assessed or "just" value of land, buildings, or personal property as determined by the Miami-Dade County Property Appraiser's Office on January 1st of each year.

Retained Earnings: The accumulated income less the costs incurred during operations and/or transferred out of a Fund, resulting in the Fund's net worth. As with fund balance, positive retained earnings may be used to accumulate surplus cash for renewal and replacement of the respective Fund's assets or may be used to offset deficit operations.

Revenues: Income derived from taxes, fees and charges for use. In the broad sense, *revenue* refers to all government income regardless of source, used to fund operations.

Rolled-back Millage Rate or Levy: The value of a millage levy which will provide the same amount of property (or Ad Valorem) taxes, as was collected in the previous year, adjusted for the increase or decrease in net property assessments as determined by the Miami-Dade Country Property Appraiser's Office. Excluded in the calculation are new levies for construction in progress, additions or deletions to structures, deletions or additions to property resultant from mergers, acquisitions or annexation efforts involving the geographical boundaries of the Village.

State Revenue Sharing: Funds collected and distributed by the State Department of Revenue directly to municipalities and other taxing authorities throughout the state as determined in the respective distribution formulas. The revenues included in this class are the "sin taxes" and other non-petroleum or general sales tax based goods.

Subrogation: Process in which the Village works with insurance companies to recoup the costs of assets damaged by accidents when the property is not covered by the Village's insurance policy.

Tax Rate: An amount used to calculate the annual property tax owed on taxable property. State of Florida tax rate is expressed as "mills", where 1 mill = $1 per $1,000 of taxable value.

Taxable Value: A value that is established for real and personal property as the base for levying property taxes. State law requires that this amount be no more than 95% of market value.

Transfers In/Out: Amounts transferred from one fund to another for use in financing the services of the receiving fund.

Truth in Millage (TRIM): Notices that property owners receive showing the adopted taxes for their property. Ad Valorem and Non-Ad Valorem taxes are shown here.

True-up: An annual budget amendment done in November for the prior fiscal year for departments and funds that have gone over the budgeted amounts.

Miami Shores Village, Florida
ACRONYMS

ACFR	Annual Comprehensive Financial Report
ACH	Automated Clearing House
AP	Accounts Payable
ARPA	American Rescue Plan Act
CIP	Capital Improvement Plan
CITT	Citizens Independent Transportation Trust
COLA	Cost of Living Adjustment
EFT	Electronic Funds Transfer
FMIT	Florida Municipal Insurance Trust
FT	Full Time
FY	Fiscal Year
GAAP	Generally Accepted Accounting Principles
GASB	Government Accounting Standards Board
GFOA	Government Finance Officers Association
HJR	House Joint Resolution (Florida)
IT	Information Technology
KSM	Kemper Sports Management
LOGT	Local Option Gas Tax
MiMo	Miami Modern
MSV	Miami Shores Village
P3	Public-Private Partnership
PCM	Professional Sports Management
PT	Part-time
TPS	Temporary Protective Status
TRIM	Truth in Millage