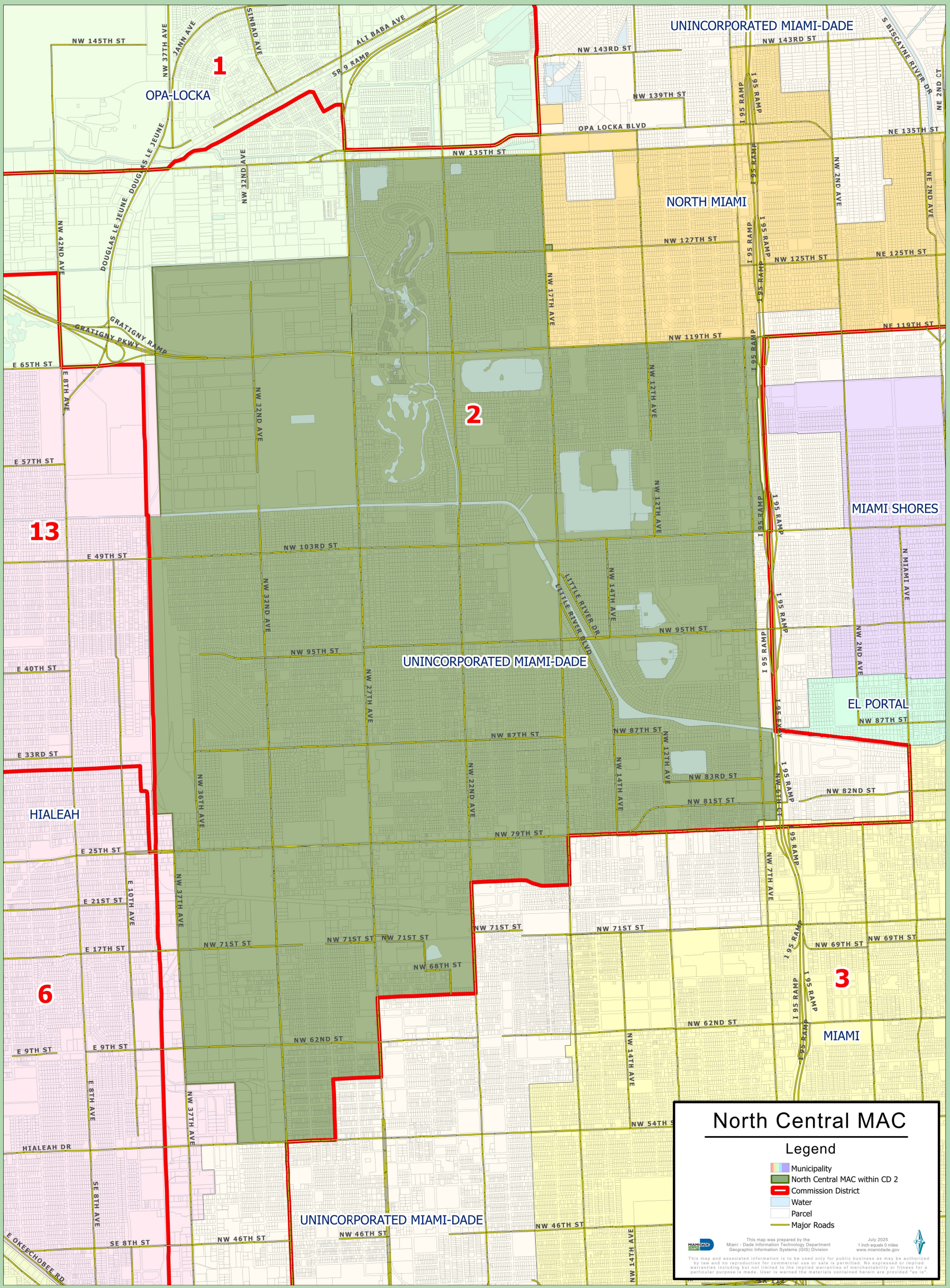
North Central Dade Municipal Advisory Committee

Arcola Lakes Senior Center - 8401 NW 14 Avenue
September 2, 2026 - 6:00 p.m.

County Commission Rules - Rule 6.05 DECORUM

Any person making impertinent or slanderous remarks or who becomes boisterous while addressing the commission, shall be barred from further audience before the commission by the presiding officer, unless permission to continue or again address the commission be granted by the majority vote of the commission members present. No clapping, applauding, heckling or verbal outbursts in support or opposition to a speaker or his or her remarks shall be permitted. No signs or placards shall be allowed in the commission chambers. Persons exiting the commission chamber shall do so quietly.

1. Call to Order & Roll Call
2. Reasonable Opportunity for Public Comments
3. Approval of Meeting Agenda
4. Approval of Meeting Minutes
    - June 10, 2026
5. MAC Board Discussion
    - North Central MAC Board pro forma budget discussion
6. Proposed Next Meeting Dates and Location
    - Wednesday, October 7, 2026, Arcola Lakes Senior Center, 6:00 PM
7. Adjournment


UNINCORPORATED MIAMI-DADE
OPA-LOCKA
NORTH MIAMI
MIAMI SHORES
EL PORTAL
HIALEAH
MIAMI
UNINCORPORATED MIAMI-DADE
UNINCORPORATED MIAMI-DADE
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HIALEAH DR
SE 8TH ST
E OKEECHOBEE RD
NW 37TH AVE
JANN AVE
SINBAD AVE
ALT BABA AVE
SR 9 RAMP
NW 42ND AVE
DOUGLAS LE JEUNE
NW 32ND AVE
GRATIGNY PKWY
GRATIGNY RAMP
E 8TH AVE
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S BISCAYNE RIVER DR
NE 2ND CT
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N MIAMI AVE
NW 6TH CT
North Central MAC
Legend
Municipality
North Central MAC within CD 2
Commission District
Water
Parcel
Major Roads
This map was prepared by the Miami - Dade Information Technology Department Geographic Information Systems (GIS) Division
July 2025
1 inch equals 0 miles
www.miamidade.gov
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North Central Dade Municipal Advisory Committee

Meeting Minutes | June 10, 2026

Arcola Lakes Senior Center | 8401 NW 14 Avenue | 6:00 p.m.

Editorial note: This transcript is based on the speech-to-text material supplied by the user and has been lightly edited for readability.

Board Members	Affiliation	Attendance
Kenneth Kilpatrick (Chair)	Brownsville Civic Neighborhood Association	Present
Trameka Turner Rios (Vice Chair)	Little River Farms Homeowners Association	Present
Daniella Pierre (Secretary)	Northwest 7th Avenue Corridor Community Redevelopment Agency	Present
Sandy Lila	Northwest 79th Street Corridor Community Redevelopment Agency	Present
Anthony Bonamy	Community Member	*Absent*
Joyce Brown	Gratigny Neighborhood Association	Present
Vanessa Woodard Byers	*Twin Lakes/North Shore Gardens Homeowners Association*	*Absent*
Kathleen Gordon	Gladeview Homeowners and Civic Association	Present
Felicia Mayo-Cutler	Northshore Community Association	Present
Pastor Richard Paul Dunn	*Faith Community Baptist Church*	Present
Miguel Quintero	*Faith Community Baptist Church*	*Present*

A quorum was acknowledged, and the meeting proceeded.

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1. Call to Order and Roll Call

Chair Kenneth Kilpatrick called the June 2026 meeting to order. Board members identified in the supplied transcript included Miguel Quintero, Joyce Brown, Trameka Rios, Kathleen Gordon, and Felicia Mayo-Cutler

2. Reasonable Opportunity for Public Comments

Samuel Williams | 3250 Northwest 28 Terrace, Miami, Florida 33142
Supported adding Brownsville to the MAC study and expressed willingness to assist with efforts to bring additional revenue and businesses into Brownsville.

Nicholas [unclear] | 3160 [unclear] 46th Street, Miami, Florida
Supported adding Brownsville to the MAC and expressed concern that residents want inclusion and representation in the process.

[Unclear] Torres | 5801 Northwest 24th Avenue
Attended to learn more about the process, supported efforts to encourage neighborhood investment and business development, and expressed concern about substantially increasing taxes.

Pastor Ross Pierre | 3167 Northwest 56th Street, Miami, Florida [unclear]
Expressed support for Brownsville's inclusion and requested information about the feasibility process. He stated that Greater Macedonia supports the effort.

Anthony Robinson | 472 Northwest [unclear]
Supported adding the Brownsville community to the MAC study, emphasizing community representation, family property ownership, and residents' ability to influence what happens within Brownsville.

Rose Sterling | 11414 [unclear]
Asked whether matters pertaining to her area, including redevelopment, were being considered.

3. Approval of Meeting Agenda

A motion was made and seconded to approve the meeting agenda. The agenda was approved unanimously.

4. Approval of May 6, 2026 Meeting Minutes

The Chair tabled approval of the May 6, 2026 minutes to the next meeting so corrections could be made. Members were asked to submit any additional corrections to staff.

5. Miami-Dade Office of Management and Budget Update

An Office of Management and Budget representative presented information on the potential fiscal impact of proposed homestead property-tax changes. The discussion centered on how a reduction in property-tax revenue could affect Miami-Dade County, the unincorporated municipal service area (UMSA), and the feasibility analysis for a potential municipality.

- The OMB representative stated that the proposed changes would phase out certain homestead property taxes while exempting School Board taxes.
- OMB estimated a countywide impact of approximately $385 million in 2027-28, including approximately $44.8 million in UMSA, with a larger impact in the following year as additional exemptions take effect.
- For the area under study, OMB estimated a potential two-year revenue impact of approximately $2.5 million to $3 million.
- OMB indicated that significant revenue losses could require reductions in services or other budget adjustments. Specific service reductions had not yet been identified.
- Possible responses discussed included raising the millage rate, reducing expenses or services, and pursuing economic development. OMB noted that local sales-tax options are generally controlled by state law.
- OMB stated that the State had discussed creating a trust fund to assist counties and municipalities, but no such fund had been established at the time of the meeting.

MAC Timeline and Extension Discussion

Chair Kilpatrick emphasized that the uncertainty surrounding future property-tax revenue could materially affect the MAC's feasibility analysis. He argued that additional time may be necessary so the Committee can evaluate updated fiscal information as it becomes available.

- The Chair clarified that he was not proposing a pause in the MAC's work. The Committee would continue moving forward with the information currently available.
- The Chair stated that the MAC is scheduled to sunset in January 2027 and that he had requested an additional 180 days, which could extend the process to approximately July 2027.
- The Chair noted that although the Board of County Commissioners approved the MAC in January 2025, the Committee's first meeting did not occur until July 2025 because of administrative and background-check processes.
- OMB stated that it would continue supporting the MAC and providing available information, while acknowledging that all relevant fiscal information might not be available by January.
- Committee members discussed the practical choices that could result from a revenue shortfall, including reduced services, increased millage, or other revenue-generating strategies.

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UMSA Assumed FY 2025–26 General Fund Budget

Benchmark-derived preliminary budget model for a proposed municipal service area, benchmarked against Miami Gardens and North Miami

This document sets out a balanced FY 2025–26 General Fund budget for a proposed Unincorporated Municipal Service Area of 68,976 residents. Ad valorem revenue is calculated directly from the given tax base — $6,163,967,721 of taxable value at 5.6 mills, budgeted at the 95% statutory collection ceiling — producing $32,792,308. Every other revenue line is benchmarked from Miami Gardens and North Miami on a per-resident basis, giving total General Fund revenue of $70,376,616, or $1,020 per resident, matched dollar for dollar by budgeted expenditures.

Against these municipalities, UMSA would be the lowest-taxed and the strongest-based of the three. Its 5.6 mills sit below Miami Gardens at 6.9363 and North Miami at 7.4000 — $560 per $100,000 of taxable value against $694 and $740. General Fund spending per resident is $1,020, close to Miami Gardens' $1,053 and well below North Miami's $1,702, though the North Miami includes $27.2M of appropriated fund balance and non-revenues and is nearer $1,247 on a recurring basis.

This model is an assumptions because a new city has no history to draw upon. Transfers and appropriated fund balance are set to zero; miscellaneous revenues are held at a $1.0M placeholder rather than the $5.4M when benchmarked against the other municipalities. Library & Cultural Arts, Special Events and Fleet Services are switched off by design, and Public Works ($3.0M) and Economic Development ($1.0M) are set as direct policy inputs above their blended peer shares. Public safety lands at 43.2% of the General Fund — between North Miami's 38.6% and Miami Gardens' 45.1%. The scenario analysis also contemplates what happens if the police budget is instead fixed at $44.0M funding it without cutting every other service.

Peer Benchmark Snapshot — FY 2025–26 Adopted

Metric	Miami Gardens	North Miami	UMSA (assumed)
Population	115,364	59,880	68,976
Operating Millage Rate (mills)	6.9363	7.4000	5.6000
Tax per $100,000 of taxable value	$694	$740	$560
Taxable Value (given for UMSA, implied for MG / NM)	$9,353,176,045	$4,077,385,946	$6,163,967,721
Taxable Value per Resident	$81,075	$68,093	$89,364

*Taxable value for Miami Gardens and North Miami is implied — back-solved from each city's budgeted ad valorem revenue divided by its operating millage rate — so both figures understate true taxable value, because the budgeted levy is already net of early-payment discounts and each city's own collection assumption. UMSA's $6,163,967,721 is a given figure, not implied.

Budget Totals — FY 2025–26 Adopted

Line	Miami Gardens	North Miami	UMSA (assumed)
General Fund Revenues	$121,482,777	$101,899,808	$70,376,616
General Fund Expenditures	$121,482,777	$101,899,808	$70,376,616

*General Fund revenues and expenditures balance exactly in all three columns, so each surplus/(deficit) is $0. Miami Gardens and North Miami are as adopted for FY 2025–26; UMSA is the modeled figure derived in this document. All-funds totals are not shown: Miami Gardens publishes its adopted budget for the General Fund only, so no all-funds figure exists at source, and North Miami's all-funds total is a single reported number appearing on both the revenue and expenditure lines rather than two independently sourced figures.

Executive Summary

This model estimates a balanced FY 2025–26 General Fund budget for UMSA using the provided taxable value, millage rate, collection assumption, and population. Ad valorem revenue is calculated directly from the tax base, while most other revenues and expenditure shares are benchmarked against Miami Gardens and North Miami on a per-resident or General Fund share basis.

Budgeted General Fund Revenue	**$70,376,616**
Budgeted General Fund Expenditures	**$70,376,616**
Population	68,976
Budget per Resident	$1,020

Key Inputs and Assumptions

Input	Value	Basis
Total Taxable Assessed Value	$6,163,967,721	Given
Operating Millage Rate	5.6 mills	Given
Assumed Collection Rate	95%	Conservative statutory budgeting assumption
Population	68,976	Given
Budgeted Ad Valorem Revenue	$32,792,308	Taxable value × millage ÷ 1,000 × collection rate

Taxable Value per Resident	$89,364	Tax-base capacity indicator

Revenue Build

Revenue Source	Miami Gardens	North Miami	UMSA Budget	Method / Notes
Ad Valorem Property Taxes	$64,876,435	$30,172,656	$32,792,308	UMSA calculated from tax base, millage, and collection rate
Utility & Communication Taxes	$12,992,140	$7,673,413	$8,303,509	UMSA benchmarked from peer-city revenue patterns
General Sales & Use Tax	$0	$696,639	$401,231	UMSA benchmarked from peer-city revenue patterns
Franchise Fees	$9,727,414	$5,951,817	$6,335,965	UMSA benchmarked from peer-city revenue patterns
Licenses & Permits	$2,831,500	$1,263,223	$1,574,031	UMSA benchmarked from peer-city revenue patterns
Intergovernmental Revenues	$15,035,000	$10,626,120	$10,614,838	UMSA benchmarked from peer-city revenue patterns
Charges for Services	$6,519,940	$9,839,546	$7,616,237	UMSA benchmarked from peer-city revenue patterns
Fines & Forfeitures	$4,655,450	$602,050	$1,738,496	UMSA benchmarked from peer-city revenue patterns
Miscellaneous Revenues	$2,971,648	$7,852,719	$1,000,000	UMSA held at conservative judgment input
Other Sources / Non-Revenues	$1,873,250	$27,221,625	$0	UMSA set to zero for a new city with no accumulated fund balance
Total General Fund Revenues	**$121,482,777**	**$101,899,808**	**$70,376,616**	**Dollar-amount comparison**

Expenditure Apportionment

Each city's departments mapped into common service categories, FY 2025–26 adopted. Homestead is excluded because it publishes its budget by fund only, with no departmental split available for its General Fund.

Service Category	Miami Gardens	North Miami	UMSA (assumed)
General Government & Administration	$20,232,140	$22,030,518	$14,013,404
Police / Law Enforcement	$53,966,457	$39,362,552	$30,407,985
School Crossing Guards	$873,726	—	$263,329

Service Category	Miami Gardens	North Miami	UMSA (assumed)
Public Safety — Subtotal	$54,840,183	$39,362,552	$30,671,314
Code Enforcement / Compliance	$2,825,926	$6,896,465	$3,329,641
Planning & Community Development	$1,127,111	$1,595,724	$913,050
Parks & Recreation	$16,507,460	$12,332,421	$9,406,245
Special Events	$6,350,000	—	—
Library & Cultural Arts	—	$3,692,981	—
Housing & Social Services	—	$3,145,636	$1,130,248
Education / Youth Development	$231,294	—	$69,709
Economic Development	—	$1,426,474	$1,000,000
Public Works / Streets & Facilities	—	$4,290,227	$3,000,000
Fleet Services	$5,160,014	—	—
Non-Departmental / Contingency	$14,208,649	$7,126,810	$6,843,005
Total General Fund Expenditures	$121,482,777	$101,899,808	$70,376,616

Methodology Notes

- **Property tax is calculated, not benchmarked.** The model uses the actual taxable value, 5.6 millage rate, and 95% collection assumption to produce $32.79M in budgeted ad valorem revenue.
- **Most other revenues are benchmarked per resident.** Utility taxes, franchise fees, permits, intergovernmental revenues, fines, and service charges are scaled by population rather than assessed value.
- **The peer set is Miami Gardens and North Miami.** Both are comparable built-out Miami-Dade municipalities. Homestead is excluded because its utility enterprise structure would distort the benchmark.
- **Transfers and appropriated fund balance are conservatively set to zero.** A newly incorporated city would not begin with decades of accumulated fund balance or legacy interfund transfers. The expenditure line is therefore labeled Non-Departmental / Contingency: for UMSA it carries only genuine year-one non-departmental costs — insurance, external audit, legal, IT and banking fees — plus a contingency. The Miami Gardens and North Miami figures on that line are as adopted and do include interfund transfers and reserve appropriations, so the row is not like-for-like across the three columns. The asymmetry runs one step deeper: UMSA's $6,843,005 is itself derived from a 10.0% blended share of those two peer amounts, so it is sized off a basket that includes components UMSA does not fund. The figure is defensible as a contingency provision and sits between the two peers, but it is not evidence that UMSA's contingency matches peer practice.
- **Expenditures are allocated using blended peer service shares, then adjusted for two policy inputs.** Each service category uses the average peer share of General Fund spending, normalized to UMSA’s revenue total. Public Works ($3.0M) and Economic Development ($1.0M) are set as direct policy inputs.

- **Library, Special Events, Fleet Services, fire-rescue, solid waste, and water/sewer are excluded by design.** Fire-rescue, solid waste, water/sewer and library service are funded through separate countywide districts or enterprise funds rather than this General Fund model. Special Events and Fleet Services are deliberate service-scope decisions: Miami Gardens funds a $6.35M special-events program and a $5.16M fleet department while North Miami funds neither, and UMSA follows the North Miami treatment on both. Fleet costs can sit inside the departments that incur them rather than in a standalone category.
- **Public Works has been corrected upward.** The blended peer share understated this line at $1.5M because Miami Gardens funds Public Works outside its General Fund; it is now overridden to $3.0M as a direct policy input, with Economic Development at $1.0M.

Expenditure Assumptions & Scenarios

Three assumptions side by side. Revenue other than property tax is held constant across all three — only millage and the police allocation change.

Scenario Drivers	Assumption A — Base (peer mix + PW / EcDev inputs)	Assumption B — 5.6 mills, Police $44M	Assumption C — 5.0 mills, Police $44M
Operating Millage Rate (mills)	5.6000	5.6000	5.0000
Assumed Collection Rate	95.0%	95.0%	95.0%
Population	68,976	68,976	68,976
Total Taxable Assessed Value	$6,163,967,721	$6,163,967,721	$6,163,967,721
Ad Valorem Revenue	$32,792,308	$32,792,308	$29,278,847
All Other GF Revenue (benchmarked, unchanged)	$37,584,308	$37,584,308	$37,584,308
Total General Fund Revenue	$70,376,616	$70,376,616	$66,863,154
Police Allocation (input / calculated)	$30,407,985	$44,000,000	$44,000,000
Balance Available for All Other Services	$39,968,631	$26,376,616	$22,863,154
Scaling Factor Applied to Other Services	100.0%	66.0%	57.2%
Police as % of General Fund	43.2%	62.5%	65.8%

Scenario Comparison by Service Category

Service Category	A — Base	B — Police $44M	C — 5.0 mills, Police $44M
Police / Law Enforcement	$30,407,985	$44,000,000	$44,000,000
School Crossing Guards	$263,329	$173,780	$150,632
General Government & Administration	$14,013,404	$9,247,907	$8,016,052
Code Enforcement / Compliance	$3,329,641	$2,197,340	$1,904,646

Service Category	A — Base	B — Police $44M	C — 5.0 mills, Police $44M
Planning & Community Development	$913,050	$602,552	$522,290
Parks & Recreation	$9,406,245	$6,207,491	$5,380,631
Special Events	—	—	—
Library & Cultural Arts	—	—	—
Housing & Social Services	$1,130,248	$745,888	$646,533
Education / Youth Development	$69,709	$46,003	$39,875
Economic Development	$1,000,000	$659,933	$572,027
Public Works / Streets & Facilities	$3,000,000	$1,979,799	$1,716,082
Fleet Services	—	—	—
Non-Departmental / Contingency	$6,843,005	$4,515,924	$3,914,387
Total General Fund Expenditures	$70,376,616	$70,376,616	$66,863,154

How the Three Assumptions Work — and What They Show

Method. All three scenarios share the same non-property revenue ($37,584,308), because utility taxes, franchise fees, permits, state shared revenue and program fees are driven by population and business activity, not by the millage rate. Only ad valorem moves with millage. Scenario A is the operative service budget — the Miami Gardens / North Miami apportionment, scaled by 0.9723 to fund the Public Works ($3.0M) and Economic Development ($1.0M) policy inputs. Three categories are zeroed out entirely — Library & Cultural Arts, Special Events and Fleet Services — so eleven categories are funded: police plus ten non-police service lines. In Scenarios B and C the police budget is a hard input of $44,000,000; the remaining balance is distributed across the ten non-police categories *pro rata* on their Scenario A shares.

Scenario A — 5.6 mills, peer mix with the two policy inputs. $70.4M of revenue, police at $30.4M (43.2% of the General Fund, $441 per resident). This is the benchmark case: every funded service sits inside or near the Miami Gardens / North Miami band, and non-police services get $579 per resident — against Miami Gardens' $585 and North Miami's $1,044. The non-departmental contingency line is the one caveat, for the reason given in the methodology notes.

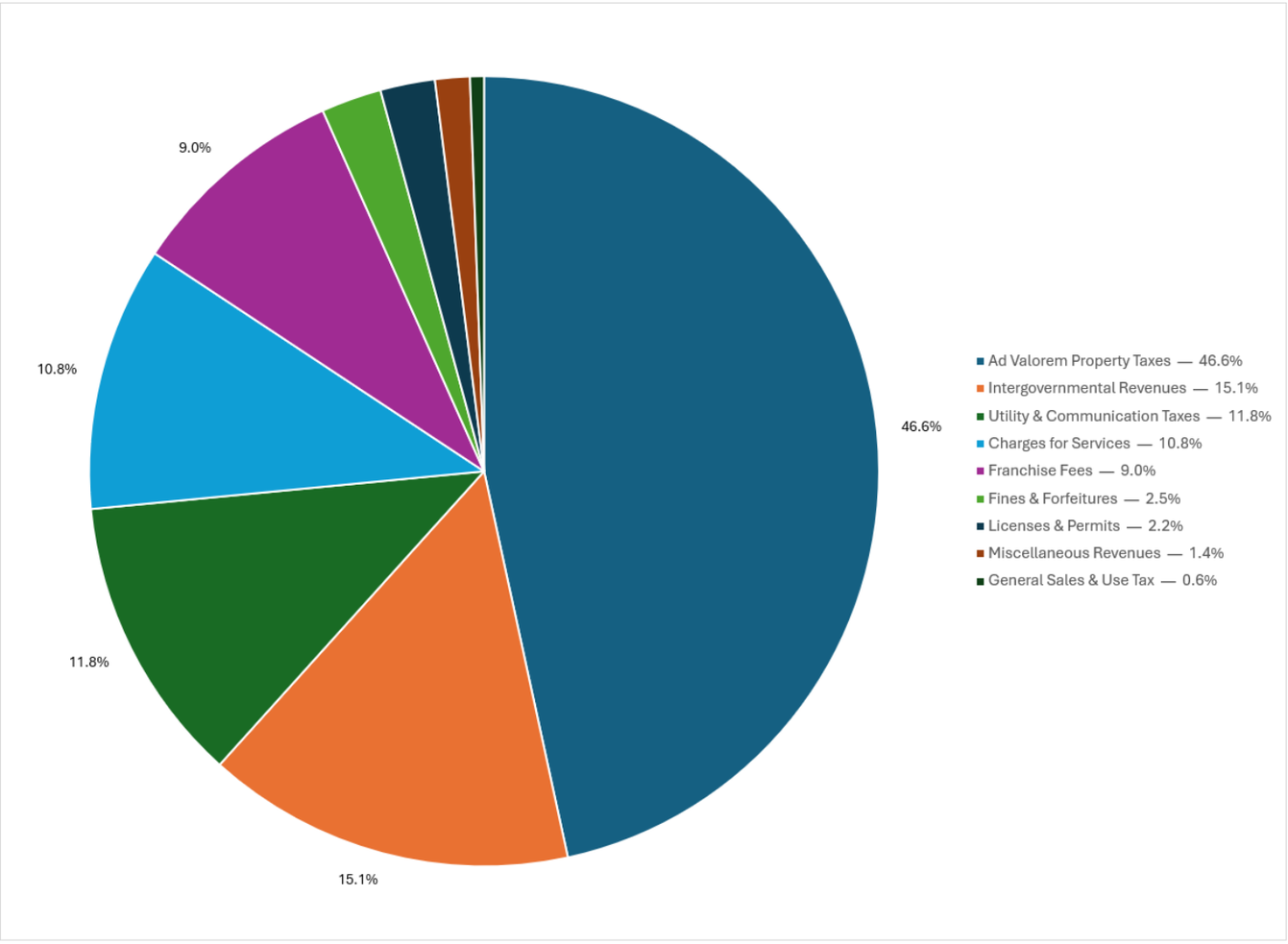
Scenario B — 5.6 mills, police at $44.0M. Police rises $13.6M (+44.7%) with no additional revenue, so every other service is cut 34.0% (scaling factor 66.0%). General government falls from $14.0M to $9.2M, parks from $9.4M to $6.2M, non-departmental contingency from $6.8M to $4.5M. Police becomes 62.5% of the General Fund and non-police spending drops to $382 per resident — below Miami Gardens' $585 and well under North Miami's $1,044. Cutting the contingency line by a third in a first-year budget is itself a material risk rather than a saving: it is the provision a new city relies on when an uninsured claim, a legal matter or a start-up cost overrun lands before any fund balance has accumulated.

Scenario C — 5.0 mills, police at $44.0M. Dropping 0.6 mills cuts ad valorem by $3.5M (-10.7%) and total revenue to $66.9M, while police stays fixed. Every other service is now cut 42.8% (scaling factor 57.2%): parks $5.4M, general government $8.0M, public works $1.7M, non-departmental contingency $3.9M. Police reaches 65.8% of the General Fund and non-police spending falls to $331 per resident. A lower millage and a higher police commitment pull in opposite directions, and the entire adjustment lands on the ten funded services.

UMSA Assumed Budget — Revenue and Expenditure Mix

Both charts show the Scenario A assumption at 5.6 mills, totaling $70,376,616 on each side. The revenue pie is the benchmarked build; the expenditure pie is the apportionment after the Public Works and Economic Development policy inputs and the three switched-off categories.

Revenue by Source — UMSA (assumed), FY 2025–26



Expenditures by Service Category — UMSA (assumed), FY 2025–26

