

City of North Miami Beach



STRATEGIC PLAN 2025

FIU

Jorge M. Pérez
Metropolitan Center
Steven J. Green
School of International
& Public Affairs





The North Miami Beach Strategic Plan 2025 was prepared by the Florida International University Jorge M. Pérez Metropolitan Center, Florida's leading urban policy think tank and solutions center. Established in 1997, the Center provides economic development, strategic planning, community revitalization, and performance improvement services to public, private, and non-profit organizations in South Florida.

Research Team

Howard Frank, Ph.D., Principal Investigator • Maria Ilcheva, Ph.D., Co-Principal Investigator

Yongqing Cong, Ph.D., Research Assistant Professor

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Daniela Jean, Commissioner • Fortuna Smukler, Commissioner • Mckenzie Fleurimond, Commissioner

Phyllis Smith, Commissioner • Evan Piper, Former Mayor



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EXECUTIVE SUMMARY: Eight Strategic Pillars for Reinventing North Miami Beach

The Jorge M. Perez Metropolitan Center (JPMC) conducted 20 interviews with commissioners and senior managers, surveyed 489 residents, and conducted three focus groups of residents and businesses. These interactions produced over 140 pages of text, and 37 infographics and charts. These provide the backbone of the detailed findings presented in this report.

What follows are Strategic Pillars (SPs) that distill our findings into action steps for NMB's senior management and elected officials. The Cambridge Dictionary defines pillar as "a very important member or part of a group, organization, or system." The SPs below should be viewed as components of systems change that shape NMB in coming years and decades. They are transformative and relate to three central themes:

- 1. Instituting major upgrades to NMB's infrastructure;**
- 2. Improving the city's decision-making processes, particularly in the realm of community development; and**
- 3. Adopting a performance management model that communicates the cost, quality, and impact of NMB's municipal services relative to resident/taxpayer investment.**

These broad themes subsume the eight strategic pillars we present below.

Strategic Pillar 1: Commence a Long-Term Transformational Capital Plan (Tentative Name, "North Miami Beach 2040"): Surveys, interviews, and community outreach underscore the need to refurbish and enhance NMB's physical plant. Whether it's improving stormwater drainage, managing traffic flow, or beautifying neighborhoods, infrastructure refurbishing and enhancement were recurring themes in our community feedback. As noted below, North Miami Beach is not "old" if benchmarked to cities outside of Florida. But it is "legacy" when compared to other cities in the region. With significant population growth, the increase of extreme weather events, and the need for modernization, NMB must invest broadly to bring its infrastructure into the 21st century. Infrastructure improvements are critical to the city's quality of life and economic vitality.

This investment is likely to come from multiple investment streams including fees, general revenue, bonds, and grants, as is common in municipal finance. The JPMC's research suggests that residents see enormous need for revamping of the physical plant, particularly in the context of maintaining and enhancing NMB as "a city of neighborhoods" with distinctive character. But our findings also suggest support for these investments as a vehicle for improving NMB's quality of life and turning it from a "pass through" community to destination or "go-to" community. This theme squares with the recently adopted 2024-25 budget, which explicitly calls for infrastructure improvements as a central strategic objective.

Strategic Pillar 2: Implementation of Rigorous and Transparent Cost-Revenue Analysis into Development Decisions. As its name implies, cost-revenue analysis addresses a critical question in local economic development. Will a future development result in municipal revenue that exceeds the costs of operation incurred upon completion? Such considerations are critical to NMB as it contemplates vertical development, particularly large-scale, high-rise residential structures. These structures will add to the property tax base. But they are likely to bring significant incremental costs of police, fire, library, and other municipal services. Balancing both sides of the ledger is critical, particularly in a city that has reached build-out and is unlikely to annex new territory from Miami-Dade County in the near term.

City and county governments have deployed cost-revenue models for decades. Its rollout is often facilitated with off-the-shelf software packages. Cost-revenue models facilitate “what if” questions from elected officials and senior managers regarding the fiscal and quality-of-life impact of their planning and zoning decisions. Integrating this capacity is critical at this stage of the city’s development.

Strategic Pillar 3: Restructure NMB’s Departments of Community Development, Building, and Economic Development into an Overarching “Department of Community and Economic Development.” This dovetails with Strategic Pillar 2. Siloed organizational structure in the economic development sphere may short-circuit NMB’s efforts at looking comprehensively at its future. NMB should follow in the footsteps of small- to mid-sized communities such as Douglas, GA, Malibu City, CA, Kenner, LA, and Willis, TX, and house all community-development functions within one parent organization with a broadly defined community development function. An integrated organization will also enable better coordination with other agencies, like the Community Redevelopment Agency and Miami-Dade County.

A unified community development organization fosters one point of entry for residents and businesses seeking to build in the city. This structure facilitates long-range thinking about and comprehensive input on development. This bolsters innovation, resilience, and sustainability. It also encourages greater input from neighborhood groups, businesses, and individuals seeking to influence the community development trajectory. Moreover, a unified model contributes to expedited planning decisions with greater procedural transparency.

Strategic Pillar 4: Balancing NMB’s Hometown Feel with Becoming More of a Go-To Place for Residents and Businesses. Many residents, particularly those with a decade or more tenure, are enthusiastic about the city as a place in which to work and live. On the other hand, they are concerned that NMB lacks the restaurants, stores, and cultural amenities that would make it a destination for residents and businesses. Community leaders are faced with a balancing act. One of our central and oft-repeated findings is that residents, elected officials, and senior managers believe that NMB benefits from its central location in the region. But proximity alone is not a strategic advantage. Consistent with SP 3, elected officials and community development staff need to develop a brand that attracts outsiders while preserving the neighborhood-based feel many residents cherish. This challenge is addressed in our accompanying *NMB Economic Development Strategic Plan* and its corridor-based roadmap. The upshot is that growing high value-added establishments and employment will make NMB a “go to” destination. And it will grow the property tax base, facilitating provision of quality municipal services.

Strategic Pillar 5: Adoption of a Robust Performance Measurement System to Assess Quality of Life and Progress on Major Strategic Initiatives. A fundamental tenet of contemporary public management is integration with performance metrics. These metrics should provide decision-makers and residents with actionable evidence regarding the effectiveness of daily operations and the achievement of long-term strategic objectives. *Performance measurement is an essential tool for communicating the value of municipal operations and return on taxpayer investment.*

As we note later in this plan, it is imperative that NMB develop metrics that go beyond the reporting of workload measures (i.e., “Widget Counting.”). Taking policing as an example, reporting the number of arrests or burglaries each year tells residents and decision-makers very little about the state of crime in NMB. Crime and clearance rates give better indicators about criminality. Moreover, NMB’s crime and clearance rates need comparison across time and jurisdiction (e.g., Miami-Dade County and neighboring cities) to assess positive and negative changes. And lastly, contemporary performance measurement entails frequent measurement of citizen perceptions of service quality. How NMB residents perceive their safety is as important as objective measures of crime; residents who don’t feel safe might exit. The same applies to business owners, who might not expand or may relocate. The upshot is that a mature performance measurement system integrates objective and subjective measures. It also provides periodic

feedback (at least twice a year on some measures) that gives all stakeholders a read on “The State of NMB” as a place to work and live.

Strategic Pillar 6: Develop and Sustain Working Relationships with the Miami-Dade Public Schools (MDPS) that Foster Quality and Choice in K-12 Education: Elected officials, business owners, and residents expressed concern about the quality of K-12 education within the city. This is a serious issue on several accounts. Employers want and need a skilled workforce. Parents deserve the best education possible for their children. Families looking to relocate consider the quality of schools in an area.

When it comes to K-12 education in North Miami Beach, resident perception and objective performance are likely in sync. NMB’s 10 public schools are highly varied in educational outcomes, with John F. Kennedy Middle School (public charter) and the Bridgeprep Academy scoring well, and other schools evidencing underperformance relative to neighboring jurisdictions and statewide benchmarks (See <https://www.schooligger.com/go/FL/city/North+Miami+Beach/search.aspx>)

Quality public schools are a driver of sustained property values. They are integral to neighborhood vitality. Businesses look to public schools for affordable workforce development. NMB Municipal leadership should work with MDCPS to assure that its schools are performing on par with or exceeding accepted performance standards. NMB’s elected officials and senior administrators should work with MDCPS to assure access to quality education for residents and businesses.

Strategic Pillar 7: Upgrade Municipal Code Enforcement: Residents expressed deep concern about the quality of code enforcement. No other municipal service received as much criticism in our surveys, interviews, and community focus groups. This may reflect three concerns. First, at the operational level, residents perceive unequal enforcement: Why are some owners facing sanctions, while others don’t? Real or perceived, this inequity will cause resentment among property owners. But we suspect that the horizontal equity issue is only part of the problem. Another component is the quality-of-life within neighborhoods. Residents want to maintain and enhance their neighborhoods, a great source of pride in the city. Inconsistent code enforcement runs contrary to this goal. Another facet of the code enforcement issue dovetails with SP 1: Outdated infrastructure may contribute to real and perceived issues with code enforcement. Lines between residential property and municipal infrastructure may be blurred. This was noted by several commissioners in our interviews. In essence, run-down curbs and unpainted road markings may be mistaken for unsatisfactory maintenance of personal property. Thus, code enforcement becomes a proxy for under-maintained or dated infrastructure.

These factors underscore the importance of adopting a robust, resident-centric performance measurement system. NMB taxpayers, elected officials, and managers should have clear benchmarks that address the timeliness and consistency of code enforcement across all neighborhoods. And consistent with SP 3, high performing code enforcement must be viewed as a critical determinant of citywide community and economic development.

Strategic Pillar 8: NMB Needs Recruitment and Retention Policies for a 21st Century Workforce. Design and execution of any strategic plan requires a skilled and motivated workforce. But like many public entities, NMB experiences difficulties in attracting and retaining qualified personnel. This reflects many factors. As we discuss later in this plan, many workers born in 1990 or later look askance at government employment, reflecting the anti-government sentiment expressed in many media outlets. Civil service rules may deter qualified applicants expecting rapid hiring after job posting. The high cost of living in South Florida, particularly housing, pose recruitment challenges. Salary and benefit packages geared to national or statewide professional standards may be low relative to costs in our region. The growing gap between salaries and the area’s high living cost was frequently mentioned by senior staff and commissioners.

There is no easy solution to this problem. Nonetheless, it will be important for NMB managers to understand that younger workers bring a different mindset to the workplace than prior generations. Young workers measure tenure at a given workplace in months and years rather than decades. Contingent employment and portability of pension benefits via defined contribution models are becoming accepted norms. North Miami Beach needs to model its future human resources model with realistic assumptions about the average or median length of tenure for given positions and for the city overall. Certain positions are critical to institutional memory and service delivery, and scarce salary resources should be allocated accordingly. Similarly, NMB management should accept that in other positions, frequent turnover may be expected. Overall, research from public, private, and nonprofit organizations suggests that productivity and turnover form an upside-down U: Too much or too little turnover hurts and a happy medium helps. North Miami Beach needs an HR plan that aims for the happy medium. This suggests an HR strategic plan that addresses younger generations' preferences for shorter tenure, while preserving an important cadre that sustains institutional memory and integrity.

These strategic pillars synthesize our findings below. These pillars are synergistic. Progress on any pillar will contribute to overall adoption.

Kickstarting a strategic plan normally entails a formal commencement with delineation of critical milestones for adoption. This includes assignment of responsibility for rollout via committee with clear delegation of tasks and due dates. NMB senior management should use the eight SPs as building blocks for the plan. Implementation of the strategic plan calls for its integration into NMB's departmental business plans coincident with annual budgets. Strategic plans, by design, are typically five years or more in time horizon. But successful implementation is predicated on their integration into annual budgeting and follow-up on a regular basis. "A journey of a thousand miles begins with a single step." This applies to successful implementation of long-range capital planning.

Municipal staff will form the backbone of this effort. Elected officials enable implementation via legislation and leadership. Nonetheless, input from citizens and other stakeholders will provide critical feedback and foster buy-in for adoption of a living document that transforms North Miami Beach's quality of life in coming years and decades.



OVERVIEW: The Context of Decision

A strategic plan must be a living document to have value. A living document is one that informs daily operations. It is also adaptable to environmental change. And most importantly it generates discourse among all stakeholders about the means and ends of the entity it applies to, in this case North Miami Beach (NMB). This discourse is arguably more important than the plan itself. The JPMC team has crafted a plan rooted in empirical findings from interviews, surveys, stakeholder meetings, observation, and other evidence such as U.S. Census and proprietary databases. The result is a document intended to be “living” as a source of inspiration and analysis for a great community and its residents.

Before addressing our findings, the Jorge M. Perez Metropolitan Center (JPMC) wishes to express its deepest gratitude to NMB’s commissioners, senior staff, and residents for their candid and informed responses to our many queries. This plan would not be possible without this cooperation.

An important prelude is placing our findings in context. Decision-making is not made in a vacuum. Getting the proverbial handle on the operating system is a without which not for sound analysis and planning. The NMB operating environment is complicated, with many crosscurrents. North Miami Beach has a great deal going for it, not the least of which is leadership that wants to elevate the city’s prominence as a place in which to work and live within our region. That said, it is an older community with an aging infrastructure. NMB’s brand is unclear. And the city’s finances—current and future—are linked to stretched, post-Pandemic household finances with elevated shelter and insurance costs. Navigating this complicated environment will require Solomonic wisdom and sharp focus, with emphasis on increasing NMB’s tax base.

We start our plan by laying out the pluses and minuses in the city’s environment. These are not encyclopedic. They are parts of a “30,000-foot” take that frame the plan. Presenting this as a series of double-entry accounting entries is a realistic approach that lends itself to a balanced view of NMB’s prospects.

ABOUT NORTH MIAMI BEACH



North Miami Beach (NMB) shares some demographic and socioeconomic characteristics with Miami-Dade County, yet notable differences exist. This section explores these distinctions to provide a clearer understanding of NMB’s unique profile and the potential implications for its strategic planning.

NMB has a younger median age compared to Miami-Dade County, with a current median of 38.1 years projected to reach 38.7 by 2028, whereas the county’s median age is 40.6. The city also has a higher proportion of African American residents, though Hispanic or Latino individuals make up the largest demographic group at 40.6%.

Demographically, the proportion of females in North Miami Beach (51.2%) is slightly higher than that of males (48.8%), a pattern that closely mirrors the gender distribution in Miami-Dade County (50.9% females vs. 49.1% males). The average household size in NMB is larger at 2.88 members, compared to the county’s 2.77. However, NMB’s average household size has been declining since 2019 and are expected to continue decreasing through 2028.

Educationally, NMB has a higher percentage of residents with some college education but no degree (20.5%) than Miami-Dade County. However, the proportion of residents with bachelor’s or higher degrees (25.1%) is lower than the county’s. Educational attainment varies within NMB, with lower levels among Black/African American residents compared to other racial/ethnic groups. Women in NMB are also more likely than men to hold a bachelor’s degree or higher (26.6% vs. 23.5%).

In terms of health insurance, coverage rates in both NMB and Miami-Dade County have increased since 2019, though NMB has a lower overall rate (82.7%) than the county (85.0%). The 19–34 age group and Hispanic/Latino populations exhibit the lowest coverage rates, with 67.4% and 74.9%, respectively.

Economically, NMB has a lower median household income than Miami-Dade County, despite experiencing steady growth. As of 2022, the median household income in NMB is \$56,122, compared to the county's \$64,215. Only 17.7% of NMB households earn over \$100,000 annually. The poverty rate in NMB (13.5%) remains lower than Miami-Dade County's (15.3%), although Hispanic/Latino residents experience the highest rates of poverty within NMB at 16.8%.

Labor force participation is stronger in NMB, with a rate of 67.8% compared to the county's 63.8%. However, NMB's job market is characterized by a high inflow of workers from outside the city, with 93.2% of its workforce commuting in as of 2021.

The housing market in NMB generally offers lower median sales prices and rental rates than Miami-Dade County, yet housing affordability remains a challenge. Approximately 51.0% of NMB households are housing cost-burdened, with 24.3% facing severe cost burdens. Homes in NMB also tend to be older; 83.8% of residences were built before 1979, compared to 53.3% in the county.

Crime rates in NMB are higher than in Miami-Dade County, with a crime rate of 7,167.4 per 100,000 residents compared to the county's 4,909.3 in 2023.

Overall, these benchmarks underscore NMB's unique demographic, economic, and social landscape, highlighting areas where the city diverges from Miami-Dade County and where targeted strategies may be needed to address specific challenges.

ASSETS

NMB's Younger Population and High Labor Force Participation are an Asset and Recruitment Tools: America is aging. Some economists even worry about "Japanification," in which the country's low birth rate and restrictive immigration lead to sluggish economic growth per Japan of the 1990s and 2000s. North Miami Beach has youth and high labor force participation in its economic development and marketing tool chests.

Housing In NMB is Affordable Relative to Elsewhere in Dade: Single family homes, townhouses and condos are priced over \$100,000 lower than the County median sale prices. Monthly apartment rents are also several hundred dollars cheaper than the County average. These are selling points for the community.

NMB's Political and Administrative Leadership Want to Improve NMB's Brand and Attractiveness to New and Existing Residents and Businesses: Leadership views economic growth and increases in the tax base as a means of providing improved infrastructure and services. There is recognition that NMB is at an administrative and economic development inflection point that requires neighborhood rejuvenation.



NMB is Less Dependent on the Property Tax than Benchmark Communities: As can be seen in [Table 1](#) (see appendix), NMB is less reliant on ad valorem taxation than the benchmark communities (40%). This suggests a relatively diversified revenue stream that is less likely to alienate property owners and residents who typically dislike property taxes more than income or sales taxes.

Location, Location, Location: NMB is central to the Miami-Dade-Broward Region. It is proximate to Fort Lauderdale and Miami and the area's seaports and airports. It is close to the beach and I-95. Aventura and its mall are nearby. On face, NMB is a sweet spot in Miami-Dade and Broward.

Citizens and Decisionmakers Embrace Being a "Full Service" Community: NMB provides its own police, library, and water. While this may not result in optimal pricing for all services, stakeholders prefer the certainty and managerial control of in-house provision. The NMB Library is far more than an information retrieval hub; it is a de facto community center that provides a plethora of municipal services and cultural events.

Diversity Works: E Pluribus Unum is alive and well in NMB. People from all walks of life appreciate and embrace NMB's racial, ethnic, and religious differences. It is a community strength and selling point.

Love of Community: Long-time residents love their community. It is a city of neighborhoods with a hometown feel. NMB is perceived as a great place to raise a family or retire.

LIABILITIES



North Miami Beach is an Older Community: NMB was incorporated in 1931. While that is "young" compared to Philadelphia (1682), New York (1624), or Dallas (1841), it is relatively old compared to other cities in the region, particularly newly incorporated cities such as Key Biscayne (1992) or West Park (2005). Holding things equal, age is a cost driver of municipal operations due to infrastructure wear-and-tear. NMB's age is a factor that shapes its future.

NMB Has Low Per Capita Property Valuation: As shown in [Table 1](#), NMB's taxable value per person ranks lower than all but one of our benchmark communities. This encapsulates many factors in the city's economic base such as aging infrastructure and housing stock. *Ad valorem* tax rate increases will not yield as much revenue for a given millage rate as benchmark communities.

NMB is Geographically "Hemmed In": There is no evidence that Miami-Dade will follow in Broward's recent footsteps and effectively cede unincorporated territory to its cities. The significant millage differential between Unincorporated Dade and NMB makes annexation of choice neighboring residential and commercial properties unlikely. NMB's planning faces this reality.

NMB May Be Perceived as More "Drive Thru" than "Go To": This does not suggest NMB is without high quality amenities such as quality parks or top-flight restaurants. But perception is reality to the extent that NMB's ability to compete for businesses and people within the region may be negatively impacted.

Table 1. NMB Millage Rates and Property Taxes of Compared with Benchmarking Municipalities

	2023 Adopted Millage rates (Operating + Debt)	2023 Total Millage	Assessed Value of Taxable Property Per Capita (2022)	Property Taxes % of General Fund Revenues (2022)
North Miami Beach	6.5111	21.3750	85,694	40.3
Aventura	1.7261	16.8712	259,713	34.2
Coral Gables	5.5590	18.3076	357,131	50.9
Coral Springs	6.2161	20.6405	86,917	43.8
Cutler Bay	2.8332	17.9783	100,874	32.7
Dania Beach	6.1068	20.5310	150,200	40.4
Fort Lauderdale	4.3930	18.8172	228,600	46.4
Hollywood	8.0846	22.5088	122,028	47.6
Miami Beach	6.1481	19.7435	581,685	63.1
Miami Gardens	7.4647	22.6098	59,278	43.3
Miami Lakes	2.0732	17.2183	134,382	43.1
Miami Shores	7.9601	22.8240	121,795	59.2
North Miami	7.4000	22.2639	76,567	33.5
Pompano Beach	5.8063	20.7305	157,136	55.0
Sunny Isles Beach	1.9000	17.0451	555,618	56.5

NMB has Location but Limited Branding: This finding is consistent with the RMA study of 2019. As noted in the “PLUSES,” to know Miami is to love it. But more outsiders need to “know it.” NMB’s administrative leadership is working to redress this shortcoming and recognizes it is a potential economic development stumbling block. But branding does not take place in an instant and getting it right isn’t easy.

Closing NMB’s Infrastructure Gap Runs Up Against Spikes in Housing and Insurance Costs: Public and private finance are inextricably linked. NMB needs to address its infrastructure shortcomings. But this comes at a time when many residents are facing steep post-Pandemic price increases, with the greatest impact on shelter and insurance costs. This is a Florida dilemma playing out in NMB, and a challenge to household and municipal finances.

NMB Faces Challenges Attracting and Retaining Qualified Personnel: Regardless of its strategic choices, NMB requires talented and committed staff for execution. NMB’s challenges on this front are not unique. Many state and local governments report 20% or more of their vacancies going unfilled¹. This is in part a wage and benefit issue, but it also reflects a negative view of government employment among younger workers. NMB will need to think creatively and strategically about meeting this challenge.

With an understanding of city’s demographic landscape, assets, and liabilities, the strategic plan now transitions from context to action. The next section provides a roadmap for achieving the city’s vision, beginning with a table of strategic objectives. Organized around four mega themes derived from the Balanced Scorecard framework, this table serves as an executive summary, offering a high-level overview of performance measurement and priorities at the city level.

¹ NEOGOV. (2024). *The Quiet Crisis in the Public Sector* / NEOGOV. Neogov.com.
<https://info.neogov.com/resources/quiet-crisis-report>

Following this, the plan dives deeper into perspectives shaping the strategy, starting with the economic resilience assessment, followed by insights from city leadership, including interviews with Commissioners and Department Directors. This is followed by the resident perspective, incorporating findings from surveys, stakeholder roundtables, and community feedback. The final section focuses on Key Performance Indicator (KPI) development, providing the metrics needed to track progress and ensure accountability. Together, these sections create a comprehensive framework for guiding North Miami Beach toward its strategic goals.

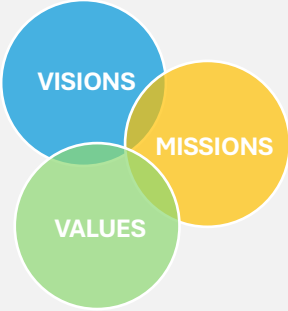


STRATEGIC OBJECTIVES

Table 2 provides an overview of the proposed strategic plan for North Miami Beach. It outlines the city's vision, mission, and values, followed by a breakdown into four mega themes based on the Balanced Scorecard framework: financial stability, community outcomes, internal processes, and employee development and growth. The rationale behind the Balanced Scorecard approach will be further explored in the final section of the report, with specific applications to each department. For each mega theme, the table also includes its respective strategic objectives and corresponding performance metrics.

Table 2. Overview of Strategic Objectives and Performance Metrics

Visions, Missions & Values	Balanced Scorecard	Strategic Objectives	Performance Metrics
Visions: • Major Destination • Beautiful • Safe • Active and Healthy living • Convenient Mobility • Sustainable/Resilient Community • Vibrant Downtown • Thriving Major Corridors	 Financial Stability		
	Revenue Growth and Mix	Diversify and increase revenue sources to reduce dependency on a single revenue stream	• Annual growth rate in tax and non-tax revenues. • Percentage of total revenue from diversified sources. • New business licenses issued per year
	Cost Reduction; Productivity Improvement	Optimize resource allocation and reduce operating costs without compromising service quality	• Year-over-year operating cost reduction percentage. • Savings achieved through process improvement initiatives. • Cost per resident for core city services
	Asset Use; Investment Strategy	Maximize asset utilization and strategically invest in infrastructure and community projects	• Return on investment (ROI) for major capital projects. • Percentage of capital projects completed on budget and on time • Annual maintenance cost as a percentage of total asset value
	 Community Outcomes		
	Resident Satisfaction	Increase overall resident satisfaction by improving the quality and accessibility of services	• Resident satisfaction survey score (annual) • Percentage increase in resident satisfaction year-over-year • Rate of repeat service requests
Missions: • Exceptional Municipal Services • Financial Responsible • Environmentally Responsible • Engaging Our Residents and Businesses	Perceived Quality of Service	Maintain high standards for all municipal services to boost community trust and engagement	• Service quality rating in community surveys • Net Promoter Score (NPS) from resident feedback • Frequency of positive versus negative feedback in service areas
	Promptness and Courtesy of Service	Ensure timely responses and foster respectful, courteous interactions in all city services	• Average response time for service requests • Percentage of service requests resolved within targeted time frames • Compliments-to-complaints ratio in resident interactions

Visions, Missions & Values	Mega Themes	Strategic Objectives	Performance Metrics
Values: - Community-Centric Service - Integrity and Accountability - Innovation and Efficiency - Safety and Well-being - Excellence in Service - Collaboration and Inclusivity - Financial Responsibility - Environmental Stewardship - Continuous Improvement 	 Internal Process		
	Paperwork Reduction	Minimize paperwork to accelerate service delivery and reduce resource consumption	- Percentage reduction in physical paperwork usage annually - Time saved per transaction through reduced paperwork - Digitalization rate of forms and documents
	Increase of Automation	Implement technology to automate repetitive tasks and free up staff for high-value activities	- Percentage of services fully automated - Reduction in manual processing times - Annual cost savings from automation initiatives
	Reduce Turnaround for Internal and External Customers	Shorten processing times to enhance satisfaction and operational efficiency	- Average turnaround time for processing applications or requests - Percentage of processes meeting or exceeding turnaround time goals - Feedback rating on process efficiency
	 Employee Development & Growth		
	Enhance Training and Skill-building	Provide regular training to develop skills and improve performance	- Percentage of employees completing annual training programs - Increase in employee competency scores - Training hours per employee per year
	Increase Computer Readiness and IT Savvy	Equip employees with IT skills to improve service delivery in a digital environment	- Percentage of employees proficient in key software - Frequency of IT-related skill workshops or courses offered - Employee IT competency assessment scores
	Building Empowerment and Adaptability	Foster a culture of adaptability and empower employees to make decisions	- Employee engagement and empowerment survey score - Number of internal promotions as a percentage of total positions - Retention rate of high-performing employees



ECONOMIC RESILIENCE ASSESSMENT

OVERVIEW

Achieving economic resilience should be an important community goal. Transitioning from an aspirational goal to functional objectives requires thoughtful strategic planning process. The first consideration is defining economic resilience and how it can be applied at the community level. Essentially, economic resilience is the capacity of a local economy to absorb and recover from an economic shock with minimal loss while continually enhancing economic growth and opportunity. In practice, economic resilience consists of factors and conditions that continually stimulate a local economy and provide an environment where entrepreneurialism, innovation, and prosperity are intertwined.



The importance of economic resilience became more aspirational in the wake of the COVID pandemic when extensive job loss was exacerbated by supply shortages and growing inflation. Regions with economic vulnerabilities such as Miami Dade County were especially affected during both the COVID pandemic and previous Great Recession. Given the severity of the Great Recession and COVID-19 pandemic economic fallouts, the challenge going forward is to establish a fresh outlook with new determinants of economic growth and opportunity in a post-COVID environment where economic growth patterns, competitiveness, and supply factors and conditions have been significantly altered.

ECONOMIC RESILIENCE IN NORTH MIAMI BEACH

The City of North Miami Beach Competitive Assessment (CA) examined the city's economy through the lens of economic resilience. NMB's resilience is largely dependent on the enhancement and growth of existing and newly established traded industry sectors. Traded industries not only bring new money into the city, but they are also the sectors that generate innovation, talent, and infrastructure investment. Traded industries are found in the advanced industry sector and often exist in industry clusters.

The CA found that NMB has a variety of businesses that are networked in the greater Miami-Dade County and South Florida economies. Some businesses are in the advanced industry sectors. These build on a NMB's economic strengths and provide badly needed high-skill, high-paying employment. These jobs are less vulnerable in economic downturns and provide improved economic stability to local businesses and working households.

Significantly, the composition of advanced industry employment in NMB is comparable to Miami-Dade County. The advanced industry sector in North Miami Beach includes 127 establishments and 452 workers largely found in Management, Scientific, and Technical Consulting Services, Computer Systems Design, and Architectural and Engineering.

ECONOMIC RESILIENCE ELEMENT OF THE STRATEGIC PLAN

To build economic resilience, the City of North Miami Beach will need to focus on the following guiding principles in formulating the strategic plan:

Plan for Stable, Sustainable, Long-Term Growth

Large swings in business and housing market cycles can be especially damaging at the local level. Competitive communities support diversified employment, industry, and occupational growth that is less susceptible to business cycle fluctuations. Diversification helps protect small businesses, worker incomes, and household wealth during national economic downturns.

Support Local Innovation

All local economies grow through the expansion of local businesses and a steady supply of new businesses to maintain employment and competitive advantages. All businesses, even small ones, engage in dynamic markets necessitating continuous innovation, investment, and capacity to remain competitive. Successful communities support local business capacity to innovate and adopt new technology to improve performance.

Expand Economic Opportunity and Upward Mobility

Economically resilient communities support an expanding supply of jobs and occupations paying competitive wages and enhancing worker skills that foster upward economic mobility and wealth building. In addition, they implement strategies to prepare residents to compete for these opportunities. This includes coordination with local and regional educational institutions in K-12 and post-secondary sectors.

Build Local Human Capital

Resilient local economies build and improve the collective knowledge and skills of its labor force, building a local labor force with the skills, education and brainpower to support globally competitive businesses, obtain higher-wage, high-skilled employment opportunities, and adapt to rapidly changing employment markets, technology, and industry changes. Communities with a skilled and trained labor force are in a better position to obtain higher-wage employment opportunities and adapt to rapidly changing markets, new technologies, and industry changes.

Ultimately, a healthy local economy provides the tax base upon which NMB depends for provision of municipal services and maintenance of its infrastructure. This makes economic development a pillar of NMB's short- and long-term planning. The accompanying *NMB Economic Development Strategic Plan* points to specific strategies for improving NMB's economic base and adding high-value jobs.



LEADERSHIP PERSPECTIVE: Insights from City Commissioners and Department Directors

INTERVIEW FINDINGS

To identify key priorities, the FIU team gathered insights from elected officials and department directors through a series of interviews. We conducted interviews with eight Commissioners and twelve Department Directors, using similar instruments, with the questions for directors focused more on operational perspectives.

The Commissioners' residency in North Miami Beach varies widely, from lifelong residents to those with around 15 years' experience. This diversity provides both historical perspectives and fresh insights into the city's evolution. Similarly, the tenure of Department Directors ranges from a few months to nearly 18 years, indicating a mix of seasoned and newer leaders within the city's administration.

The findings from the interviews with Commissioners and Department Directors generally align with each other. The following common themes have been identified from their responses to each question.

1. Community Changes

- **Growth and Development:** Both groups highlight the city's significant development and modernization, demonstrated with increased traffic, high-rise buildings, and business growth.
- **Demographic Evolution:** There is a shared recognition of the city's evolving demographic landscape, with increasing diversity in both the community and its leadership.
- **Community Identity and Challenges:** Despite growth, there is a concerted effort to maintain the city's identity and address emerging economic and social challenges.
- **Leadership Stability and Engagement:** Both groups underscore the importance of stable leadership and increased community engagement to navigate the city's ongoing transitions.



2. Post-2020 Changes and Impact on City Services

- **Technological Adaptation:** Both groups recognized the lasting impact of the pandemic on digital transformation, with a shift towards remote services and technology-driven operations.
- **Economic and Service Challenges:** The financial impact of the pandemic has been significant, affecting service quality and operational efficiency across the city.
- **Population and Community Changes:** Increased traffic, demographic shifts, and changes in community engagement reflect broader societal changes starting in 2020.
- **Bureaucratic and Workforce Challenges:** Both Commissioners and Department Directors highlighted the ongoing bureaucratic challenges and the need for stable leadership and efficient program implementation.

3. Sales Pitch for North Miami Beach

- **Central Location and Accessibility:** North Miami Beach is strategically located, with easy access to major airports, highways, beaches, and essential services. This accessibility is a significant advantage for attracting both families and businesses.

- **Affordability and Growth Potential:** The city offers more affordable housing and commercial property options compared to neighboring areas like Sunny Isles and Aventura. The city's growth potential, with ongoing residential and commercial developments, further boosts its appeal.
- **Quality of Life and Amenities:** The city boasts a high quality of life, with numerous parks, green spaces, and recreational facilities. Essential services, grocery stores, and other amenities are located within a short distance, enhancing the daily living experience for residents.
- **Diverse and Engaged Community:** The city's vibrant and diverse community includes a wide range of cultures, languages, and traditions that create a rich and welcoming environment. The city is committed to fostering a sense of community through various events, programs, and resources that meet the needs of its diverse population.
- **Family-Oriented Environment:** The city is family-friendly, with ample green spaces, resources and educational facilities for children, and a supportive environment for raising families. It also offers a unique blend of urban amenities and suburban tranquility, making it an ideal place for families seeking the best of both worlds.
- **Commitment to Innovation and Development:** The city is continuously investing in innovation and development, making it a progressive community that is attractive to businesses and families looking to grow and thrive.

4. Concerns about Housing Affordability

- **Affordability Concerns and Risk of Displacement:**

- There is deep concern for high living costs in North Miami Beach, with housing affordability being a primary driver.
- Rising rents and property values may force residents, especially those with lower incomes, to leave the city, potentially leading to displacement and a shift in the city's demographics.



- **Challenges in Addressing Affordability**

- **Market-Driven Prices:** Housing prices are primarily driven by market forces, making it difficult for the city to exert direct control over affordability. New, high-priced developments contribute to the affordability issue, making it challenging for existing residents to keep pace with rising costs.
- **Limited Local Government Tools:** Local government has limited capacity to provide substantial and long-term solutions to affordability issues. This suggests broader legislative and policy changes requiring state or federal intervention.
- **Global and National Economic Trends:** The affordability crisis in North Miami Beach was recognized as part of broader economic and real estate trends affecting many areas beyond the city.

- **Potential Solutions and City Initiatives**

- **Affordable Housing Initiatives:** The city's leaders had a wide range of suggestions related to affordability, including partnerships with developers to holding landlords accountable for property upkeep. Other suggestions included incentives for homeownership and programs to encourage residents to stay in the city, including enhanced tuition reimbursement and mentoring initiatives.
- **Economic Empowerment and Workforce Development:** Suggestions included focus on education, business development, and workforce initiatives, creating better-paying job opportunities through strategic city programs to help residents improve their economic status, thereby mitigating the impact of high living costs.
- **Subsidies and Financial Assistance:** Subsidies for certain demographics, small grant programs to help with rent or mortgage payments, and utility cost management were highlighted as potential ways to alleviate financial pressures on residents.

- **The Role of City Leadership and Strategic Planning**

- **City Leadership and Responsiveness:** While some initiatives are already in place, there is concern that the high cost of living is largely beyond the city's control. Market forces are the key drivers of wages and housing costs.
- **Need for a Comprehensive Plan:** Contrariwise, nearly all city leaders believed that an updated comprehensive plan and a clear strategic vision to manage growth and retain residents could improve affordability and foster NMB's fiscal sustainability.

5. Demographic Trends and Service Delivery

- **Recognition of Diversity and Demographic Shifts:** City leaders noted the influx of younger Hispanic and Latino residents, indicating a shift that will likely change the type of housing, services, and communication strategies required to maintain a strong relationship between the city and the community.

- **The Need for Modernized and Multilingual Services**

- **Digital and Virtual Service Expansion:** As the population becomes younger and more tech-savvy, there is a growing demand for expanded electronic services. Multilingual and culturally responsive communication strategies were emphasized.
- **Diverse and Expanded Community Programs:** Increased diversity requires city programs that cater to the diverse population, including after-school, services for non-English speakers, and recreational amenities that appeal to younger residents.



- **Impact on Infrastructure, Planning, and Zoning**
 - **Infrastructure and Public Facilities Adaptation:** The need to upgrade infrastructure was underscored as essential to meeting the needs of a changing population. Gentrification and the shift toward more economically diverse neighborhoods were anticipated, which would impact planning strategies and service delivery.
 - **Balancing Revenue and Service Costs:** The growing population may exacerbate the existing imbalance between the revenue generated by residential developments and the cost of services, particularly in wealthier areas. Some leaders called for a more equitable approach to service delivery.
- **Maintaining City Identity and Vision Amidst Change:** The city may be facing an identity challenge due to demographic shifts. Departments emphasized the importance of clearly defining the city's future direction to effectively plan for and meet the needs of its evolving population, while ensuring consistent service delivery as a stabilizing factor during this transition.

6. Impact of Lower Housing Prices

- **Affordability and Attraction for New Residents:** The lower housing prices in North Miami Beach make the city more accessible to a broader range of residents. Attracting new residents could increase the tax base, boost city revenue, and potentially fund infrastructure improvements and other city initiatives.



- **Concerns About Community Dynamics and Identity**
 - **Impact on Community Character:** Changes in the community's racial and ethnic composition may impact budget allocations, potentially straining community relations. However, there is a shared desire to preserve the unique character of North Miami Beach while balancing growth and maintaining affordability.
 - **Gentrification and Displacement:** The influx of outsiders will inflate property prices and rents, leading to gentrification and the displacement of long-time residents, particularly those with moderate incomes. This could exacerbate existing socioeconomic disparities within the city.
- **Infrastructure and Development Challenges**
 - **Strain on Infrastructure:** Population increases and growing density will strain the infrastructure. This accentuates the need for significant investments in aging infrastructure to accommodate growth.
 - **Preservation and Modernization of Housing:** The challenges of maintaining and upgrading older, smaller, and often outdated homes are reflected in NMB's lower housing prices. This could lead to disparities in housing quality and necessitate additional resources for property upkeep.
- **Skepticism and Caution Regarding Market Sustainability:** The rental market might become saturated, leading to potential economic instability. Some city leaders expressed uncertainty about

whether the influx of new residents would ultimately be beneficial or detrimental to the city's long-term stability.

- **Community Engagement and Preservation of Identity:** Some leaders were optimistic that newcomers would become active participants in the community, possibly even running for local office or becoming community activists. It is important to balance growth with the preservation of North Miami Beach's unique identity and community cohesion.

7. Strategic Planning and SWOT Analysis

- **Political Stability and Internal Strife:** A divided and unstable political and administrative climate presents a significant threat to the city's future. Internal political dysfunction, budget constraints, and financial mismanagement could hinder the city's operations, development, and ability to attract quality candidates and businesses. Political infighting and negative public perception could undermine staff morale and the city's ability to attract and retain talent.
- **Community Engagement and Cohesion:** NMB's community engagement and cohesion are fostered through initiatives, events, and partnerships. Community events and initiatives to improve neighborhood ties, make the government more accessible, and enhance the city's appeal build social capital. Collaborations with local businesses, nonprofits, and community groups to leverage resources and enhance city services are essential.
- **Infrastructure and Development Potential**
 - **Growth and Modernization Opportunities:** North Miami Beach's prime location and development potential are key opportunities for growth. Commissioners were optimistic about the city's ability to attract new residents and businesses, increase the tax base, and leverage its geographic advantages, but also highlighted concerns about financial stability, transportation challenges, and the ability to maintain infrastructure. Department directors echoed these sentiments, identifying infrastructure projects, technology integration, and cross-departmental collaboration as opportunities to address aging infrastructure, improve efficiency, and support future growth.
 - **Threats from Aging Infrastructure:** Commissioners noted the need for updates to attract more residents and businesses, while department directors pointed to the high maintenance costs and substantial investment required to address these issues. If unaddressed, the threat posed by outdated infrastructure could limit the city's ability to capitalize on development opportunities and maintain its appeal to residents and investors.
- **Recruitment, Retention, and Workforce Challenges:** The difficulty of attracting and retaining skilled staff due to non-competitive salaries and high living costs was a common theme among department directors. High turnover rates, vacant positions, and competition from other municipalities were highlighted as ongoing challenges. Commissioners also acknowledged these workforce challenges, particularly in relation to the city's ability to maintain political stability and financial sustainability.
- **Economic and Environmental Risks:** Both groups recognized the risks posed by economic uncertainties, rising costs, and environmental challenges. Department directors, in particular, highlighted the impact of climate change, natural disasters, and economic fluctuations on city operations, infrastructure, and long-term viability. Commissioners were also concerned about the potential financial instability that could result from political strife and external economic pressures.

- **Transparency, Trust, and Public Perception:** Commissioners emphasized the importance of transparency, honesty, and accountability in building trust with the community. They stressed the need for consistent communication, performance measurement systems, and strategic planning to ensure the city's longevity and rebuild trust with residents. Department directors also recognized the impact of public perception and the need to address political and public perception issues to maintain staff morale and attract talent.

8. Sustainability

- **Economic Stability and Growth:** Both commissioners and department directors emphasize the importance of financial stability, strategic planning, and efficient resource management for long-term sustainability.
- **Infrastructure and Development:** Upgrading infrastructure and ensuring responsible development are seen as critical for making the city functional and attractive.
- **Community Engagement and Services:** Enhancing community services, fostering engagement, and improving quality of life are highlighted as key aspects of social sustainability.
- **Environmental Responsibility:** Maintaining environmental health through clean waterways, green initiatives, and advanced technologies is a shared priority.
- **Governance and Efficiency:** Effective governance, political stability, and operational efficiency are crucial for achieving and sustaining long-term goals.
- **Communication and Awareness:** City leaders recognize the role of communication in promoting sustainability efforts and ensuring community support.

9. Intergovernmental Relationships

- **Challenges of Multi-Layered Governance:** Some regulations hinder the city's autonomy and limit its ability to address local needs effectively. The complexities of navigating state and county mandates, especially those that are unfunded, create strain on resources and require departments to be flexible and adaptable. The political dynamics with neighboring jurisdictions also add layers of complexity to the city's operations.
- **Collaboration and Partnerships:** Building and maintaining strong relationships with private entities, neighboring municipalities, county agencies, and even state and federal partners to navigate bureaucratic and regulatory challenges. These partnerships facilitate resource sharing, mutual aid during emergencies, and effective coordination on projects.
- **Economic and Social Pressures:** Economic pressures due to rising costs and the need for strategic procurement were significant challenges. Social pressures arising from residents' demands for services and amenities comparable to those in neighboring areas also complicate intergovernmental coordination. City leaders recognized a need to negotiate trade-offs and compromises to balance the interests of city and county residents in areas where jurisdictional boundaries are blurred.
- **Adaptability and Persistence:** A pragmatic approach, strategic persistence, and adaptability are essential for overcoming intergovernmental complexities and achieving desired outcomes. Proactive engagement, consistent advocacy, and strategic planning are necessary strategies to balance local and county interests, particularly in areas like annexation and jurisdictional boundaries.

10. Public Trust and Value for Taxes



- **Educational Initiatives:** Public education and awareness campaigns to inform taxpayers about government operations are essential for promoting transparency, building trust, and encouraging civic engagement. Educating residents about the complexities of governance will foster a better understanding and appreciation of the challenges faced by local authorities, empowering citizens to make informed decisions, participate in policy discussions, and collaborate in creating solutions for community development.

- **Transparency and Accountability:** Being open about decision-making processes and expenditure is critical for building trust in the community.

- **Community Engagement:** Engaging with residents and fostering open communication channels, listening to residents' concerns, addressing their needs, and actively involving them in decision-making processes are necessary to rebuild trust and confidence in government.

- **Ethical Leadership:** City leaders recognized the importance of electing and maintaining honest, ethical leaders who prioritize the public good.

SUMMARY: Key Budget Priorities Identified by Leadership

The City's leaders, including Commissioners and Department Directors, have identified several critical budget priorities to address the immediate and long-term needs of the community. These priorities are rooted in a vision to enhance the city's infrastructure, stabilize its financial health, and support economic and community development while ensuring effective operations through improved staffing, training, and technology. Each priority reflects a commitment to providing high-quality services and fostering a thriving, sustainable community. Below is a summary of these key priorities as articulated by the city's leadership.

Infrastructure Improvements

City leadership highlighted the pressing need to address deferred maintenance, upgrade outdated facilities, and ensure infrastructure aligns with growing community demands. Beautification and branding were also emphasized to enhance the city's overall appeal and identity. A comprehensive capital improvement program is vital for meeting both immediate and future needs.

Financial Stability and Budgetary Concerns

Stabilizing the budget and increasing reserves were recurrent themes, alongside the importance of fiscal responsibility. Leaders stressed implementing new revenue-generating measures, such as non-ad valorem tax collection, and securing external funding sources like bonds, loans, and grants. Developing long-term, sustainable funding strategies through public-private partnerships was identified as critical to support significant infrastructure projects.

Economic and Community Development

Leaders emphasized fostering economic growth through incentives for businesses, attracting investments, and pursuing grants to fund key initiatives. Long-term planning, including cost-revenue analyses, was recognized as essential for sustainable development. Preparations for community expansion, supported by adequate staffing and infrastructure improvements, were also underscored.

Staffing and Training

Addressing staffing shortages and enhancing retention efforts with competitive salaries and training were identified as priorities. Leadership underscored the need for professional development, succession planning, and stabilizing management to maintain service quality and meet industry standards.

Technology and Modernization

Modernizing city operations is a key focus, with plans to enhance technological systems, improve interdepartmental communication, and invest in advanced technologies. Establishing centralized service centers was noted as a priority to improve service accessibility and streamline operations.

These priorities reflect the perspectives of leadership and management, focusing on operational and structural improvements to meet the city's evolving needs. Notably, these priorities mirror resident concerns, which are presented in the next section. This includes insights from resident surveys, key stakeholder roundtables, and broader community feedback, providing a comprehensive view of priorities from the residents' perspective.



RESIDENT PERSPECTIVE: Insights from Surveys, Key Stakeholder Roundtables, and Community Feedback

The previous section established priorities derived from Commissioners and Departments, emphasizing broad goals to meet the city's evolving needs. While residents often highlight more specific problems related to everyday activities, their concerns and priorities align closely with the overarching categories identified by leadership. Whether it is a desire for better infrastructure, concerns about financial accountability, or the need for improved city services, these resident perspectives can be effectively incorporated into the same priority areas of infrastructure, financial stability, economic development, staffing, and technology.

In this section, we will delve into the resident perspective, summarizing responses from surveys, key stakeholder roundtables, and community feedback. These insights provide a deeper understanding of the community's specific needs and illustrate the alignment of community needs, leadership priorities, and budget decisions.

KEY TAKEAWAYS FROM NMB RESIDENT SURVEY

1. Components of Respondents



The North Miami Beach Resident Survey received 489 responses, with each participant identifying as a North Miami Beach resident. Only a small subset, 4.1% (20 respondents), also identified as business owners, indicating that the survey primarily reflects the perspective of residents.

The geographical distribution of respondents shows that most live in zip code 33162 (68.1%), covering a significant portion of North Miami Beach, while 19.6% reside in the neighboring 33160 area near Sunny Isles Beach.

The survey results suggest perspectives from a stable, long-term resident base, as 66.9% of respondents have lived in North Miami Beach for over 10 years. Additionally, 73.9% of respondents are middle-aged or older (45+), which likely shapes their preferences for city services and infrastructure.

The gender balance skews female, with 60.6% identifying as women and 38.2% as men. The ethnic composition highlights North Miami Beach's diversity, with Hispanic or Latino residents making up the largest group at 37.3%. White or Caucasian respondents follow at 34.6%, while Black or African American residents comprise 11.2%.

Educational attainment among respondents is high, with 26.8% holding a Bachelor's degree and 28% with a Graduate or Professional degree (JD, MD). An additional 26.1% have completed some college or earned an associate's degree, indicating a well-educated respondent base. This is expected, given the positive correlation between education and civic engagement.

Employment rates among respondents show a strong workforce presence, with 58.2% working full-time and 6.7% part-time. The income distribution reflects a relatively affluent subset: 39.2% of households report earnings of \$100,000 or more annually, while 34.1% fall within the middle-income bracket of \$50,000 to \$100,000, and 26.6% earn below \$50,000. This spread suggests a prosperous community with a robust middle class and a significant number of high-income earners, balanced by a smaller but present lower-income group.

Homeownership is prevalent, with 85.9% of respondents owning their homes, indicating substantial long-term investment in the community. Only 10.2% of respondents rent, suggesting that renting is less common, possibly due to high homeownership affordability or limited rental inventory.

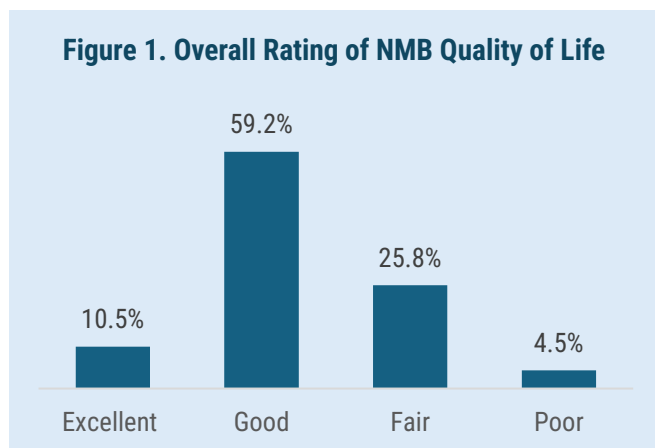
The respondents' housing costs vary but the largest percentages indicated costs in the \$1,500 to \$1,999 (15.6%) and \$2,000 to \$2,499 (15.6%) ranges, pointing to a relatively moderate cost of living for many residents. This spread of housing costs further illustrates a cohort marked by economic stability and moderate living expenses.

The demographics of survey respondents do not fully align with the overall NMB population profile. For instance, respondents reported higher levels of educational attainment, income, and homeownership compared to city-wide statistics. While survey respondents tend to have higher education levels, the demographic data for NMB indicates that a smaller proportion of residents hold bachelor's or higher degrees compared to Miami-Dade County. Additionally, homeownership among respondents is high, with 85.9% owning their homes, whereas in NMB overall, ownership and renting rates are nearly equal, at 50.3% and 49.7%, respectively, in 2022. Income distribution also skews affluent among respondents, with 39.2% of households reporting annual earnings of \$100,000 or more, while only 17.7% of the broader NMB population reported such income levels in 2022.

The discrepancy between the demographics of survey respondents and the overall population of North Miami Beach can be attributed, in part, to the survey collection method. Responses were gathered electronically through a survey link included in flyers sent with utility bills and posted at the library and city hall. This approach may have skewed participation toward a cohort of residents who are more affluent, highly educated, employed, homeowners, and predominantly female, as these groups are more likely to engage with electronic surveys distributed through this medium. Despite the demographic skewness among survey respondents, a detailed analysis was conducted by comparing responses across various demographic characteristics, including gender, age, race, education, employment, homeownership, household income, and housing costs, using crosstabulations. This analysis revealed no statistically significant differences in responses across these groups. This suggests that, while the survey respondents represent a subset of the community, their responses are broadly reflective of the community's perspectives.

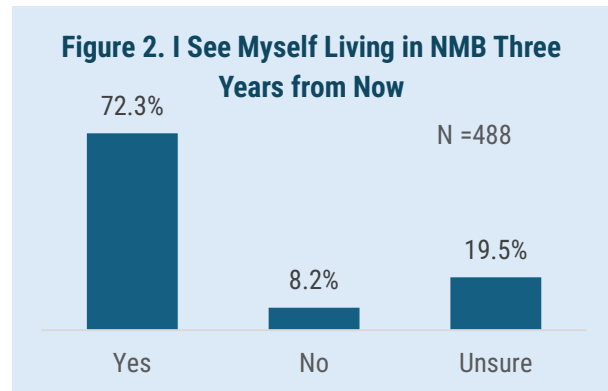
2. Overall Rating of NMB

2.1 Quality of Life



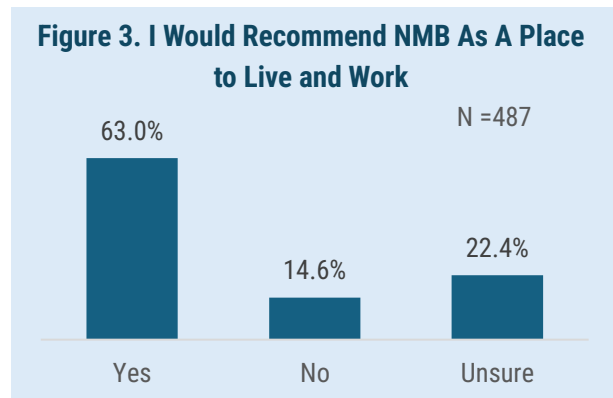
Most respondents (69.7%) view the quality of life in North Miami Beach positively, with 10.5% rating it as "Excellent" and 59.2% as "Good." This indicates a generally favorable perception of the city's livability. However, a significant portion of respondents (25.8%) rate the quality of life as "Fair," suggesting that while many residents are satisfied, there are areas that could be improved. The relatively small percentage of "Poor" ratings (4.5%) reflects a minority who are dissatisfied with the quality of life in the city.

2.2 Resident Commitment and Advocacy for North Miami Beach

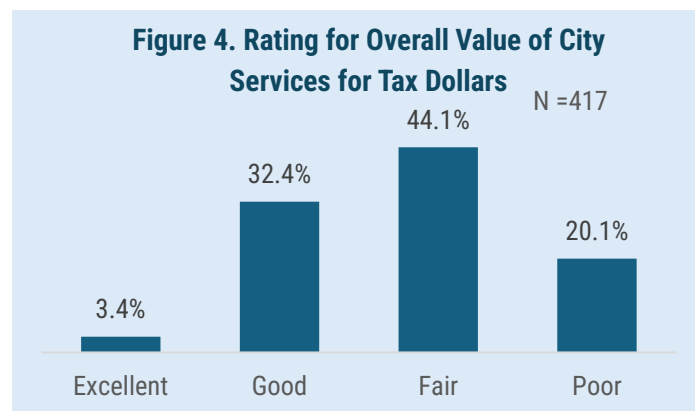


A strong majority of respondents (72.3%) see themselves continuing to live in North Miami Beach three years from now, suggesting a significant level of satisfaction with their current living situation. However, nearly one in five residents (19.5%) are unsure, indicating some uncertainty or potential concerns that could affect their decision to stay in the city. The relatively small percentage (8.2%) who do not see themselves living in NMB soon might reflect a desire for change.

While most respondents (63%) would recommend North Miami Beach as a place to live and work, this number is notably lower than the percentage of those who see themselves living in the city three years from now. This gap suggests that while many residents are personally satisfied, they may have reservations about endorsing the city to others. The 22.4% who are unsure and the 14.6% who would not recommend NMB point to a sizable minority that would not advocate for NMB as a home base.



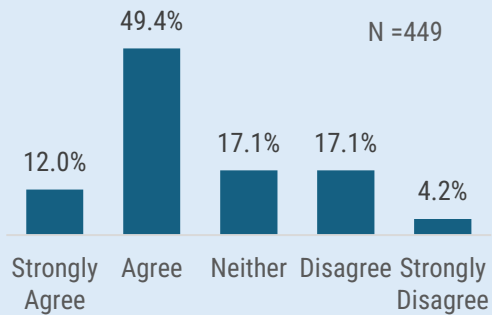
2.3 Assessment of City Services Value for Tax Dollars



The perception of value for tax dollars among NMB residents is mixed, with a plurality (44.1%) rating it as "Fair." Only 3.4% of respondents rate the value as "Excellent," and 32.4% as "Good," indicating that while some residents see a reasonable return on their tax dollars, a significant portion feels there is room for improvement. The fact that 20.1% rate the value as "Poor" highlights concerns about the efficiency or effectiveness of city services relative to the taxes paid.

2.4 Rating of Safety

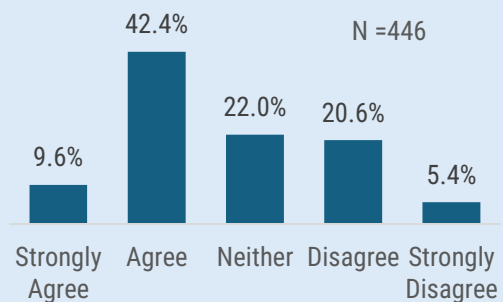
Figure 5. I Feel Safe in My Neighborhood



Most respondents (61.4%) either strongly agree or agree that they feel safe in their neighborhood, indicating a general sense of security among residents. However, a notable minority (21.3%) either disagree or strongly disagree, reflecting concerns about neighborhood safety. The 17.1% who are neutral on this issue could indicate variability in perceptions of safety across different neighborhoods within the city.

When considering the overall safety of North Miami Beach, fewer residents strongly agree (9.6%) compared to those who feel safe in their individual neighborhoods. Although a majority (52%) still agree that the city is safe overall, the higher percentages of those who neither agree nor disagree (22%) and those who disagree or strongly disagree (26%) suggest that there are broader concerns about safety at the citywide level compared to individual neighborhoods. This might point to specific areas within the city that residents perceive as less safe.

Figure 6. I Believe NMB is Safe Overall



3. Issues

3.1 Key Issues Impacting NMB Quality of Life

Major Issues Affecting NMB Quality of Life:

- Public Safety Concerns
- Traffic and Transportation Issues
- Cleanliness and Waste Management
- Housing and Property Concerns
- Infrastructure Improvement and Maintenance
- Administrative Transparency and Accountability
- Development and Economic Growth

In the survey, respondents were asked to list the three major issues currently affecting the quality of life in North Miami Beach. After processing the responses, a total of 1,245 records were compiled, covering the most important, second most important, and third most important issues. Using RapidMiner, a word cloud was generated to visualize the top 50 high-frequency words related to these major issues affecting the quality of life in North Miami Beach.

Figure 7 illustrates the top 50 high-frequency words derived from the responses about the three major issues affecting the quality of life in North Miami Beach. The size of each word reflects its frequency in the responses—the more often a word appears, the larger its font size.

Table 3. Top 50 Words Implying Issues

27

3.2 Assessment of Major, Minor, and Non-Issues

This survey question asks residents to rate the severity of specific city characteristics affecting their lives in North Miami Beach as either a major problem, a minor problem, not a problem, or unsure. Table 4 presents the percentage breakdown of responses for each category.

Table 4. Rating of Issues

Characteristics (Percentage)	Major Problem	Minor Problem	Not a Problem	Unsure	N
Economic growth and development	40.6	28.3	15.6	15.4	448
Affordable housing	54.1	16.5	11.8	17.6	449
Traffic congestion	57.1	27.8	11.1	4.0	450
Traffic violations (e.g. speeding, running red lights)	42.9	32.2	17.6	7.3	450
Crime and public safety	50.1	36.2	9.2	4.5	447
Road improvement projects	34.5	39.8	17.7	8.0	452
Beautification/Landscaping	32.3	41.4	23.7	2.7	452
Parks and recreation programming	18.0	32.5	35.4	14.0	449
Education and community service programming	22.3	31.6	22.7	23.4	449
Resident access to city services	22.4	37.5	26.2	14.0	451
Property taxes	45.1	29.5	17.6	7.8	448
Poverty and homelessness	32.7	44.2	11.8	11.3	450
Trash and recycling	26.8	36.7	35.2	1.3	452
Ethnic/Racial Discrimination	17.6	26.8	37.7	17.9	448
Unemployment	18.8	25.1	17.9	38.3	447
Business foot traffic/visibility	20.4	37.6	24.0	18.0	450

The responses from the NMB resident survey regarding the severity of various city problems can be grouped into three categories based on the percentage of respondents identifying them as major, minor, or not a problem.

Summary

The survey responses highlight several areas of significant concern for North Miami Beach residents, including traffic congestion, affordable housing, crime and public safety, and economic development. These issues are seen as major problems by a large portion of the community, indicating areas where the City may need to focus its resources and policy efforts. Other issues, such as parks and recreation programming, ethical or racial discrimination and unemployment, are less frequently viewed as major problems but still warrant attention.

High-Severity Problems (Majority Considered Major Problems)

- Traffic Congestion
- Affordable Housing
- Crime and Public Safety
- Property Taxes
- Traffic Violations (e.g., speeding, running red lights)
- Economic Growth and Development

Moderate-Severity Problems (Mixed Perceptions)

- Poverty and Homelessness
- Road Improvement Projects
- Beautification/Landscaping
- Resident Access to City Services
- Business Foot Traffic/Visibility
- Education and Community Service Programming

Low-Severity Problems (Less Commonly Seen as Major Problems)

- Trash and Recycling
- Ethnic/Racial Discrimination
- Unemployment

Survey respondents were asked to identify what they believe should be the top priority for the city's elected officials and senior staff. Based on 409 responses regarding the top priorities for the city's elected officials and senior staff, Table 8 is a word cloud generated to visualize the 50 most frequently mentioned words.

- Safety Concerns
- Traffic Challenges
- Housing Matters
- Infrastructure Needs
- Government Accountability
- Economic Development
- Sanitation Issues

[illegible]

Table 5 presents the top 50 words that explicitly imply priorities, which **differ** from those in the word cloud due to the removal of words that do not indicate a specific priority. Based on frequency rankings, the key priorities of the City's elected officials and senior staff are identified.

Table 5. Top 50 Words Implying Priority

Words	Count	Words	Count	Words	Count	Words	Count	Words	Count
safety	55	water	13	trash	10	enforcement	7	pay	6
crime	54	building	12	accountability	9	speeding	7	projects	6
traffic	43	police	11	businesses	9	affordability	6	resources	6
housing	33	security	11	cost	9	car	6	transparency	6
taxes	31	work	11	growth	9	government	6	violation	6
affordable	20	economic	10	code	8	house	6	access	5
property	20	education	10	job	8	infrastructure	6	beach	5
development	15	live	10	safe	8	law	6	flooding	5
clean	13	services	10	beautification	7	management	6	garbage	5
congestion	13	street	10	corruption	7	parks	6	homeless	5

4. Evaluation of City Characteristics, Services, and Programs

The NMB resident survey asked respondents to rate various city characteristics, services, and programs. Table 6 presents the percentage breakdown of responses for each city service. These responses can be grouped based on the most common ratings they received, providing insight into areas where the city is performing well and areas needing improvement.

The survey indicates that while residents are generally satisfied with the appearance and maintenance of public buildings, parks, and playgrounds, there are significant concerns regarding storm drainage, cleanliness of canals and waterways, public safety, and the city's efforts to address homelessness and support businesses. These areas may require focused attention and resources to improve resident satisfaction.



Highly Rated Characteristics (Higher Proportion of Excellent/Good Ratings)

- Appearance and Maintenance of Public Buildings
- Maintenance of Parks (Cleanliness, Landscaping)
- Appearance of Playgrounds
- Garbage/Trash Collection
- Landscape Maintenance in Rights of Way and Public Area

Moderately Rated Characteristics (Mixed Ratings with Significant Fair/Poor Ratings)

- Cleanliness of Streets in Neighborhoods
- Cleanliness of Streets in Business/Commercial Areas
- Adequacy of street lighting in your neighborhood (sufficient, functioning lights)
- Condition of Sidewalks
- Condition of Roads in the City
- Recreation Programs

Poorly Rated Characteristics (High Proportion of Fair/Poor Ratings or High Uncertainty)

- Storm Drainage (To Avoid Flooding)
- Job the City is Doing to Address Homelessness
- Cleanliness of Canals/Waterways
- Job the City is Doing for Public Safety
- Job the City is Doing to Support Businesses
- Adequacy of Street Lighting in Business/Commercial Areas

Table 6. Rating of City Characteristics

Characteristics (Percentage)	Excellent	Good	Fair	Poor	Unsure	N
Cleanliness of streets in your neighborhood	10.7	40.1	31.2	17.8	0.2	449
Cleanliness of streets in business/commercial areas	6.7	34.8	35.9	20.5	2.0	448
Cleanliness of canals/waterways	7.1	30.1	31.8	19.4	11.6	449
Storm drainage (to avoid flooding)	5.8	19.4	33.0	38.4	3.3	448
Condition of sidewalks (that is, few or no cracks)	4.0	30.7	39.0	24.1	2.2	449
Condition of roads in the City	5.3	37.6	42.8	13.8	0.4	449
Adequacy of street lighting in your neighborhood (sufficient, functioning lights)	11.4	35.0	27.8	25.4	0.4	449
The appearance and maintenance of the City's public buildings	16.7	51.0	21.4	8.0	2.9	449
Recreation programs	10.0	31.4	22.5	13.1	22.9	449
The appearance of playgrounds	12.2	36.5	27.6	8.2	15.4	449
The maintenance of parks (e.g., cleanliness, landscaping)	14.1	38.3	26.4	8.9	12.3	447
Landscape maintenance in rights of way and public areas	10.0	39.4	33.2	14.5	2.9	449
Garbage/Trash collection	13.6	39.0	26.7	19.8	0.9	449
The job the City is doing to address homelessness	3.4	9.7	23.0	25.0	39.0	444
The job the City is doing for public safety	6.3	25.3	34.9	21.7	11.9	447
The job the City is doing to support businesses	4.9	19.0	18.8	9.6	47.8	448

5. Residence Feedback: Communication with the City and Perceptions of Government Responsiveness

This section highlights resident feedback regarding their interactions with the city, focusing on communication channels and perceptions of government responsiveness. Understanding these insights is crucial for identifying areas where NMB can enhance transparency, accessibility, and its ability to address community needs effectively.

5.1 Rating of Communication with the City

Table 7 shows residents' overall rating of their communication with NMB. A significant portion of respondents (40.3%) either disagrees or strongly disagrees that it is easy to reach someone in the city who can help them, while only 29.3% agree or strongly agree. This suggests a considerable challenge in accessibility and responsiveness within the city's services. Additionally, 12.3% of respondents are unsure, indicating potential confusion or lack of awareness about how to contact the appropriate City departments.

Most respondents (47.9%) agree or strongly agree that City employees are courteous and professional, while a smaller segment (18.8%) disagrees or strongly disagrees. However, 20.4% remain neutral, and 13% don't know, suggesting that while many have had positive experiences, there may be inconsistencies in service or lack of interactions that prevent more confident responses.

Only 30% of respondents agree or strongly agree that City employees are properly trained and knowledgeable, while 21.3% disagree or strongly disagree. Notably, a large portion (27.1%) of respondents are uncertain, indicating a lack of visibility into employee competencies or perhaps mixed experiences with City services. This points to potential gaps in training or public perception that could be addressed.

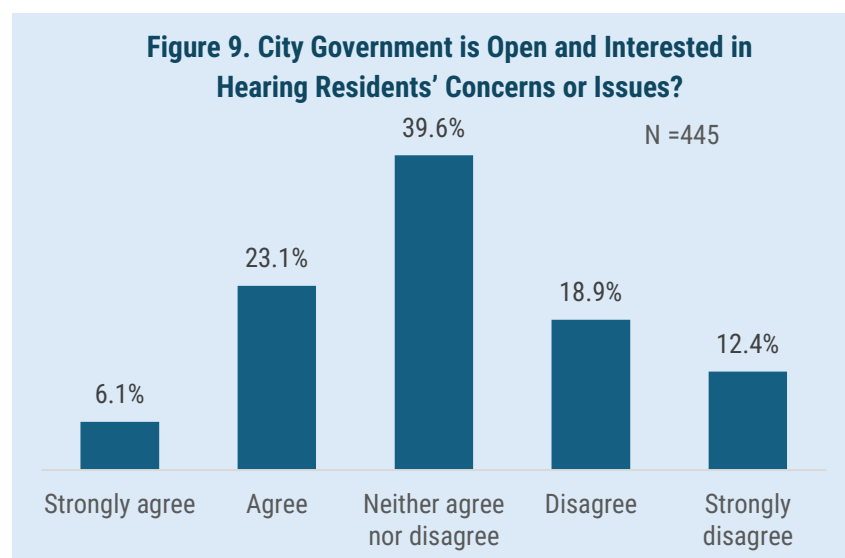
Only 27.3% of respondents believe that requests for information or service are handled in a timely manner, while 27.8% disagree or strongly disagree. The high percentage of respondents who neither agree nor disagree (19.3%) or don't know (25.6%) reflects uncertainty or variability in experiences. This suggests a need for improved consistency and communication in how the City handles resident and business inquiries.

A relatively small proportion of respondents (30.1%) feel confident that they will have a good experience when contacting the City, while 27% have negative expectations. The large percentage of neutral (27.6%) and uncertain (15.3%) responses suggests that many residents may have had mixed or limited interactions with the City, contributing to a general lack of strong positive or negative perceptions. This highlights an opportunity for the City to improve the overall resident experience when interacting with its services.

Table 7. Rating of Communication with the City

Statements	Strongly Agree	Agree	Neither	Disagree	Strongly Disagree	Don't Know	N
It is easy to get to someone in the City who could help me.	3.8	25.5	18.1	24.6	15.7	12.3	447
City employees are courteous and professional.	7.2	40.7	20.4	12.1	6.7	13.0	447
City employees have the proper training and knowledge.	2.9	27.1	21.7	12.1	9.2	27.1	447
Resident requests for information or service are addressed in a timely manner.	3.1	24.2	19.3	17.0	10.8	25.6	446
Overall, I know I will have a good experience contacting the City.	4.0	26.1	27.6	16.4	10.6	15.3	445

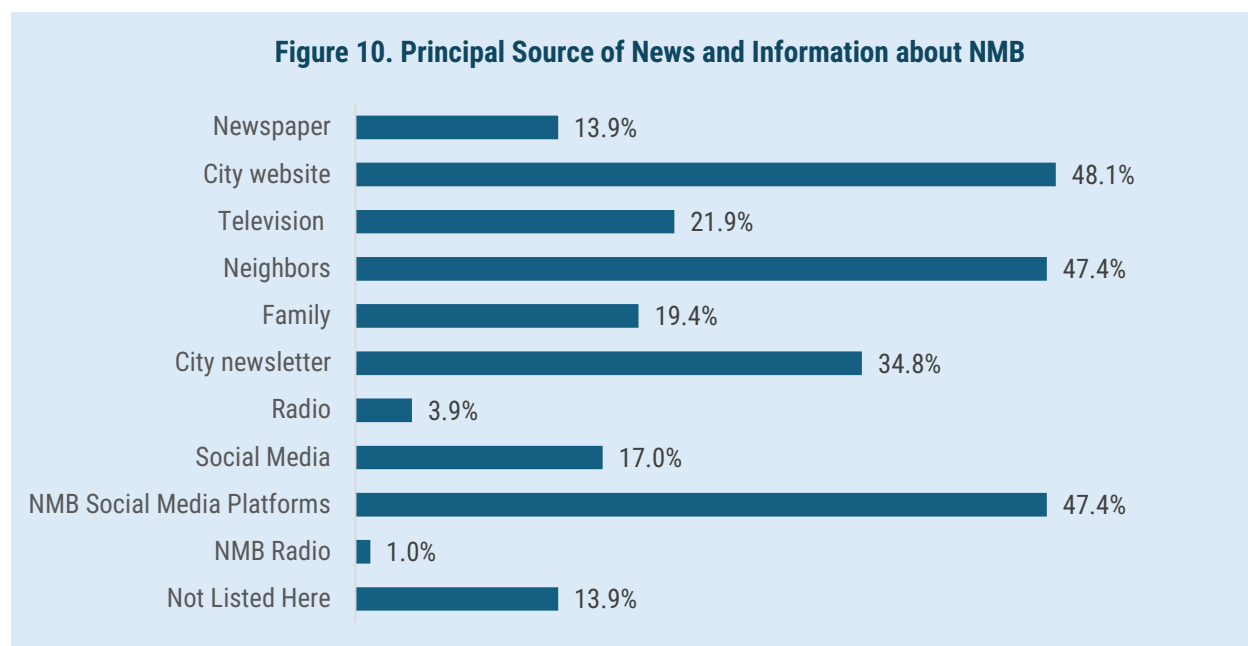
5.2 Perceptions of City Government's Responsiveness to Resident Concerns



The survey reveals mixed feelings about the city's responsiveness, with **39.2%** of respondents disagreeing or strongly disagreeing that the government is open and interested in their concerns, compared to **29.2%** who agree or strongly agree. A large portion (**39.6%**) remains neutral, suggesting a lack of strong opinions or engagement, which suggests a significant amount of uncertainty or indifference among residents about the city's openness to

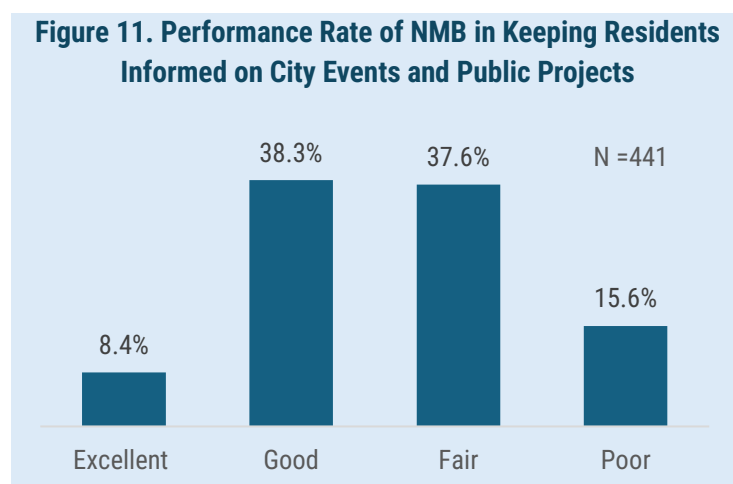
feedback. The relatively low percentages of strong agreement or disagreement indicate that many residents might have limited interactions with the city government or are unsure of how responsive it truly is. The city might need to improve its transparency and communication channels to better engage with the community and address their concerns.

5.3 Primary Sources of News and Information About North Miami Beach



Nearly half of the respondents get news and information about North Miami Beach from the city's website, their neighbors, and the city's social media platforms. More than one-third rely on the city newsletter for updates. About 20% of respondents obtain information through television, conversations with family, and other social media sources. Meanwhile, 13.9% get their news from newspapers and other sources not listed. Radio, including the city's own radio station, is the least popular source of news and information.

5.4 Evaluation of City Communication on Events and Public Projects



A plurality of respondents (38.3%) rate the city's performance in keeping residents informed as "Good," with a similar proportion (37.6%) rating it as "Fair." A smaller percentage of residents (8.4%) view the performance as "Excellent," while 15.6% consider it "Poor."

The fact that only 8.4% rate the city's communication efforts as "Excellent" suggests that there is considerable room for improvement in this area. The nearly equal distribution between "Good" and "Fair" ratings indicates that while some

residents are somewhat satisfied with the city's communication efforts, others feel that there is a lack of sufficient or effective information being provided. The 15.6% who rate it as "Poor" further underscores the need for enhanced communication strategies to ensure that residents are well-informed about city events and public projects.

TAKEAWAYS FROM KEY STAKEHOLDER ROUNDTABLES

On August 28, August 29, and September 4, 2024, we held three roundtable discussions with residents and business owners of North Miami Beach as part of the strategic planning process. A total of 19 participants attended these discussions. Participants across the three roundtables have varied lengths of residency or business ownership in North Miami Beach, ranging from a few years to several decades. This includes lifelong residents, long-time business owners, and newer residents. Common themes include a strong sense of community involvement and a deep connection to the area, which shapes their perspectives on city services and issues.

Population Trends and Reasons for Leaving

- **Mixed Observations:**
 - Some participants observed a population decline, attributing it to rising living costs, housing affordability, and the impact of the pandemic. Others did not notice significant changes, with opinions varying based on their specific neighborhoods or business experiences.
- **Key Factors Identified:**
 - **Affordability:** Rising property values and increased costs of living are frequently mentioned as reasons for people leaving the city.
 - **Housing Costs:** High housing costs and a shift towards rental properties are seen as significant drivers of out-migration.
 - **Economic Opportunities:** Limited career advancement opportunities and infrastructure issues also contribute to residents moving away.

Evaluation of City Services

- **Well-Performing Services:**
 - **Library Services:** The North Miami Beach Library is widely praised for its programs and community engagement.
 - **Police Department:** The department is viewed positively for its professionalism and response times, although opinions vary.



- **Basic Services:** Garbage collection, water delivery, and police response are considered effective by several participants.
- **Areas for Improvement:**
 - **Code Enforcement:** This is consistently highlighted as needing improvement due to issues with responsiveness and enforcement.
 - **Infrastructure:** Concerns about road maintenance, street signage, and overall infrastructure upkeep are prevalent. Participants have noted issues with flooding, road painting, and the management of public spaces.
 - **Economic Development:** There is a call for better business attraction and economic development to enhance local vibrancy and reduce the need for residents to seek services outside the city.
 - **Community Spaces and Beautification:** A need for improved community spaces, park maintenance, and equitable beautification efforts across different neighborhoods is frequently mentioned.
 - **Permitting and Zoning:** Frustration with slow and complex permitting processes is a common concern, affecting business development and infrastructure projects.

Perceptions of Tax Dollar Value

- **Concerns About Efficiency and Effectiveness:**
 - **Common Criticisms:** Across all roundtables, there is a consensus that tax dollars are not always effectively utilized. Participants have expressed concerns about inefficiencies in spending, particularly regarding high expenditures without corresponding improvements in service quality.
 - **Infrastructure and Services:** Many participants feel that basic services such as garbage collection, road maintenance, and code enforcement do not meet their expectations, leading to dissatisfaction with the overall value of their tax contributions.
- **Positive Aspects Noted:** Despite criticisms, some participants acknowledge good value in specific services such as garbage collection, beautification efforts, and library services. These services are often praised for their quality and positive impact on the community.
- **Need for Improved Transparency:**
 - **Calls for Accountability:** There is a strong desire for greater transparency and accountability in how tax dollars are allocated and spent. Participants want to see more effective management of funds and better communication about how tax revenue is used.

Priority Areas for Tax Dollar Allocation

- **In the Upcoming Fiscal Year:**

- **Security and Safety:** Increased funding for police services and enhanced security measures are frequently highlighted as immediate priorities. Participants also emphasize the need for better road maintenance and code enforcement.
- **Infrastructure and Beautification:** Many participants support investing in infrastructure improvements such as road expansions and beautification efforts, particularly in areas with neglected properties.
- **Library Services:** There is notable support for enhancing library services, including technology upgrades and operational support.
- **Over the Next Five Years:**
 - **Long-Term Infrastructure:** Investment in long-term infrastructure projects, such as road expansions and water plant improvements, is a common theme. Participants see these as essential for improving the city's overall functionality and appeal.
 - **Code Enforcement and Capital Projects:** Continued focus on effective code enforcement and completion of capital improvement projects (CIPs) are seen as critical for maintaining city standards and improving property management.



- **Community Development:** Support for enhancing parks and recreation programs, as well as community engagement and development, is also emphasized. Participants suggest that a strong focus on these areas will contribute to a more vibrant and attractive city.
- **Branding and Identity:** There is a push for developing a distinct city brand and identity to better position North Miami Beach compared to neighboring areas. Participants believe that a clear and appealing brand could enhance the city's attractiveness and overall image.

COMMUNITY FEEDBACK ON CITY PRIORITIES

On September 23rd, at the North Miami Beach town hall meeting, we presented key findings from our recent fieldwork and facilitated an interactive discussion with both on-site and online attendees to explore the city's top priorities. The audience's areas of focus aligned closely with the results from surveys and roundtable discussions. Figure 12 and Figure 13 are the word clouds generated based on their responses to a poll asking for their priorities for the upcoming fiscal year and over the next five years.

Among various city services, the audience rated the library, parks and recreation, and police services positively. However, they suggested that code enforcement, traffic, security, and library services could benefit from improvements.

For the upcoming fiscal year, participants indicated that they would like the city to prioritize their tax dollars for enhancements in library services, code enforcement, police, and infrastructure. Over the next five years, they emphasized sustained investment in police, code enforcement, library services, and infrastructure as top priorities. The following two graphics display word clouds that highlight participants' responses regarding budget priorities for both the next fiscal year and the next five years.

Figure 12. Word Cloud for Priorities of the Next Fiscal Year (N =55)



Figure 13. Word Cloud for Priorities Over the Next Five Years (N = 70)



Summary of Resident Perspective

Resident input, gathered through surveys, stakeholder roundtables, and community feedback, complements the leadership's insights, providing a comprehensive view of priorities and concerns in North Miami Beach.

General Sentiment

- **Pride in Community:** Despite various challenges, residents expressed a deep sense of pride in their city, appreciating the community support systems and services that contribute to their quality of life.
- **Aligned Priorities:** The major issues and priorities identified by residents closely align with those highlighted by city leadership, reinforcing a shared vision for the city's future.
- **Calls for Improvement:** Residents emphasized the need for enhanced fiscal responsibility, more efficient management of city resources, and greater communication and transparency from officials.

Top Priority: Growing the Tax Base for Infrastructure and Service Improvement

A critical focus of this strategic plan is expanding the city's tax base to address the underlying financial challenges that impede progress on residents' concerns and priorities. While residents identified specific issues such as infrastructure deficiencies, service gaps, and resource limitations, these challenges fundamentally require increased revenue to resolve effectively. Growing the tax base will provide the necessary funding to modernize infrastructure, enhance city services, and invest in long-term community development. By fostering economic growth, attracting businesses, and strategically managing development, the city can create a sustainable financial foundation to meet current needs and future demands, ensuring a higher quality of life for all residents.



The alignment of priorities between city leadership and residents underscores the need for clear metrics to track progress and ensure accountability. The next section will focus on the development of Key Performance Indicators (KPIs), a critical component of the city's strategic plan. These KPIs will provide measurable benchmarks to evaluate the effectiveness of initiatives, guide resource allocation, and maintain transparency with stakeholders.



MEASURING MUNICIPAL PERFORMANCE IN NORTH MIAMI BEACH: Key Performance Indicators and the Balanced Scorecard

INTRODUCTION

A strategic plan is an important statement about an organization's mission and vision for the future. But that statement is static unless it catalyzes actions that make tomorrow's vision a reality. This requires a strategic plan to incorporate measures, commonly called Key Performance Indicators (KPIs) that measure organizational progress on its strategic path. This performance measurement imperative is universal: It applies to private, nonprofit, and public organizations.

Performance measurement in the public sector has multiple purposes. In the context of North Miami Beach, it provides elected officials and senior management with an informed read on their progress in achieving the city's long-term mission and vision, while delivering municipal services. Equally important, performance measures are a mechanism for demonstrating the value-added of municipal services to residents and businesses. Lastly, performance metrics provide NMB employees across all ranks and agencies with "news they can use" to assess their daily efforts and how they contribute to resident satisfaction with the quality of life in their community. Thus, performance measurement and KPIs can become an important language that integrates and aligns long-term vision and strategies with day-to-day activities of municipal operations. This language informs NMB's strategic plan and provides a cornerstone for accountability and trust-building with taxpayers.

Some Principles for KPI Design

There is no science of municipal performance measurement. But decades of use suggest some important rules-of-thumb for their design and successful implementation.

1. **KPIs Should Focus on the "Critical Few."** Not everything can be measured. Focusing on five to ten KPIs per department is sufficient. Adopting too many measures becomes cumbersome and time-consuming. Decisionmakers can only concentrate on a handful or two of measures.
2. **NMB Should Use Both Professional and Homegrown Measures:** Organizations such as the American Water Works Association, International City Managers Association, among others, have recognized measures that allow a community to benchmark with promising practices nationwide. On the other hand, NMB may have unique circumstances that dictate creation of its own measures of success. A mature set of KPIs should deploy a mix of these universal and local measures.
3. **Measures May Change Over Time:** Many communities view the adoption of KPIs and their integration into standard operating practice as a "journey" that can take two to three budget cycles. What seems like a logical and useful measure at the beginning of the journey may not contribute to effective measurement in coming years. The development of a meaningful set of KPIs with buy-in from all stakeholders will take time. What the JPMC presents below should be viewed as a jumping off point for NMB with time and practice leading to a workable and widely accepted set of KPIs.
4. **A Workable Set of KPIs Includes "Hard" and "Soft" Measures:** Hard Measures such as response time for police services or time to hire from job posting to first day at work form the backbone of performance measurement. These measures, typically derived from administrative records, represent the facts on the ground of municipal operations. Professional associations frequently establish standards that revolve around these measures. But hard measures do not provide insight on "the voice of the customer." Softer measures, such as responses to survey questions, focus groups, or townhall meetings, give decisionmakers feedback on resident priorities and perceived

quality of service delivery. Ultimately, NMB wants to deliver cost-effective, high-quality services in line with resident priorities. Soft measures provide NMB decision makers with a read on that critical outcome. Use of soft measures connotes and denotes periodic surveying or related methods to obtain resident feedback. This is an increasingly frequent tool in contemporary urban management.

The measures set forth below comport with these four rules-of-thumb. The JPMC believes they are plausible given their roots in professional standards and established best practices in cities that are recognized as leaders in municipal performance. They are readily available and will not add significantly to administrative burdens. Moreover, the city's recent use of surveys, focus groups, and townhall meetings in the initial phases of this strategic plan provides a foundation and precedent for future utilization.

Implementing the Balanced Scorecard (BSC)

What makes a "good" set of KPIs? The JPMC argues that a framework known as the Balanced Scorecard provides a time-tested model that has been applied in a variety of settings (public, private, and non-profit) that is intuitively appealing and provides a 360-degree view of organizational health and performance. The BSC's roots are in the private sector. But its application in government is widespread and has received recognition as a tool that fosters innovation and reengineered government operations.

Two business professors, Robert S. Kaplan and David P. Norton, introduced the BSC in a February 1992 *Harvard Business Review* article² now considered seminal. To understand why they advocated a "balanced" scorecard, one should remember that at the time of its publication, the "Big Three" automakers, Chrysler, Ford, and General Motors, were experiencing financial difficulties that as we know with 20/20 hindsight, would eventually lead to Chrysler and General Motors bankruptcy. From Kaplan and Norton's vantage, their financial difficulties were unsurprising. Japanese and German automakers listened to the American consumer and produced reliable, cost-effective vehicles with good mileage. Meanwhile, the Big Three continued to sell gas-guzzling, unreliable land cruisers that were increasingly panned by auto critics and the American public. This disconnection between consumer demand and vehicle production took decades to overcome.

This disconnect leads to a central tenet of the BSC. Financial metrics are critically important. All organizations must deal with scarcity. But financial metrics (and financial reports) are "rear view mirror" artifacts. They are a lagging rather than leading indicator. Referring to the Big Three automaker financial problems, the BSC framework holds that they were the result of bad management decisions related to "the voice of the customer" and manufacturing methods. Simply put, if the Big Three did a better job considering the needs and wants of the consumer and produced more reliable autos, they would be in better financial condition. In short, poor financial metrics resulted from poor management decisions made long before auto production and subsequent reporting of financials. Thus, the BSC does not eschew financial metrics or their importance. But it places them in a broader managerial context that considers other factors including internal processes, "the voice of the customer," and employee training and growth.

What do these measures look like in the public sector? Here is an explanation.



² Kaplan, Robert S., and David Norton. ["The Balanced Scorecard: Measures that Drive Performance."](#) *Harvard Business Review* 70, no. 1 (January–February 1992): 71–79. (Reprint #92105.)

1. **Financial:** Financial metrics in the public sector are typically not profit-based. Instead, they are focused on measures related to cost-effectiveness or cost-avoidance. An example might be tipping fees or the costs of collecting a ton of garbage, with comparison across time or jurisdiction. Similarly, advocates of life-cycle costing might argue that “going green” in construction might have higher initial costs but save money over a building’s effective life.
2. **Internal Processes:** These metrics address the question of how a process can be done “better, faster, and cheaper?” Does a customer calling the utility have a wait time of five minutes or longer; if so, can it be reduced? Does this customer have her problem solved in one call? What is the response time for a non-emergency police call? How long does it take for a typical planning and zoning request? Can these times be reduced? In many government settings, paperwork reduction and automation result in significant reduction in response time, processing, and errors.
3. **Community Outcomes:** What do residents want? Should resources go to libraries or police? Are residents happy with the quality of service they receive from NMB employees. Do residents believe their service is cost-effective? As noted earlier, these questions are typically addressed via surveys, focus groups, town halls, and other venues (e.g., social media) that allow citizens to express their opinions on government operations. This category also includes outcome metrics that could be measured at the community level.
4. **Employee Development and Growth:** The workforce has few Mozarts who demonstrate “God Given” talent at an early age. Adults acquire skills through lifetime learning. This is the often-underappreciated component of the BSC. Training is an organization’s tool for building an adaptable workforce that meets and exceeds customer/resident expectations. Thus, employee training and learning measures, such as meeting licensure requirements, earning continuing education credits, or learning new computer skills, are an integral part of any BSC.

Figure 14. The Balanced Scorecard in the Public Sector



PROPOSED BALANCED SCORECARD

What follows is our proposed Balanced Scorecard (BSC) for North Miami Beach. In developing the Key Performance Indicators (KPIs) for the city, we reviewed the business plans of twelve departments to assess the current performance metrics in place. In each department's proposed BSC, we organized the current KPIs of North Miami Beach into the four standard categories of the Balanced Scorecard framework. Within each category, KPIs highlighted in **bold** represent our recommendations for more outcome-focused performance metrics that emphasize measurable impact. If the content in a particular category is entirely in bold, it indicates that there are no existing KPIs for that category within the department.

For each department, our recommendations are based on a comparison of the city's existing KPIs with promising practices from other local government departments that are nationally recognized for excellence in performance measurement and management. These benchmarks were selected based on their receipt of the ICMA Certificate of Excellence or their status as highly regarded examples in their specific areas, which include departments in New York, Austin, Phoenix, San Diego, Seattle, Los Angeles, Toronto, Fort Lauderdale, and Coral Springs.

Police Department

Figure 15. The Balanced Scorecard of Police Department



Water Department

Figure 16. The Balanced Scorecard of Water Department

Financial Metrics

- Financial Stability: Debt Service Coverage Ratio; Operating Ratio; Delinquency Rate; Meter Function; Estimated Billing Rate; Leak detection percent; Billing Accuracy
- **Cost per Gallon of Water Produced**
- **On Time Collection Rate**
- **Energy Use per Million Gallons**

Community Outcomes

- Customer Service Complaints
- Clean Water and Sewer Services: Water Quality Parameters; Water into Distribution; Water Distribution & Wastewater System Integrity; Water Distribution Maintenance; Infrastructure Coordination; Inventory Accuracy
- **Customer Complaint Resolution Time**
- **Customer Satisfaction (Resident Survey)**

Internal Process

- Customer Services: Average Call Wait Time; Abandoned Call Ratio
- Preventative Hours to Corrective Maintenance Hours
- **Water Treatment Efficiency**
- **Incident Response Time**
- **Non-Revenue Water (NRW) Rate**

Employee Development and Growth

- Employee Training
- Health and Safety Severity Rate
- Staffing Levels
- **Skill Enhancement in Predictive Maintenance**

Human Resources Department

Figure 17. The Balanced Scorecard of Human Resources Department



Procurement Department

Figure 18. The Balanced Scorecard of Procurement Department

Financial Metrics

- **Procurement ROI (Return on Investment)**
- **Cost Savings/Avoidance**
- **Green Procurement Initiatives**

Community Outcomes

- Number of Vendor Performance Surveys Completed Through Vendor Management Program
- Number of Client Department Trainings and 1-on-1 Sessions
- **Supplier Performance Rating**
- **Contract Award Transparency**

Internal Process

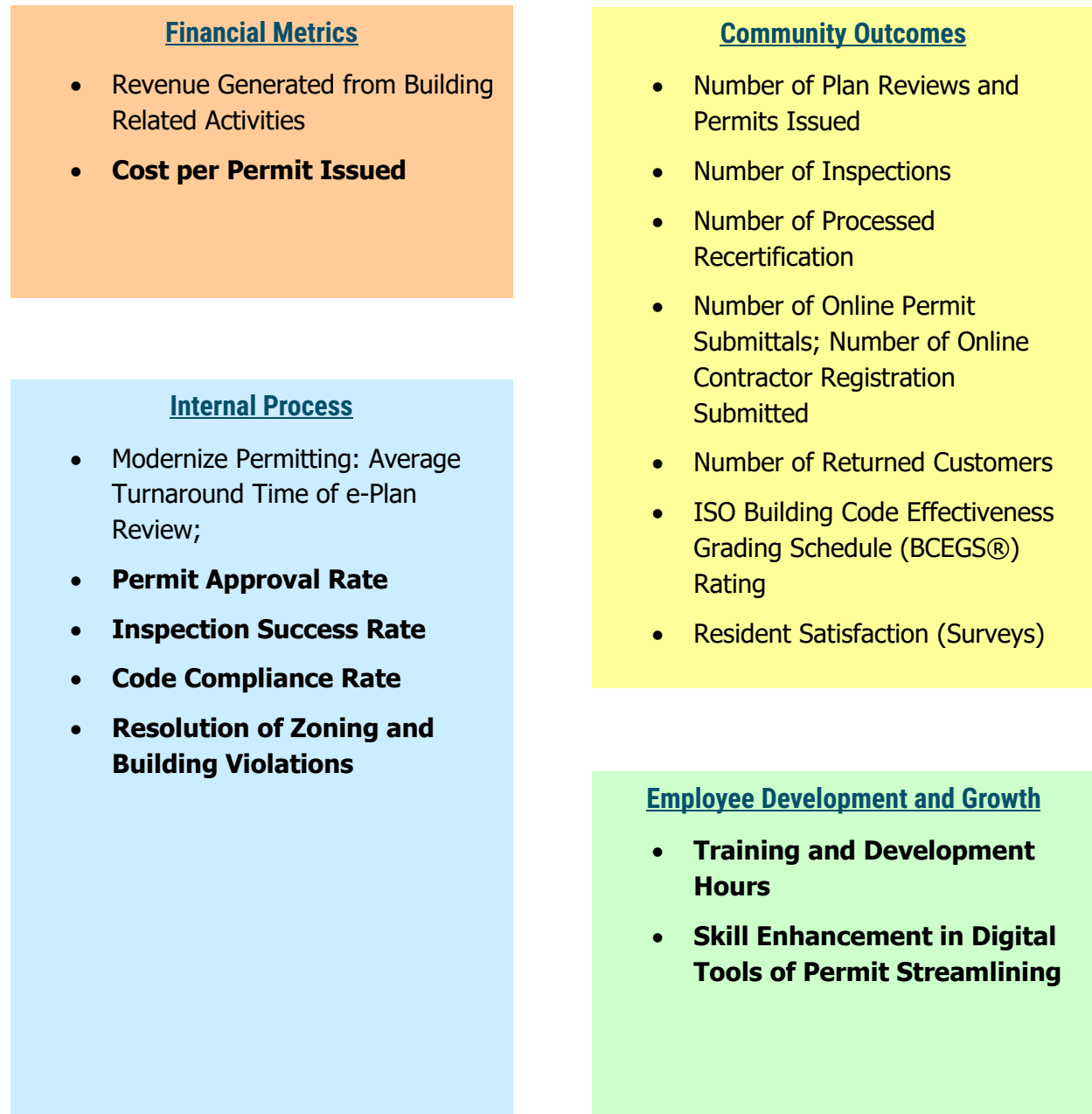
- Digital Services: Number of Online Vendor Registrations Completed; Number of Virtual Trainings (Vendor/Client Department); Number of E-procurement Purchase Tools Implemented
- Number (Percentage) of Purchase Card transactions vs. alternative purchase options
- Number of modernized policies/procedures
- **Procurement Cycle Time Reduction**
- **Contract Completion Rate**
- **Project Success Rate**

Employee Development and Growth

- Number of Training Hours Provided and Received
- **Skill Enhancement in Supplier Risk Management**

Building Department

Figure 19. The Balanced Scorecard of Building Department



Public Works Department

Figure 20. The Balanced Scorecard of Public Works Department

Financial Metrics

- Number of Integrated Applications for Operational Cost Avoidance
- **Infrastructure Repair and Replacement Costs**
- **Cost per Square Mile for**

Internal Process

- Percent of Drain & Catch Basin Cleaning/Inspections Completed
- Percent of Good Condition Fleet Vehicles and Heavy Equipment; Vehicle Repair Cost
- **On-Time and On-Budget Completion of Capital Projects**
- **Incident Response Time**
- **Complaint Resolution Time and Rate**

Community Outcomes

- Street Cleanup: Number of Missed Picked Ups; Number of Shopping Carts Removed; Number of Bags of Litter Picked Up; Number of Trees Trimmed; Street Miles Swept; Number of Neighborhood or Community Clean-up Activities
- Street Safety: Condition Assessment Metrics (Percent of Good, Fair, Poor) Replaced + Number Serviced; Number of Traffic Calming Projects Completed
- Affordable Placemaking: Number of Bus shelters serviced (graffiti removal, cleaned, repaired); NMB Line & Freebee Ridership Counts
- Number of Electric/Hybrid Vehicles
- Customer Service Survey (Internal & External Customers)
- Number of Service Work Orders Completed
- Number of Public Works Complaints

Employee Development and Growth

- **Employee Training Hours**
- **Employee Safety Record**

Park and Recreation Department

Figure 21. The Balanced Scorecard of Park and Recreation Department

Financial Metrics

- **Cost per Acre of Parkland Maintained**
- **Revenue Generation from Programs and Facilities**
- **Grant and Funding Acquisition**

Internal Process

- Park Maintenance Report Card Index: Cleanliness, Landscaping, Amenities and Overall Appearance for Each Facility
- **Park Usage Rate**
- **Maintenance Response Time**
- **Safety Inspection Compliance**

Community Outcomes

- Community Reaction: Afterschool and Summer Camp Participation Numbers; Swim Lessons Participation Numbers
- Total reservations for the Julius Littman Theater and Gwen Margolis Amphitheater
- Social Media Follower Growth Rate
- **Resident Satisfaction (Resident Survey)**

Employee Development and Growth

- **Employee Training Hours**

Information Technology Department

Figure 22. The Balanced Scorecard of Information Technology Department

Financial Metrics

- **Cost Savings from Process Automation**
- **Return on Investment (ROI) for IT Projects**
- **Cost per Ticket/Incident**

Internal Process

- Backup Completion Rate; Successful Backup Tests; Data Recovery Effectiveness
- Incoming Call Hold Time; Call Resolution Time
- Number of Cyber Security Training to City Departments
- Phishing Test Fails
- Project Completion Rate
- **Digital Services Offered to Citizens**
- **Adoption Rate of New Technologies**

Community Outcomes

- Network Systems Up-time
- Number of Pages Accessed; Number of Website Chat Interactions
- Number of Incoming Calls Answered; Number of Calls Dropped
- **Resident Satisfaction (Resident and Businessowner Survey)**
- **Interdepartmental Satisfaction**

Employee Development and Growth

- **Employee Certification Rate**
- **Training Hours per Employee**

Library

Figure 23. The Balanced Scorecard of City Library

Financial Metrics

- Resident ROI for Borrowed Materials
- **Cost per Visitor**
- **Revenues from Services**

Internal Process

- Number of Passports Issued and Waiting period
- Amenity: Parking Access Provided; Times Cleaning Rotations Are Completed
- **Response time to Queries**
- **Circulation Turnover Rate**
- **Material Processing Time**

Community Outcomes

- Circulation and Collection: Collection size and age; Cataloging Process and Reserves Delivery; Circulation of Materials, Electronic and Library of Things (LOT)
- User Metrics: Number of Library Visitors; Hours open to public; Library Webpage Statistics
- Technology: WIFI and Computer Sessions; Electronic Database; Number of Electronic Engagement; Digital and Content Creation Numbers; Hotspot Circulation Number
- Programs and Community Engagement: Number of Cultural Events and Classes; Number of Attendees; Number of Arts and Science Collaboration Programs; Number of Attendees at Collaboration Programs; Book Mobile stops in the community and events per month; Number of Bookmobile Visits; Individualize Instruction and Assistance Count; Reference and Entrepreneurial Research Services Count
- Customer Service (Satisfaction Survey and Feedback)
- Learning Outcome or Satisfaction Survey
- **Net Promoter Score (NPS)**

Employee Development and Growth

- Number of Library Professional FTEs
- **Staff to User Ratio**
- **Staff Training Hours**

Communication Department

Figure 24. The Balanced Scorecard of Communication Department

Financial Metrics

- **Cost per Campaign**
- **Return on Investment (ROI)**

Community Outcomes

- **Website Traffic:** Number of visitors, unique visitors, bounce rates, time spent on pages, and the number of document downloads from the city website
- **Internal Satisfaction (Employee Survey)**
- **Public Awareness and Feedback (Resident Survey)**

Internal Process

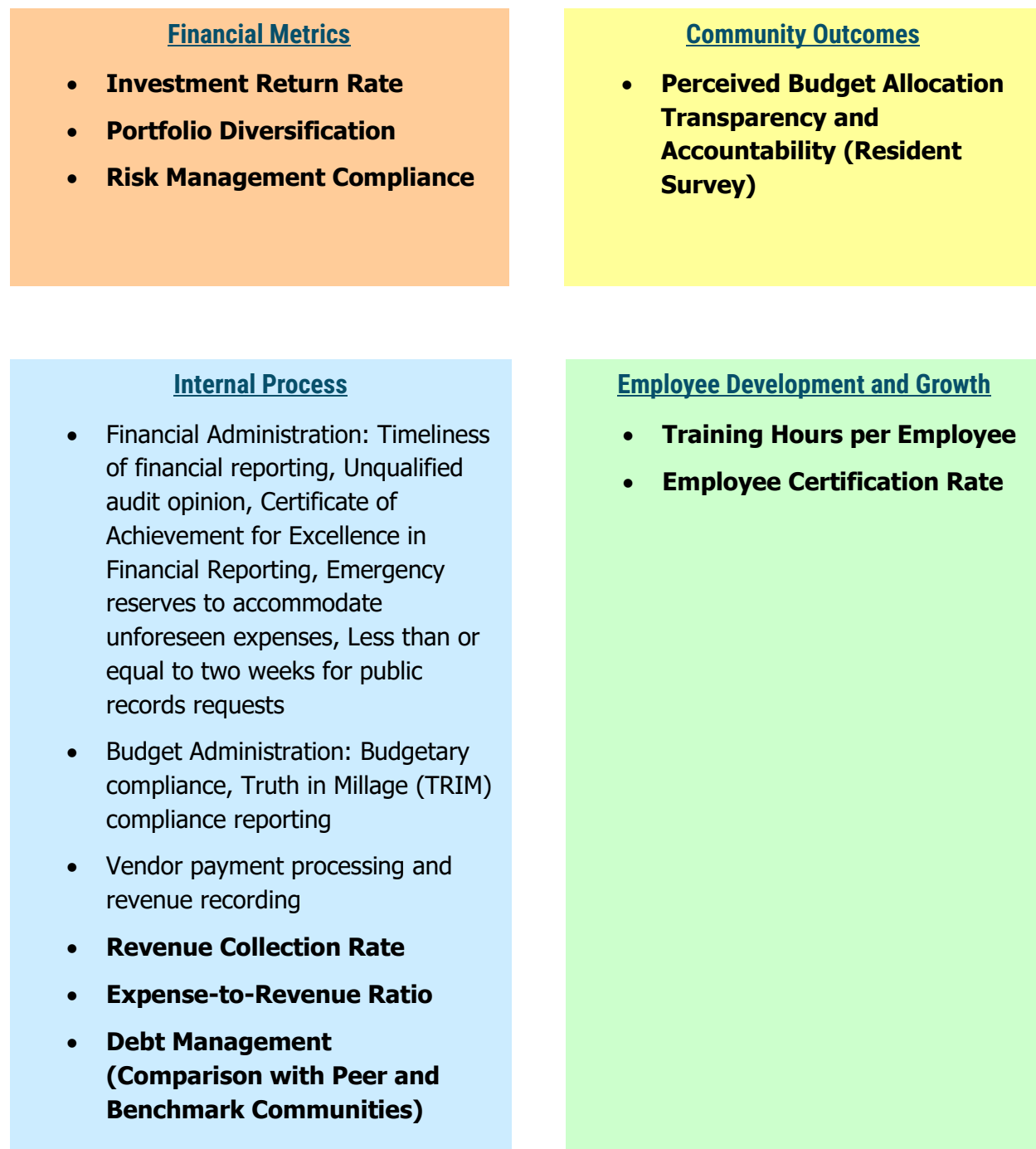
- **Social Media Engagement:** Growth in followers, likes, shares, comments, and overall engagement rates across platforms like Facebook, Instagram, and Twitter
- **Newsletter Performance:** Track open rates, click-through rates (CTR), and subscriber growth for digital newsletters
- **Response Rate and Time, Resolution Rate**
- **Internal Communication Efficiency**
- **Timeliness of Updates**
- **Campaign Effectiveness**

Employee Development and Growth

- **Employee Training Hours**
- **Enhanced Skill in Digital Communication and Emerging Technologies**

Finance Department

Figure 25. The Balanced Scorecard of Finance Department



Community Development Department

Figure 26. The Balanced Scorecard of Community Development Department

Financial Metrics

- **Cost per Project**
- **Return on Investment (ROI) of Community Programs**
- **Increased Property Tax Revenues from Redevelopment**

Internal Process

- Average Days to Complete Completeness Review to Schedule for Technical Review of Applications for Development (TRAD); Average Days to Clear TRAD; Average Days to Process New Applications
- Percent of Compliance with Department of Environmental Resources Management (DERM) and County Requirement
- **Business Creation, Retention and Expansion Rate**
- **Planning and Zoning Application Approval Time**
- **Capital Projects Completed On-Time and On-Budget**

Community Outcomes

- Number of Permit Applications and Inspections; Total Number of Cases (Proactive/Complaint Driven); Field Inspections Completed
- Number of Magistrate Hearings; Number of Code Board Hearings
- Total Number of Business Tax Receipts (BTRs); BTRs Capture Rate; Percent of Annual on Time Renewals for BTRs
- Percent of Tree Canopy Coverage
- Community Rating System (CRS) rating
- **Resident Satisfaction with Neighborhood Conditions (Resident Survey)**
- **Citizen Participation in Planning Processes**

Employee Development and Growth

- **Training Hours per Employee**
- **Certification and Credentialing Rate**

Economic Development Department

Although the Economic Development Department is still in the proposal stage, it is essential to establish a clear framework for its performance metrics. Defining KPIs at this stage ensures the department can effectively measure its impact, align its objectives with the city's strategic goals, and demonstrate accountability from its inception. The following balanced scorecard sets the foundation for a results-driven department that prioritizes growth, equity, and economic resilience for the city.

Figure 27. The Balanced Scorecard of Economic Development Department



Observation on Current KPIs in North Miami Beach

Our review of the current key performance indicators (KPIs) for North Miami Beach reveals a primary focus on basic quantitative counts rather than metrics that reflect the quality, efficiency, or cost-effectiveness of the services provided. To enhance the city's performance reporting in the future, it is essential to incorporate citizen satisfaction measures. This can be achieved through tools such as surveys, community roundtables, or other engagement methods to capture residents' perspectives on service delivery.

In addition to focusing on outcomes, the city should also improve its KPIs related to internal processes. Introducing metrics that assess how efficiently and effectively internal operations are performed can highlight opportunities to deliver services faster and more effectively. These metrics should measure factors such as process completion times, resource utilization, and responsiveness to internal and external stakeholders.

Furthermore, many of the strategic objectives and performance metrics proposed in this report will likely require collaboration across multiple departments. Achieving these objectives will depend on coordinated efforts and effective communication among departments to ensure a cohesive approach to addressing the city's priorities.



CONCLUSION

The City's strategic plan presents a comprehensive roadmap for sustainable growth and enhanced community well-being, based on extensive research and community engagement. Our methodology involved a demographic analysis to identify population trends, a series of in-depth interviews with commissioners and department directors, a resident survey to capture public sentiment, and roundtables with key stakeholders to understand priorities and concerns across diverse groups. Additionally, we conducted an in-depth review of departmental Key Performance Indicators (KPIs), benchmarking these against professional standards to inform targeted recommendations.

This strategic plan provides a clear pathway for city leadership, aligning resources and initiatives with the community's evolving needs. By prioritizing resident feedback, operational performance, and best practices, this plan positions the city to achieve its vision for a thriving, inclusive, and resilient future.

To ensure that the strategic plan for the city remains a "living document" and does not become an overlooked policy artifact, we propose a structured approach for continuous engagement, regular assessment, and community feedback.

First, the city should commit to an annual review process to revisit the strategic plan, assessing both the progress toward the strategic objectives and the effectiveness of the performance measurement systems in place. These regular check-ins will allow the city to adjust, address any roadblocks, and align efforts with evolving city priorities and emerging challenges.

Given that some proposed KPI metrics may require years to fully integrate into city operations and yield measurable results, the city can approach these as long-term indicators of success, while also tracking more immediate, incremental achievements. Progress on both short-term and long-term goals should be recorded, providing a transparent view of how well the city is advancing its strategic objectives.

To supplement the quantitative KPIs with qualitative insights, the city should engage in periodic conduct of surveys, focus groups, and community forums to obtain resident feedback on city services and overall satisfaction, offering a valuable "soft" measure of performance that reflects the community's voice. By analyzing these responses, the city can gain a deeper understanding of resident perspectives and incorporate this feedback into continuous improvement efforts.

Ultimately, embedding these practices will help the city ensure that the strategic plan remains dynamic, data-informed, and aligned with resident expectations, fostering an adaptive environment for sustained progress.

A final strategic comment relates to the attraction and retention of a skilled workforce. As noted at the onset, NMB, like many other governments, suffers from serious attrition and turnover of staff. This attrition is a likely function of several factors. One is maintaining a competitive salary and benefits package. Another



is appealing to younger workers, who do not find the government an attractive venue³. South Florida's high cost of living is certainly another factor.

Younger workers—defined here as those born after 1990—have been educated and socialized on a screen—phone, table, and computer⁴. This defining attribute shortens their time horizons and commitments to employers. Prior generations saw commitment to an employer for years, even decades. Today's younger workforce defines tenure in much shorter periods. According to the U.S. Bureau of Labor Statistics, the average tenure of an American worker is now 3.9 years⁵. All organizations, including governments, need to accept this reality.

With this shortened tenure in mind, North Miami Beach should consider adoption of the U.S. Military's model in its strategic planning for human resources. In this vein, it is worth noting that the armed forces have a backbone (55%) of "lifers" who provide institutional readiness and memory⁶. But the remainder serves for one or two enlistments, with significant reserve utilization⁷. North Miami Beach may need to adopt a similar manpower strategy, attracting and retaining a cadre of core employees, while recognizing that those born after 1990 have far shorter tenures than prior generations. This bar-belled approach to staffing may provide a useful platform for advancing long-term community goals while accepting the realities of a labor force inclined to "gig employment." Developing a workable strategic human resources model with these principles will enhance NMB's ability to build upon its present strengths while advancing community development in coming decades.

³ Frank, H., & Kunz, D. K. (2024). The Need to Reconnect Public Administration Education, Research, and Practice. *Administration & Society*. <https://doi.org/10.1177/00953997241283706>

⁴ Twenge, J. M. (2017). *IGen : Why today's super-connected kids are growing up less rebellious, more tolerant, less happy--and completely unprepared for adulthood (and what this means for the rest of us)*. Atria Paperback.

⁵ Bureau of Labor Statistics. (2024). *Employee Tenure in 2024*. <https://www.bls.gov/news.release/pdf/tenure.pdf>

⁶ *Total DoD Personnel – 2020 Demographics Dashboards*. (n.d.). Demographics.militaryonesource.mil. <https://demographics.militaryonesource.mil/chapter-1-total-military-force>

⁷ Parker, K., Cilluffo, A., & Stepler, R. (2017, April 13). *6 facts about the U.S. military and its changing demographics*. Pew Research Center. <https://www.pewresearch.org/short-reads/2017/04/13/6-facts-about-the-u-s-military-and-its-changing-demographics/>



APPENDIX

North Miami Beach Demographic Assessment

The following section presents a comprehensive demographic assessment of North Miami Beach, benchmarked against Miami-Dade County. The primary data source for general demographic information is the U.S. Census Bureau's American Community Survey (ACS) 5-year estimates for 2019 to 2022. Forecast data is sourced from Esri, providing insights into future trends. The housing analysis incorporates data from the Shimberg Center for Housing Studies, Miami Realtors, and Reinhold P. Wolff Economic Research, Inc. Safety-related data is drawn from the Florida Department of Law Enforcement. Together, these sources offer a robust foundation for understanding the city's demographic, education, health, economic, housing, and safety dynamics.

North Miami Beach Demographic Assessment



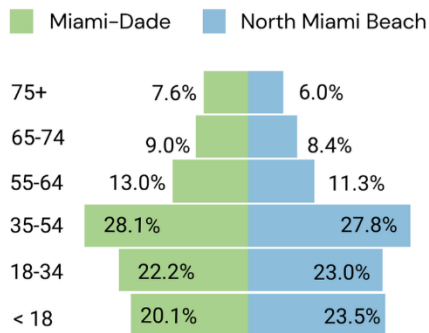
General Demographics

2023 Population 42,838

Annual population growth rate 2023-2028: 1.2%.

Age Group

North Miami Beach has a **younger** population than Miami-Dade County.



Gender

The proportion of females in North Miami Beach is **higher** than that of Miami-Dade County (50.9%).



Average Household Size (2022)

There has been a decrease in the average household size since 2019. North Miami Beach consistently exhibits a **larger** average household size compared to Miami-Dade County. Projections suggest a continuing decline in household size to 2028.

Miami-Dade North Miami Beach

2.77

2.88

Median Age (2022)

The median age of North Miami Beach is projected to reach 38.7 by 2028.

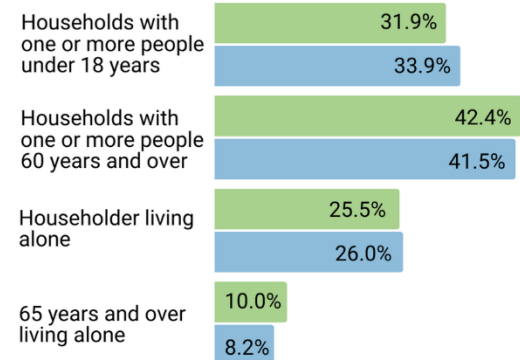
Miami-Dade County 40.6 YEARS OLD

North Miami Beach 38.1 YEARS OLD

Household Type

North Miami Beach has a **younger** household demographic compared to Miami-Dade County.

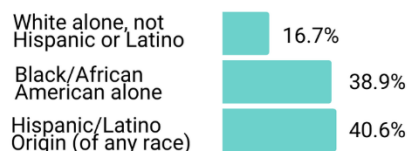
Miami-Dade North Miami Beach



2023 Population by Race

North Miami Beach has a **higher** proportion of African American residents than Miami-Dade County (17.1%).

The **largest** demographic group in North Miami Beach consists of individuals of Hispanic or Latino origin, regardless of race.



Data Source

Census Bureau ACS 5-Year Estimates 2019-2022
Esri forecasts; Shimberg Center for Housing Studies
Florida Department of Law Enforcement
Miami Realtors; Reinhold P. Wolff Economic Research, Inc.



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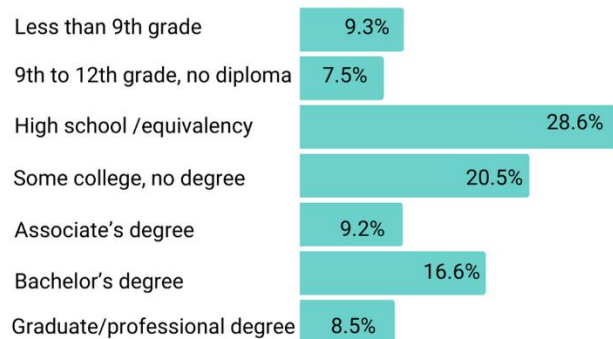
North Miami Beach Demographic Assessment



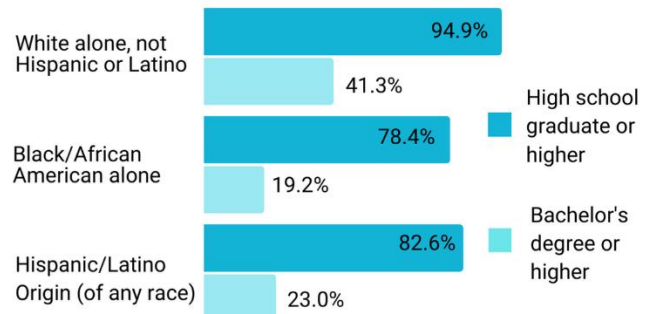
Education

Population 25 years and over

In comparison to Miami-Dade County, North Miami Beach has a **higher** proportion of individuals with some college education (no degree), while there are **fewer** individuals with bachelor's and higher degrees.



Education by Race



Education by Gender

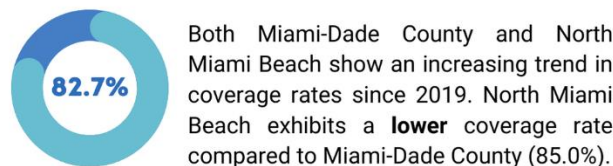
Bachelor's Degree and Higher

A **higher** proportion of females hold a bachelor's degree or higher compared to males.

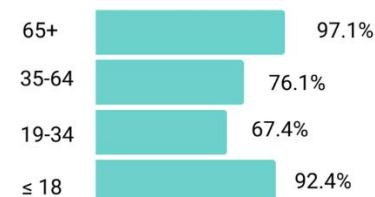


Health Insurance

2022 Health Insurance Coverage

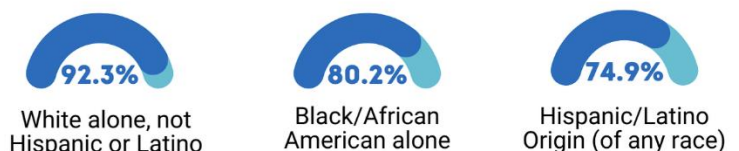


Health Insurance Coverage by Age



Health Insurance Coverage by Race

The population of Hispanic/Latino Origin has the **lowest** rate of health insurance coverage.



Data Source

Census Bureau ACS 5-Year Estimates 2019-2022
Esri forecasts; Shimberg Center for Housing Studies
Florida Department of Law Enforcement
Miami Realtors; Reinhold P. Wolff Economic Research, Inc.



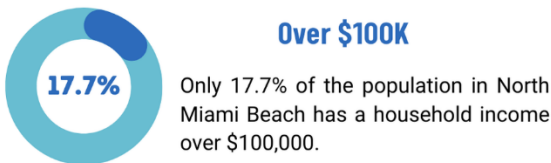
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North Miami Beach Demographic Assessment



Economic Characteristics

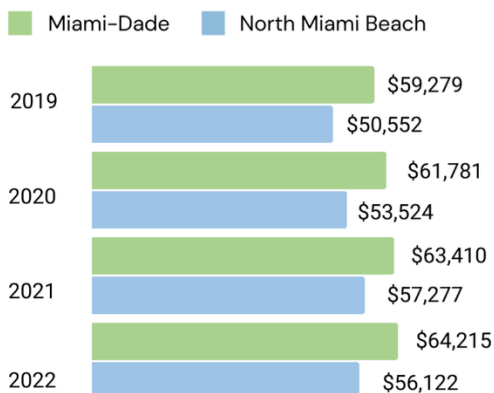
Household Income



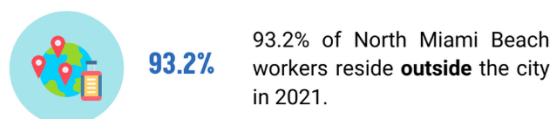
Median Household Income (Constant 2022 dollars)

Compared to Miami-Dade County, the median household income of North Miami Beach is **lower**, though it has been on an upward trend since 2019.

Annual Growth Rate of Median Household Income in North Miami Beach 2023-2028: 3.4%

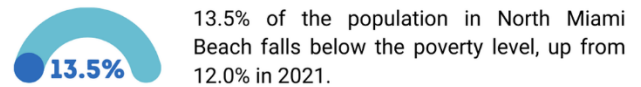


Worker Inflow Ratio

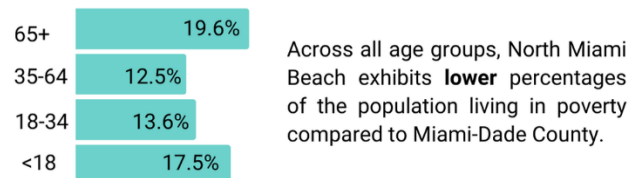


Population in Poverty (2022)

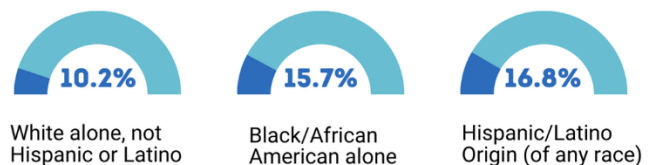
Compared to Miami-Dade County (15.3% in 2022), North Miami Beach has a **lower** poverty rate.



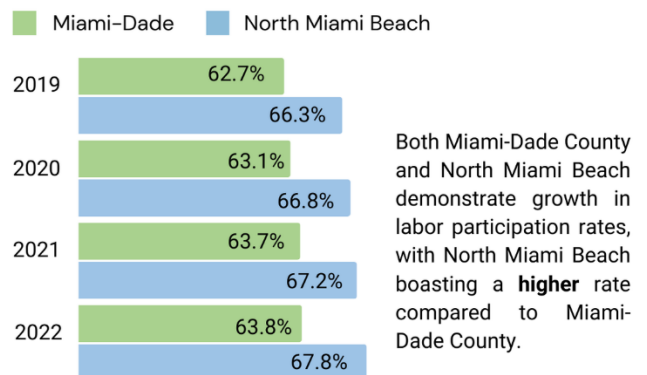
Age of Population in Poverty



Race of Population in Poverty



Labor Participation Rate, 16 years and over



Data Source

Census Bureau ACS 5-Year Estimates 2019-2022
Esri forecasts; Shimberg Center for Housing Studies
Florida Department of Law Enforcement
Miami Realtors; Reinhold P. Wolff Economic Research, Inc.



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North Miami Beach Demographic Assessment



Housing

Median Sale Price 2024 Q1

	Miami-Dade County	North Miami Beach
Single-Family House	\$645,000	\$507,500
Townhouses & Condos	\$423,000	\$302,500

Monthly Apartment Rents 2024 Q1

	Miami-Dade	North Miami Beach
1-Bedroom	\$2,569	\$2,309
2-Bedroom	\$3,080	\$2,868
3-Bedroom	\$3,810	\$3,389

Years Home Structure Built

	Miami-Dade	North Miami Beach
2020 or later	1.8%	1.9%
2010 to 2019	4.8%	2.7%
2000 to 2009	13.0%	2.3%
1990 to 1999	12.6%	3.0%
1980 to 1989	14.5%	6.5%
1979 or earlier	53.3%	83.8%

North Miami Beach's homes, in contrast to those in Miami-Dade County, were built in **earlier** years.

Housing Cost Burden 2022

Cost-burdened (30%+)	51.0%	Severely Cost-burdened (50%+)	24.3%
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Housing Tenure

North Miami Beach has a **lower** proportion of homeowners compared to Miami-Dade County. Projections indicate an expected increase in homeowners in North Miami Beach through to 2028.

	Owner	Renter
2019	50.6%	49.4%
2020	52.1%	47.9%
2021	53.6%	46.4%
2022	50.3%	49.7%

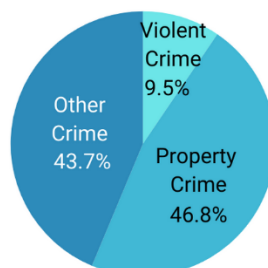
Safety

2023 Crime Rate per 100,000 Population

Compared to Miami-Dade County, North Miami Beach has a **higher** crime rate per 100,000 population.

Miami-Dade County	4909.3
North Miami Beach	7167.4

2023 Crime Rate By Group



Other crimes encompass a broad spectrum of offenses, such as simple assault, intimidation, fraud, identity theft, and human trafficking, etc..

Total Index Crimes

Year	Total Index Crimes
2019	1,845
2020	1,490
2021	1,496

Index crime includes murder, rape, robbery, aggravated assault, burglary, larceny, and motor vehicle theft.

Data Source

Census Bureau ACS 5-Year Estimates 2019-2022
Esri forecasts; Shimberg Center for Housing Studies
Florida Department of Law Enforcement
Miami Realtors; Reinhold P. Wolff Economic Research, Inc.



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