



# Village of Key Biscayne Fiscal Year 2026 Annual Budget



**Adopted Version - 9/29/2025**



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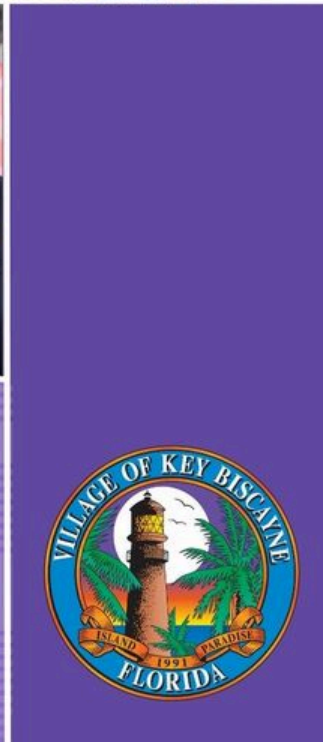
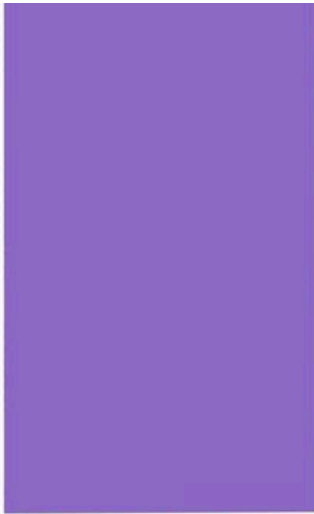
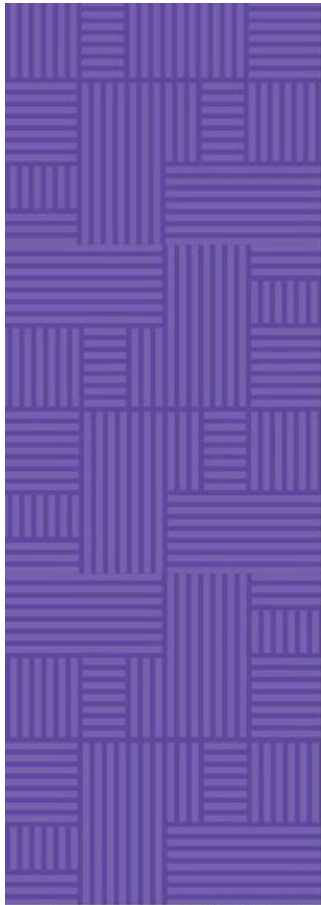


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# **INTRODUCTION**

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**2025 - 2026**  
ANNUAL BUDGET  
VILLAGE OF KEY BISCAYNE

# Village of Key Biscayne: Village Incorporation & Seal



## Village Seal

One of the oldest and most recognizable landmarks in South Florida, the lighthouse was first constructed in 1825. It has a colorful, well-documented history. It stands in the Bill Baggs Cape Florida State Recreation Area. Like all lighthouses, it is a symbol of familiar homecoming to sailors, fishermen, and landlubbers alike. It also represents man-made structures of lasting quality, strength, and safety in an uncertain world.

The coconut palm has been a popular symbol of peaceful nature for many tropical areas around the world. Key Biscayne was once a plantation for this versatile tree. The two sea birds, against the backdrop of the moon, stand for the animals with whom we share our environment.

The sun, sustainer of life, which figures prominently in many municipal emblems around the state, usually depicted at high noon, has just disappeared below the horizon, creating one of those sunsets that occur every once in a while. This kind of mood and feeling evoke a universal human reaction – a powerful visual reminder of the potential beauty and transitory nature of all things.

The moon is shown on our seal not just to be different from other communities, not only for its magical qualities, but also because we have been told that one of the earliest local Indian dialects contained a word-picture phrase, “Bischiyano,” meaning, simply – “Favorite Path of the Rising Moon.”

Adoption of the Village Seal took place on June 8, 1993, and adoption of the description of the Village Seal took place on August 10, 1993.

## **June 18, 1991: The Incorporation of the Village of Key Biscayne, Florida**

The Village of Key Biscayne, incorporated on June 18, 1991, is located in the center 1.25 square miles of a four-mile-long, two-mile-wide barrier island between the Atlantic Ocean and Biscayne Bay. The Village is bordered to the north by Miami-Dade County's Crandon Park and to the south by Bill Baggs Cape Florida State Park. The island is connected via causeway and bridges to the City of Miami on the mainland, approximately seven miles away.



## Village Council & Administrative Staff



**Joe I. Rasco**  
*Mayor*



**Oscar Sardiñas**  
*Vice Mayor*



**Michael F. Bracken**  
*Councilmember*



**Franklin H. Caplan**  
*Councilmember*



**Edward London**  
*Councilmember*



**Nancy Stoner**  
*Councilmember*



**Fernando A. Vazquez**  
*Councilmember*



**Steven C. Williamson**  
*Village Manager*



**Jocelyn Koch**  
*Village Clerk*



**Chad Friedman**  
*Village Attorney*

### **Administrative Staff**

Jennifer L. Rodero, Chief of Staff  
Francis "Frank" Sousa, Police Chief  
Joseph "Joe" Fernandez, Fire Rescue Chief  
Jeremy Calleros Gauger, Building, Zoning and Planning Director  
Todd Hofferbeth, Parks, Recreation & Open Spaces Director  
Christopher Miranda, Public Works Director  
Benjamin Nussbaum, CPA, Chief Financial Officer  
Juan C. Gutierrez, Human Resources Director

## About The Village of Key Biscayne



### **Village Profile**

Key Biscayne is a vibrant, residential community of more than 14,500 residents on a seven-mile-long, two-mile-wide barrier island only minutes from Downtown Miami. It is a barrier island in the United States nestled between Biscayne Bay and the Atlantic Ocean. It promotes a high quality of life, a thriving commercial district, and an increasingly resilient environment. Incorporated in 1991, the Village of Key Biscayne is proud of its 33rd Anniversary. This section provides a brief history and profile of the Village and how it has become the unparalleled Island Paradise that it is today.

### **Brief History**

Key Biscayne was discovered in 1513 when Juan Ponce de León charted the area and named it Santa Marta, claiming the area for Spain. However, archeological excavation suggests the Tequesta Indians pre-dated Ponce de Leon and inhabited the island more than 1,000 years prior. After Florida became a United States Territory in 1821, our iconic Cape Florida Lighthouse was constructed in 1825 and built on the southern tip of Bill Baggs Cape Florida State Park. The lighthouse has remained as one of South Florida's oldest standing structures, becoming a famous landmark for the Key and the region.

In 1908, William J. Matheson began purchasing real estate on the island and by 1928 owned approximately 1,700 acres of the island. In 1940, the heirs to the Matheson family donated the northern portion of their Key Biscayne holdings to Dade County for use as a public park with the condition that the County construct a causeway and park. Shortly afterward, World War II occurred, and construction was delayed.

On November 9, 1947, official ceremonies marked the opening of the Rickenbacker Causeway, connecting Key Biscayne to the mainland. Subsequently, the Matheson's transferred 975 acres to the County to build the park and beaches that are now Crandon Park. The new access, beaches, and park made the island a highly desirable area to live and visit. The remaining Matheson land soon became an area to develop premier residential and resort communities.

In 1950, the Mackle Brothers broke ground and constructed the island's first residential development. The construction of the original shopping plaza and beachfront Key Biscayne Hotel followed shortly thereafter. Within that span, the island community swelled from 29 residents to 2,500 residents by 1995. The Village was incorporated as a new municipality in 1991, fueled by the community's desire for self-governance, becoming the first new city in Miami-Dade County in over fifty years.



## Government Profile

The Village of Key Biscayne operates under the council-manager form of government. Policymaking and legislative authority are vested in a governing council consisting of the mayor and six council members. The council is responsible for, among other things, passing ordinances and resolutions, adopting the annual budget, appointing the Village Manager, the Village Clerk, and the Village Attorney. The Village Manager is responsible for carrying out the policies and ordinances of the Council, for overseeing the daily operations of the government, and for appointing the heads of various departments.

The Village of Key Biscayne offers a wide range of services, including police protection, fire and emergency medical services, public works infrastructure and maintenance, a full-service building, zoning, and planning service activities, solid waste collection, and a comprehensive storm water management system. Parks and Recreation services are provided through the Miami-Dade County Public School system and the County Library system.



## Local Economy

The Village of Key Biscayne enjoys a favorable economic environment and local indicators point towards continued future stability. This thriving and vibrant community is comprised of diverse, well-educated, and engaged citizens who take a genuine interest in the social, business, cultural and governing aspects of their Village. The Village is comprised of high-value residential housing stock and shopping centers. There is no industrial area in the community.



# Village of Key Biscayne: Demographics

## Summary & Analysis

The Village remains a highly desirable community, home to approximately 14,572 residents within its one-square-mile area. Since 2000, the population has grown by nearly 50%, increasing from about 10,000 residents to nearly 15,000 today. During the high season, the Village also welcomes thousands of visitors, pushing the population close to 20,000.

This growth has driven a 34% increase in property values since 2020, further boosting the Village's property tax base, which accounts for over 70% of its annual revenue. Today, the median home value surpasses \$1.3M. Property tax revenues are essential to sustaining and improving services, infrastructure, and programs that enhance the quality of life for residents and create a positive experience for visitors. However, with a growing population comes higher costs for maintaining the current level of services.

In this year's budget, the Village prioritizes key investments in infrastructure and public services to meet the demands of its growing community. Much of the recent growth can be attributed to new families with school-aged children moving to the area, drawn by the Village's safe, active, and vibrant environment. Since 2018, about 1,000 new children under the age of 18 have moved in, and families with school-aged children now make up a significant portion of the population. Approximately 30% of the village's residents are under 18, compared to just 19% statewide. Meanwhile, parents aged 35-55 make up the next largest age group at 32%.

The Village has also seen a notable cultural shift. Since 2018, the foreign-born population has grown by 24%, with most new residents coming from Latin American countries and ranging in age from 35 to 65. This increase in diversity has enriched the village's culture and created a more dynamic community.

With more residents and visitors, demand for public infrastructure and services has increased. The Village's roads, parks, bike lanes, sidewalks, and public facilities are all experiencing heavier use. Additionally, residents rely on essential services like police, fire, and the building department, while community programs and facilities, such as those offered by the Community Center, continue to see high participation. This year's budget highlights the importance of maintaining and enhancing infrastructure, particularly stormwater systems and roadways, to ensure resilience during storms and continued accessibility for all.

Our residents are not only active but also highly educated and financially well-off. More than 73% of residents over 25 hold a bachelor's degree or higher, and 47% of households earn over \$200,000 annually. The median household income stands at over \$170,000, significantly higher than the \$72,311 in Miami-Dade County. However, with almost 15,000 people living within just one square mile, traffic congestion continues to be a pressing issue, particularly during peak commuting hours. This year's budget includes efforts to address congestion, especially along the Rickenbacker Causeway and Crandon Boulevard Corridor—the Village's only evacuation route.

As a barrier island, the Village must provide comprehensive services and infrastructure to meet the needs of residents, who are isolated from mainland amenities and services. The Village delivers a wide range of public services, including police, fire, a community center, parks, athletics programming, stormwater infrastructure, and waste management. While maintaining control of these services offers benefits like local control and autonomy, it also places the financial responsibility for maintenance, operations, and capital investment squarely on the Village.

This year's budget is focused on maintaining quality services and making essential investments in programs and capital projects to ensure that the Village continues to offer a high quality of life for residents. Through careful planning and allocation of resources, the Village is working to meet evolving needs, mitigate environmental threats, and preserve the community's vibrant character well into the future.



# Population Overview



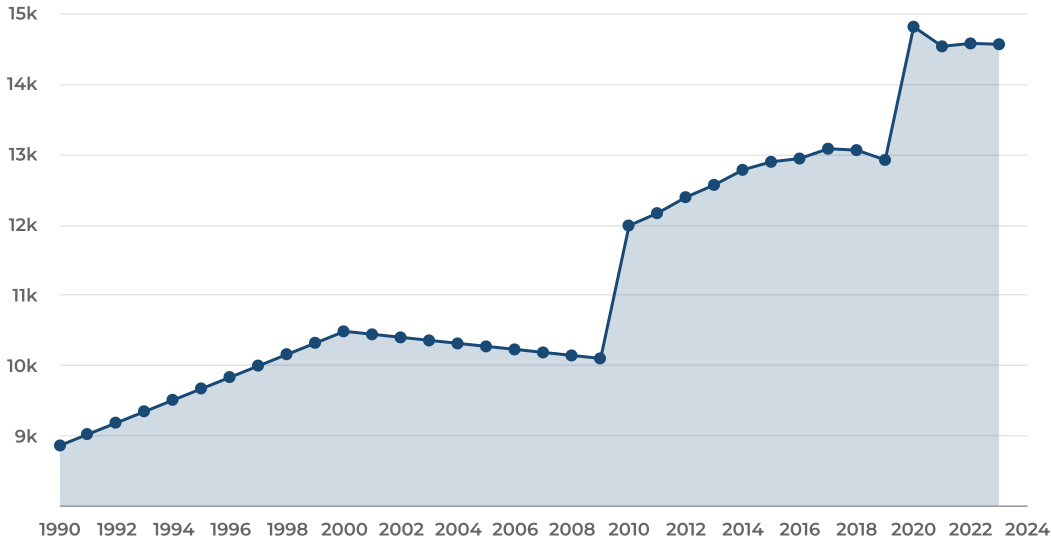
TOTAL POPULATION

**14,560**

▼ **.08%**  
vs. 2022

GROWTH RANK

**292** out of **415**  
Municipalities in Florida



\* Data Source: U.S. Census Bureau American Community Survey 5-year Data and the 2020, 2010, 2000, and 1990 Decennial Censuses



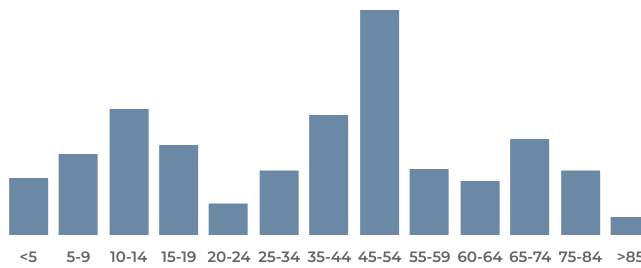
DAYTIME POPULATION

**14,476**

Daytime population represents the effect of persons coming into or leaving a community for work, entertainment, shopping, etc. during the typical workday. An increased daytime population puts greater demand on host community services which directly impacts operational costs.

\* Data Source: American Community Survey 5-year estimates

## POPULATION BY AGE GROUP



Aging affects the needs and lifestyle choices of residents. Municipalities must adjust and plan services accordingly.

\* Data Source: American Community Survey 5-year estimates

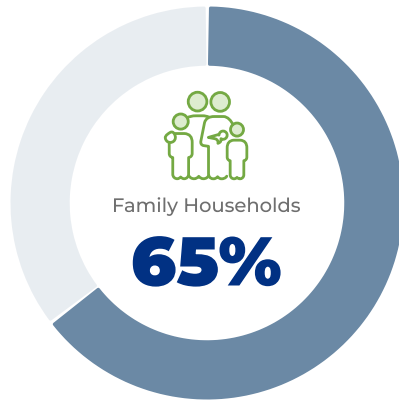


# Household Analysis

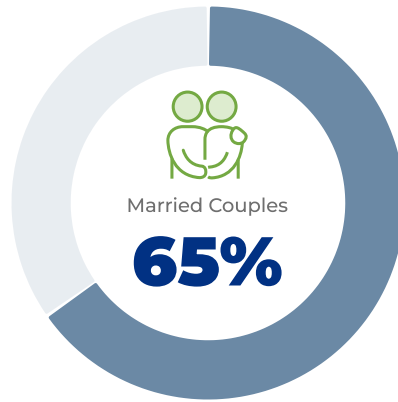
TOTAL HOUSEHOLDS

# 4,985

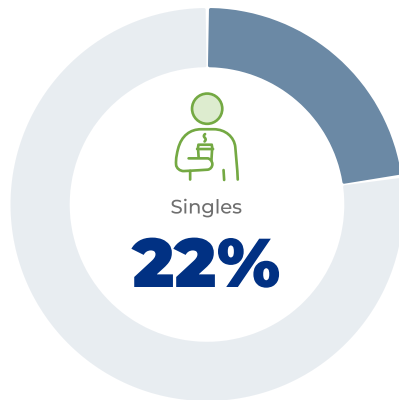
It is important to consider the dynamics of household types to plan for and provide services effectively. Household type also has a general correlation to income levels which affect the tax base.



▲ **39%**  
higher than state average



▲ **40%**  
higher than state average



▼ **22%**  
lower than state average



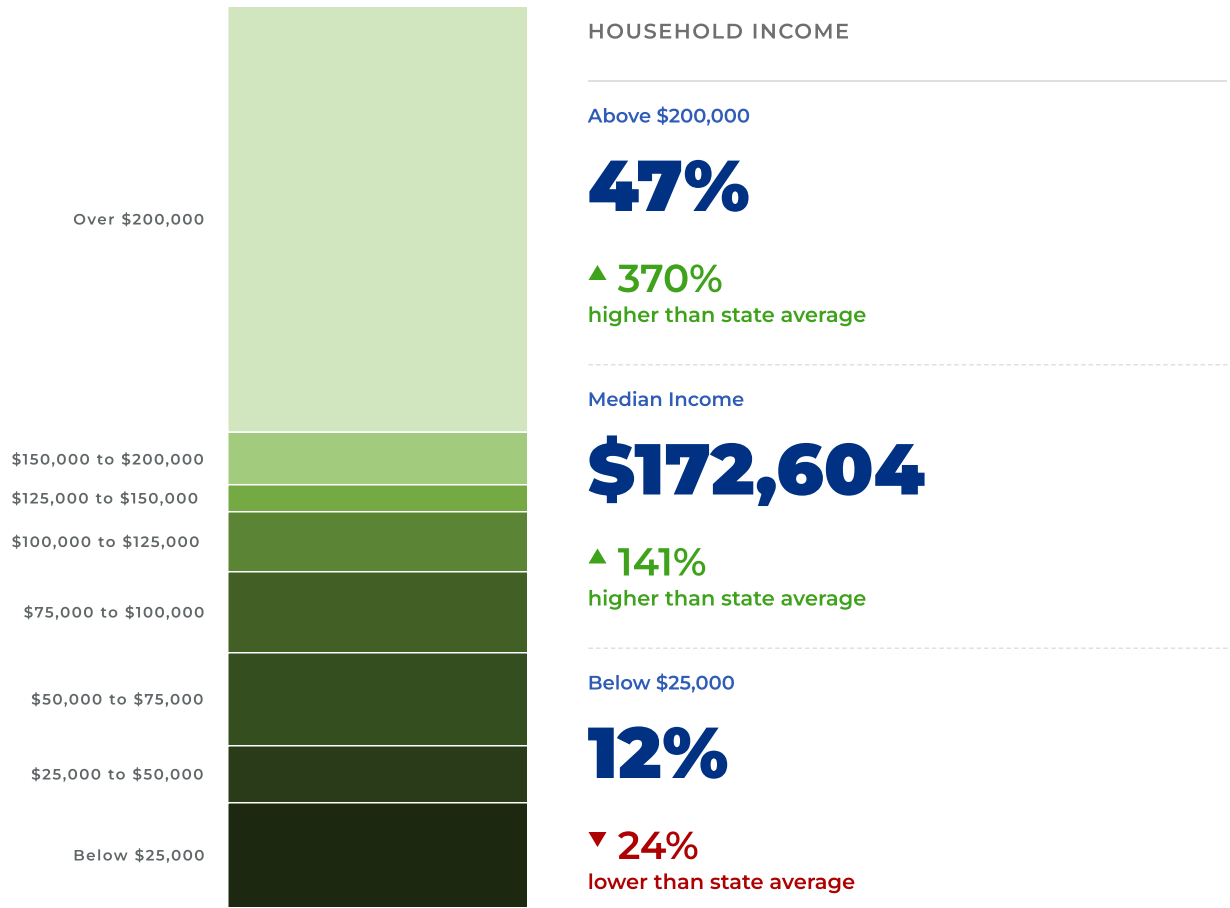
▲ **5%**  
higher than state average

*\* Data Source: American Community Survey 5-year estimates*



# Economic Analysis

Household income is a key data point in evaluating a community's wealth and spending power. Pay levels and earnings typically vary by geographic regions and should be looked at in context of the overall cost of living.



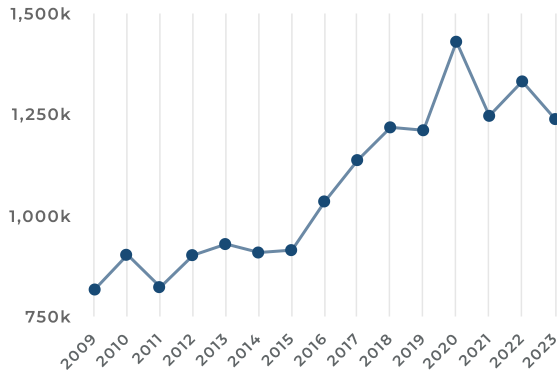
*\* Data Source: American Community Survey 5-year estimates*



# Housing Overview



2023 MEDIAN HOME VALUE  
**\$1,238,700**



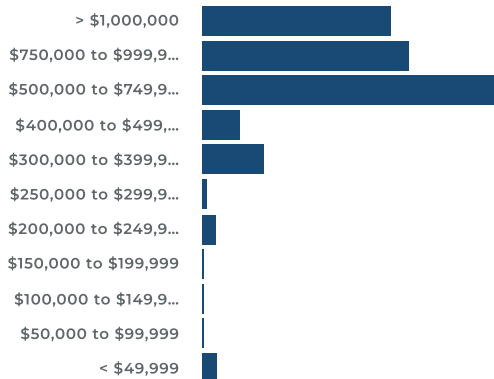
\* Data Source: 2023 US Census Bureau (<http://www.census.gov/data/developers/data-sets.html>), American Community Survey. Home value data includes all types of owner-occupied housing.

## HOME OWNERS VS RENTERS

Key Biscayne    State Avg.



## HOME VALUE DISTRIBUTION



\* Data Source: 2023 US Census Bureau (<http://www.census.gov/data/developers/data-sets.html>), American Community Survey. Home value data includes all types of owner-occupied housing.

\* Data Source: 2023 US Census Bureau (<http://www.census.gov/data/developers/data-sets.html>), American Community Survey. Home value data includes all types of owner-occupied housing.





# Village Manager's Message

Dear Key Biscayne Residents,

It is an honor to serve as your Village Manager for the fifth year, and it is my privilege to present the Village of Key Biscayne's Fiscal Year 2026 Budget. The budget reflects our commitment to **investing wisely and serving proudly**, ensuring we meet your expectations while responsibly managing public resources with precision, integrity, and purpose.

We began this budget process by listening. Through a bottom-up approach, each department identified its operational needs, which we then aligned with our strategic goals and available funding. The result is a balanced, forward-looking **\$53 million** budget, designed to deliver the essential services you rely on, respond to today's economic realities, and prepare our thriving community for tomorrow.

This year, we have reduced the millage rate by **3.2%**. **This is the fifth year in a row we have lowered the millage**, demonstrating our commitment to fiscal discipline while maintaining the high-performing operations our residents expect. Every dollar in this budget is purposefully directed toward improving the quality of life, enhancing safety, and building long-term resilience.

Our priorities are clear. We are investing in community safety through enhanced emergency services and proactive policing. We are improving road infrastructure and traffic enforcement to ensure our streets are safe. We are preserving our village character with thoughtful planning, beautification efforts, and expanded tree cover. And we are strengthening partnerships with local public schools to support educational excellence.

We are also focused on enriching our social fabric through engaging programs and events, improving our parks and athletic fields, and addressing traffic congestion both within the Village and along the Rickenbacker Causeway. Flood reduction and shoreline protection remain central to our infrastructure strategy, as does improving power reliability through electrical undergrounding and equipment upgrades. Finally, we continue to advance our communication and collaboration to ensure residents stay informed and active in shaping our future.

To support these priorities, we are implementing a **\$4.5 million Capital Improvements Plan**. This includes new police and fire rescue vehicles and equipment, expanded public security camera coverage, and upgrades to the Building Department's customer service area. We are also improving our athletic fields, pickleball courts, the Dog Park, and the Beach Park pavilion. Additional investments focus on roadway paving, traffic-calming, Harbor Drive restoration, and Crandon Boulevard safety enhancements. The plan also includes upgraded residential streetlights, and critical stormwater and electrical infrastructure.

In addition to capital investments, we are adding resources to improve parks maintenance, operations, programming, and safety. We are also enhancing resident services and communications, with a special focus on supporting individuals with disabilities and special needs. These additions will help ensure that our resident services continue to be friendly, responsive, and exceptional for everyone in our community.

As you can see, **this budget is not just about numbers; it is about outcomes**. It is about ensuring that Key Biscayne remains a safe, vibrant, and resilient community for generations to come. We are proud of the work we have done, and we are ready to take on the challenges ahead.

As always, we invite you to stay engaged. Attend our public meetings, explore our budget through the ClearGov portal, and share your feedback. Your voice helps shape our decisions and strengthens our community.

Together, we are building a better Key Biscayne through smart planning, shared vision, and a commitment to getting things done.

Warm regards,  
**Steven C. Williamson**  
Village Manager



# Strategic Plan & Priorities



## Vision

The Village of Key Biscayne has a clear **vision**: to maintain a safe, vibrant and thriving Island Paradise with a unique and enduring village ambiance and lifestyle. This vision emphasizes the importance of fostering a secure and welcoming environment where a cohesive community can thrive. It focuses on protecting the island's natural beauty and enhancing our public spaces, while promoting a lifestyle that blends the tranquility of village life with the vibrancy of a thriving community. By staying true to this vision, the Village ensures that Key Biscayne is a cherished home for its residents, where the distinct charm and sense of community continue to flourish for generations to come.

## Values

Our purpose is to strengthen the governance of the Village of Key Biscayne through a principled philosophy that requires us to be part of improving life in the village. While adhering to the vision, we rigorously follow a set of **values**:

**Residents first:** We anticipate and respond to our residents' needs in a caring, friendly and respectful manner to fulfill their expectations

**Teamwork always:** We collaborate with our colleagues, residents, businesses and partners to achieve our shared goals

**Stewardship matters:** We are guided by our integrity and ethics to do what's best for the village to earn and maintain the community's confidence

**Pursuing excellence:** We take pride in our work, strive to better ourselves, and are committed to create exceptional experiences for our residents

**Empowered to act:** We are entrusted to enhance our work environment and community by anticipating and solving problems to consistently exceed the village's needs

## Mission

The Village of Key Biscayne has a direct **mission** of providing a safe, quality community environment for all islanders through responsible government. This mission is crucial to the community as it embodies our commitment to advancing the unique charm, safety, and quality of life that residents value. As a small island community, Key Biscayne relies on effective governance to maintain its natural beauty, protect its coastal environment, ensure the well-being of its diverse population and to get things done. The mission serves as a guiding principle for sustainable development, responsible stewardship of resources, and fostering a sense of unity and belonging among residents.



## Strategy: STEARright 5 + 2 Goals

The Village Manager plays a pivotal role in translating the Village's vision into tangible outcomes. By setting clear, strategic goals, the Village Manager ensures that every department operates with a shared purpose, focused on building upon Key Biscayne's aspirations as a safe, vibrant, and thriving *Island Paradise*. These goals, known as **STEARright**, include five delivery goals and two supporting goals. They are crafted to address both immediate needs and long-term priorities, such as enhancing public safety, improving infrastructure, promoting sustainability, and fostering community engagement. By aligning departmental actions with these overarching objectives, the Village Manager guides coordinated efforts across all sectors of our local government, ensuring that each department contributes to the overall well-being and quality of life in Key Biscayne. This strategic approach allows the Village to not only meet the current demands of its residents but also to plan proactively for the future.

Safe & Secure Village

Thriving & Vibrant Community & Local Marketplace

Engaging & Active Public Spaces & Programs

Accessible, Connected, & Mobile Transportation Network

Resilient & Sustainable Infrastructure & Environment

+

Effective & Efficient Government Services

Communication & Collaboration



### Safe & Secure Village

Key Biscayne has long been recognized as one of Florida's safest cities, a distinction earned through strong leadership and a proactive approach to security. Village leadership is quick to enact effective policies and procedures that enhance safety and ensure compliance. The Village's Police and Fire Rescue Departments are always ready to provide quick, personalized responses to emergencies, offering residents peace of mind. First responders protect by land and sea, often switching between roles throughout the day, whether by car, bicycle, foot, boat or ATV. The Emergency Management Team focuses on hurricane preparedness and clear communication during crises, ensuring swift and effective responses to disasters. Secure sidewalks and safety resources across the municipality further reinforce Key Biscayne as a pedestrian-friendly community. Public outreach and educational events keep the community informed and engaged, underscoring the Village's commitment to a safe, welcoming environment for generations to come.



### Thriving & Vibrant Community & Local Marketplace

A flourishing public and commercial sector, combined with beautiful homes and beaches, creates a lively atmosphere that draws visitors and boosts the local economy on Key Biscayne. To strengthen this dynamic marketplace, the Village actively supports local businesses by ensuring commercial spaces adapt to changing needs while remaining compliant. The Village's forward-thinking approach to planning ensures there is a careful blend of the preservation of Key Biscayne's natural beauty and quality of life while advancing the community's needs to adapt to changing times. With a fast and convenient online service, thousands of permits are issued each year to residents and businesses. As new construction continues, the Village keeps development safe and sustainable through an efficient electronic building plan approval process. The Code Compliance team also works closely with residents and businesses to resolve issues and update outdated codes when necessary. By partnering with local institutions such as schools, clubs and churches, the community's diverse needs are addressed while building a sense of camaraderie, championing local businesses and supporting residential needs.



### Engaging & Active Public Spaces & Programs

Key Biscayne's growing recognition is fueled by its beautiful beaches, parks and a variety of recreational activities that foster connection and well-being among residents and visitors. The Village ensures parks are safe and well-maintained, regularly renovating them for the community to enjoy. The Community Center serves as the go-to hub, offering activities for everyone, from top-quality athletic facilities, cultural programming, educational courses and championship-level youth sports. The



proximity to Bill Baggs Cape Florida State Park and Miami-Dade County's Crandon Park adds even more outdoor options for residents. Annual Village-funded community programs, such as the Key Biscayne Film Festival, Community Compost and the Piano Festival, promote education, culture and civic engagement. The Village is committed to inclusivity, offering special programs for residents with unique abilities. Our community thrives on strong engagement, supporting an active lifestyle for residents of all ages.



### **Accessible, Connected & Mobile Transportation Network**

With seven million travelers passing the Rickenbacker Causeway each year, there are certainly major roadway impacts on residents and visitors. The Village is collaborating with City and County partners on a master plan to improve transportation and traffic along the Causeway due to congestion, construction and City of Miami events. Investment in infrastructure upgrades is making it faster and safer to get around Key Biscayne, with enhancements such as improved turning lanes, signalization, crosswalks and bike lanes. Flood resilience projects are also in place to improve our roadways and reduce road and parking lot flooding, which help our residents and visitors get in and out of shopping centers with ease. These efforts benefit both residents and businesses by minimizing congestion, improving accessibility, and ensuring logistical efficiency. In addition, expanded services such as Freebee and safer, ADA-compliant sidewalks are strengthening connections to local events, activities and shopping centers. Residents are continuing to benefit from ongoing improvements to infrastructure that are making getting around the island safer, faster and more convenient.



### **Resilient & Sustainable Infrastructure & Environment**

The Village is focusing on preparing our community and infrastructure to withstand and adapt to environmental changes. Our comprehensive Elevating Our Island Paradise™ resilience program aims to reduce the impacts of flooding, sea level rise and other environmental challenges. Immediate Flood Control and Mitigation projects are already providing relief to residents, with redesigned catch basins and improved drainage on roadways. Future efforts include upgrading the stormwater system, adding new pump stations, rebuilding dunes and renourishing the beach. Plans to underground electrical and telecommunication lines are in motion, ensuring infrastructure can withstand storms and environmental hazards. The U.S. Army Corps of Engineers' coastal storm risk management program is also providing federal assistance to protect our beach and bayside shorelines. With proximity to Biscayne Bay, water quality and conservation are essential, and the Village is actively exploring alternative energy sources. Collaboration with governments, businesses and experts ensures our policies, building standards and zoning regulations are updated to keep pace with environmental needs. Investing in these initiatives today will protect our homes, our island, and our lifestyle for the future.



### **Effective & Efficient Government Services**

The Village is dedicated to providing effective governance. To that end, we prioritize meeting residents' needs promptly and efficiently while setting clear goals and tracking performance. Customer service is at the heart of our approach, with initiatives aimed at delivering high-quality services quickly. Transparency is highly valued, with a focus on openly sharing information to build trust and ensure accountability. Leadership is accessible, with opportunities for residents to engage directly with the Manager and directors. The Village carefully manages its budget by seeking creative revenue sources and grants to support community projects while right-sizing spending. Staff training and recruitment are also top priorities to maintain high service standards. A strong procurement process enhances contract management and vendor competition, and partnerships with local agencies and municipalities help improve program effectiveness. Overall, we are committed to providing impactful, efficient services to our residents.



### **Communication & Collaboration with Community & Partners**

Clear communication and community involvement are top priorities for the Village. Numerous community meetings and workshops are hosted annually, covering important topics such as resilience and public safety. Resident participation is highly encouraged, with feedback welcomed through public meetings, fact-finding committees, and Council boards. News and

updates are communicated through dedicated channels to ensure timely and accurate information, particularly during emergencies. Our website is the central hub for all municipal information, and efforts are underway to make it even more user-friendly and service-focused. Social media plays a major role in keeping the community connected, and the VKB 311 app makes it easy to report issues and stay updated. Collaboration with local media, County, State and Federal agencies, as well as support businesses, academic institutions and nonprofits, is key to enhancing significant projects on Key Biscayne. Open communication and transparency help the Village foster greater community involvement and participation from residents and other stakeholders.



# Fiscal Year 26 - Strategic Focus Areas

## 1. Ensure Community Safety

Community safety is essential to the well-being of the village. We aim to keep our residents safe and secure through increased police presence and vigilance, proactively preventing fires and ensuring building safety, improving emergency medical services, and professionally managing emergency incidents.

## 2. Maintain Safe Streets

With 15,000 residents in one square mile, street safety is a major quality of life concern. We aim to create a more walkable and bikeable community that safely integrates with our roadways and sidewalks. We will strictly enforce our traffic laws for vehicles and multi-modal devices while improving streetlight coverage.

## 3. Preserve & Shape Village Character

As we pursue our vision of a safe, vibrant, and thriving Island Paradise, we will follow practical ways to support smart development, protect neighborhoods, and strengthen community resilience. Through key initiatives, we will improve streetscapes, expand the tree canopy, maintain public art, and ensure our commercial and institutional areas reflect community expectations.

## 4. Partner with Local Public Schools

We will continue to collaborate with our local public schools to support academic excellence, student well-being, and family engagement. These partnerships help strengthen our community and ensure that educational institutions remain a vital part of village life.

## 5. Deliver Community Programs & Events

Key Biscayne's programs and events make our community unique. Residents and staff collaborate to offer active, engaging, and dynamic programming for all ages. We are focusing on teens, seniors, and special needs, improving athletics, partnering with local groups for cultural and educational activities, and continuing beloved holiday events. We will also guide the construction and programming of our new branch library. Across all programs, we prioritize the safety and well-being of every participant.

## 6. Enhance Public Spaces

We are committed to improving and maintaining our parks, athletic fields, beaches and community gathering areas. These spaces are essential for recreation, wellness, and social connection, and we will continue to invest in their accessibility, safety, and appeal.

## 7. Alleviate Traffic

Traffic congestion affects our residents' daily lives. On weekends, we face significant visitor traffic and event traffic at adjacent parks and events on Virginia Key. We will focus on traffic choke points in the village; enhance coordination with the State, Miami-Dade County and the City of Miami; while collecting and analyzing traffic data for the entire corridor to better understand trends and inform coordination, communications and infrastructure solutions.

## 8. Reduce Flooding

Flooding drastically impacts our village through rain, tides, and groundwater and sea-level rise. We face the added threat of storm surge due to more frequent and severe storms. We will address these challenges through the comprehensive Resilient Infrastructure and Adaptation Program, the US Army Corps of Engineers Coastal Storm Risk Management Feasibility Study, and more focused maintenance and repair of our existing roadways and storm water systems.

## 9. Improve Power Reliability

We are committed to improving the reliability, resilience, safety, and accessibility of our electrical and telecommunications systems. This includes undergrounding utilities and addressing routine issues such as vegetation interference equipment maintenance to reduce outages and enhance service continuity.

## 10. Protect Shorelines

We will continue to protect our natural and built shorelines from erosion, storm surge, and sea-level rise. This includes investing in coastal infrastructure, beach nourishment, and environmental restoration to safeguard property, ecosystems, and public access.

## 11. Advance Collaboration & Communications



We are committed to strengthening communication with our residents through clear, timely, and responsive engagement. This includes listening to community feedback, refreshing our brand and website, and conducting a biennial resident survey. We also collaborate with regional agencies and venues—including Bill Baggs State Park, Crandon Park, and Virginia Key — to support quality of life, coordinate events, and address shared challenges that impact our residents.



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# **BUDGET OVERVIEW**

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## **Guide for Readers**

The following information is intended to be a guide to find information in the budget document of planned programs, services, and financial information. The Fiscal Year 2026 Key Biscayne Budget compiles financial and service delivery data in a single source document for easy reference.

The Fiscal Year 2026 Annual Budget for the Village of Key Biscayne, Florida is intended to serve four purposes:

### **A Policy Guide**

As a policy document, the budget serves to inform the reader about the organization and its policies. The budget includes organization-wide financial and programmatic policies and goals that address long-term concerns and issues, as well as its short-term financial and operational policies that guide the development of the budget for the upcoming year. This budget document details the services the Village will provide during the twelve-month period from October 1, 2024, through September 30, 2025. The departmental budget sections provide objectives, performance measures and highlights for each department.

### **A Financial Plan**

As a financial plan, the budget details the costs associated with providing municipal services and how they will be funded. The General Fund Section includes a summary and detailed description of all revenues and expenditures. The budget document explains the underlying assumptions for the revenue estimates and discusses significant revenue trends. In addition, there is discussion of the Village's accounting structure and budgetary policies.

### **An Operations Guide**

As an operations guide, the budget details how departments and the General Fund are organized. The budget informs the activities, services and functions carried out by each department. In addition, the budget provides for performance measurements of organization-wide objectives to aid in monitoring the progress of the Village. Each departmental budget section includes a description of the department's function, its goals and objectives, performance indicators, authorized positions, budget highlights, and the budgetary appropriation.

### **A Communication Device**

As a communication device, the budget provides summary information to aid in interpreting the document. Charts, graphs, tables, and text are included in every section to consolidate the information as much as possible. The budget document also includes a detailed table of contents and a glossary of terms to make it easy to locate and understand its contents. Finally, the budget includes the Manager's Message, which provides readers with a condensed analysis of the fiscal plans of the Village for the upcoming fiscal year.



## Budget Process

In accordance with the Village of Key Biscayne Charter, Article III, (Section 3.03, Powers and Duties of the Village Manager (Subsection 5)), the Village Manager must prepare and submit to the Village Council a proposed budget and capital improvement program. This section provides an overview of the Village of Key Biscayne's budget process for matching Village priorities with available resources; and the financial policies that guide budget decisions and spending in the Village.

### How the Budget Was Created

The Village of Key Biscayne begins its budget process with a strategic planning process to identify the needs and priorities of the community that results in objectives to guide the Village's budget process: our Strategic Priorities. These are combined with preliminary projections of revenues and expenditures based on financial trends and analysis that continue to be refined throughout the budget process.

### Budget Development

The development of the next fiscal year's budget begins in March when the Village Manager's Office and Department leaders hold a strategic planning meeting to align with the Village Council's goals and directives. In developing the Fiscal Year 2026 operating budget, departments analyzed existing services and potential services, considering the Council's priorities. The budget identifies added and removed services, which are then quantified in the line-item budget. They reflect not only the strategic priorities as set by the Village Council, but also the policy initiatives that contribute to the long-term financial health of the Village.

Departments set objectives to meet the needs identified in the strategic priorities. To meet these objectives, departments have specific actions that are measured through key performance indicators. Individual staff member's actions and performance measures are then linked to the department's objectives, showing each employee what the end result of their work should be and how they contribute to the goals of the Village. In this way, the budget becomes a tool to monitor operating performance.

The performance measures included in each department's summary are designed to show how the department's objectives support the strategic priorities.

### Budget Procedures

#### Balanced Budget

Each annual budget adopted by the Village Council shall be a balanced budget in accordance with the Village of Key Biscayne Charter, Article IV, (Section 4.05a).

#### Budget Adoption

The Council shall by ordinance adopt the annual budget on or before the last day of September of each year. If it fails to adopt the annual budget by this date, the Council may by resolution direct that the amount appropriated for current operations for the then ending fiscal year be deemed appropriate for the ensuing fiscal year for a period of fifteen (15) days and may be renewed by resolution each fifteen (15) days, with all items in it prorated accordingly, until such time as the Council adopts an annual budget for the ensuing fiscal year. An ordinance adopting an annual budget shall constitute appropriations of the amounts specified therein. (Section 4.05b)

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#### Specific Appropriation



The budget shall be specific as to the nature of each category of appropriations. Further changes, such as transferring of available funds within a specific department, may be authorized by the Village Manager. Reasonable appropriations may be made for contingencies, but not within defined spending categories. (Section 4.05c)

#### Budget Amendments

The annual budget is adopted by ordinance and may only be amended by ordinance. Contingency funds may only be transferred by the budget amendment process. (Section 4.07 a-b)

#### Budget Basis

The General or Operating Fund Budget of the Village of Key Biscayne is prepared on a modified accrual basis. Briefly, this means that obligations of the Village, such as outstanding purchase orders, are considered as encumbrances and are budgeted as expenses. Revenues are recognized only when they are actually received. The Village follows guidelines established by the Florida Department of Banking and Finance, the Government Finance Officers Association in association with the American Institute of Certified Public Accountants, the Charter of the Village of Key Biscayne and the Auditor General of the State of Florida.

The Annual Comprehensive Financial Report (ACFR) Florida Annual Comprehensive Financial Reports ([myfloridacfo.com](https://www.myfloridacfo.com)) (<https://www.myfloridacfo.com/transparency/state-financial-reports/FL-ACFR>) shows the status of the Village's finances on the basis of "Generally Accepted Accounting Principles" (GAAP). In most cases, this conforms to the method by which the Village prepares its budget. The ACFR shows fund expenditures and revenues on both a (GAAP) basis and budget basis for comparison purposes. Except that (GAAP) does not take encumbrances into account until they become payable.

#### Enterprise Funds

Solid Waste & Stormwater Utility Funds are budgeted on a full accrual basis. Not only are expenditures recognized when a commitment is made, but revenues are also recognized when they are obligated to the Village.



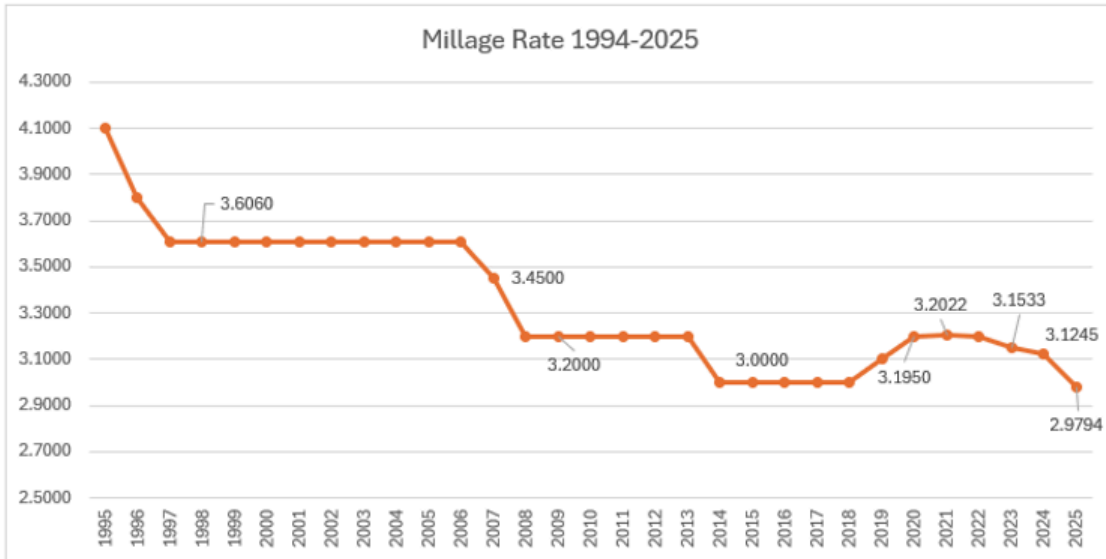
# Budget Summary

## Budget Summary

The proposed Fiscal Year 2026 General Fund Budget for the Village of Key Biscayne is \$45,428,090 which includes operations and maintenance, the Parks, Recreation & Open Space Land Trust (“PROS Land Trust”) transfer of \$320,861, and funding for capital improvements of \$2,654,622. Fiscal Year 2026 total operating expenditures represent an increase of 4.7% from Fiscal Year 2025 Budget when including debt service and transfers out. The estimated property assessment for Fiscal Year 2026 is \$11.7 billion, representing an increase of 6.5% from Fiscal Year 2025.

## Proposed Millage

The Village of Key Biscayne continues to hold the distinction of having the lowest overlapping millage rate of any municipality in Miami-Dade County. Despite significant ongoing economic pressures, the Proposed Budget levies property taxes on our residents and businesses using a millage rate of 2.8846.



## Revenue Summary

General fund revenues are expected to total \$45,428,090 which represents a 4.7% increase from Fiscal Year 2025. Ad-Valorem taxes account for approximately 70.6% of all general fund revenues.

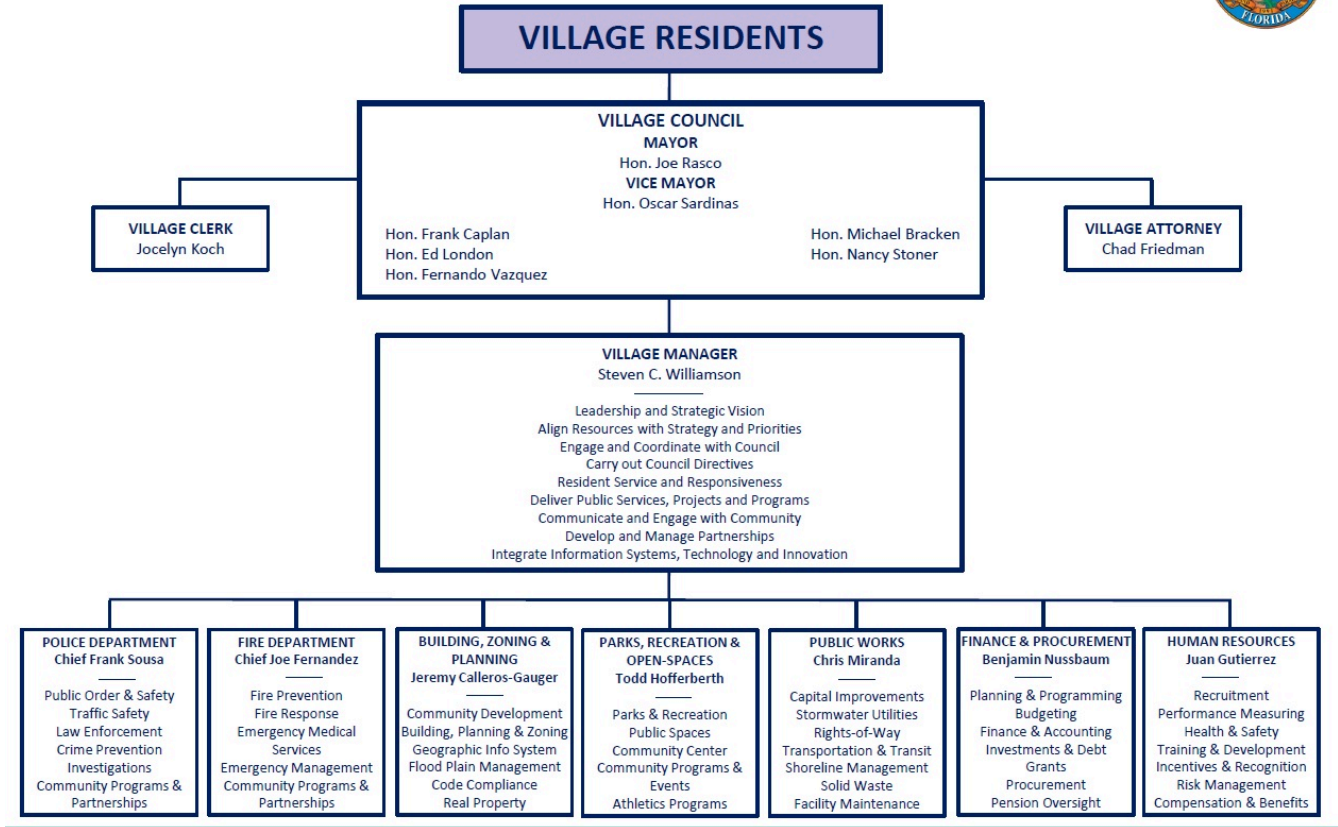
## Expenditure Summary

The total proposed General Fund Budget for Fiscal Year 2026 is \$45.4M which includes an operating expense of \$41,385,724, debt service of \$1,066,883, a transfer to the PROS Land Trust of \$320,861, and a transfer to the CIP Fund of \$2,654,622.



# Organization Chart

## Village of Key Biscayne Functional Organization Chart



## Village Authorized Positions

<b>Village Clerk Full Time</b>	<b>FY22-23</b>	<b>FY23-24</b>	<b>FY24-25</b>	<b>FY25-26</b>
Village Clerk	1	1	1	1
Agenda Coordinator/Records Manager	1	1	1	1
<b>FT Total</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>

<b>Administration Full Time</b>	<b>FY22-23</b>	<b>FY23-24</b>	<b>FY24-25</b>	<b>FY25-26</b>
Village Manager	1	1	1	1
Chief of Staff	1	1	1	1
Human Resources/Risk Management Director	1	1	1	1
Chief Financial Officer	1	1	1	1
Procurement Officer	1	1	1	1
Comptroller	1	1	1	1
Accounting & Payroll Clerk	1	1	1	1
Procurement Spec./Financial Analyst II	1	1	1	1
MIS Manager	1	1	1	1
IT Administrator	1	1	1	1
Community Engagement & Comm. Officer	1	1	1	1
Assistant to the Village Manager	1	1	1	1
Administrative Assistant	0	0	0	1
<b>FT Total</b>	<b>12</b>	<b>12</b>	<b>12</b>	<b>13</b>

<b>Planning, Zoning &amp; Code Compliance Full Time</b>	<b>FY22-23</b>	<b>FY23-24</b>	<b>FY24-25</b>	<b>FY25-26</b>
Plan Reviewer	1	1	1	1
Executive Asst/BTR	1	1	1	1
Senior Code Compliance Officer	0	0	1	1
Code Compliance Officer	2	2	1	1
<b>FT Total</b>	<b>4</b>	<b>4</b>	<b>4</b>	<b>4</b>

<b>Public Works Full Time</b>	<b>FY22-23</b>	<b>FY23-24</b>	<b>FY24-25</b>	<b>FY25-26</b>
Public Works Director	1	1	1	1
Chief Resiliency & Sustainability Officer	1	1	1	1
Superintendent	1	1	1	1
Engineer	1	1	1	1
CIP Program/ Grants Manager	1	1	1	1
Maintenance Laborer	2	2	2	2
Maintenance Supervisor	1	1	1	1
Resiliency Coordinator	1	1	1	1
Horticulturist	1	1	0	0
Operations Manager	0	0	1	1
Administrative Assistant/ Records Technician	0	0	0	0
<b>FT Total</b>	<b>10</b>	<b>10</b>	<b>10</b>	<b>10</b>



<b>Police Full Time</b>	<b>FY22-23</b>	<b>FY23-24</b>	<b>FY24-25</b>	<b>FY25-26</b>
Chief of Police	1	1	1	1
Deputy Chief of Police	1	1	1	1
Police Major	1	1	1	1
Police Lieutenant	3	3	3	4
Police Sergeant	5	5	5	4
Police Officer	27	27	29	29
Fleet Maintenance & Service Coordinator	1	1	1	1
Municipal Utility Worker	0	0	0	0
IT Administrator	1	1	1	1
Senior Executive Assistant	1	1	1	1
Executive Assisnat	1	1	1	1
Executive Services Administrator	1	1	1	1
Dispatcher Supervisor	1	1	1	1
Dispatchers	3	3	3	3
Administrative Services Coordinator	1	1	1	1
<b>FT Total</b>	<b>48</b>	<b>48</b>	<b>50</b>	<b>50</b>

<b>Fire Full Time</b>	<b>FY22-23</b>	<b>FY23-24</b>	<b>FY24-25</b>	<b>FY25-26</b>
Fire Chief	1	1	1	1
Deputy Fire Chief	2	2	1	1
Division Chief	0	0	1	1
Fire Captains	3	3	4	4
Fire Lieutenants	7	7	7	7
Drivers/ Engineers	12	12	12	12
Firefighters/Paramedics	14	14	14	14
Inspector-Fire Prevention	1	1	1	1
Executive Assistant to the Fire Chief	1	1	1	1
Administrative Assistant/ Records Technician	0	0	0	0
FT Sub-Total	41	41	42	42
<b>Fire Part Time</b>	<b>FY22-23</b>	<b>FY23-24</b>	<b>FY24-25</b>	<b>FY25-26</b>
PT Inspector- Fire Prevention	1	1	0	0
PT Sub-Total	1	1	0	0
<b>Total</b>	<b>42</b>	<b>42</b>	<b>42</b>	<b>42</b>

<b>Parks &amp; Recreations Full Time</b>	<b>FY22-23</b>	<b>FY23-24</b>	<b>FY24-25</b>	<b>FY25-26</b>
Parks, Recreation & Open Spaces Director	1	1	1	1
Assistant Parks & Recreation Director	1	1	1	1
Special Projects Coordinator	1	1	1	1
Parks & Athletics Program Manager	1	1	1	1
Community Program & Events Coordinator	1	1	1	1
Parks Supervisor	0	0	0	1
<b>FT Total</b>	<b>5</b>	<b>5</b>	<b>5</b>	<b>6</b>



<b>Community Center Full Time</b>	<b>FY22-23</b>	<b>FY23-24</b>	<b>FY24-25</b>	<b>FY25-26</b>
Youth Services Coordinator	1	1	1	1
Front Desk Manager	1	1	1	1
Adult Program Manager	1	1	1	1
Senior Recreation Supervisor	1	1	1	1
Recreation Supervisor	0	1	0	0
Room Monitor	0	0	1	1
Gym Attendant	1	1	1	1
Head Lifeguard	1	1	1	1
Front Desk MOD	0	1	1	1
FT Sub-Total	6	8	8	8
<b>Community Center Part Time</b>	<b>FY22-23</b>	<b>FY23-24</b>	<b>FY24-25</b>	<b>FY25-26</b>
Life Guards	7	7	7	7
Room Monitors/ Beach Rangers	23	21	21	21
Toddler Room	4	4	4	4
Front Desk	10	9	9	9
PT Sub-Total	44	41	41	41
<b>Community Center Seasonal</b>	<b>FY22-23</b>	<b>FY23-24</b>	<b>FY24-25</b>	<b>FY25-26</b>
Summer Camp Counselor	10	10	10	10
Sesonal Sub-Total	10	10	10	10
<b>Total</b>	<b>60</b>	<b>59</b>	<b>59</b>	<b>59</b>

<b>Athletics Full Time</b>	<b>FY22-23</b>	<b>FY23-24</b>	<b>FY24-25</b>	<b>FY25-26</b>
Athletics Coordinator	1	1	1	1
FT Sub-Total	1	1	1	1
<b>Athletics Part Time</b>	<b>FY22-23</b>	<b>FY23-24</b>	<b>FY24-25</b>	<b>FY25-26</b>
PT Athletics Staff	4	4	4	4
PT Sub-Total	4	4	4	4
<b>Total</b>	<b>5</b>	<b>5</b>	<b>5</b>	<b>5</b>



<b>Building Full Time</b>	<b>FY22-23</b>	<b>FY23-24</b>	<b>FY24-25</b>	<b>FY25-26</b>
BZP Director	1	1	1	1
Building Official	1	1	1	1
Chief Permit Clerk	0	0	1	1
Permit Clerk	2	2	1	1
Special Projects Coordinator	0	0	0	0
Building Systems Analyst	1	1	1	1
Chief Building Inspector	1	1	1	1
Chief Electrical Inspector	1	1	1	1
Chief Plumbing Inspector	0	0	0	0
Building Inspector	1	1	1	1
Senior Executive Assistant	1	1	1	1
FT Sub-Total	9	9	9	9
<b>Building Part Time</b>	<b>FY22-23</b>	<b>FY23-24</b>	<b>FY24-25</b>	<b>FY25-26</b>
PT Mechanical Inspector	1	1	1	1
PT Inspector	0	1	1	1
PT Plumbing Inspector	1	1	1	1
PT Permit Clerk	1	0	0	0
PT Sub-Total	3	3	3	3
<b>Total</b>	<b>12</b>	<b>12</b>	<b>12</b>	<b>12</b>

	<b>FY22-23</b>	<b>FY23-24</b>	<b>FY24-25</b>	<b>FY25-26</b>
<b>TOTAL Full Time</b>	<b>138</b>	<b>140</b>	<b>143</b>	<b>145</b>
TOTAL Part Time	52	49	48	48
TOTAL Seasonal	10	10	10	10
<b>GRAND TOTAL</b>	<b>200</b>	<b>199</b>	<b>201</b>	<b>203</b>



## Cost Allocations

Position	Home Department	Allocation
Building, Zoning, & Planning Director	Building	50% Building Fund 50% General Fund - Planning & Zoning
Senior Executive Assistant	Building	35% General Fund - Public Works 30% Building Fund 20% General Fund - Planning & Zoning 15% Solid Waste Fund
Parks & Athletics Program Manager	Parks & Recreation	50% General Fund - Parks & Recreation 50% General Fund - Athletics
Executive Assistant -BTR	Planning & Zoning	50% General Fund - Planning & Zoning 50% Building Fund
Code Compliance Officer (2)	Planning & Zoning	50% General Fund - Planning & Zoning 50% Building Fund
Plan Reviewer	Planning & Zoning	75% General Fund - Planning & Zoning 25% Building Fund
Chief Resiliency & Sustainability Officer	Public Works	75% General Fund - Public Works 25% Stormwater Fund
Public Works Director	Public Works	65% General Fund - Public Works 25% Stormwater Fund 10% Solid Waste Fund
Maintenance Supervisor	Public Works	80% General Fund - Public Works 10% Solid Waste Fund 10% Stormwater Fund
Maintenance Laborer (2)	Public Works	80% General Fund - Public Works 10% Solid Waste Fund 10% Stormwater Fund
Resiliency Coordinator	Public Works	50% General Fund - Public Works 50% Building Fund
Superintendent	Public Works	75% General Fund - Public Works 25% Stormwater Fund
CIP Program Manager	Public Works	75% General Fund - Public Works 25% Stormwater Fund
Engineer	Public Works	75% General Fund - Public Works 25% Stormwater Fund
Administrative Salaries	Administration	95% General Fund - Administration 5% Building Fund
Administrative Salaries	Administration	5% of CITT Revenue for Administrative Salaries to Transportation fund

# Financial Policies Overview

The following financial policy statements guide the daily operations of the Village of Key Biscayne. These policies define objectives, establish rules with parameters, and express guidelines for fiscal conduct by the Village in connection with the operating budget and capital improvement program.

## **Operating Budget Policies**

- The Village will pay for all current expenditures with current revenues. The Village will avoid budgetary procedures that balance current expenditures at the expense of meeting future years' expenses, such as postponing expenditures or accruing future year's revenues.
- The Village will maintain a continuing budgetary control system to ensure that it maintains line-item integrity.
- The administration will prepare monthly reports comparing actual revenues and expenditures with budgeted amounts for all funds.
- Wherever possible, the Village will integrate performance measures and productivity indicators in the budget.
- The budget will provide for adequate maintenance of capital assets and equipment and for their orderly replacement.

## **Capital Improvement Policies**

- The Village will annually update its six (6) year Capital Improvements Plan, including the budget year and the subsequent five program years.
- The Village will enact an annual capital budget based on the multi-year Capital Improvement Plan.
- A capital project is a project that adds to, helps maintain, or improves a Village asset with an anticipated cost equal to or exceeding fifty thousand dollars (\$50,000) or with an anticipated useful life equal to or exceeding seven (7) years. This definition includes, but is not limited to, capital projects undertaken for the following purposes:
  - Construction of a new facility (i.e., a public building, roadways, recreational facilities)
  - Addition, renovation, or expansion of an existing facility.
  - Nonrecurring major repair or rehabilitation of all or a part of an asset, facility or its grounds, or equipment.
  - Non-routine purchase or replacement of major equipment.
  - Planning, feasibility, engineering, or design study related to an individual capital improvement project or to a program that is implemented through individual capital improvement projects.
  - Planning, feasibility, engineering, or design study with a cost equal to or exceeding \$50,000 or more that is directly related to a project on the capital improvements program.
  - Any acquisition of land for a public purpose.
- The Village will develop the capital improvement budget in conjunction with the operating budget. Future operating costs associated with new capital improvements will be projected and included in operating budget forecasts.
- The Village will maintain a balanced mix of financing sources including, but not limited to, pay-as-you-go, grants, and debt without excessive reliance on any one source, and shall consider the following factors in evaluating the suitability of funding options for projects:
  - Legality
  - Equity
  - Effectiveness
  - Acceptability
  - Affordability
  - Ease of Administration
  - Efficiency
- The Village shall maintain its capital asset inventory at a level adequate to protect the Village's capital investment, avoid disruption of service delivery, and to minimize future maintenance and replacement costs.
- The Village will identify the estimated costs and potential funding sources for each capital project proposal before it is submitted to the Village Council for approval.
- The Village will determine the least costly financing method for all new projects.

## **Debt Management Policies**

- The total principal debt of the Village shall be limited to the greater of the following:
  - One percent of the total assessed value of all property within the Village, as certified to the Village by the Dade County Property Appraiser, for the current fiscal year; or
  - That amount, which would require annual principal and interest payments on debt during any fiscal year to exceed 15 percent of general fund expenditures for the previous full fiscal year.
- The Village will confine long-term borrowing to capital improvements or major projects that cannot be financed from current revenues or fund balances while preserving the desired fund balance.
- When the Village finances capital projects by issuing bonds, it will pay back the bonds within a period not to exceed the estimated useful life of the project.
- The Village will strive to have the final maturity of general obligation bonds at, or below, thirty (30) years.



- Whenever feasible, the Village will use current revenues, or other self-supporting bonds instead of general obligation bonds.
- The Village will not use long-term debt for current operations.
- The Village will maintain consistent communications with bond rating agencies regarding its financial condition.
- The Village will strive to maintain or improve our bond rating. The Village will follow a policy of full disclosure on every financial report and borrowing prospectus.

### **Revenue Policies**

- The Village strives to maintain a diversified and stable revenue system to shelter it from unforeseeable short-run fluctuations in any one revenue source.
- The Village will estimate its annual revenues by an objective, analytical process, wherever practical.
- The Village will project revenues for the next year and will update this projection annually. Each existing and potential revenue source will be reexamined annually.
- The Village will develop a long-term revenue projection system that considers new capital assets and the necessary cost of maintenance.
- Each year, the Village will analyze the full costs of activities supported by user fees to identify the impact of inflation and other cost increases.

### **Investment Policies**

- The Village of Key Biscayne will invest its funds in accordance with Florida Statute 218.415 and its internal Investment Policy.
- The funds will be invested based upon the following priorities:
  - Safety of principal
  - To meet the liquidity needs of the Village
  - Optimize investment returns after first addressing safety and liquidity concerns.
- The Village of Key Biscayne will conduct a cash flow analysis of all funds on a regular basis. Disbursement, collection, and deposit of all funds will be scheduled to ensure maximum cash availability.
- The Village will pool cash from several different funds for investment purposes, where permitted by law
- The Village will invest its idle cash on a continuous basis

### **Fund Balance Policies**

- Surplus funds in the general fund at the end of each fiscal year not placed by the Council in a restricted reserve fund shall be used either to reduce Debt or to reduce taxes in the next fiscal year. The allocation of surplus funds between restricted reserve funds, Debt reduction and tax reduction shall be at the discretion of the Village Council.
- To provide for emergencies, the Village shall maintain non-restricted reserve funds in an amount not less than \$2 million or in an amount greater than \$2 million but not greater than 20 percent of general fund expenditures for the previous full fiscal year.
- The Village will prioritize the use of most restrictive fund balances sources first before using new revenues or unrestricted fund balances.
- The appropriations of any approved or budgeted capital project not completed by the end of the fiscal year shall be carried forward to the next fiscal year. Purchase orders will lapse at fiscal year-end and be re-encumbered at the beginning of the next year for operational expenses not incurred by the last day of the fiscal year.
- The Village of Key Biscayne shall comply with GASB (Government Accounting Standards Board) Statement 54 and successor statements regarding the Fund Balance. Fund Balance will be classified as follows:
  - Non-expendable fund balance includes amounts that are not in spendable form or are required to be maintained intact (principal of endowment funds).
  - Restricted fund balances include amounts that can be spent only for the specific purposes stipulated by external resource providers (grant providers) constitutionally or through enabling legislation that creates a new revenue source and restricts its use). Restrictions may be changed or lifted only with the consent of resource providers.
  - Committed fund balances include amounts that can be used only for the specific purposes determined by a formal action of decisionmaking authority. Commitments may be changed or lifted only by Village Council taking the same formal action that imposed the constraint originally. Committed fund balance shall include encumbrances outstanding at year end.
  - Assigned fund balance comprises amounts intended to be used by the government for specific purposes. Intent can be expressed by the governing body or by an official or body which the governing body delegated the authority. In governmental funds other than the General Fund, assigned fund balance represents the amount that is not restricted or committed.
  - Unassigned fund balance is the residual classification for the General Fund and includes all amounts not contained in other classifications. Unassigned amounts are technically available for any purpose. If another governmental fund has a fund balance deficit, then it will be reported as a negative amount in the unassigned classification in that fund. Positive unassigned amounts will be reported only in the General Fund.

### **Accounting, Auditing and Financial Reporting Policies**

- The Village has established and will maintain a high standard of accounting practices.



- The Village financial system will be maintained in conformity with generally accepted accounting principles. The Village will strive to obtain and retain the Certificate of Achievement of the Government Finance Officers Association.
- Regular monthly and annual financial reports will present a summary of financial activity by major types of funds.
- Wherever possible, the reporting system will provide monthly information on the total cost of specific services by type of expenditure and, if necessary, by fund.
- An independent public accounting firm selected by the Village Council will perform an annual audit and will publicly issue a financial opinion.

### **Capital Assets Policies**

- **Threshold:** The Village will capitalize all individual assets and infrastructure with a cost of \$5,000 or more, and a useful life of more than 1 year.
- **Asset Categorization:** The Village shall account for assets and infrastructure meeting the minimum dollar and life thresholds in the following categories:
  - Buildings
  - Improvements
  - Furniture, Fixtures, & Equipment
  - Stormwater Utility System
- **Capital Outlay: Budget vs. GAAP (Generally Accepted Accounting Principles).** Only assets or infrastructure with a value over \$5,000 will be budgeted as a capital item in the budget. Short-lived assets which do not meet the capital asset threshold will be budgeted as operational materials and supplies.
- **Depreciation Method:** GASB (Governmental Accounting Standards Board) Statement 34 requires governments to depreciate capital assets with a defined estimated life.
  - The Village will use the straight-line depreciation method.
  - There will be no depreciation on land, rights-of-way, or other assets with an indefinite life.
  - Projects under construction are not subject to depreciation until the project is completed.
  - Depreciation expense is not calculated on the salvage value (value which the asset will not fall below).
- **Capital Assets**
- **Assets vs. Repair & Maintenance:** GASB 34 requires that repair and maintenance items be expenses rather than capitalized assets.
  - The criteria determining whether an item is capitalized or expensed is whether the service life of the assets will be extended.
  - The Village will adapt this definition and capital expenditures that extend the life of the asset will be classified as capital assets.
- **Estimated Useful Assets Life:** The estimated useful lives of the assets are based on Village experience and established projections reflected in the five-year capital plan. The useful life will be used when determining depreciation expense. The useful lives are:
  - Land – indefinite
  - Rights-of-Way – indefinite
  - Buildings – 25-50 years
  - Building Improvements – 30 years
  - Equipment:
    - Boats – 10 years
    - Trucks – 7years
    - Cars – 5 years
    - Furniture – 5 Years
    - Office Equipment – 5 years
    - Computer software – 5 years
      - Infrastructure:
        - Roads – 25 years
        - Stormwater system – 50 years
        - Sidewalks – 20 years
- Six-Year Capital Improvements Plan

The Village prepares a Six-Year Capital Improvements Plan that consists of a Budget-Year component and a five-year capital improvements program to project the capital requirements for the Village.

- **Fixed Asset Accounting:** The Village will comply with the standards established by GASB 34 (Governmental Accounting Standards Board) and all subsequent pronouncements released by GASB or its successor organization.

### **Purchasing Policies**

- Sections 2-81 through 2-90 of the Village Code of Ordinances govern the purchasing policy of the Village. Items covered by this policy include:
  - Materials



- Supplies
  - Equipment
  - Improvements
  - Services
- Budget Limitations: The Village Manager and Directors may only purchase or contract items or services that are within budgeted funds. Any item that exceeds budgeted funds requires a budget revision prior to executing the purchase or contract. Any purchase that requires a budget revision must be approved by the Village Manager or, if it exceeds the Village Manager's authority for budget revisions, it must be approved by the Council.
  - Purchasing Thresholds & Purchase Orders: There is no requirement for competitive quotes for purchases that are less than \$5,000. However, shopping for the best price/value is encouraged regardless of the dollar amount. One written quotation serves as support for the purchase. Purchases in this category do not require submission of a requisition unless the vendor requires a purchase order prior to placing the order.
  - Purchases ranging between \$5,000 and \$50,000 within budgeted funds require departments to prepare a scope of work or purchase specification and to solicit quotes from at least three (3) vendors in the industry. At this range, a purchase order must be obtained prior to initiating any purchases. A purchase order is obtained by submitting a requisition that details the purchase, including any backup necessary to show compliance with Section 2-83, and obtaining the written approval of the department director, Chief Financial Officer, and Village Manager.
  - Purchases of \$50,000 and greater require Village Council approval and must comply with Section 2-83, competitive bid requirements, unless waived by Council. A purchase order must be obtained prior to initiating any purchases within this range.
  - Competitive Bid Requirements: On occasions when competitive bidding is required, the Village Manager directs the following:
    - Bid proposals, including specifications, are prepared.
    - Sealed bids shall be solicited from three persons or firms engaged in providing the goods or services that the Village is seeking.
    - May publish a public invitation to bid.
    - Bids will be awarded to the lowest responsive bidder as determined by the Village Council or the Village Manager.
    - The Village has the right to reject any or all bids.
  - Procedures for obtaining a Purchase Order
    - Obtain three quotes or engage in a formal competitive bidding process
    - Fill out the requisition form and submit it to the Village Manager for approval and subsequent issue of a purchase order
    - The requisition form is then routed for approval to the Department Director, the Chief Financial Officer, and the Village Manager
    - A purchase order is generated after the requisition form has obtained all required approvals
    - Orders are not placed until receipt of an approved purchase order with the Village Manager's signature
    - The requisition form and backup will be retained with a copy of the purchase order for record keeping
  - Emergency Purchases: In an emergency circumstance, whether a declared state of emergency or circumstances that require immediate action, competitive bidding requirements may be suspended. All emergency purchases require the approval of the Village Manager prior to obligating Village funds. Any request for emergency purchase must be made through a memorandum written to the Village Manager that describes the circumstances of the emergency, the actions taken to address it, a reason why normal purchasing procedures cannot be followed, the cost of the purchase, and quotations, if any, solicited from vendors.



# Budget Practices & Cost Drivers

## **Cost of Living Adjustments (COLA)**

Cost of Living Adjustments are based on the CPI for All Urban Consumers for the Miami-Fort Lauderdale Area (all items index) published by the U.S. Department of Labor Bureau of Labor Statistics. However, if the CPI is more than four percent (4%), the salary increase will be four percent (4%) and if the CPI is negative, employees will not receive a salary increase. For the 12-month period ending April 2025, the CPI was 2.2%, thus resulting in a 2.2% COLA for FY 26.

## **Merits, Step Increases, Longevity**

Merit increases are budgeted at a 4% increase based on the maximum score achievable on the annual performance evaluation up to the salary maximum for the position.

Sworn Police Officers and Firefighters are budgeted at 5% step increase based on their CBA Agreements up to their maximum salary range.

Longevity bonuses are budgeted at 4% lump sum bonus for all administrative employees based on the maximum score achievable on the annual performance evaluation, having completed 15 years of service to the Village, and not having reached the maximum salary for their position.

Sworn Police Officers and Firefighters are budgeted at 5% longevity step increase based upon the completion of 15 and 20 years of service based on their CBA Agreements.

## **Retirement Contributions**

All sworn police officers and firefighters are required to participate in the Police and Firefighter's Defined Benefit Pension Plan which was established in October 1997. The current contribution by each eligible employee is 10 and one-half (10 ½ %) percent. The employer contribution for FY25 is based on the 10/01/2023 actuarial valuation report, net of state chapter revenues, and is 5.77% and 13.13% of covered payroll for Fire and Police employees, respectively.

Sworn Police Officers and Firefighters who enter the Deferred Retirement Option Plan (DROP) have their pension benefits frozen. Even though the employee and employer no longer contribute to the plan, the Village is budgeting the value of what would have been the employer retirement contribution as retirement contributions to account for the fact that the employee must terminate employment within five years of entering the DROP. This will help the Village increase the reserves to alleviate the cost of accrued vacation, sick, and compensated absence balances that will be due to the officer when they separate from employment.

The Village offers a 401(a) Money Purchase Plan to its qualified full-time general employees. The Village currently contributes 12% of the employee's base salary to the 401(a) plan and the employee contributes a mandatory 6%.

## **Cost Allocations**

The following expenses are allocated to departments based on their use of the shared resources.

*IT Expenses* (allocated based on Network Users, Phone Counts, User Accounts, or directly allocated to one department where applicable).

- Telecommunications
- Audio-Visual
- End-User Software
- Backend Maintenance
- Security
- Hardware
- Equipment Leases
- Village-wide IT expenses decreased by -7.9% cost savings due to government grant and reduction in software applications.

*Property and Liability Insurance* (allocated based on square footage, vehicle values, employee count)

- Village-wide insurance increased 9%, primarily driven by the increase in property insurance due to worker's compensation and liability claims.

*Utilities* (allocated based on specific electric and water meters).

- Utilities have increased 11.8% based on FPL & WASD rate projections based on the Village's current uses.

*Janitorial expenses* (allocated based on square footage, hours of service, specific activities).

- Janitorial expenses do not reflect a change, as contract negotiations are in progress.



# Revenues

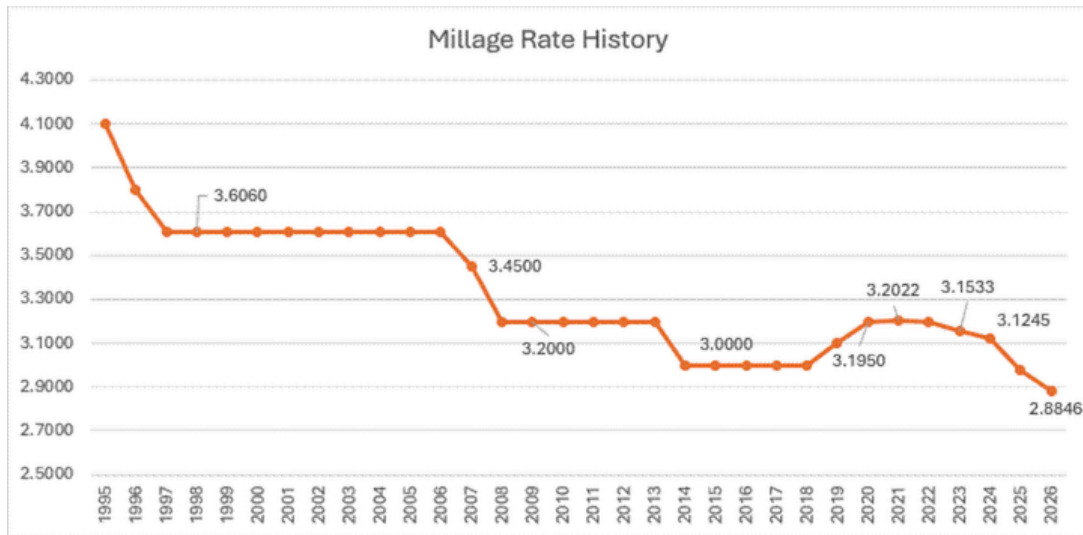
As a matter of general policy, Village revenue estimates are budgeted conservatively to avoid possible shortfalls due to unanticipated changes in the economy or slowing in the rate of construction activity. Projections are informed by historical collection patterns, inflation, broader economic trends, and estimates provided by the Florida Department of Revenue's Office of Tax Research.

The Village's primary revenue source is ad valorem taxes, which typically represent about 70% of all General Fund revenues. Other important sources include utility taxes, state-shared revenues, franchise fees, charges for services, and investment income. This diversified mix helps ensure financial stability while still maintaining the lowest overlapping millage rates in Miami-Dade County.

## Ad-Valorem

### Millage Rate

Key Biscayne has the lowest overlapping (total) millage rate among the thirty-five municipalities in Miami-Dade County. Since its first year of incorporation, the Village averaged a millage rate of 3.4420, and was able to maintain the rate of 3.2000 since 2008 for six consecutive years. In 2014, the millage rate was further reduced to an all-time low of 3.0000 mills. For FY 26, the Village reduced the millage rate by 3.2% to the lowest rate in Village history at 2.8846.



## Proposed Millage Rate

Taxable Value	Units	Mills	Discount Rate 95%	Millage Rate	Ad-Valorem Taxes
11,708,685,999	1,000	11,708,686	11,123,252	2.8846	32,086,132

Florida law requires municipalities to budget at minimum 95% of ad-valorem taxes which accounts for the 4% discount property owners receive if they pay their bills in November plus a 1% contingency that is allowed for adjustments to the tax roll by the property appraiser or value adjustment board to the July 1<sup>st</sup> roll that is used for budget.



2025 PROPOSED MILLAGE RATES



Millage Code	Municipalities or County Areas	City/Unincorporated Millages			School Millages			Regional Millages				County Wide Millages				Other		Total Millage 2025
		City/LMSA Millage	Debt Service	Misc. Millage	Operating Millage	Voted Operating	Debt Service	So Fla Mgt	Ev/Proj	Okeechobee Basin	FIND	County Millage	Debt Service	Fire & Rescue	Library	Children's Trust		
2400	Key Biscayne	2.8846			5.4990	1.0000	0.1340	0.0948	0.0327	0.1026	0.0288	4.5740	0.4171		0.2812	0.4638	15.5126	
3100	Sunny Isles	1.7000			5.4990	1.0000	0.1340	0.0948	0.0327	0.1026	0.0288	4.5740	0.4171	2.3965	0.2812	0.4638	16.7245	
2800	Aventura	1.7261			5.4990	1.0000	0.1340	0.0948	0.0327	0.1026	0.0288	4.5740	0.4171	2.3965	0.2812	0.4638	16.7506	
1200	Bal Harbour	2.1439			5.4990	1.0000	0.1340	0.0948	0.0327	0.1026	0.0288	4.5740	0.4171	2.3965		0.4638	16.8872	
3000	Uninc. County	1.9090			5.4990	1.0000	0.1340	0.0948	0.0327	0.1026	0.0288	4.5740	0.4171	2.3965	0.2812	0.4638	16.9335	
3500	Doral	1.7166	0.4810		5.4990	1.0000	0.1340	0.0948	0.0327	0.1026	0.0288	4.5740	0.4171	2.3965	0.2812	0.4638	17.2221	
3300	Palmetto Bay	2.3500			5.4990	1.0000	0.1340	0.0948	0.0327	0.1026	0.0288	4.5740	0.4171	2.3965	0.2812	0.4638	17.3745	
3200	Miami Lakes	2.6372			5.4990	1.0000	0.1340	0.0948	0.0327	0.1026	0.0288	4.5740	0.4171	2.3965	0.2812	0.4638	17.6617	
3600	Cutler Bay	3.0432			5.4990	1.0000	0.1340	0.0948	0.0327	0.1026	0.0288	4.5740	0.4171	2.3965	0.2812	0.4638	18.0677	
0300	Coral Gables	5.5590			5.4990	1.0000	0.1340	0.0948	0.0327	0.1026	0.0288	4.5740	0.4171		0.2812	0.4638	18.1870	
1300	Bay Harbor Island	3.4583			5.4990	1.0000	0.1340	0.0948	0.0327	0.1026	0.0288	4.5740	0.4171	2.3965	0.2812	0.4638	18.4828	
2500	Sweetwater	3.5634			5.4990	1.0000	0.1340	0.0948	0.0327	0.1026	0.0288	4.5740	0.4171	2.3965	0.2812	0.4638	18.5879	
0400	Hialeah	6.3018			5.4990	1.0000	0.1340	0.0948	0.0327	0.1026	0.0288	4.5740	0.4171			0.4638	18.6486	
1400	Surfside	4.0000			5.4990	1.0000	0.1340	0.0948	0.0327	0.1026	0.0288	4.5740	0.4171	2.3965		0.4638	18.7433	
0200	Miami Beach	5.8702	0.2779		5.4990	1.0000	0.1340	0.0948	0.0327	0.1026	0.0288	4.5740	0.4171		0.2812	0.4638	18.7761	
2200	Medley	3.8500			5.4990	1.0000	0.1340	0.0948	0.0327	0.1026	0.0288	4.5740	0.4171	2.3965	0.2812	0.4638	18.8745	
2000	Pincrest	3.8600			5.4990	1.0000	0.1340	0.0948	0.0327	0.1026	0.0288	4.5740	0.4171	2.3965	0.2812	0.4638	18.8845	
0900	South Miami	3.9500			5.4990	1.0000	0.1340	0.0948	0.0327	0.1026	0.0288	4.5740	0.4171	2.3965	0.2812	0.4638	18.9745	
2700	Hialeah Gardens	4.6782			5.4990	1.0000	0.1340	0.0948	0.0327	0.1026	0.0288	4.5740	0.4171	2.3965	0.2812	0.4638	19.7027	
2600	Virginia Gardens	4.8500			5.4990	1.0000	0.1340	0.0948	0.0327	0.1026	0.0288	4.5740	0.4171	2.3965	0.2812	0.4638	19.8745	
0100	Miami	7.1364	0.2536		5.4990	1.0000	0.1340	0.0948	0.0327	0.1026	0.0288	4.5740	0.4171		0.2812	0.4638	20.0180	
1500	West Miami	5.9000			5.4990	1.0000	0.1340	0.0948	0.0327	0.1026	0.0288	4.5740	0.4171	2.3965	0.2812	0.4638	20.9245	
2100	Indian Creek	5.9000			5.4990	1.0000	0.1340	0.0948	0.0327	0.1026	0.0288	4.5740	0.4171	2.3965	0.2812	0.4638	20.9245	
1000	Homestead	5.9604	0.2446		5.4990	1.0000	0.1340	0.0948	0.0327	0.1026	0.0288	4.5740	0.4171	2.3965		0.4638	20.9483	
0700	North Miami Beach	6.1000	0.2000		5.4990	1.0000	0.1340	0.0948	0.0327	0.1026	0.0288	4.5740	0.4171	2.3965		0.4638	21.0433	
1600	Florida City	6.4304			5.4990	1.0000	0.1340	0.0948	0.0327	0.1026	0.0288	4.5740	0.4171	2.3965	0.2812	0.4638	21.4549	
0500	Miami Springs	6.8600			5.4990	1.0000	0.1340	0.0948	0.0327	0.1026	0.0288	4.5740	0.4171	2.3965	0.2812	0.4638	21.8845	
2300	North Bay Village	5.7062	1.1666		5.4990	1.0000	0.1340	0.0948	0.0327	0.1026	0.0288	4.5740	0.4171	2.3965	0.2812	0.4638	21.8973	
0600	North Miami	7.4000			5.4990	1.0000	0.1340	0.0948	0.0327	0.1026	0.0288	4.5740	0.4171	2.3965		0.4638	22.1433	
3400	Miami Gardens	6.9363	0.4331		5.4990	1.0000	0.1340	0.0948	0.0327	0.1026	0.0288	4.5740	0.4171	2.3965	0.2812	0.4638	22.3939	
1100	Miami Shores	7.8000	0.1331		5.4990	1.0000	0.1340	0.0948	0.0327	0.1026	0.0288	4.5740	0.4171	2.3965		0.4638	22.6764	
1800	El Portal	8.3000			5.4990	1.0000	0.1340	0.0948	0.0327	0.1026	0.0288	4.5740	0.4171	2.3965	0.2812	0.4638	23.3245	
1900	Golden Beach	7.8000	0.6000		5.4990	1.0000	0.1340	0.0948	0.0327	0.1026	0.0288	4.5740	0.4171	2.3965	0.2812	0.4638	23.4245	
0800	Opa-Locka	8.9797			5.4990	1.0000	0.1340	0.0948	0.0327	0.1026	0.0288	4.5740	0.4171	2.3965	0.2812	0.4638	24.0042	
1700	Biscayne Park	9.4000			5.4990	1.0000	0.1340	0.0948	0.0327	0.1026	0.0288	4.5740	0.4171	2.3965	0.2812	0.4638	24.4245	

Assessed Value History

Tax Roll Year	Budget Year	Prelim Taxable Value	% Change
2000	2001	2,499,049,161	11.9%
2001	2002	2,731,833,645	9.3%
2002	2003	3,259,919,981	19.3%
2003	2004	3,661,114,546	12.3%
2004	2005	3,875,335,376	5.9%
2005	2006	4,287,674,948	10.6%
2006	2007	5,630,046,023	31.3%
2007	2008	6,514,112,802	15.7%
2008	2009	6,434,727,418	-1.2%
2009	2010	5,936,216,017	-7.7%
2010	2011	5,429,760,280	-8.5%
2011	2012	5,522,872,647	1.7%
2012	2013	5,778,632,344	4.6%
2013	2014	6,151,903,029	6.5%
2014	2015	6,697,657,229	8.9%
2015	2016	7,721,748,524	15.3%
2016	2017	8,339,284,877	8.0%
2017	2018	8,646,769,884	3.7%
2018	2019	8,532,625,700	-1.3%
2019	2020	8,310,656,693	-2.6%
2020	2021	8,202,651,483	-1.3%
2021	2022	8,269,112,147	0.8%
2022	2023	9,096,495,184	10.0%
2023	2024	9,978,517,232	9.7%
2024	2025	10,989,883,172	10.1%
2025	2026	11,708,685,999	6.5%



## Property Demographics

Percent of Taxes Levied by Property Type							
Real Property							Tangible Prop.
Residential (92.9%)			Non-Residential (6.5%)				Tangible Prop.
Homestead	Non-Homestead	Vacant Lots	Commercial	Industrial	Institution.	Other	Bus.s Equip. & Furn.
32.6%	58.6%	2.1%	6.1%	0.0%	0.0%	0.1%	0.5%

### Amendment 10 (Homestead Assessment Limitation)

Amendment 10 is a benefit of the homestead exemption that provides homeowners protection by limiting the maximum that the assessed value of their home for tax purposes can be raised to 3%, or the CPI, whichever is lower. Voters approved this amendment in 1992 to the Florida Constitution, which was effective January 1, 1995.

### Constitutional Amendment 1 (Non-Homestead Assessment Cap)

Constitutional Amendment 1, approved by Florida voters on January 29, 2008, created a provision to limit increases in the annual assessment of non-homestead properties to ten percent (10%). The base year for implementing this change was 2008, with assessments capped beginning in 2009. It was originally set to expire on January 1, 2019, but was renewed by more than 60% of voters on November 6, 2018.

### Constitutional Amendment 5 (Homestead Exemption Inflation Adjustment)

Most recently, Florida voters approved Constitutional Amendment 5 in November 2024, effective January 1, 2025. This amendment ties part of the homestead exemption to inflation by requiring an annual adjustment based on the Consumer Price Index for levies other than school district levies. The portion of the exemption that had previously remained fixed — the second \$25,000 exemption applied to assessed values above \$50,000 — will now increase each year in line with inflation. The intent is to preserve the real value of the exemption for homeowners over time, though it also modestly reduces the growth of property tax revenues available to local governments.

### Utility Taxes

Florida law authorizes municipalities to levy a 10% utility services tax on electricity, water, and gas. Revenues fluctuate based on consumption trends, weather conditions, and utility rates. Electric usage typically generates the largest share, while water and gas provide smaller but steady contributions.

### Communications Services Tax

This statewide tax applies to telecommunications, video, and related services. While historically a stable source, collections have trended downward as more households “cut the cord.” Occasionally there are modest rebounds tied to state-level estimates, but the long-term trajectory is flat to declining.

### Franchise Fees

Through a franchise agreement with Florida Power & Light (FPL), the Village receives a 6% fee on gross receipts within municipal boundaries. This doubled the rate previously received under Miami-Dade County’s agreement and provides a predictable revenue stream. Franchise fees tend to plateau once electric consumption levels stabilize.

### Licenses & Permits

This category includes business tax receipts, zoning/site plan fees, fire inspection permits, and other regulatory charges. Adjustments to fee schedules — such as the 2022 fire inspection schedule update — are designed to ensure cost recovery for services provided. While modest compared to other categories, these revenues provide an important user-based funding source.

### Intergovernmental - State Shared Revenue

The Village receives distributions from the State of Florida through programs such as State Revenue Sharing and the Local Government Half-Cent Sales Tax Program. These formulas are largely population-based, with sales tax collections being the primary driver. Because the Village’s population is stable, revenues generally track state economic activity rather than local growth. Other intergovernmental sources include firefighter and police premium tax distributions under Chapters 175 and 185, and smaller state or federal grant reimbursements.



### **Charges for Services**

Charges for services include Community Center memberships, facility rentals, athletic programs, fire rescue transport fees, and other program-based revenues. These revenues grow as participation increases and as cost-recovery policies are adjusted. In recent years, Parks & Recreation services have become an increasingly important contributor, reflecting strong demand for programs and facilities.

### **Interest Income**

Investment earnings vary with interest rate cycles and reserve balances. While recent years have benefited from higher short-term rates, the Village budgets this category conservatively given market volatility and the need to prioritize safety and liquidity in accordance with investment policy.

### **Summary**

The Village's revenue structure reflects both strengths and constraints. Ad valorem taxes provide a reliable foundation but are constitutionally capped, limiting revenue growth relative to property value increases. Utility and franchise-based revenues are steady but consumption-driven, while communications taxes face structural decline. Service charges and program revenues represent a growing area that helps diversify away from property tax reliance. Interest income provides additional flexibility, but is intentionally budgeted below prior-year peaks to avoid volatility risk.

This balanced but cautious approach helps ensure the Village can meet operating needs, respond to economic changes, and preserve its tradition of maintaining the lowest overlapping millage rate in Miami-Dade County.

## Reserves

It is essential that governments maintain adequate levels of fund balance to mitigate current and future risks such as emergencies or other unanticipated expenditures and revenue shortfalls. Fund balance levels are also a crucial consideration in long term financial planning.

To that end, the Government Finance Officers Association (GFOA) recommends that governments establish a formal policy on the level of unassigned fund balance that should be maintained in the general fund. In the ("GFOA") best practice publication titled "Determining the Appropriate Level of Unrestricted Fund Balance in the General Fund", it recommends at a minimum, that general purpose governments, regardless of size, maintain unrestricted fund balance in their general fund of no less than two (2) months (16.67%) of regular general fund operating revenues or regular general fund operating expenditures. The GFOA recommends that in establishing a policy, a government should consider the following factors:

- The predictability of revenues and volatility of expenditures;
- Exposure to significant one-time outlays (e.g. disasters, immediate capital needs, state budget cuts);
- Potential drain upon general fund resources from other funds (such as enterprise funds)
- Liquidity needs
- Prior commitments or assignments

Based on the Village's geographic location, the exposure to significant one-time outlays as a result of potential natural disaster makes a case for a higher unrestricted fund balance reserve policy, even higher than the 16.67% recommended by the GFOA. Since there are often delays in the timing of funding from FEMA for clean-up efforts after a natural disaster, we recommend a reserve policy of 40% and a committed emergency fund of 10% of general fund operating expenditures. A well-maintained General Reserve Fund ensures the Village has sufficient liquidity to respond to economic downturns, emergencies, or unexpected expenses, while also serving as a hedge against risks unique to our barrier island location with limited access. In addition, it supports a strong credit rating, allows the Village to capitalize on higher than usual rates, provides advanced investment capacity for critical capital infrastructure projects, and secures matching funds for time-sensitive grants.



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# DEPARTMENTS

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# Village Council



## **Purpose Statement**

The Village Council, as the legislative body of the Village, determines public policy and adopts the Village budget to meet community needs. The Village of Key Biscayne operates under the Council-Manager form of government in accordance with its Charter. The Village Council consists of six (6) Council members and the Mayor.

## **Functional Responsibilities**

The Village Council appoints the Village Manager who is responsible for the administration of policy, managing the Village's departments, and delivery of municipal services. The Village Council also appoints the Village Clerk and Village Attorney.

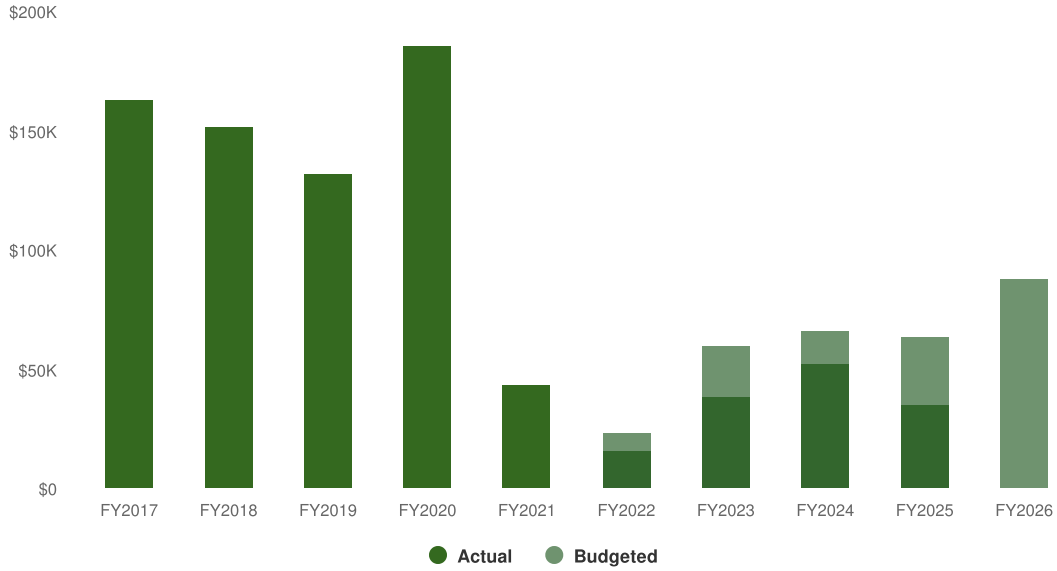
The Council interacts with the Administration to:

- Review and approve the annual budget(s)
- Approve long-term and short-term objectives and priorities
- Establish tax rates
- Create and approve policies
- Pass ordinances and resolutions

# Expenditures Summary

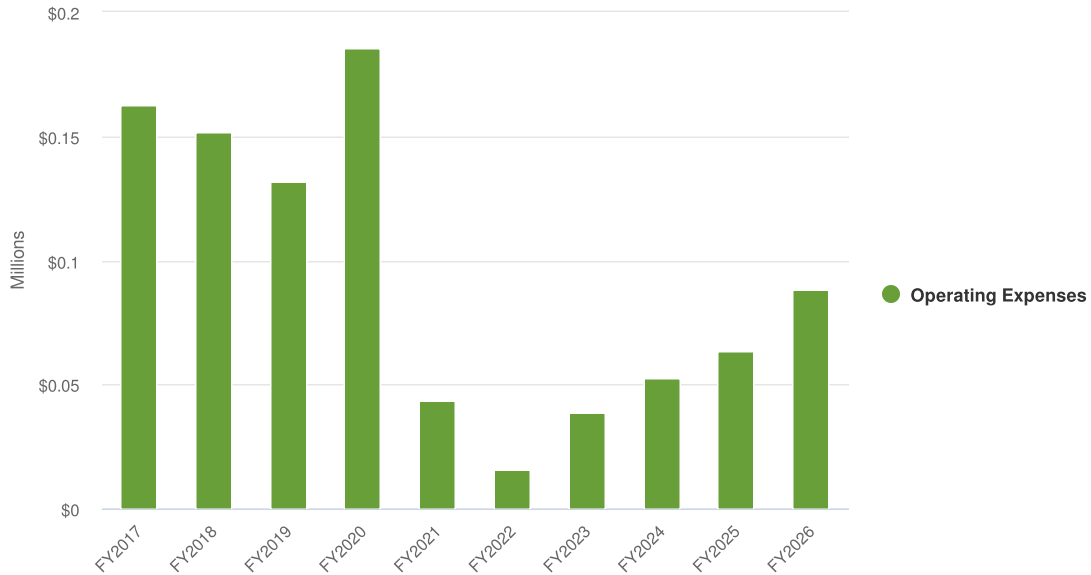
**\$88,000** **\$24,500**  
(38.58% vs. prior year)

Village Council Proposed and Historical Budget vs. Actual



## Village Council Expenditures by Expense Type

## Budgeted and Historical Expenditures by Expense Type Village Council Expenditures by Expense Type



Name	FY2023 Actual	FY2024 Actual	FY2025 Actual	FY2025 Budgeted	FY2026 Budgeted	FY2025 Budgeted vs. FY2026 Budgeted (% Change)
<b>Expense Objects</b>						
<b>Operating Expenses</b>						
<b>Village Council</b>						
TRAVEL & PER DIEM	\$10,375	\$12,663	\$9,154	\$15,000	\$15,000	0%
PRINTING & BINDING	\$431	\$811	\$295	\$1,000	\$1,000	0%
EDUCATION ADVISORY BOARD	\$0	\$19,740	\$0	\$36,500	\$50,000	37%
OPERATING SUPPLIES	\$23,712	\$19,227	\$18,449	\$10,000	\$15,000	50%
SUBSCRIPTIONS & MEMBERSHIP DUES	\$4,066	\$0	\$7,164	\$1,000	\$7,000	600%
<b>Total Village Council:</b>	<b>\$38,584</b>	<b>\$52,440</b>	<b>\$35,062</b>	<b>\$63,500</b>	<b>\$88,000</b>	<b>38.6%</b>
<b>Total Operating Expenses:</b>	<b>\$38,584</b>	<b>\$52,440</b>	<b>\$35,062</b>	<b>\$63,500</b>	<b>\$88,000</b>	<b>38.6%</b>
<b>Total Expense Objects:</b>	<b>\$38,584</b>	<b>\$52,440</b>	<b>\$35,062</b>	<b>\$63,500</b>	<b>\$88,000</b>	<b>38.6%</b>



# Office of the Village Clerk



## Purpose Statement

To administer democratic processes such as elections, access to Village public records, and all legislative actions to ensure transparency to the public. The Village Clerk is one of three appointed Village Chartered positions and reports to the Village Council.

## Functional Responsibilities

- Serves as Municipal Supervisor of Elections & Qualifying Officer
- Administer Oaths of Office to Village officials
- Coordinates Public Records Requests
- Custodian of Public Records
- Serves as the Village's Financial Disclosure Coordinator for the Florida Commission on Ethics
- Administers the publication of the Village Code, Code supplements & the Village Charter
- Coordinates lobbyists' registrations
- Records and maintains accurate minutes of Village Council meetings
- Notices and Coordinates Village Council meetings
- Coordinates Legal Advertising
- Posts Business Impact Estimate statements
- Maintain Records of Advisory Board memberships

## Prior Year Achievements & Highlights

- Organized the Installation Ceremony
- Organized the State of the Village/Volunteer Appreciation Ceremony
- Finalizing implementation of online legal advertising
- CMC certification achieved by the Village Clerk
- Procured, Trained & Preparing for Implementation of Public Records Request Software
- Streamlined the production and delivery of the monthly Council Meeting agendas
- Increased visibility of processes and procedures via the Clerk's page on the Village website

## Fiscal Year 26 Goal Based Actions

- Improving Clerk's office efficiencies and processes
- Finalizing Parliamentarian certification for Village Clerk
- Coordinate office space design for Village Council
- Continuing education and MMC certification for Village Clerk
- Coordinate the 2026 Candidate Qualifying Handbook to be available on the Village's website for increased accessibility

## How We Measure Success

- Timely and accurate recording and responses to public records requests
- Timely uploading of records to Laserfiche
- Timely updates to Municode
- Timely publication and delivery of agendas for Council Meetings
- Timely notice of Council meetings
- Timely notice of legal advertising

## Personnel Chart

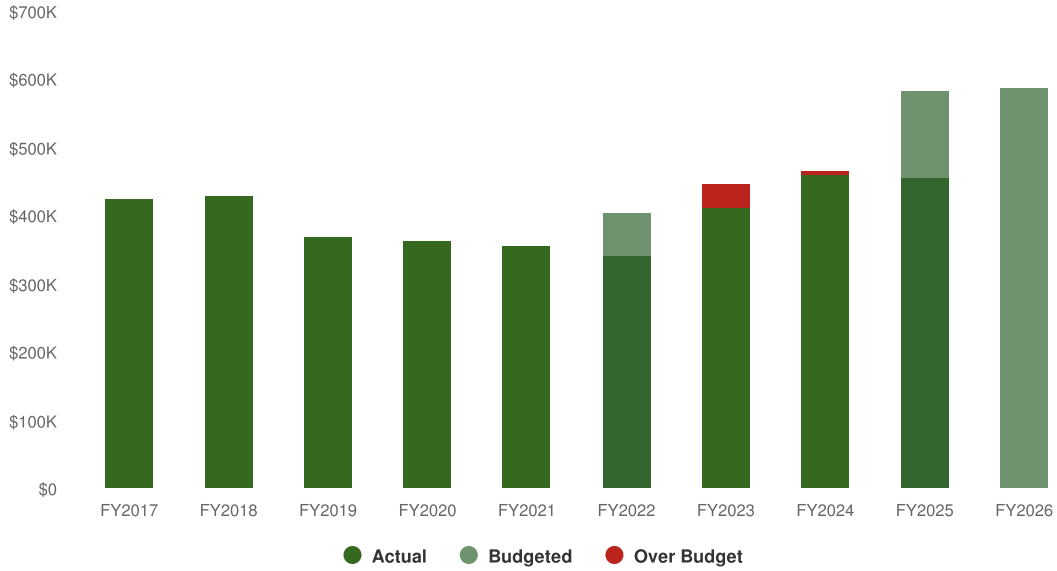
Village Clerk Full Time	FY22-23	FY23-24	FY24-25	FY25-26
Village Clerk	1	1	1	1
Agenda Coordinator/Records Manager	1	1	1	1
<b>FT Total</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>



# Village Clerk Expenditures Summary

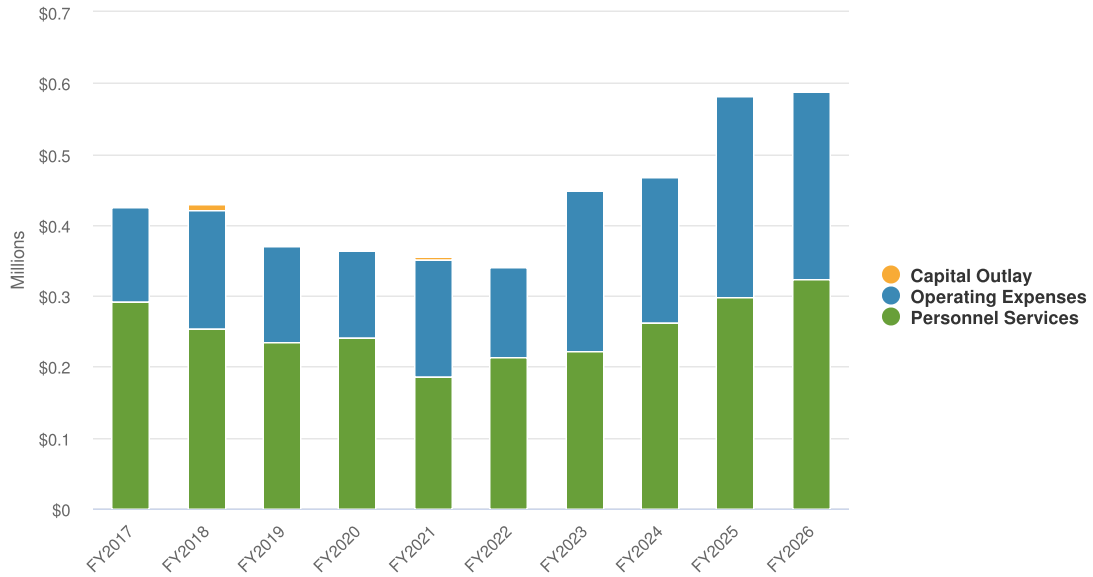
**\$588,827** **\$6,389**  
(1.10% vs. prior year)

## Office of the Village Clerk Proposed and Historical Budget vs. Actual



## Village Clerk Expenditures by Expense Type

### Budgeted and Historical Expenditures by Expense Type Village Clerk Expenditures by Expense Type



Name	FY2023 Actual	FY2024 Actual	FY2025 Actual	FY2025 Budgeted	FY2026 Budgeted	FY2025 Budgeted vs. FY2026 Budgeted (% Change)
Expense Objects						
Personnel Services						
Clerk	\$221,673	\$262,756	\$231,754	\$298,183	\$323,468	8.5%
<b>Total Personnel Services:</b>	<b>\$221,673</b>	<b>\$262,756</b>	<b>\$231,754</b>	<b>\$298,183</b>	<b>\$323,468</b>	<b>8.5%</b>
Operating Expenses						
Clerk	\$226,198	\$203,743	\$224,538	\$284,255	\$265,359	-6.6%
<b>Total Operating Expenses:</b>	<b>\$226,198</b>	<b>\$203,743</b>	<b>\$224,538</b>	<b>\$284,255</b>	<b>\$265,359</b>	<b>-6.6%</b>
<b>Total Expense Objects:</b>	<b>\$447,870</b>	<b>\$466,499</b>	<b>\$456,292</b>	<b>\$582,438</b>	<b>\$588,827</b>	<b>1.1%</b>



# Village Attorney



## **Purpose Statement**

Provide legal advice and services to the Village.

## **Functional Responsibilities**

The Village of Key Biscayne receives legal services under contract with the law firm of Weiss, Serota, Helfman, Cole & Bierman, P.L. The Village Attorney is appointed directly by the Village Council. As the Village's legal counsel, the Attorney is committed to serving the public of Key Biscayne by providing legal advice to the Village Council and Village Staff.

Some of the areas where services and advice are received include:

- Personnel matters
- Land use & zoning matters
- Sunshine Law
- Drafting and/or review of contracts
- Stormwater utility
- Real estate and related matters
- Construction Law and related matters
- Public Records Law
- Litigation
- State and National Legislative matters

## **Prior Year Achievements & Highlights**

- Drafted 16 ordinances and 47 resolutions
- Handled election related issues
- Assisted in drainage, comprehensive plan, zoning, and other municipal legal issues
- Developed agreements for the purchase of goods and services
- Assisted in drafting and reviewing State and County legislation impacting the Village
- Prevailed and settled pending litigation
- Provided high quality, cost-efficient, and timely day-to-day legal counsel

## **Fiscal Year 26 Goal Based Actions**

- Provide the Village with high quality legal advice and service that helps the Village accomplish its goals while continuing to avoid costly litigation
- Resolve pending litigation; if settlement is not possible, pursue litigation to a successful conclusion
- Work with Administration to standardize forms and procedures to reduce the necessity for legal work and associated costs

## **How We Measure Success**

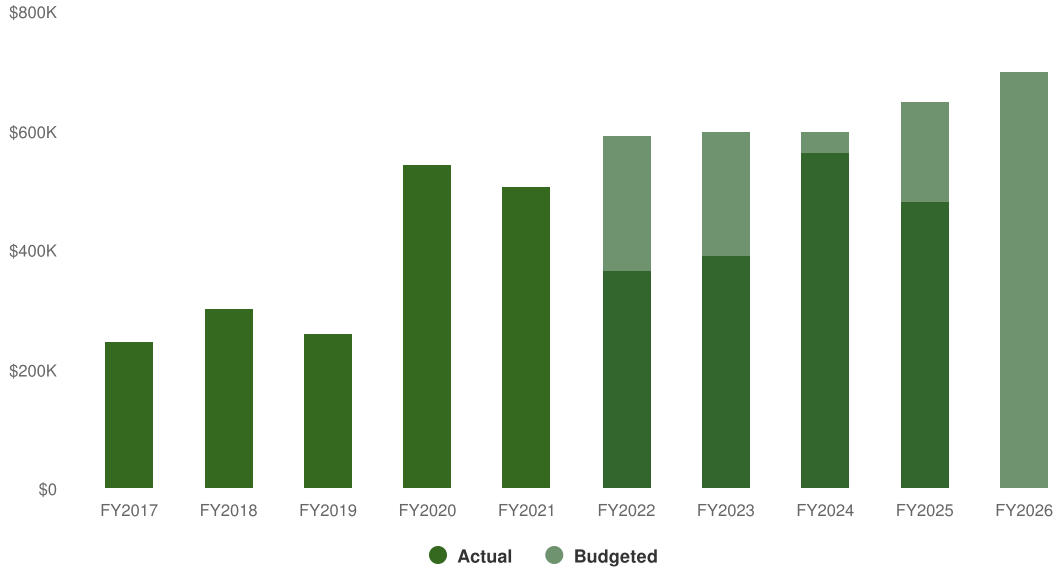
- Response times to requests
- Knowledge of the Village Charter, County, State, and Federal Law



# Village Attorney Expenditures Summary

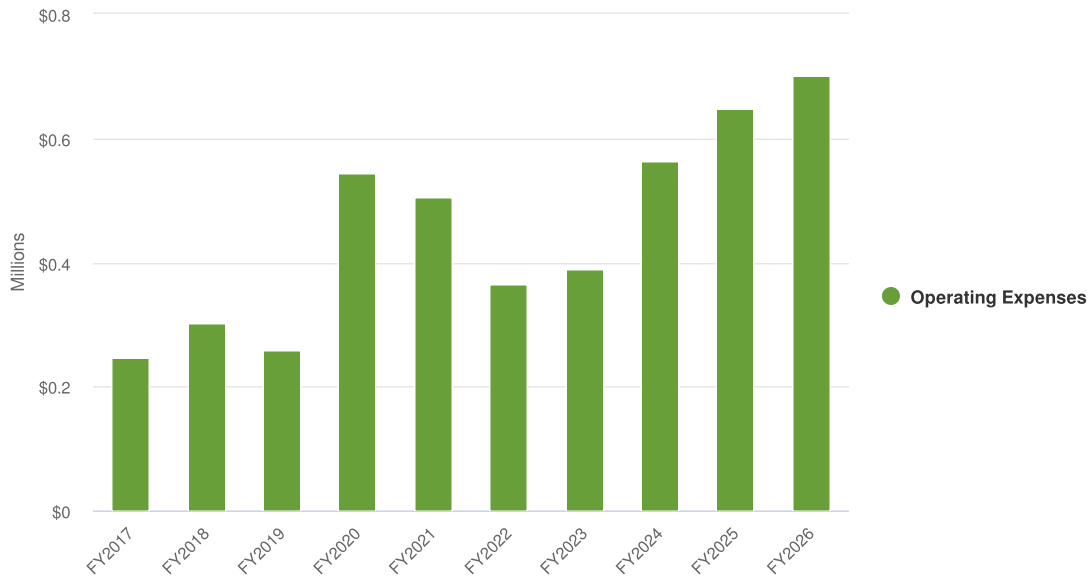
**\$700,000** **\$52,000**  
(8.02% vs. prior year)

## Village Attorney Proposed and Historical Budget vs. Actual



## Village Attorney Expenditures by Expense Type

### Budgeted and Historical Expenditures by Expense Type Village Attorney Expenditures by Expense Type



Name	FY2023 Actual	FY2024 Actual	FY2025 Actual	FY2025 Budgeted	FY2026 Budgeted	FY2025 Budgeted vs. FY2026 Budgeted (% Change)
Expense Objects						
Operating Expenses						
Attorney	\$388,980	\$563,220	\$480,859	\$648,000	\$700,000	8%
<b>Total Operating Expenses:</b>	<b>\$388,980</b>	<b>\$563,220</b>	<b>\$480,859</b>	<b>\$648,000</b>	<b>\$700,000</b>	<b>8%</b>
<b>Total Expense Objects:</b>	<b>\$388,980</b>	<b>\$563,220</b>	<b>\$480,859</b>	<b>\$648,000</b>	<b>\$700,000</b>	<b>8%</b>



# Police Department



## **Purpose Statement**

To maintain public order, enforce laws, and manage public safety. Improve the quality of life, while maintaining a safe and secure community.

## **Functional Responsibilities**

- Crime Prevention
- Public Order and Safety
- Law Enforcement
- Criminal Investigations
- Traffic Control & Safety
- Maritime Safety
- Community Program & Partnerships
- Emergency Response
- Interagency Collaboration

## **Prior Year Achievements & Highlights**

- Conducted increased traffic control through education and enforcement
- Installed and activated School Zone Speed Camera
- Purchased a new CAD/RMS system for police reports and records management
- Completed the Village Hall Access Control project to enhance security and accessibility. Installed three Beach Access Paths security cameras and implemented two additional cameras inside of Beach Park.
- The village achieved a 42% reduction in motor vehicle thefts and a 33% decrease in overall crime.
- Village Resource Officers (VRO) implemented Rape Aggression Defense (RAD) training to young female adults. The training taught over 200 participants.

## **Fiscal Year 26 Goal Based Actions**

- Hire and train candidates to fill all open vacancies throughout the agency
- Increase traffic control and enforcement through various initiatives and campaigns
- Modernize and upgrade police fleet to reduce maintenance and repair costs
- Purchase and replace police handheld radios
- Work with the Village Council to revise the Electric Bike Ordinance
- Commence preparations for Collective Bargaining for all employee unions

## **How We Measure Success**

- Criminal investigation case clearance rate
- Officer response time to priority one calls
- Number of calls for police service
- Increase and enhance community engagement and presence
- Improve motorized scooter, electric bikes, and pedestrian safety
- Traffic control / citations
- Crime rate
- Sense of security
- Public satisfaction



## Personnel Chart

<b>Police Full Time</b>	<b>FY22-23</b>	<b>FY23-24</b>	<b>FY24-25</b>	<b>FY25-26</b>
Chief of Police	1	1	1	1
Deputy Chief of Police	1	1	1	1
Police Major	1	1	1	1
Police Lieutenant	3	3	3	4
Police Sergeant	5	5	5	4
Police Officer	27	27	29	29
Fleet Maintenance & Service Coordinator	1	1	1	1
Municipal Utility Worker	0	0	0	0
IT Administrator	1	1	1	1
Senior Executive Assistant	1	1	1	1
Executive Assistant	1	1	1	1
Executive Services Administrator	1	1	1	1
Dispatcher Supervisor	1	1	1	1
Dispatchers	3	3	3	3
Administrative Services Coordinator	1	1	1	1
<b>FT Total</b>	<b>48</b>	<b>48</b>	<b>50</b>	<b>50</b>

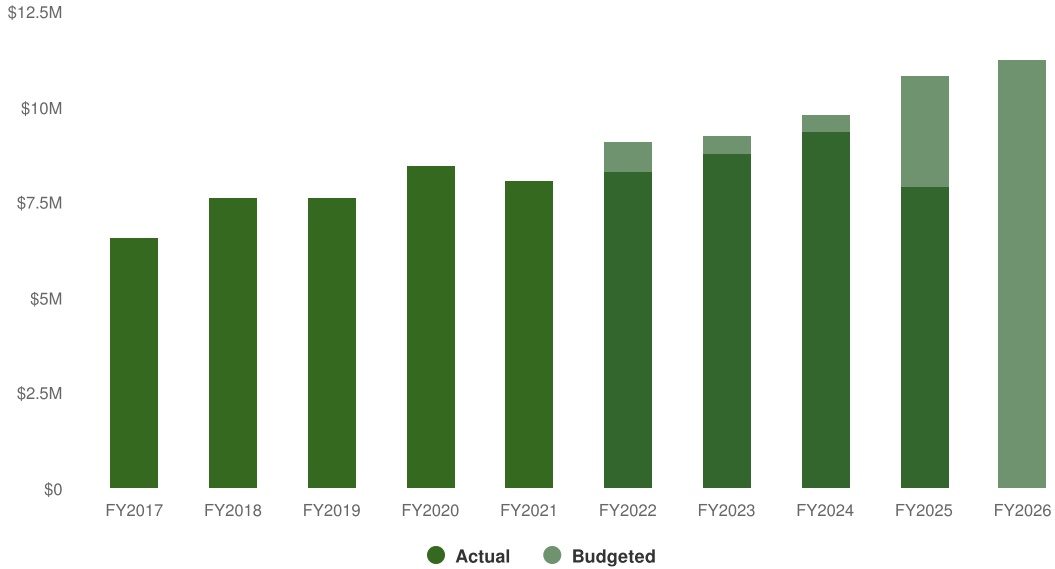




# Police Department Expenditures Summary

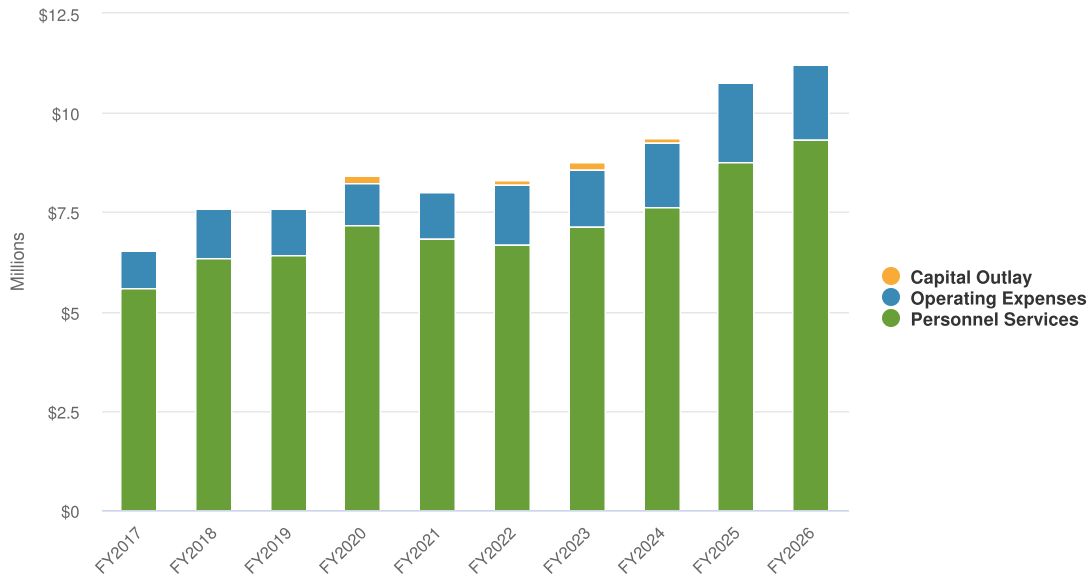
**\$11,234,989** **\$440,726**  
(4.08% vs. prior year)

Police Department Proposed and Historical Budget vs. Actual



## Expenditures by Expense Type

### Budgeted and Historical Expenditures by Expense Type



Name	FY2023 Actual	FY2024 Actual	FY2025 Actual	FY2025 Budgeted	FY2026 Budgeted	FY2025 Budgeted vs. FY2026 Budgeted (% Change)
Expense Objects						
Personnel Services						
Police	\$7,119,978	\$7,634,277	\$6,587,315	\$8,747,376	\$9,327,559	6.6%
<b>Total Personnel Services:</b>	<b>\$7,119,978</b>	<b>\$7,634,277</b>	<b>\$6,587,315</b>	<b>\$8,747,376</b>	<b>\$9,327,559</b>	<b>6.6%</b>
Operating Expenses						
Police	\$1,464,347	\$1,629,727	\$1,293,933	\$2,016,887	\$1,887,430	-6.4%
<b>Total Operating Expenses:</b>	<b>\$1,464,347</b>	<b>\$1,629,727</b>	<b>\$1,293,933</b>	<b>\$2,016,887</b>	<b>\$1,887,430</b>	<b>-6.4%</b>
Capital Outlay						
Police	\$188,195	\$92,700	\$6,183	\$30,000	\$20,000	-33.3%
<b>Total Capital Outlay:</b>	<b>\$188,195</b>	<b>\$92,700</b>	<b>\$6,183</b>	<b>\$30,000</b>	<b>\$20,000</b>	<b>-33.3%</b>
<b>Total Expense Objects:</b>	<b>\$8,772,519</b>	<b>\$9,356,704</b>	<b>\$7,887,431</b>	<b>\$10,794,263</b>	<b>\$11,234,989</b>	<b>4.1%</b>



# Fire Rescue



## **Purpose Statement**

To protect and preserve lives, property and the environment and improve the quality of life and safety of the community.

## **Functional Responsibilities**

- Fire Prevention
- Fire Response
- Emergency Medical Services
- Building Inspections and Plans Review
- Emergency Management
- Community Programs & Partnerships
- Fire Safety Education
- Interagency Collaboration

## **Prior Year Achievements & Highlights**

- Appointed New Fire Chief
- Promoted a New Deputy Chief
- Hired a New Deputy Chief
- Promoted 2 new Captains
- Promoted a new Lieutenant
- Appointed a new Driver Engineer
- Enhanced Fleet (Emergency Management grant purchase)

## **Fiscal Year 26 Goal Based Actions**

- Implement new EMS Report Writing Software
- Purchase of new High Water Response Vehicle ( Grant Purchase)
- Purchase of 2 new Light Fleet Staff Vehicles

## **How We Measure Success**

- Number of Calls for Service
- Fire Rescue Response Times
- Total number of EMS transports
- Total number of EMS and Fire incidents
- Total number of Fire Prevention annual inspections (all Commercial & Multifamily)
- Total number of plans review and permit inspections
- Continuing Education - Training Hours
- Fire Prevention and Emergency Management Community Outreach
- Bi-annual Resident Survey – Fire Department Satisfaction

## Personnel Chart

<b>Fire Full Time</b>	<b>FY22-23</b>	<b>FY23-24</b>	<b>FY24-25</b>	<b>FY25-26</b>
Fire Chief	1	1	1	1
Deputy Fire Chief	2	2	1	1
Division Chief	0	0	1	1
Fire Captains	3	3	4	4
Fire Lieutenants	7	7	7	7
Drivers/ Engineers	12	12	12	12
Firefighters/Paramedics	14	14	14	14
Inspector-Fire Prevention	1	1	1	1
Executive Assistant to the Fire Chief	1	1	1	1
Administrative Assistant/ Records Technician	0	0	0	0
FT Sub-Total	41	41	42	42
<b>Fire Part Time</b>	<b>FY22-23</b>	<b>FY23-24</b>	<b>FY24-25</b>	<b>FY25-26</b>
PT Inspector- Fire Prevention	1	1	0	0
PT Sub-Total	1	1	0	0
<b>Total</b>	<b>42</b>	<b>42</b>	<b>42</b>	<b>42</b>

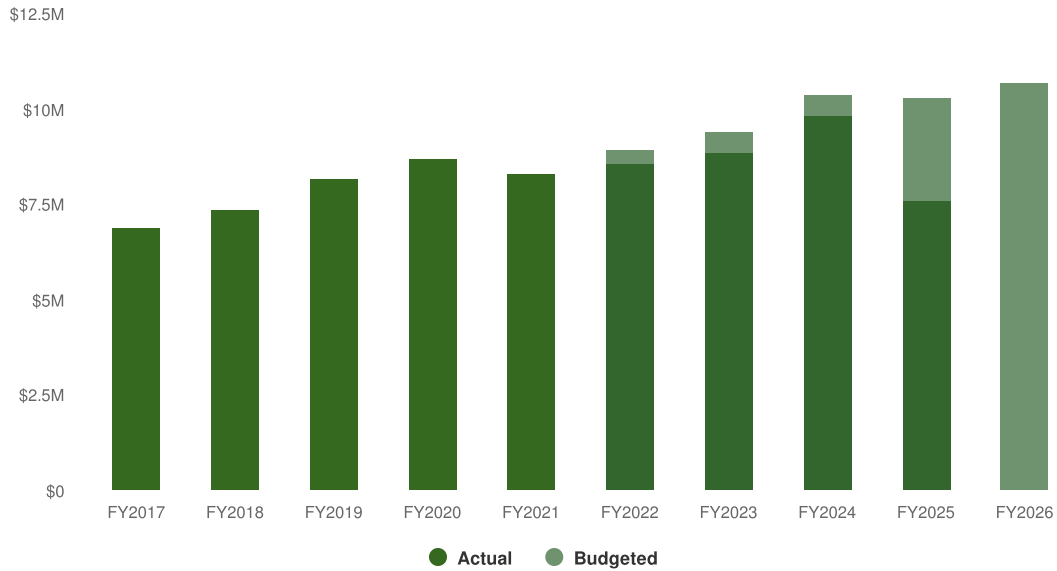




## Fire Rescue Expenditures Summary

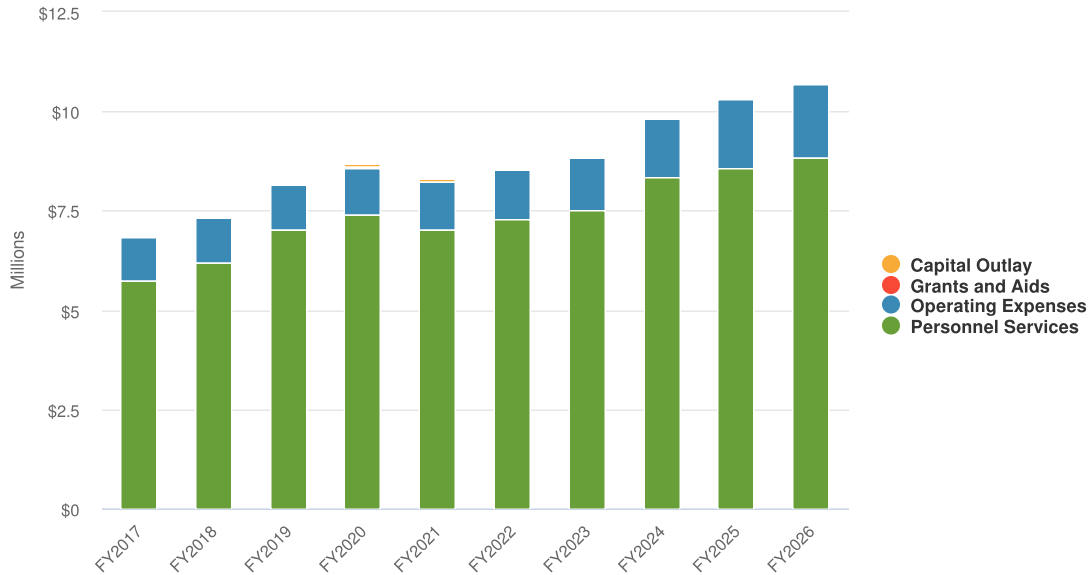
**\$10,683,659** **\$376,751**  
(3.66% vs. prior year)

### Fire Rescue Proposed and Historical Budget vs. Actual



## Fire Rescue Expenditures by Expense Type

### Budgeted and Historical Expenditures by Expense Type Fire Rescue Expenditures by Expense Type



Name	FY2023 Actual	FY2024 Actual	FY2025 Actual	FY2025 Budgeted	FY2026 Budgeted	FY2025 Budgeted vs. FY2026 Budgeted (% Change)
Expense Objects						
Personnel Services						
Fire and Rescue	\$7,515,806	\$8,334,949	\$6,199,908	\$8,577,009	\$8,846,353	3.1%
<b>Total Personnel Services:</b>	<b>\$7,515,806</b>	<b>\$8,334,949</b>	<b>\$6,199,908</b>	<b>\$8,577,009</b>	<b>\$8,846,353</b>	<b>3.1%</b>
Operating Expenses						
Fire and Rescue	\$1,333,346	\$1,491,252	\$1,333,935	\$1,729,899	\$1,837,306	6.2%
<b>Total Operating Expenses:</b>	<b>\$1,333,346</b>	<b>\$1,491,252</b>	<b>\$1,333,935</b>	<b>\$1,729,899</b>	<b>\$1,837,306</b>	<b>6.2%</b>
Capital Outlay						
Fire and Rescue	\$0	\$0	\$61,544	\$0	\$0	0%
<b>Total Capital Outlay:</b>	<b>\$0</b>	<b>\$0</b>	<b>\$61,544</b>	<b>\$0</b>	<b>\$0</b>	<b>0%</b>
<b>Total Expense Objects:</b>	<b>\$8,849,152</b>	<b>\$9,826,201</b>	<b>\$7,595,387</b>	<b>\$10,306,908</b>	<b>\$10,683,659</b>	<b>3.7%</b>



# Building, Zoning and Planning



## **Purpose Statement**

To guide community planning, land-use and development, and ensure building safety and code compliance.

## **Functional Responsibilities**

- Florida Building Code Compliance and Enforcement
- Building Permit Issuance and Plans Review
- Building Inspections
- Zoning and Code Development, Compliance and Enforcement
- Land Use Planning and Development
- Comprehensive Plan Creation and Implementation
- Community Development Studies
- Geographic Information System Integration
- Flood Plain Management

## **Prior Year Achievements & Highlights**

- Planted 149 Trees as part of the Neat Streets Grant Program
- Implemented the short-term rental enforcement system.
- Issued 2,538 permits, performed 5,948 plan reviews, and conducted 8,869 inspections
- 2 Site Plan Approvals
- Will have completed the Chamber Theater installation
- Will have completed the renovation of all the Bedia Plazas for Arts in Public Places.
- Processed 2 Site Plans Approvals
- Processed 5 Regulatory Variances.
- Processed 2 Administrative Variances
- Guided passage of 10 ordinances. This includes one comprehensive plan amendment.
- 244 Flood plan reviews
- 417 Zoning plan reviews
- Aided in the design of Harbor and Beach Park stormwater infrastructure.
- Continued working with partners to improve conditions on the Rickenbacker Causeway
- 1,144 BTR's issued
- Collected \$17,120.11 for BTR's
- BTR's Opened 40
- Stop work orders 15
- FABTO (Florida Association of Business Tax Officials) Certification for staff

## **Fiscal Year 26 Goal Based Actions**

- Implement a "dashboard" with quarterly updates on permit wait times
- Complete the Building Department renovation without interruption of service
- Implement a front-end software system to simplify permit submissions
- Implement pre-screened permits for single-trade items
- Improve compliance of construction sites

## **How We Measure Success**

- Building re-certification statistics
- Business Tax Receipts issued & collected
- CRS/Flood Plain Management status
- Percent online permitting and plans review
- Code case clearance
- Total permits issued
- Total value of permits issued



- Average permit value
- Code compliance warnings
- Code compliance violations

## Personnel Chart

<b>Building Full Time</b>	<b>FY22-23</b>	<b>FY23-24</b>	<b>FY24-25</b>	<b>FY25-26</b>
BZP Director	1	1	1	1
Building Official	1	1	1	1
Chief Permit Clerk	0	0	1	1
Permit Clerk	2	2	1	1
Special Projects Coordinator	0	0	0	0
Building Systems Analyst	1	1	1	1
Chief Building Inspector	1	1	1	1
Chief Electrical Inspector	1	1	1	1
Chief Plumbing Inspector	0	0	0	0
Building Inspector	1	1	1	1
Senior Executive Assistant	1	1	1	1
FT Sub-Total	9	9	9	9
<b>Building Part Time</b>	<b>FY22-23</b>	<b>FY23-24</b>	<b>FY24-25</b>	<b>FY25-26</b>
PT Mechanical Inspector	1	1	1	1
PT Inspector	0	1	1	1
PT Plumbing Inspector	1	1	1	1
PT Permit Clerk	1	0	0	0
PT Sub-Total	3	3	3	3
<b>Total</b>	<b>12</b>	<b>12</b>	<b>12</b>	<b>12</b>

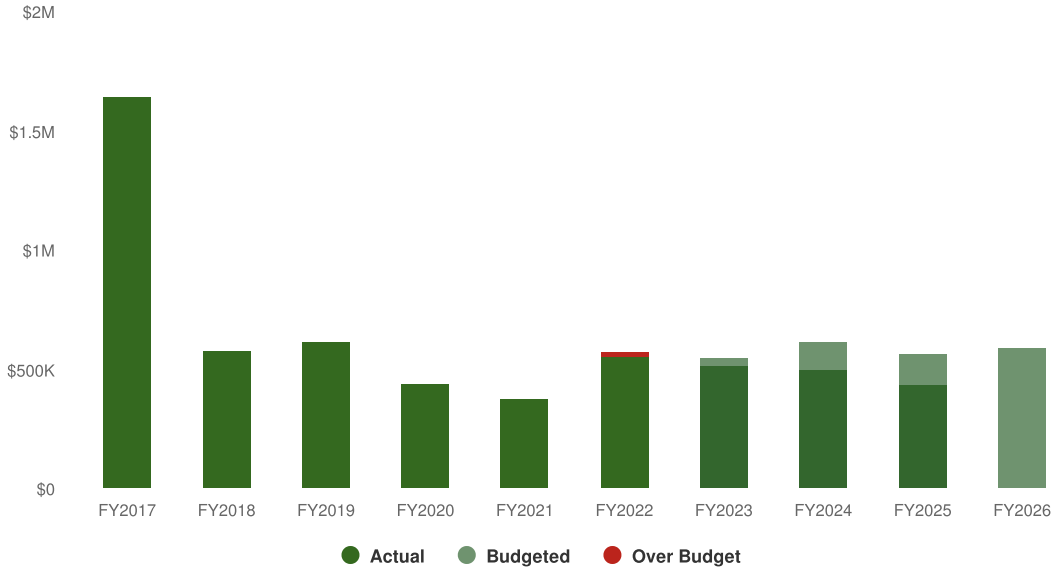




# Planning and Zoning Expenditures Summary

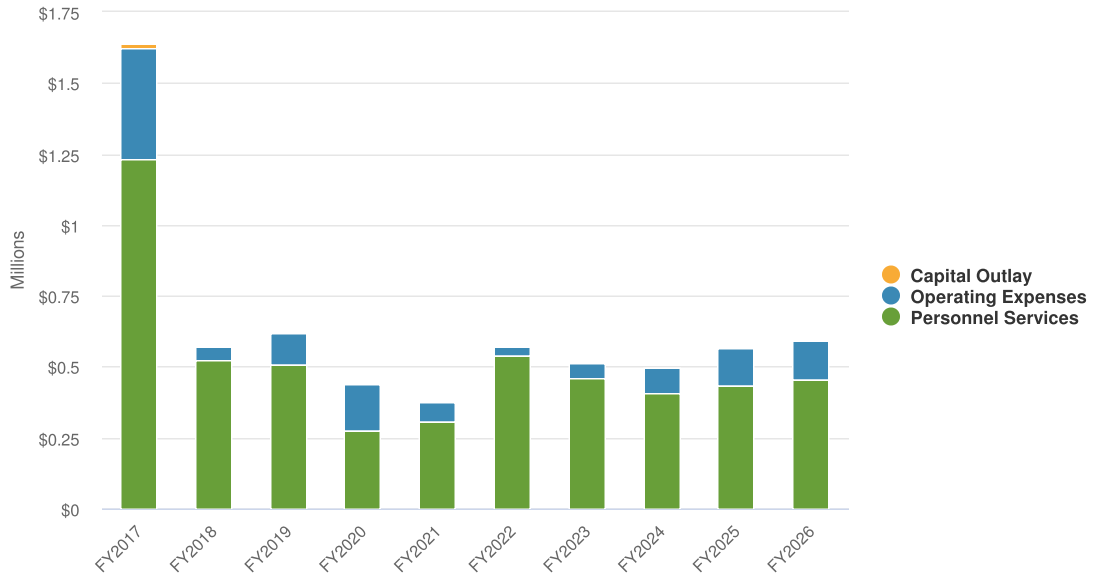
**\$594,015** **\$26,074**  
 (4.59% vs. prior year)

## Building, Planning and Zoning Proposed and Historical Budget vs. Actual



## Planning and Zoning Expenditures by Expense Type

### Budgeted and Historical Expenditures by Expense Type Planning and Zoning Expenditures by Expense Type



Name	FY2023 Actual	FY2024 Actual	FY2025 Actual	FY2025 Budgeted	FY2026 Budgeted	FY2025 Budgeted vs. FY2026 Budgeted (% Change)
Expense Objects						
Personnel Services						
Planning and Zoning	\$458,583	\$405,297	\$346,155	\$434,366	\$453,230	4.3%
<b>Total Personnel Services:</b>	<b>\$458,583</b>	<b>\$405,297</b>	<b>\$346,155</b>	<b>\$434,366</b>	<b>\$453,230</b>	<b>4.3%</b>
Operating Expenses						
Planning and Zoning	\$55,243	\$92,005	\$90,921	\$133,575	\$140,785	5.4%
<b>Total Operating Expenses:</b>	<b>\$55,243</b>	<b>\$92,005</b>	<b>\$90,921</b>	<b>\$133,575</b>	<b>\$140,785</b>	<b>5.4%</b>
<b>Total Expense Objects:</b>	<b>\$513,826</b>	<b>\$497,301</b>	<b>\$437,076</b>	<b>\$567,941</b>	<b>\$594,015</b>	<b>4.6%</b>



# Parks, Recreation, and Open Spaces



## Purpose Statement

To offer recreation and leisure activities to unite the community and promote the health and wellness of our residents.

## Functional Responsibilities

- Recreation and Leisure Activities
- Parks and Open Spaces Operations and Maintenance
- Community Center Operations and Maintenance
- Community Programs and Events
- Athletics Programs
- Cultural Events
- Special Populations Programming

## Prior Year Achievements and Highlights

- Installed new under-5 playground
- Completed Splashpad Surfacing installation
- New Holiday Décor Installation
- Expanded Special Needs Programming
- Improved Concert Series Performances and Attendance
- Improved Community Organization Coordination and Event Delivery
- Submitted Crandon Park Masterplan Amendment Package for Approval to Install Lights at the Calusa Park Courts
- Passed FDLE Background Check Records & Procedure Audit
- Completed Procurement for Event Rental Supplies, Mechanical Rides & Inflatables, and Stage Sound and Lighting

## Fiscal Year 26 Goal Based Actions

- Apply for a FRDAP Grant for the Village Green Fitness Zone
- Complete Community Center Assessment and Audit
- Refurbish Calusa Park: Resurface the courts adding additional pickleball court and court lighting.
- Onboard & Train Parks Supervisor
- Enhance Inclusion Programming and Training
- Increase Teen Programming
- Rehabilitate the Village Green Dog Park
- Refurbish the Beach Park Pavilion

## How We Measure Success

- Grant applications, awards, closeouts, and compliance with required annual reporting
- Management of Interlocal and Joint Use Partnerships
- Increase in the number of cultural art programs offered

## Personnel Chart

<b>Parks &amp; Recreations Full Time</b>	<b>FY22-23</b>	<b>FY23-24</b>	<b>FY24-25</b>	<b>FY25-26</b>
Parks, Recreation & Open Spaces Director	1	1	1	1
Assistant Parks & Recreation Director	1	1	1	1
Special Projects Coordinator	1	1	1	1
Parks & Athletics Program Manager	1	1	1	1
Community Program & Events Coordinator	1	1	1	1
Parks Supervisor	0	0	0	1
<b>FT Total</b>	<b>5</b>	<b>5</b>	<b>5</b>	<b>6</b>

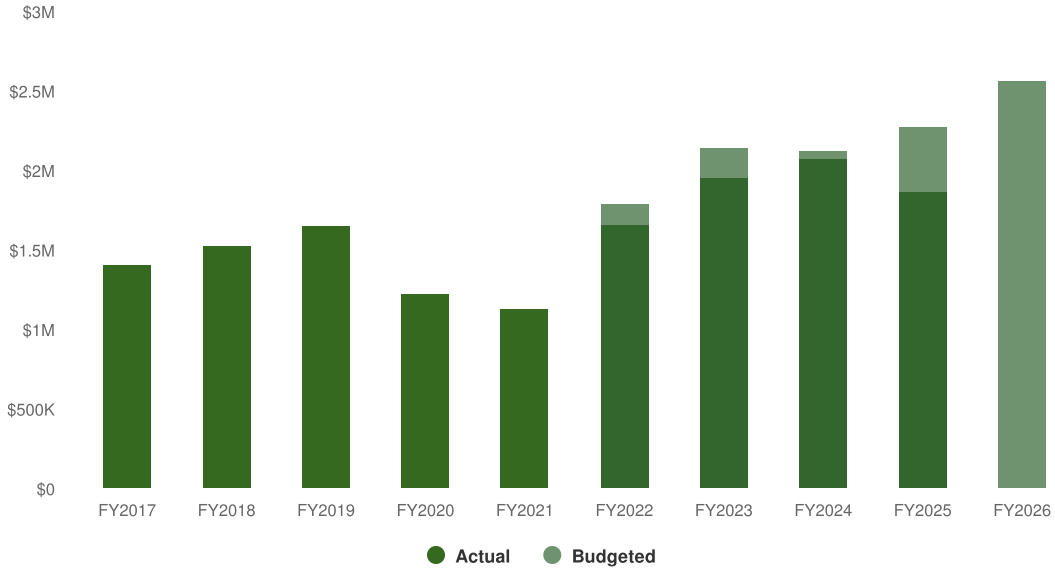




# Parks and Recreation Expenditures Summary

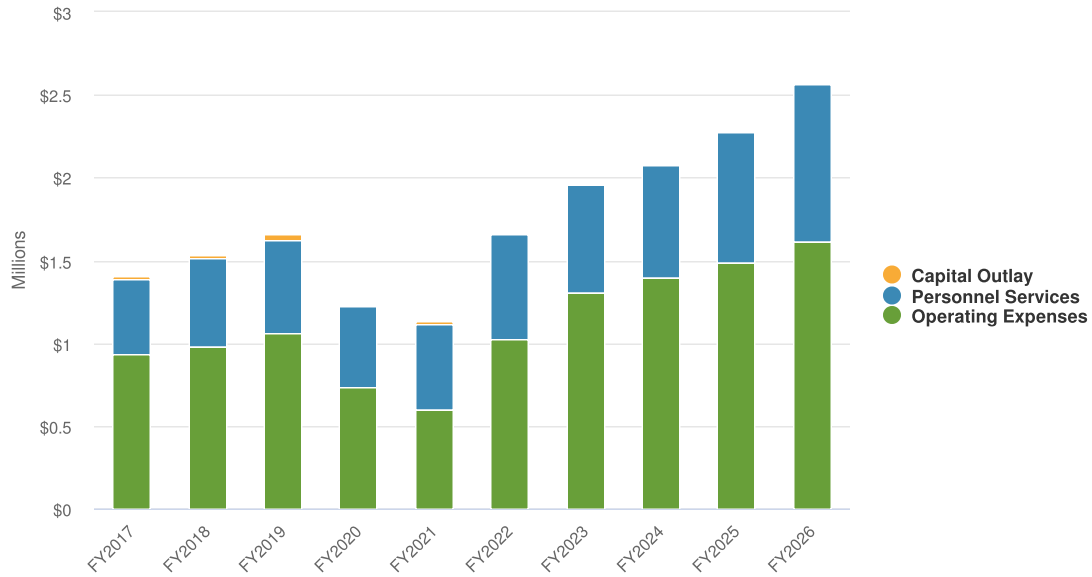
**\$2,561,369** **\$288,864**  
 (12.71% vs. prior year)

Parks, Recreation, and Open Spaces Proposed and Historical Budget vs. Actual



## Parks and Recreation Expenditures by Expense Type

### Budgeted and Historical Expenditures by Expense Type Parks and Recreation Expenditures by Expense Type



Name	FY2023 Actual	FY2024 Actual	FY2025 Actual	FY2025 Budgeted	FY2026 Budgeted	FY2025 Budgeted vs. FY2026 Budgeted (% Change)
Expense Objects						
Personnel Services						
Parks and Recreation	\$646,478	\$680,703	\$623,780	\$788,859	\$944,949	19.8%
<b>Total Personnel Services:</b>	<b>\$646,478</b>	<b>\$680,703</b>	<b>\$623,780</b>	<b>\$788,859</b>	<b>\$944,949</b>	<b>19.8%</b>
Operating Expenses						
Parks and Recreation	\$1,308,898	\$1,397,659	\$1,244,840	\$1,483,646	\$1,616,420	8.9%
<b>Total Operating Expenses:</b>	<b>\$1,308,898</b>	<b>\$1,397,659</b>	<b>\$1,244,840</b>	<b>\$1,483,646</b>	<b>\$1,616,420</b>	<b>8.9%</b>
<b>Total Expense Objects:</b>	<b>\$1,955,376</b>	<b>\$2,078,362</b>	<b>\$1,868,620</b>	<b>\$2,272,505</b>	<b>\$2,561,369</b>	<b>12.7%</b>



# Community Center



## **Purpose Statement**

The Village of Key Biscayne Community Center (KBCC) has been a vital part of the community since it opened its doors on October 30, 2004. The KBCC Division offers an array of programs and activities to keep Key Biscayne residents of all ages physically active, mentally stimulated, and socially connected.

## **Functional Responsibilities**

The KBCC is a 2-story, 43,000 square foot facility that serves as a Fitness Center, Youth Center, Senior Center, and Cultural Arts Center. The space features an outdoor 25-meter Swimming Pool, Basketball Gymnasium, Indoor Playground, cardio and strength training equipment, underground parking garage, among many other amenities. The Division operates 361 days per year thanks to a dedicated team of 44 part-time and 6 full-time public servants.

## **Prior Year Achievements and Highlights**

- Reduced the Community Center's budget subsidy by increasing revenue generation
- Revised the Community Center's membership fee structure
- Community Center pool passed Florida Department of Health with any comments or deficiencies
- Installed a replacement well for the pool's geothermal heating and cooling system
- Increased programming for adults
- Modified Summer Camp Policies to Improve Financial Performance
- Installed new gymnasium control system and court divider curtain
- Applied and met the criteria to join the AARP Network of Age-Friendly States and Communities
- Launched Improved PROS Website
- Established new partnerships with UM Miller School of Medicine McKnight Brain Institute and Mercy Hospital
- KBCC facility improvements: painted Island Room & Lighthouse Room; replaced flooring in both elevators

## **Fiscal Year 26 Goal Based Actions**

- Enhance Community Center Operations, Functionality and Appearance
- Complete Community Center Renovation and Expansion Assessment
- Replace Community Center Strength Training Equipment & Floor
- Upgrade CCTV System
- Connect to Sewer System
- Replace Generator

## **How We Measure Success**

- Reduction of the Community Center's budget subsidy by increased revenue generation.
- Increase the number of special needs programs offered and attendance.
- Membership retention
- New Programs added
- Class and program assessments evaluating the value of each program using space in the facility



## Personnel Chart

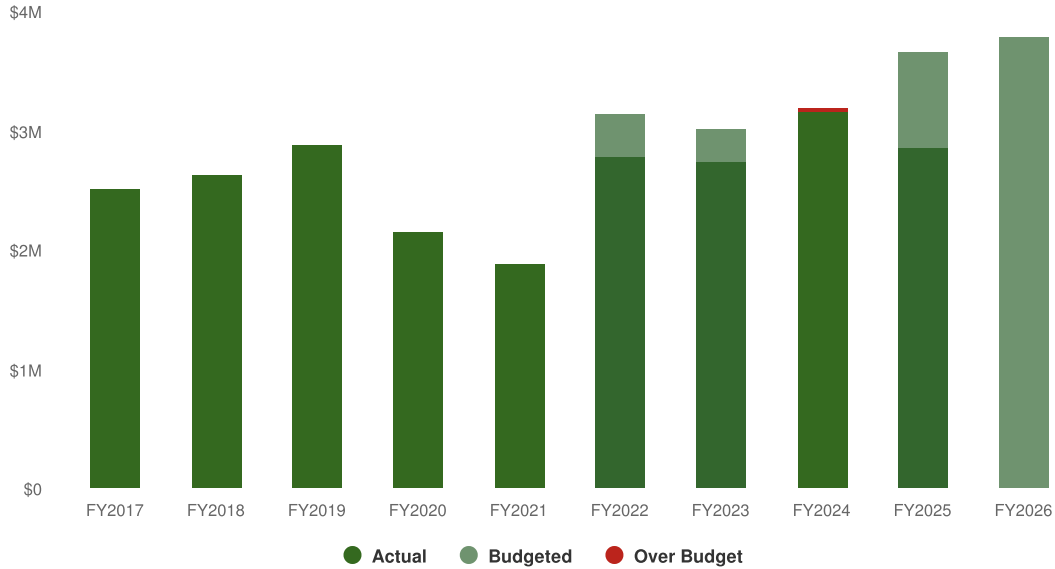
<b>Community Center Full Time</b>	<b>FY22-23</b>	<b>FY23-24</b>	<b>FY24-25</b>	<b>FY25-26</b>
Youth Services Coordinator	1	1	1	1
Front Desk Manager	1	1	1	1
Adult Program Manager	1	1	1	1
Senior Recreation Supervisor	1	1	1	1
Recreation Supervisor	0	1	0	0
Room Monitor	0	0	1	1
Gym Attendant	1	1	1	1
Head Lifeguard	1	1	1	1
Front Desk MOD	0	1	1	1
FT Sub-Total	6	8	8	8
<b>Community Center Part Time</b>	<b>FY22-23</b>	<b>FY23-24</b>	<b>FY24-25</b>	<b>FY25-26</b>
Life Guards	7	7	7	7
Room Monitors/ Beach Rangers	23	21	21	21
Toddler Room	4	4	4	4
Front Desk	10	9	9	9
PT Sub-Total	44	41	41	41
<b>Community Center Seasonal</b>	<b>FY22-23</b>	<b>FY23-24</b>	<b>FY24-25</b>	<b>FY25-26</b>
Summer Camp Counselor	10	10	10	10
Sesonal Sub-Total	10	10	10	10
<b>Total</b>	<b>60</b>	<b>59</b>	<b>59</b>	<b>59</b>



# Community Center Expenditures Summary

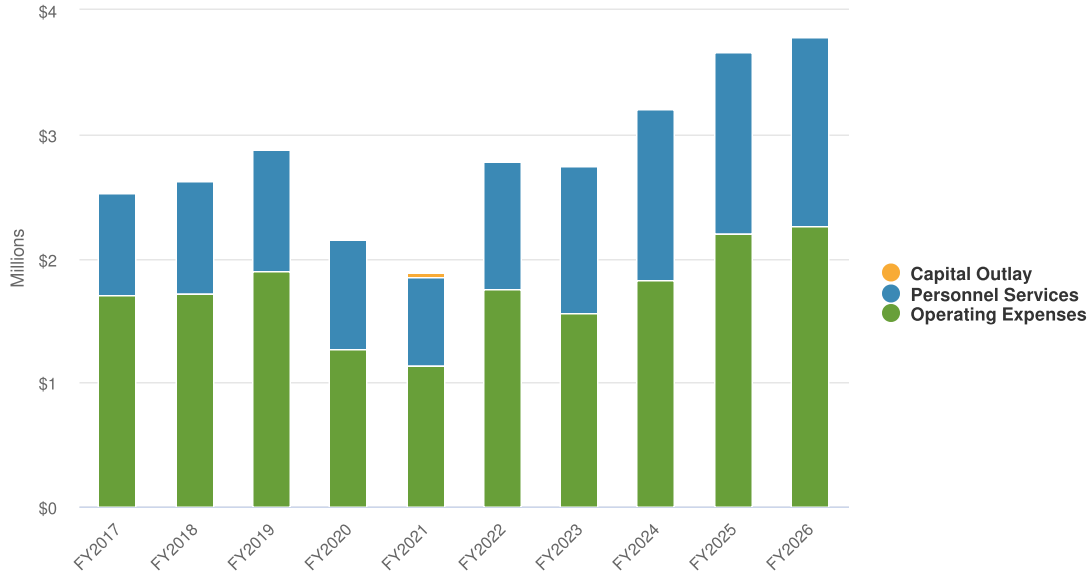
**\$3,787,327** **\$127,023**  
(3.47% vs. prior year)

## Community Center Proposed and Historical Budget vs. Actual



## Community Center Expenditures by Expense Type

**Budgeted and Historical Expenditures by Expense Type Community Center  
Expenditures by Expense Type**



Name	FY2023 Actual	FY2024 Actual	FY2025 Actual	FY2025 Budgeted	FY2026 Budgeted	FY2025 Budgeted vs. FY2026 Budgeted (% Change)
<b>Expense Objects</b>						
<b>Personnel Services</b>						
<b>Community Center</b>						
REGULAR SALARIES	\$956,465	\$1,115,917	\$938,556	\$1,145,167	\$1,200,711	4.9%
OVERTIME	\$1,335	\$1,518	\$1,474	\$12,000	\$12,000	0%
OTHER PAY-LONGEVITY BONUSES	\$0	\$4,764	\$3,372	\$8,000	\$9,000	12.5%
CELL PHONE & CAR ALLOWANCE	\$1,200	\$1,205	\$941	\$0	\$0	0%
VACATION EXCESS	\$14,981	\$26,199	\$18,254	\$28,000	\$30,000	7.1%
COMPENSATED ABSENCES	\$3,339	\$2,313	\$185	\$0	\$0	0%
PAYROLL TAXES	\$75,689	\$89,022	\$71,663	\$92,000	\$94,000	2.2%
RETIREMENT CONTRIBUTIONS	\$43,204	\$55,125	\$50,035	\$67,000	\$70,000	4.5%
LIFE, HEALTH, DISABILITY INSURANCE	\$68,697	\$64,231	\$60,473	\$86,732	\$86,461	-0.3%
WORKERS COMPENSATION	\$22,725	\$16,255	\$15,988	\$20,000	\$23,000	15%
UNEMPLOYMENT COMPENSATION	\$806	\$0	\$0	\$0	\$0	0%
<b>Total Community Center:</b>	<b>\$1,188,441</b>	<b>\$1,376,549</b>	<b>\$1,160,942</b>	<b>\$1,458,899</b>	<b>\$1,525,172</b>	<b>4.5%</b>
<b>Total Personnel Services:</b>	<b>\$1,188,441</b>	<b>\$1,376,549</b>	<b>\$1,160,942</b>	<b>\$1,458,899</b>	<b>\$1,525,172</b>	<b>4.5%</b>
<b>Operating Expenses</b>						
<b>Community Center</b>						
PROGRAM REVENUE SHARES	\$788,511	\$1,015,002	\$813,024	\$1,032,750	\$1,067,500	3.4%



Name	FY2023 Actual	FY2024 Actual	FY2025 Actual	FY2025 Budgeted	FY2026 Budgeted	FY2025 Budgeted vs. FY2026 Budgeted (% Change)
CONTRACT SERVICES - CUSTODIAL SERVICES	\$285,719	\$284,155	\$243,118	\$305,766	\$321,054	5%
TRAVEL & PER DIEM	\$2,046	\$121	\$338	\$0	\$0	0%
SUNPASS	\$0	\$1,737	\$0	\$1,380	\$1,380	0%
COMMUNICATIONS	\$21,674	\$23,772	\$17,903	\$18,904	\$18,930	0.1%
POSTAGE & FREIGHT	\$3,521	\$2,955	\$2,370	\$2,400	\$2,400	0%
UTILITIES	\$145,268	\$153,167	\$118,348	\$154,524	\$200,977	30.1%
RENTAL & LEASES	\$16,605	\$10,470	\$9,828	\$17,513	\$16,972	-3.1%
PROPERTY & LIABILITY INSURANCE	\$71,870	\$116,277	\$119,556	\$122,200	\$133,123	8.9%
REPAIRS & MAINTENANCE - COMM CENTER	\$28,560	\$25,312	\$85,779	\$138,100	\$138,100	0%
CREDIT CARD FEES	\$62,244	\$65,057	\$43,205	\$67,000	\$67,000	0%
SENIOR ACTIVITIES	\$0	\$0	\$151,772	\$0	\$139,805	N/A
OFFICE SUPPLIES	\$8,137	\$4,045	\$3,943	\$6,000	\$6,000	0%
OPERATING SUPPLIES	\$82,801	\$86,236	\$57,519	\$91,000	\$94,000	3.3%
IT EQUIPMENT <5000 AND SOFTWARE	\$38,338	\$31,093	\$31,666	\$84,063	\$54,914	-34.7%
MEALS AND EVENTS	\$197	\$1,069	\$1,434	\$0	\$0	0%
SUBSCRIPTIONS & MEMBERSHIP DUES	\$492	\$1,109	\$378	\$0	\$0	0%
SENIOR ACTIVITIES	\$0	\$0	\$0	\$139,805	\$0	-100%
PROFESSIONAL SERVICES	\$0	\$0	\$0	\$20,000	\$0	-100%
<b>Total Community Center:</b>	<b>\$1,555,984</b>	<b>\$1,821,577</b>	<b>\$1,700,182</b>	<b>\$2,201,405</b>	<b>\$2,262,155</b>	<b>2.8%</b>
<b>Total Operating Expenses:</b>	<b>\$1,555,984</b>	<b>\$1,821,577</b>	<b>\$1,700,182</b>	<b>\$2,201,405</b>	<b>\$2,262,155</b>	<b>2.8%</b>
<b>Total Expense Objects:</b>	<b>\$2,744,425</b>	<b>\$3,198,126</b>	<b>\$2,861,124</b>	<b>\$3,660,304</b>	<b>\$3,787,327</b>	<b>3.5%</b>



# Athletics



## Purpose Statement

The Athletics Division creates opportunities for Key Biscayne residents of all ages to participate in high-quality athletics programs. 1,994 children participated in our youth sports this past year, exceeding all prior year registration totals. The Division is staffed by 4 part-time and 1 full-time public servant.

## Functional Responsibilities

The Athletics Division operates directly or oversees contracts for the following sports:

- Baseball
- Basketball
- Field Hockey
- Flag Football
- Lacrosse
- Rugby
- Soccer for Youth & Adults
- Softball
- Track & Field
- Volleyball

## Prior Year Achievements & Highlights

- St. Agnes Artificial Turf Project (underway)
- Improved Participant Satisfaction Survey Results for Village Led Programs
- Collected the Athletic Program Usage Fee
- Increase Baseball/Softball Registration by 20%
- Engaged with the City of Miami on the Virginia Key Playing Field Opportunities
- Increased athletic programming for adults

## Fiscal Year 26 Goal Based Actions

- Complete St. Agnes Artificial Turf Project
- Complete MAST Field Replacements Negotiations with Miami-Dade County School Board
- Improve Athletics Program and Sports Management
- KBK8 Scoreboard replacement
- Expand increased athletic programming for adults
- Launched a New Lacrosse Program
- Successful first year with new Volleyball League vendor Phoenix Sports

## How We Measure Success

- Athletics program satisfaction survey results
- Inclusion of a new adult athletic league to the season's calendar
- Increase revenue generation
- Program registrations

## Personnel Chart

<b>Athletics Full Time</b>	<b>FY22-23</b>	<b>FY23-24</b>	<b>FY24-25</b>	<b>FY25-26</b>
Athletics Coordinator	1	1	1	1
FT Sub-Total	1	1	1	1
<b>Athletics Part Time</b>	<b>FY22-23</b>	<b>FY23-24</b>	<b>FY24-25</b>	<b>FY25-26</b>
PT Athletics Staff	4	4	4	4
PT Sub-Total	4	4	4	4
<b>Total</b>	<b>5</b>	<b>5</b>	<b>5</b>	<b>5</b>

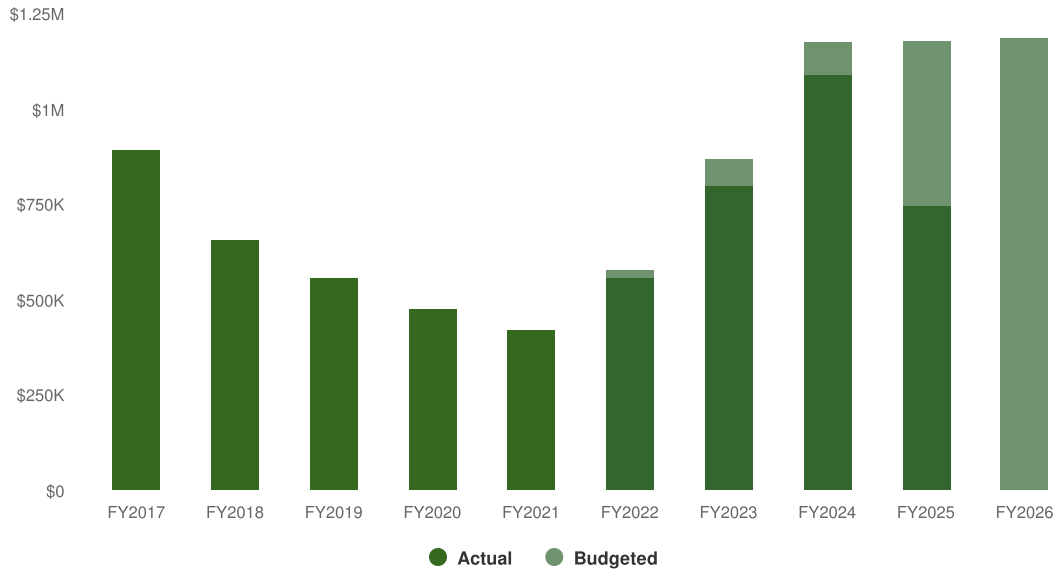




## Athletics Expenditures Summary

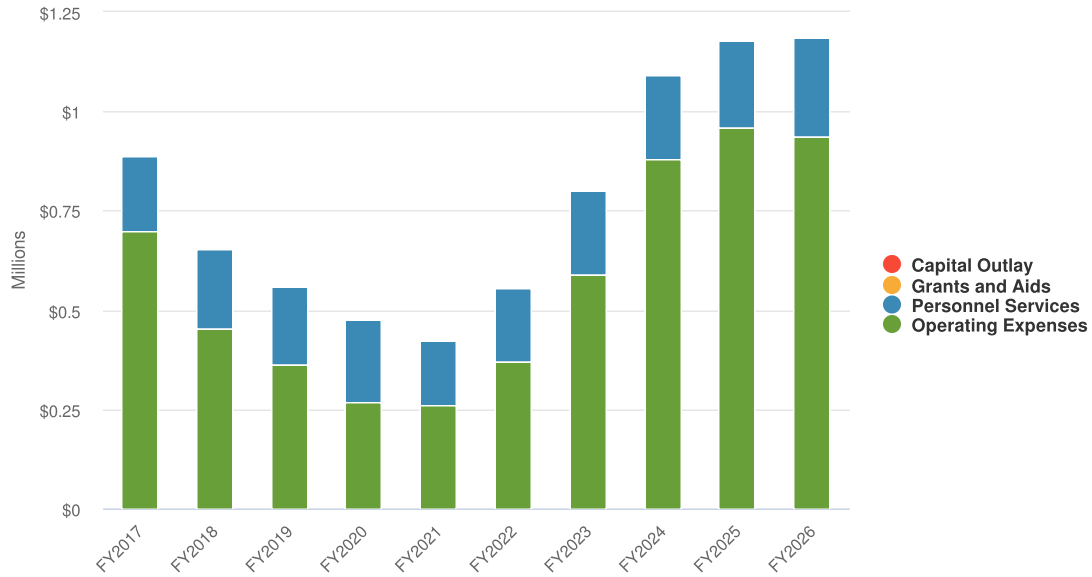
**\$1,185,725** **\$8,348**  
(0.71% vs. prior year)

### Athletics Proposed and Historical Budget vs. Actual



## Athletics Expenditures by Expense Type

### Budgeted and Historical Expenditures by Expense Type Athletics Expenditures by Expense Type



Name	FY2023 Actual	FY2024 Actual	FY2025 Actual	FY2025 Budgeted	FY2026 Budgeted	FY2025 Budgeted vs. FY2026 Budgeted (% Change)
Expense Objects						
Personnel Services						
Athletics	\$209,236	\$212,445	\$100,192	\$219,729	\$250,525	14%
<b>Total Personnel Services:</b>	<b>\$209,236</b>	<b>\$212,445</b>	<b>\$100,192</b>	<b>\$219,729</b>	<b>\$250,525</b>	<b>14%</b>
Operating Expenses						
Athletics	\$590,384	\$878,356	\$645,550	\$957,648	\$935,200	-2.3%
<b>Total Operating Expenses:</b>	<b>\$590,384</b>	<b>\$878,356</b>	<b>\$645,550</b>	<b>\$957,648</b>	<b>\$935,200</b>	<b>-2.3%</b>
<b>Total Expense Objects:</b>	<b>\$799,620</b>	<b>\$1,090,801</b>	<b>\$745,743</b>	<b>\$1,177,377</b>	<b>\$1,185,725</b>	<b>0.7%</b>



# Public Works



## **Purpose Statement**

To provide well-functioning, safe and beneficial buildings, infrastructure, programs and services and improve the quality of life and well-being of the community.

## **Functional Responsibilities**

- Stormwater Management
- Rights-of-Way Maintenance and Repair
- Facilities and Parks Maintenance
- Beach and Shoreline Maintenance
- Landscaping and Grounds Maintenance
- Transit Services
- Solid Waste and Recycling Services
- Environmental, Resilience and Sustainability Services
- Architectural and Engineering Services
- Project Management
- Capital Improvements
- Emergency Response

## **Prior Year Achievements & Highlights**

- Planted 192 new trees Village-wide
- Obtained easement for public beach path at Ocean Lane Drive
- Cleaned 100% of the of the catch basins and pipes throughout the Village and 25% of the drainage wells
- Redeveloped the two stormwater wells at Ocean Lane Drive
- Completed the Resilient Infrastructure Assessment and 100% designs for Zone #1
- Repaired roof at the Community Center and Village Hall
- Replaced transfer switch for generator at the Fire Station
- Renovated women's bathroom and locker room at the Fire Station
- Painted interior of the Fire Station
- Completed south balcony tile repairs at Fire Station
- Replaced the fields at St. Agnes with artificial turf
- Repaired the K-8 Basketball Courts
- Assisted in constructing the Community Vegetable Garden

## **Fiscal Year 26 Goal Based Actions**

- Harbor Drive roadway Improvement Project
- Roadway Improvements Village-wide
- Improve Beach Park
- Improve Garden District Drainage
- Install 2 Stormwater Pump Station backup generators
- Stormwater System cleaned - 100% of the catch basins, pipes and 10 Drainage Wells
- Initiate construction for Stormwater Improvements and Utility Underground for Zone 1
- Improve public beach path at Ocean Lane Drive
- Obtain easement for public beach path at Seaview Drive
- Implement an Asset Management Based Maintenance & Repair Program
- Repair to Trusses and Beams at Village Hall
- Replace 2 HVAC units at the Community Center and 2 at Village Hall
- Repair north balcony tiles at Fire Station
- Repair officers' bathroom at Fire Station
- Resurface apparatus floor at Fire Station
- Improve Street Light coverage throughout the Village
- Rickenbacker/Crandon Blvd Traffic Solution and recommendations Project
- Reduce service calls by 30%



**How We Measure Success**

- On time on Budget completion of project and studies
- Number of drains & catch basins inspected, cleaned and repaired
- Number of Right-of-Way maintenance and repairs completed e.g. potholes, sidewalk, curb repairs, and street sweeping
- Number of Facilities maintenance and repairs completed
- Number of service calls resolved
- Improvement to the PCI

**Personnel Chart**

<b>Public Works Full Time</b>	<b>FY22-23</b>	<b>FY23-24</b>	<b>FY24-25</b>	<b>FY25-26</b>
Public Works Director	1	1	1	1
Chief Resiliency & Sustainability Officer	1	1	1	1
Superintendent	1	1	1	1
Engineer	1	1	1	1
CIP Program/ Grants Manager	1	1	1	1
Maintenance Laborer	2	2	2	2
Maintenance Supervisor	1	1	1	1
Resiliency Coordinator	1	1	1	1
Horticulturist	1	1	0	0
Operations Manager	0	0	1	1
Administrative Assistant/ Records Technician	0	0	0	0
<b>FT Total</b>	<b>10</b>	<b>10</b>	<b>10</b>	<b>10</b>





## Public Works Expenditures Summary

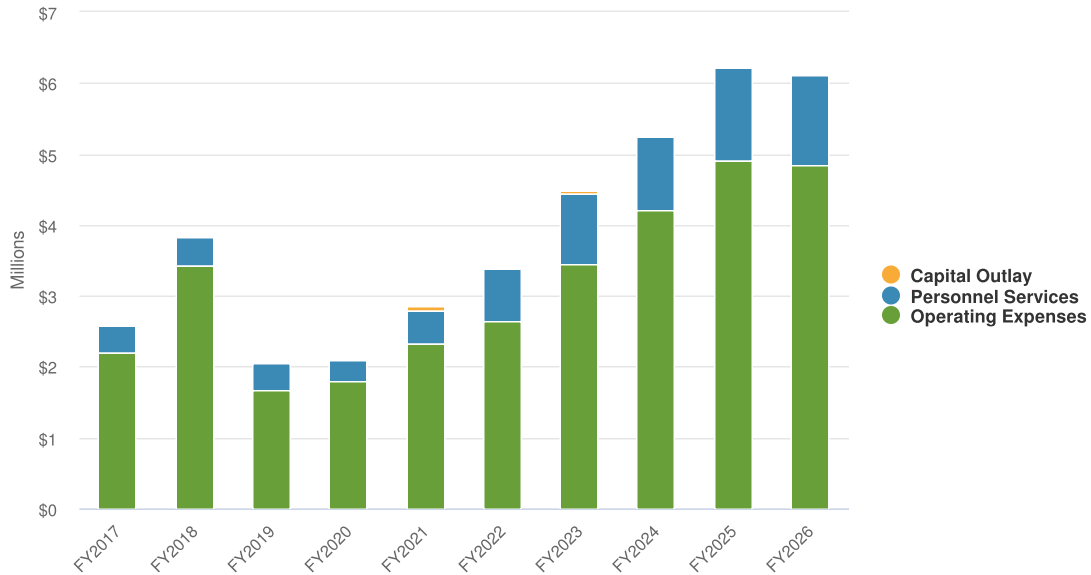
**\$6,121,231** **-\$95,350**  
(-1.53% vs. prior year)

### Public Works Proposed and Historical Budget vs. Actual



## Public Works Expenditures by Expense Type

## Budgeted and Historical Expenditures by Expense Type Public Works Expenditures by Expense Type



Name	FY2023 Actual	FY2024 Actual	FY2025 Actual	FY2025 Budgeted	FY2026 Budgeted	FY2025 Budgeted vs. FY2026 Budgeted (% Change)
Expense Objects						
Personnel Services						
Public Works	\$1,005,779	\$1,028,219	\$913,994	\$1,302,976	\$1,271,000	-2.5%
<b>Total Personnel Services:</b>	<b>\$1,005,779</b>	<b>\$1,028,219</b>	<b>\$913,994</b>	<b>\$1,302,976</b>	<b>\$1,271,000</b>	<b>-2.5%</b>
Operating Expenses						
Public Works	\$3,443,774	\$4,215,272	\$3,206,948	\$4,913,605	\$4,850,231	-1.3%
<b>Total Operating Expenses:</b>	<b>\$3,443,774</b>	<b>\$4,215,272</b>	<b>\$3,206,948</b>	<b>\$4,913,605</b>	<b>\$4,850,231</b>	<b>-1.3%</b>
Capital Outlay						
Public Works	\$36,751	\$12,960	\$0	\$0	\$0	0%
<b>Total Capital Outlay:</b>	<b>\$36,751</b>	<b>\$12,960</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>0%</b>
<b>Total Expense Objects:</b>	<b>\$4,486,304</b>	<b>\$5,256,451</b>	<b>\$4,120,942</b>	<b>\$6,216,581</b>	<b>\$6,121,231</b>	<b>-1.5%</b>



# Administration



## Purpose Statement

Administrative Departments include: Finance, Human Resources (HR), Risk Management, Information Technology (IT), and Communications.

- **Administration** — To provide administrative support to all Village departments.
- **Communications** — To engage with the community and provide timely and accurate information to key stakeholders
- **Finance & Procurement** — To effectively manage and invest the public's funds.
- **HR & Risk Management** — To maximize the effectiveness of the organization and its staff.
- **Information Technology** — To support the Village's operations through the provision of technology infrastructure, tools, and support necessary for delivering services to residents and stakeholders.

## Functional Responsibilities

- Village Operations
- Legislative Agenda Coordination
- Finance and Accounting Services
- Planning, Programming and Budgeting
- Investments and Debt Management
- Human Resources Recruitment, Training & Development & Retention
- Workforce Health & Safety / Risk Management
- Management and Maintenance of the Village's Technological Infrastructure
- Delivery of Technical Support to Users
- Implementation & Management of Hardware/Software Applications
- Assurance of Data Security and Integrity
- Facilitation of Communication & Collaboration via Digital Platforms
- Strategic Communications
- Community Engagement
- Media Engagement
- Customer Service
- Strategic Partnership Management

## Prior Year Achievements & Highlights

- Launched New KeyBiscayne.FL.Gov Website
- Developed Strategic Communications Action Plan (SCAP) and Brand Guidelines?
- Created the RIAP Resilient Ranger Program
- **135** Village Connect Newsletters Distributed
- **735** Posts on Social Media Platforms
- Trained Staff on Peak Agenda to Streamline Agenda Process & Workflow
- Completed **2** Customer Service Training Workshops for Village staff
- Organized Bring Your Child to Work Day Event
- Held Annual Electronic Recycling Drive
- Awarded State of Florida Cybersecurity Grant
- Completed Cybersecurity Training
- Modernized Council Chamber Dais Workstations
- Provided IT Support to Various Police Projects
  - Oracle (CAD/RMS) Implementation



- New Tablets for Oracle Solution
- LexisNexis / Virtual Server
- VPN Server
- Speed Cameras
- Upgraded and Deployed IT systems, servers, and equipment for various departments
- Conducted a Village-wide Employee Engagement Survey
- Launched & Implemented Electronic Performance Management System
- Filled **13** Full-Time and **16** Part-Time Positions
- Negotiated Favorable Benefits Renewal
- Organized & Executed **6** Annual Staff Events
  - Employee Wellness Fair
  - Staff Appreciation Luncheon & Family Fun Day
  - Thanksgiving Lunch & Holiday Party
- Processed **361** Purchase Orders
- Closed out **17** Formal Solicitations
- Updated & Maintained **175** Contracts

### **Fiscal Year 26 Goal Based Actions**

- Continue Collaboration with Local, County, State & Federal Partners
- Advance Partner & Legislative Relationships
- Ensure Financial Accuracy & Transparency
- Conduct Comprehensive Biennial Community Survey
- Develop Awareness Campaigns
- Increase Social Media Presence
- Enhance Reception Areas
- Modernize VKB 311 App
- Complete Customer Service Training Workshop Series
- Develop Customer Service Handbook & Implement Protocols
- Create Village Communications and Social Media Work Group
- Analyze Organizational Structure
- Upgrade Security Systems
- Improve Public Records Process / Implement PRR System
- Develop New Employee Orientation Program
- Refine Personnel Policies & Launch New Employee Handbook

### **How We Measure Success**

- Number of VKB311 registered accounts
- Number of VKB311 Service Requests Completed
- Accuracy and transparency of financials
- Personnel status (fill rates)
- Turnover rate
- Payment on time rate
- Accuracy and timeliness of information posted to the Village website & financial portals
- Ease of website navigation: Website visits, click throughs, time on site
- Availability of all applications
- Purchase order processing time
- Major procurement processing time
- Events attended
- Survey results



## Personnel Chart

Administration Full Time	FY22-23	FY23-24	FY24-25	FY25-26
Village Manager	1	1	1	1
Chief of Staff	1	1	1	1
Human Resources/Risk Management Director	1	1	1	1
Chief Financial Officer	1	1	1	1
Procurement Officer	1	1	1	1
Comptroller	1	1	1	1
Accounting & Payroll Clerk	1	1	1	1
Procurement Spec./Financial Analyst II	1	1	1	1
MIS Manager	1	1	1	1
IT Administrator	1	1	1	1
Community Engagement & Comm. Officer	1	1	1	1
Assistant to the Village Manager	1	1	1	1
Resident Experience Coordinator	0	0	0	1
<b>FT Total</b>	<b>12</b>	<b>12</b>	<b>12</b>	<b>13</b>

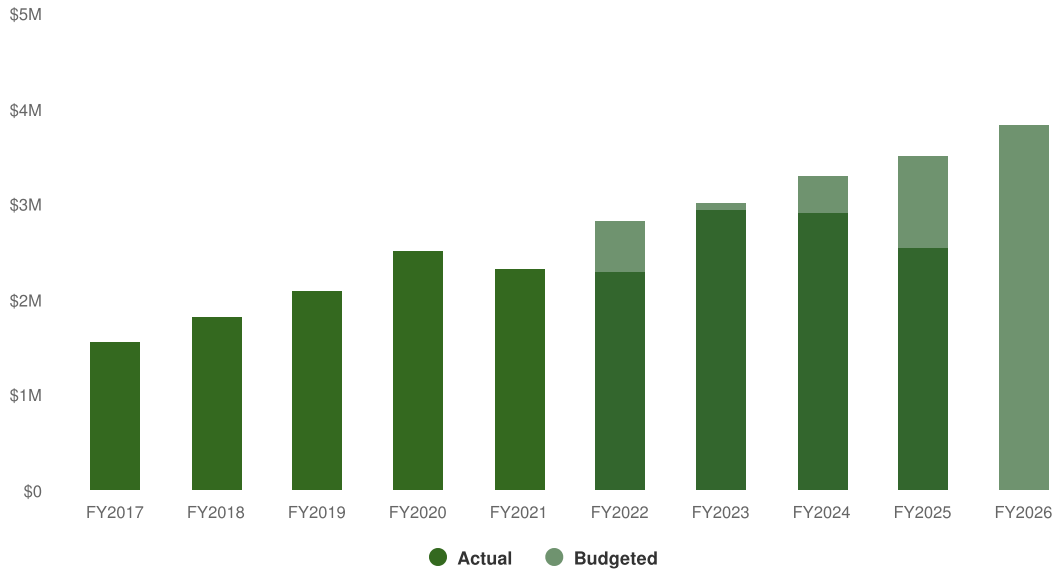




## Administration Expenditures Summary

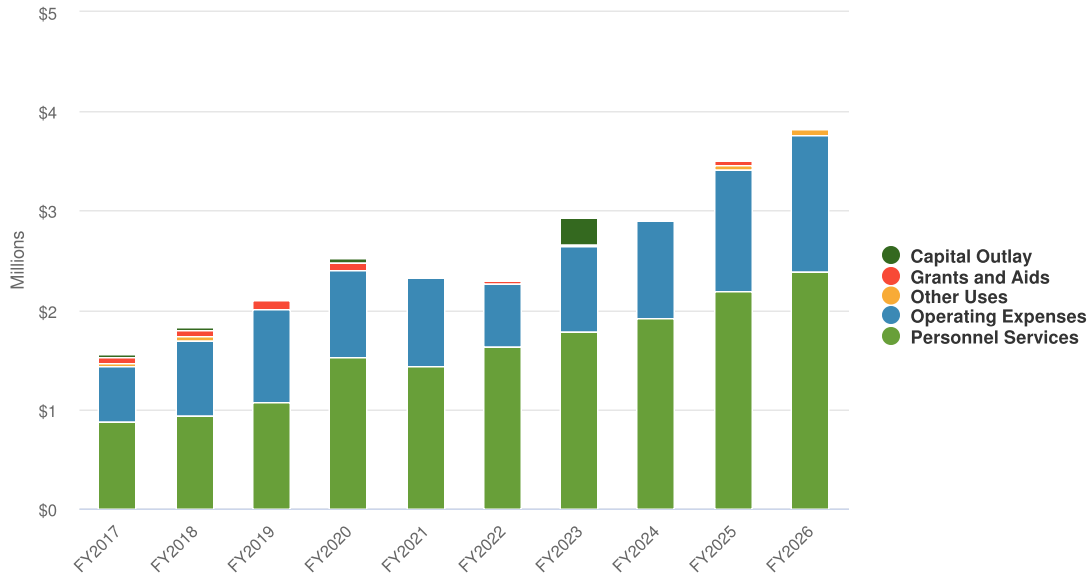
**\$3,840,582** **\$341,027**  
(9.74% vs. prior year)

### Administration Proposed and Historical Budget vs. Actual



## Administration Expenditures by Expense Type

## Budgeted and Historical Expenditures by Expense Type Administration Expenditures by Expense Type



Name	FY2023 Actual	FY2024 Actual	FY2025 Actual	FY2025 Budgeted	FY2026 Budgeted	FY2025 Budgeted vs. FY2026 Budgeted (% Change)
Expense Objects						
Personnel Services						
Administration	\$1,786,565	\$1,914,238	\$1,723,966	\$2,189,260	\$2,391,797	9.3%
<b>Total Personnel Services:</b>	<b>\$1,786,565</b>	<b>\$1,914,238</b>	<b>\$1,723,966</b>	<b>\$2,189,260</b>	<b>\$2,391,797</b>	<b>9.3%</b>
Operating Expenses						
Administration	\$854,046	\$978,746	\$796,841	\$1,225,295	\$1,373,785	12.1%
<b>Total Operating Expenses:</b>	<b>\$854,046</b>	<b>\$978,746</b>	<b>\$796,841</b>	<b>\$1,225,295</b>	<b>\$1,373,785</b>	<b>12.1%</b>
Capital Outlay						
Administration	\$276,692	\$0	\$0	\$0	\$0	0%
<b>Total Capital Outlay:</b>	<b>\$276,692</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>0%</b>
Grants and Aids						
Administration	\$2,577	\$1,033	\$13,583	\$35,000	\$25,000	-28.6%
<b>Total Grants and Aids:</b>	<b>\$2,577</b>	<b>\$1,033</b>	<b>\$13,583</b>	<b>\$35,000</b>	<b>\$25,000</b>	<b>-28.6%</b>
Other Uses						
Administration	\$14,575	\$14,500	\$9,020	\$50,000	\$50,000	0%
<b>Total Other Uses:</b>	<b>\$14,575</b>	<b>\$14,500</b>	<b>\$9,020</b>	<b>\$50,000</b>	<b>\$50,000</b>	<b>0%</b>
<b>Total Expense Objects:</b>	<b>\$2,934,456</b>	<b>\$2,908,517</b>	<b>\$2,543,409</b>	<b>\$3,499,555</b>	<b>\$3,840,582</b>	<b>9.7%</b>



# Debt Service

## **Bonds**

Revenue Bonds which can be issued only by the authorization of the Village Council, must be secured by a pledge of an appropriate and adequate revenue stream. All current debt is financed by Revenue Bonds as bank loans pledged by Covenant to Budget legally available non-ad-valorem revenues.

General Obligation Bonds can only be issued by voter approval at a referendum authorizing the pledge of the full faith and credit of the Village. The State of Florida does not impose a limit on the amount of debt a municipality may incur. The legal authority for borrowing monies is provided to the Village by Sections 166.021 and 166.111, Florida Statutes. The Village has no outstanding general obligation debt.

## **Debt Restrictions**

The Village Charter requires five (5) affirmative votes for any borrowing (Section 4.10) and the adopted annual budget must be balanced (Section 4.05). Section 4.10 of the Charter requires the debt be limited by Ordinance. Also, State law prohibits a mill rate in excess of 10 mills. Section 4.03 (9) requires that each elector receive a notice by mail of the action by Council to initiate a capital project in excess of \$500,000.

The Master Plan requires that the Village pursue a prudent policy of borrowing for capital improvements or other purposes (Policy 1.15). The Financial Policy Statement has set guidelines regarding debt.

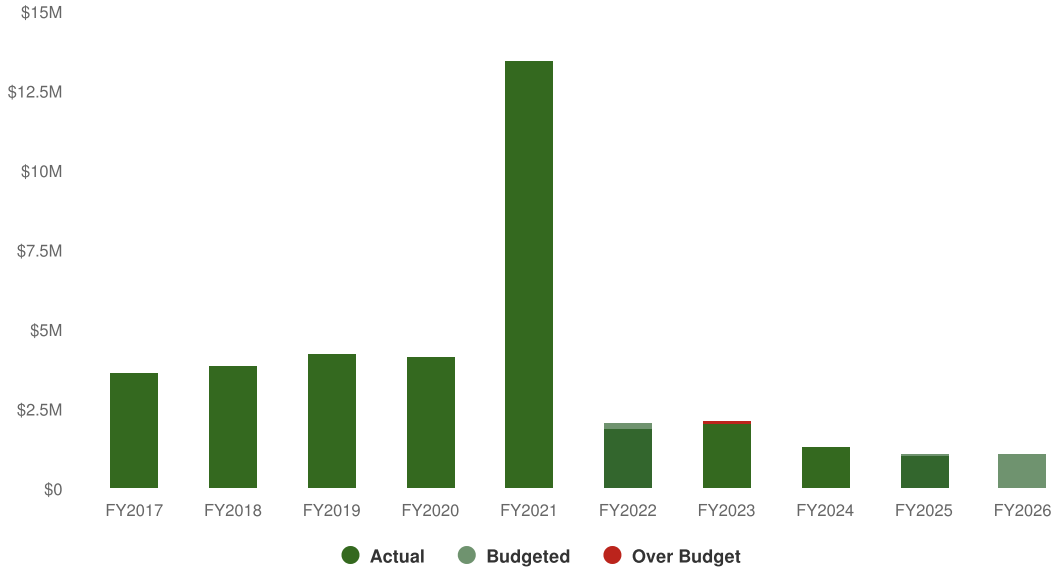
Ordinance 97-1, January 16, 1997, limits outstanding debt. Debt means any financial obligation of the Village which is not required to be repaid within one year of its incurrence, excluding debt payable from an Enterprise Fund. Based on the 2021 budget and in accordance with Section 4.10 of the Village Charter, the limit is 1% of assessed valuation or an amount that exceeds 15% of the annual general fund expenditures, whichever is greater.



## Debt Service Expenditures Summary

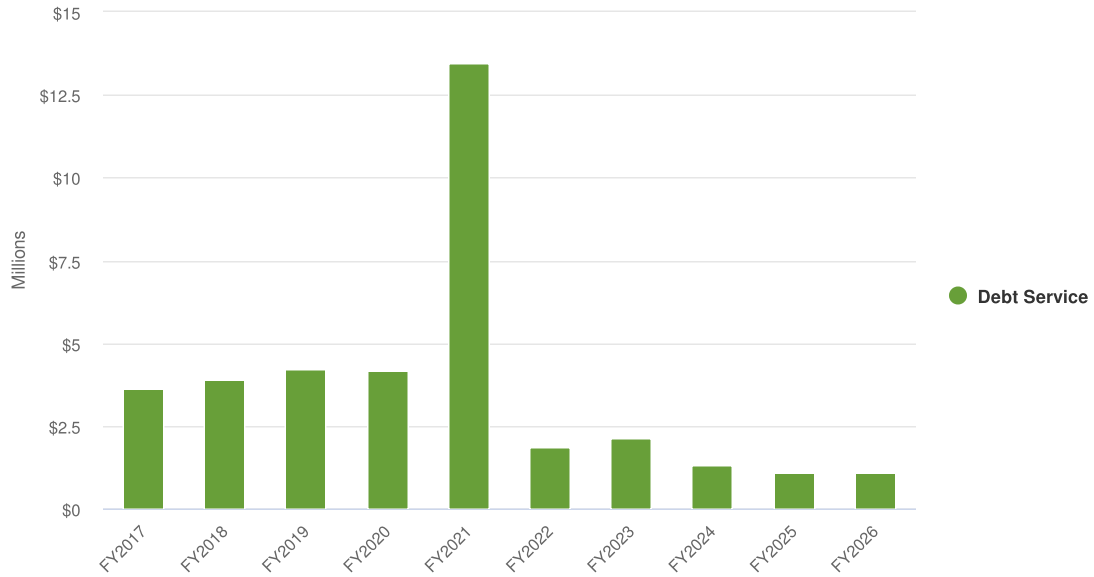
**\$1,066,883** **-\$4,759**  
(-0.44% vs. prior year)

### Debt Service Proposed and Historical Budget vs. Actual



## Debt Service Expenditures by Expense Type

### Budgeted and Historical Expenditures by Expense Type Debt Service Expenditures by Expense Type



Name	FY2023 Actual	FY2024 Actual	FY2025 Actual	FY2025 Budgeted	FY2026 Budgeted	FY2025 Budgeted vs. FY2026 Budgeted (% Change)
Expense Objects						
Debt Service						
Debt Service	\$2,129,899	\$1,311,302	\$1,032,321	\$1,071,642	\$1,066,883	-0.4%
<b>Total Debt Service:</b>	<b>\$2,129,899</b>	<b>\$1,311,302</b>	<b>\$1,032,321</b>	<b>\$1,071,642</b>	<b>\$1,066,883</b>	<b>-0.4%</b>
<b>Total Expense Objects:</b>	<b>\$2,129,899</b>	<b>\$1,311,302</b>	<b>\$1,032,321</b>	<b>\$1,071,642</b>	<b>\$1,066,883</b>	<b>-0.4%</b>



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# **FUNDS OVERVIEW**

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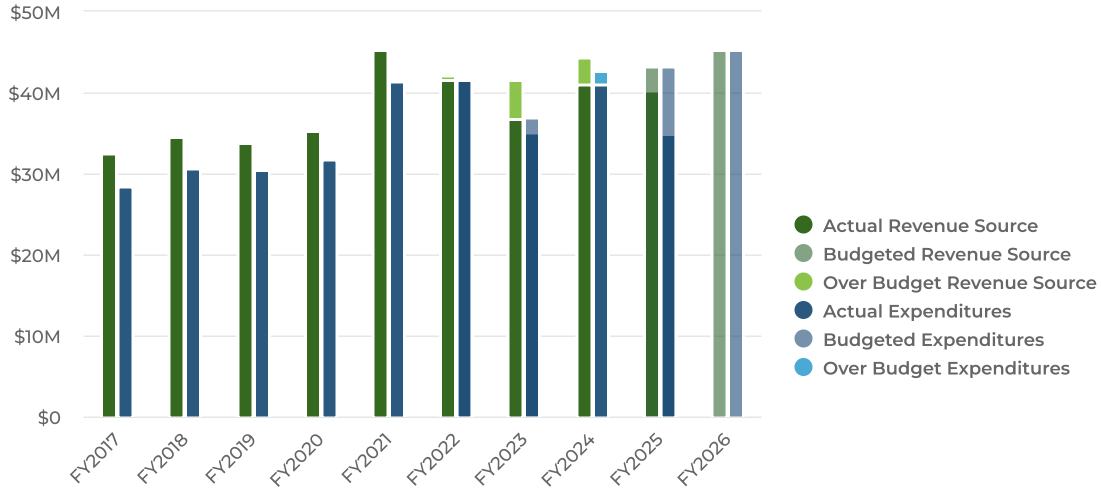
## General Fund

### Functional Responsibilities

The General Fund is used to account for all financial resources except those required to be accounted for in another fund. The General Fund is the major operating fund of the Village of Key Biscayne. Oversight of this fund is primarily the function of the Administration.

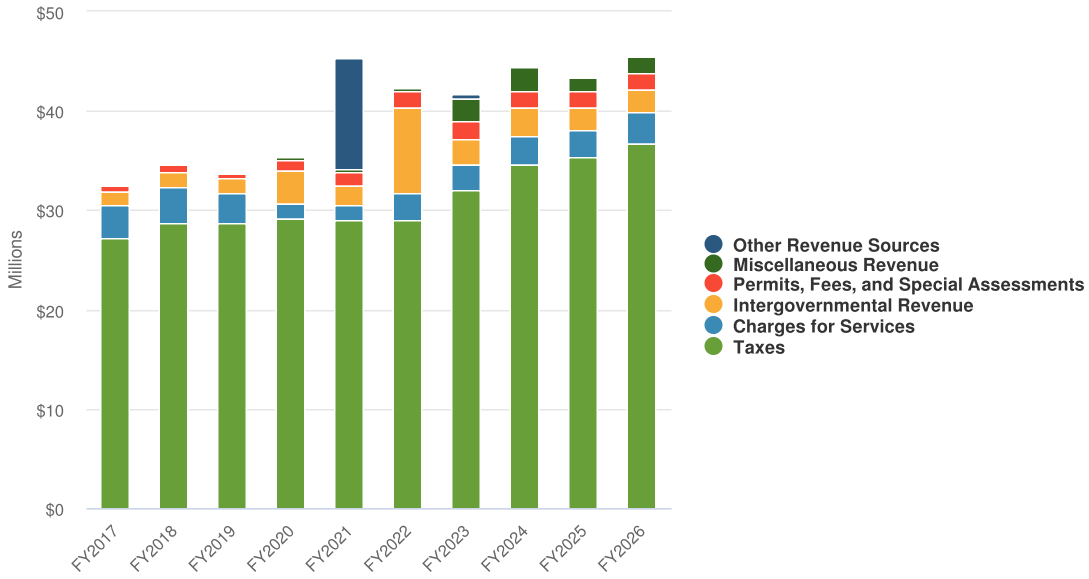
### Summary

The Village of Key Biscayne is projecting \$45.43M of revenue in FY2026, which represents a 4.7% increase over the prior year. Budgeted expenditures are projected to increase by 4.7% or \$2.03M to \$45.43M in FY2026.



### Revenues by Source

### Budgeted and Historical 2026 Revenues by Source

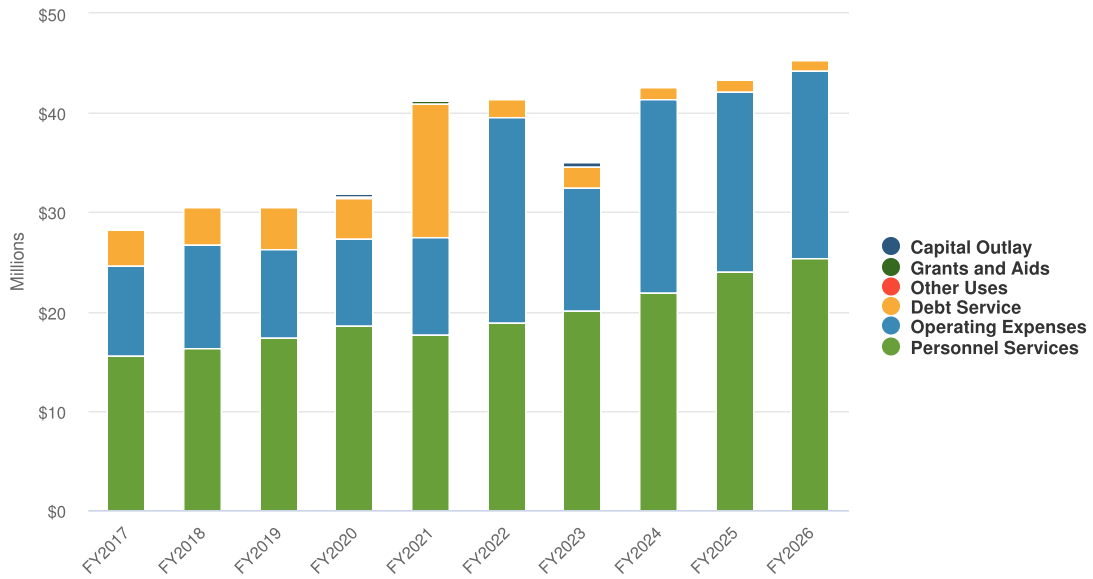


Name	FY2023 Actual	FY2024 Actual	FY2025 Actual	FY2025 Budgeted	FY2026 Budgeted	FY2025 Budgeted vs. FY2026 Budgeted (% Change)
Revenue Source						
Taxes	\$32,040,555	\$34,557,784	\$33,386,704	\$35,303,188	\$36,696,490	3.9%
Permits, Fees, and Special Assessments	\$1,782,246	\$1,715,050	\$955,951	\$1,737,500	\$1,724,000	-0.8%
Intergovernmental Revenue	\$2,584,423	\$2,862,641	\$1,528,630	\$2,224,000	\$2,257,500	1.5%
Charges for Services	\$2,500,161	\$2,901,008	\$2,261,207	\$2,802,500	\$3,163,500	12.9%
Miscellaneous Revenue	\$2,343,290	\$2,364,044	\$2,314,101	\$1,332,887	\$1,586,600	19%
Other Revenue Sources	\$411,583	\$0	\$0	\$0	\$0	0%
<b>Total Revenue Source:</b>	<b>\$41,662,258</b>	<b>\$44,400,527</b>	<b>\$40,446,593</b>	<b>\$43,400,075</b>	<b>\$45,428,090</b>	<b>4.7%</b>

### Expenditures by Expense Type



### Budgeted and Historical Expenditures by Expense Type



Name	FY2023 Actual	FY2024 Actual	FY2025 Actual	FY2025 Budgeted	FY2026 Budgeted	FY2025 Budgeted vs. FY2026 Budgeted (% Change)
Expense Objects						
Personnel Services	\$20,152,539	\$21,849,433	\$17,888,007	\$24,016,657	\$25,334,053	5.5%
Operating Expenses	\$12,316,708	\$19,468,249	\$15,909,784	\$18,196,776	\$18,932,154	4%
Capital Outlay	\$501,638	\$105,660	\$67,726	\$30,000	\$20,000	-33.3%
Debt Service	\$2,129,899	\$1,311,302	\$1,032,321	\$1,071,642	\$1,066,883	-0.4%
Grants and Aids	\$2,577	\$1,033	\$13,583	\$35,000	\$25,000	-28.6%
Other Uses	\$14,575	\$14,500	\$9,020	\$50,000	\$50,000	0%
<b>Total Expense Objects:</b>	<b>\$35,117,937</b>	<b>\$42,750,177</b>	<b>\$34,920,441</b>	<b>\$43,400,075</b>	<b>\$45,428,090</b>	<b>4.7%</b>



## Functional Responsibilities

The Transportation Fund receives a share of sales tax revenue from the state government to be used on the transportation system within the Village of Key Biscayne. A proportional share based on population of the half-cent sales tax levied in Miami-Dade County, of which 20% must be used for public transit projects. Additionally, the fund is supported by the Local Options Gas Tax (\$.06) and the Local Option Fuel Tax (\$.03). This is a special revenue fund used to account for specific revenues that are legally restricted to improve transit and traffic mobility. Oversight of this fund is primarily the function of the Administration.



## Transportation Fund

### Prior Year Significant Accomplishments

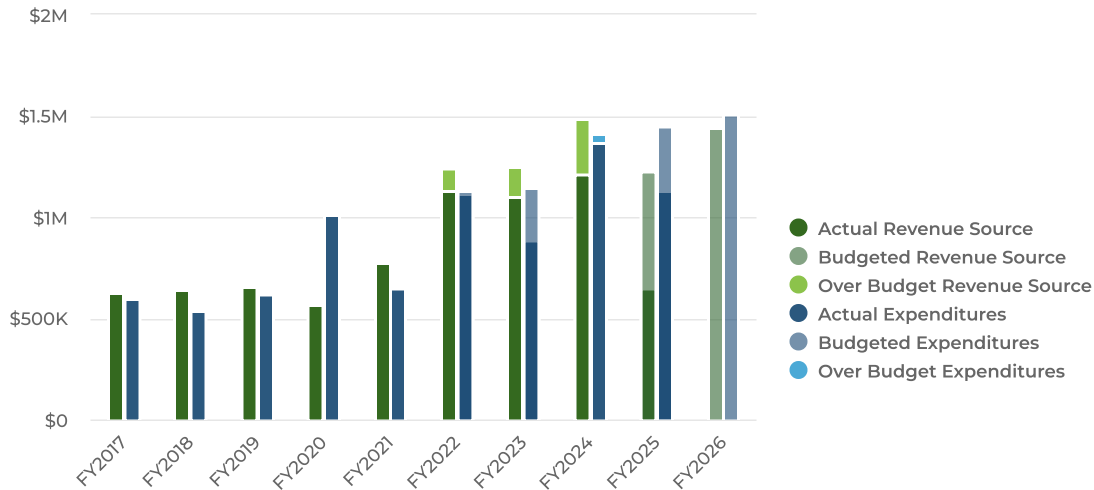
- Accepted a Florida Department of Transportation (FDOT) Public Service Development Program Grant in the amount of \$203,083 to leverage CITT funds to expand the Village's On-Demand transit service
- Increased ridership to over 11,000 passengers per month up from 9,500 per month

### Fiscal Year 26 Goal Based Actions

- Transfer \$500,000 to CIP Fund for Village-wide roadway improvements.
- Apply for the FY 27 FDOT Public Service Development Program Grant to continue funding the additional transit vehicles.

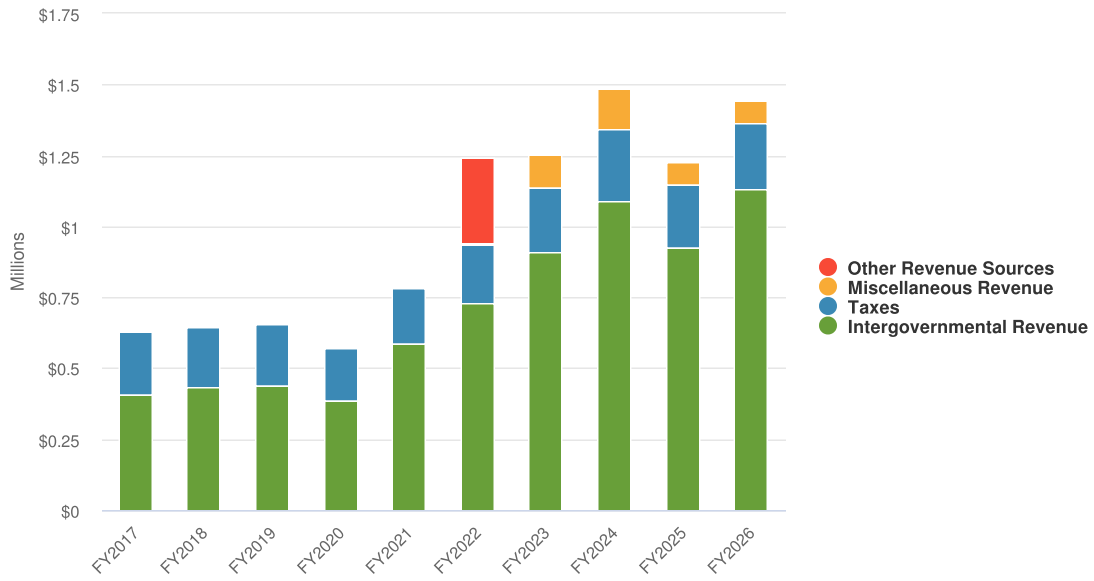
## Summary

The Village of Key Biscayne is projecting \$1.44M of revenue in FY2026, which represents a 17.3% increase over the prior year. Budgeted expenditures are projected to increase by 4.1% or \$59.22K to \$1.51M in FY2026.



## Revenues by Source

### Budgeted and Historical 2026 Revenues by Source

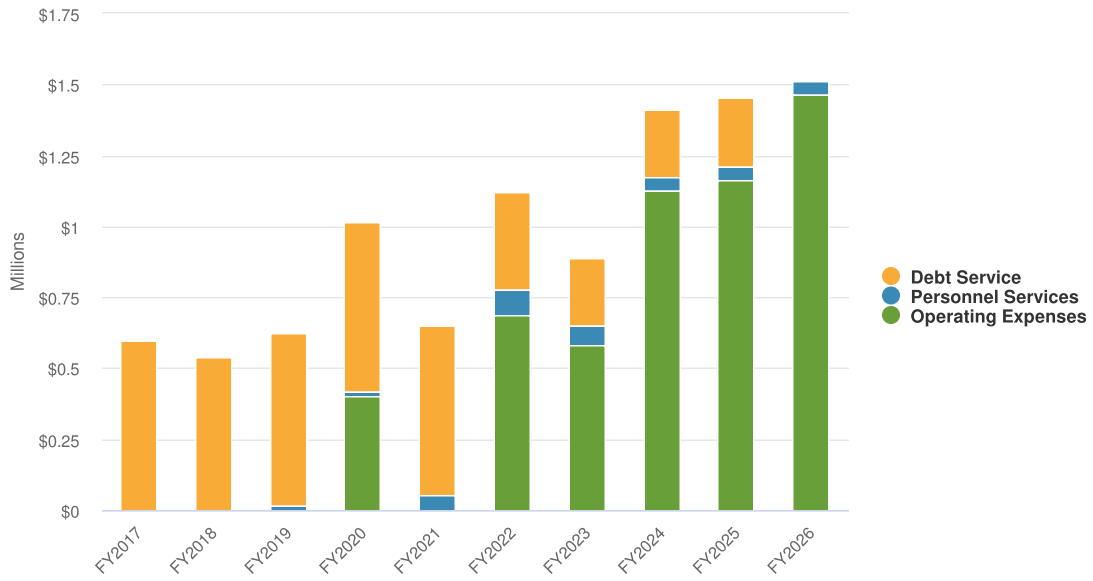


Name	FY2023 Actual	FY2024 Actual	FY2025 Actual	FY2025 Budgeted	FY2026 Budgeted	FY2025 Budgeted vs. FY2026 Budgeted (% Change)
Revenue Source						
Taxes	\$231,035	\$253,736	\$138,222	\$221,000	\$231,000	4.5%
Intergovernmental Revenue	\$908,053	\$1,090,923	\$517,148	\$925,000	\$1,133,083	22.5%
Miscellaneous Revenue	\$112,977	\$141,235	\$0	\$82,997	\$77,948	-6.1%
<b>Total Revenue Source:</b>	<b>\$1,252,065</b>	<b>\$1,485,894</b>	<b>\$655,370</b>	<b>\$1,228,997</b>	<b>\$1,442,031</b>	<b>17.3%</b>

### Expenditures by Expense Type



### Budgeted and Historical Expenditures by Expense Type



Name	FY2023 Actual	FY2024 Actual	FY2025 Actual	FY2025 Budgeted	FY2026 Budgeted	FY2025 Budgeted vs. FY2026 Budgeted (% Change)
Expense Objects						
Personnel Services	\$71,038	\$46,212	\$25,857	\$47,500	\$47,500	0%
Operating Expenses	\$580,126	\$1,125,707	\$931,615	\$1,165,000	\$1,465,000	25.8%
Debt Service	\$239,418	\$239,384	\$179,154	\$240,785	\$0	-100%
<b>Total Expense Objects:</b>	<b>\$890,581</b>	<b>\$1,411,303</b>	<b>\$1,136,626</b>	<b>\$1,453,285</b>	<b>\$1,512,500</b>	<b>4.1%</b>





## Parks and Open Spaces Land Trust Fund

### Functional Responsibilities

The PROS Land Trust Fund was created in 2011 via Section 2-81 & 2-82 of the Code of Ordinances and presented as a separate fund in Fiscal Year 2018 to provide more transparency in our financial statements. The Trust Fund is funded annually from a 1% transfer of Ad-Valorem revenues from the General Fund pursuant to Ordinance 2016-5. Disbursements from the PROS Lands Trust Fund shall be made only for the acquisition of properties which have been approved for purchase or lease by the Village Council, improvements to the property which enhance the recreational and open space purposed for which the land was acquired, and all costs associated with each acquisition such as appraisals, surveys, title search work, real property taxes, documentary stamps and surtax fees, and other transaction costs. Oversight of this fund is primarily the function of the Parks & Recreation Director.

### Prior Year Significant Accomplishments

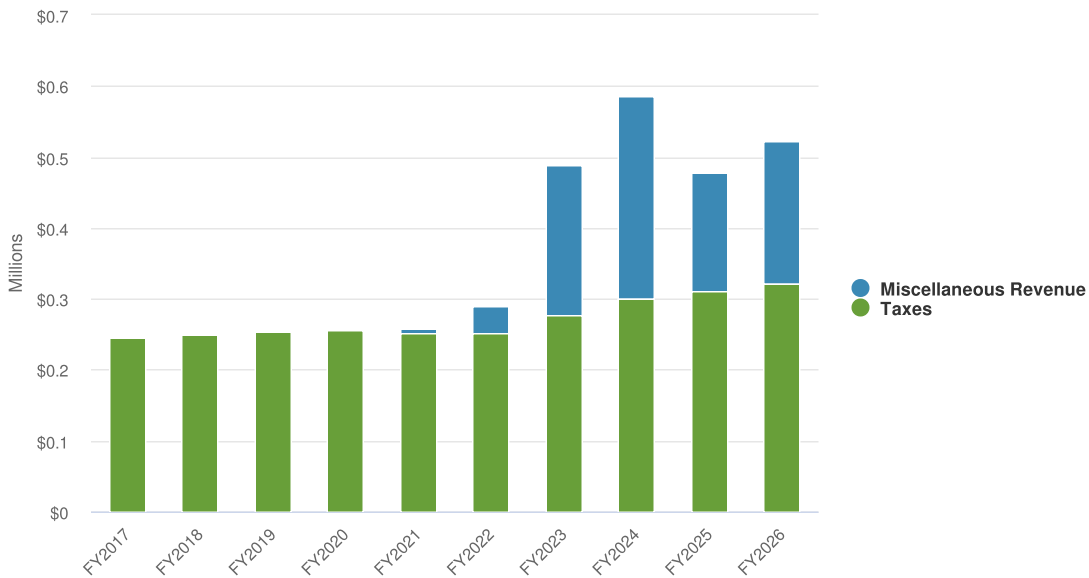
- Maximize interest income on Fund assets as the Village continues to seek and identify potential land acquisitions to provide additional parks, green spaces, and green-based stormwater initiatives.

### Fiscal Year 26 Goal Based Actions

- Continue to receive 1% of ad-valorem revenues and maximize interest income as the Village continues to seek and identify potential land acquisitions to provide additional parks, green spaces, and green-based stormwater initiatives.

## Revenues by Source

### Budgeted and Historical 2026 Revenues by Source

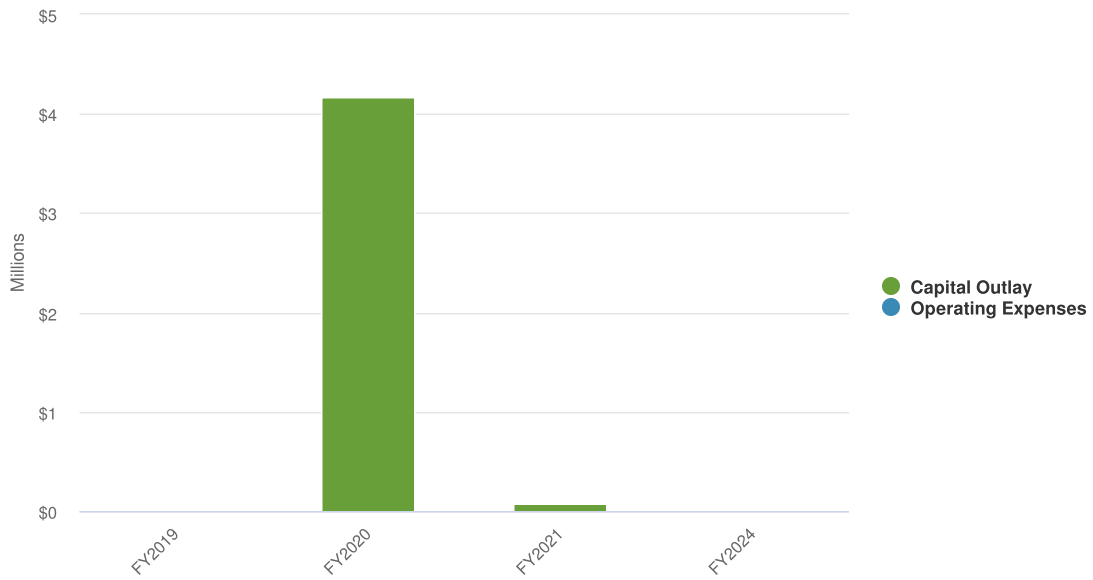


Name	FY2023 Actual	FY2024 Actual	FY2025 Actual	FY2025 Budgeted	FY2026 Budgeted	FY2025 Budgeted vs. FY2026 Budgeted (% Change)
Revenue Source						
Taxes	\$277,324	\$300,911	\$309,914	\$311,061	\$320,861	3.2%
Miscellaneous Revenue	\$212,031	\$284,713	\$0	\$167,311	\$202,019	20.7%
<b>Total Revenue Source:</b>	<b>\$489,355</b>	<b>\$585,624</b>	<b>\$309,914</b>	<b>\$478,372</b>	<b>\$522,880</b>	<b>9.3%</b>



# Expenditures by Expense Type

## Budgeted and Historical Expenditures by Expense Type



Name	FY2024 Actual	FY2025 Budgeted	FY2026 Budgeted	FY2025 Budgeted vs. FY2026 Budgeted (% Change)
Expense Objects				
Operating Expenses	\$5,120	\$0	\$0	0%
<b>Total Expense Objects:</b>	<b>\$5,120</b>	<b>\$0</b>	<b>\$0</b>	<b>0%</b>

## Functional Responsibilities

The Building Division's primary responsibility is the enforcement of the Florida Building Code. The division provides for the orderly processing of permits, performs inspections in a timely and safe manner, and ensures that construction complies with the provisions of all applicable codes, and ensures that all construction work has received building permits. The Building Division verifies that contractors have the proper credentials and licenses to perform work in the Village. Property owners and contractors that are working without permits receive violation notices, fines, and penalties. Floodplain Management is administrated under the Building Division.

## Prior Year's Significant Accomplishments

- Issued 2,538 permits, performed 5,948 plan reviews, and conducted 8,869 inspections.
- Obtained a Miami-Dade County grant to plant nearly 150 trees.
- Reduced construction related noise complaints (70 active-single family home construction sites).
- Ensured compliance with the condominium re-certification programs.

## Fiscal Year 26 Goal Based Actions

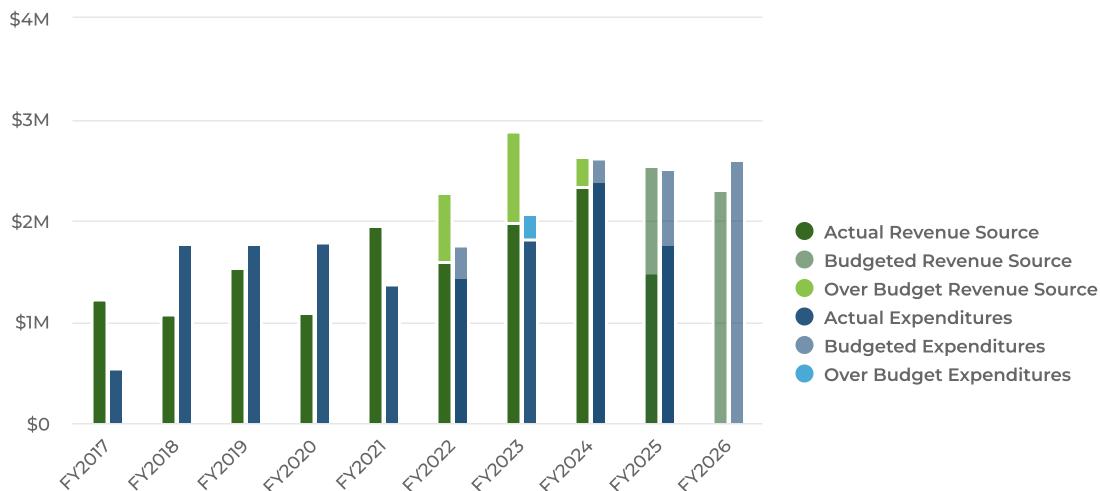
- Implement a "dashboard" with quarterly updates on permit wait times
- Complete the Building Department renovation without interruption of service
- Implement a front-end software system to simplify permit submissions
- Implement pre-screened permits for single-trade items
- Improve compliance of construction sites



## Building Fund

## Summary

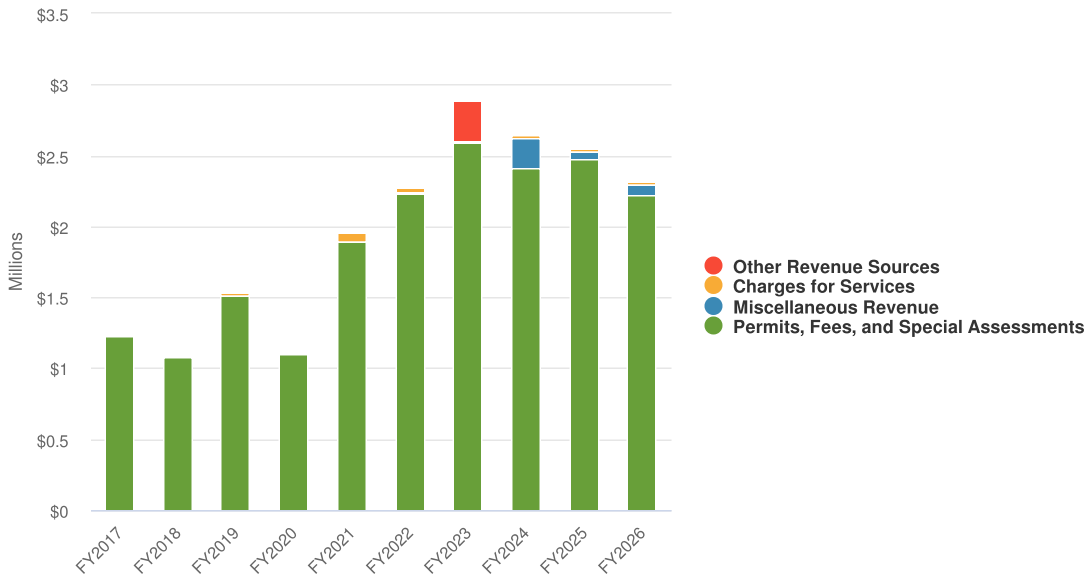
The Village of Key Biscayne is projecting \$2.31M of revenue in FY2026, which represents a 9.3% decrease over the prior year. Budgeted expenditures are projected to increase by 3.8% or \$96.35K to \$2.61M in FY2026.



## Revenues by Source



### Budgeted and Historical 2026 Revenues by Source

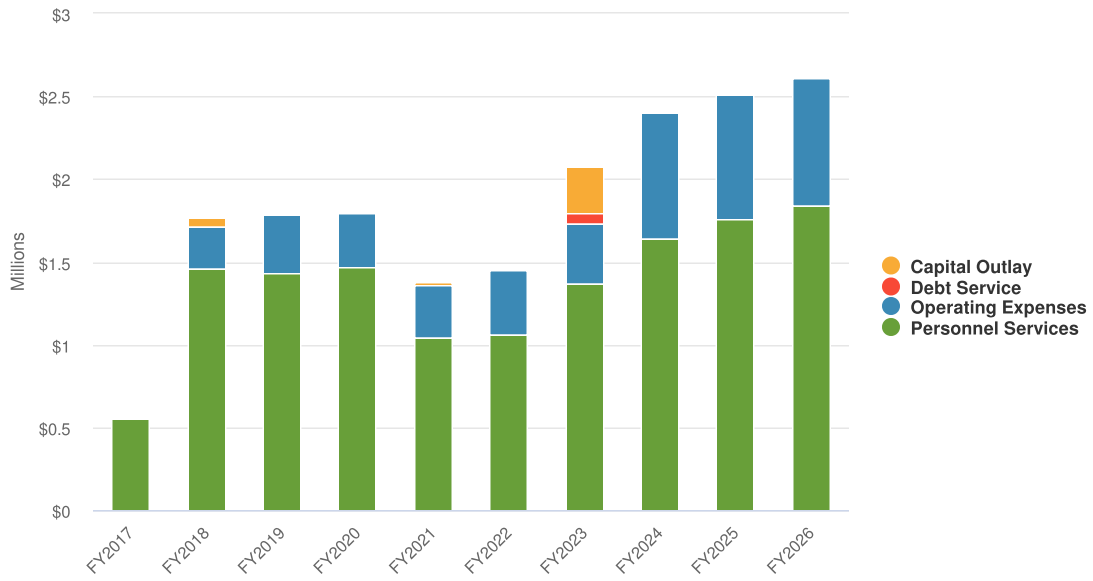


Name	FY2023 Actual	FY2024 Actual	FY2025 Actual	FY2025 Budgeted	FY2026 Budgeted	FY2025 Budgeted vs. FY2026 Budgeted (% Change)
Revenue Source						
Permits, Fees, and Special Assessments	\$2,587,073	\$2,414,240	\$1,486,057	\$2,470,500	\$2,220,500	-10.1%
Charges for Services	\$19,135	\$19,250	\$15,355	\$20,000	\$20,000	0%
Miscellaneous Revenue	\$50	\$206,348	\$750	\$60,630	\$72,892	20.2%
Other Revenue Sources	\$285,688	\$0	\$0	\$0	\$0	0%
<b>Total Revenue Source:</b>	<b>\$2,891,946</b>	<b>\$2,639,838</b>	<b>\$1,502,162</b>	<b>\$2,551,130</b>	<b>\$2,313,392</b>	<b>-9.3%</b>

### Expenditures by Expense Type



### Budgeted and Historical Expenditures by Expense Type



Name	FY2023 Actual	FY2024 Actual	FY2025 Actual	FY2025 Budgeted	FY2026 Budgeted	FY2025 Budgeted vs. FY2026 Budgeted (% Change)
Expense Objects						
Personnel Services	\$1,364,736	\$1,638,574	\$1,305,623	\$1,760,935	\$1,839,545	4.5%
Operating Expenses	\$368,511	\$764,577	\$475,608	\$750,786	\$768,521	2.4%
Capital Outlay	\$285,688	\$0	\$0	\$0	\$0	0%
Debt Service	\$60,742	\$0	\$0	\$0	\$0	0%
<b>Total Expense Objects:</b>	<b>\$2,079,678</b>	<b>\$2,403,151</b>	<b>\$1,781,231</b>	<b>\$2,511,721</b>	<b>\$2,608,066</b>	<b>3.8%</b>



## Functional Responsibilities

The Stormwater Utility Fund accounts for the financial resources received and allocated on behalf of the Stormwater Utility maintained by the Village of Key Biscayne. The funds are used to maintain the stormwater system and drainage facilities located within the Village. This is a proprietary fund which focuses on the determination of operating income, changes in net assets, financial position and cash flows. Oversight of this fund is primarily the function of the Public Works Department.



## Stormwater Fund

### Prior Year Significant Accomplishments

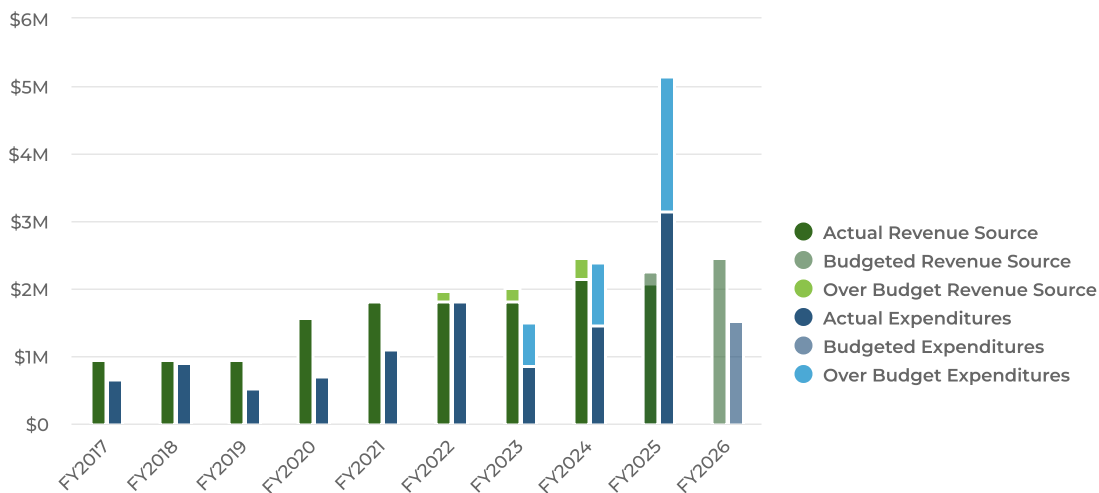
- Successfully redeveloped two wells at Ocean Lane Drive.
- Redeveloped three wells at East Enid Drive.
- Rehabilitated ten wells to preserve and enhance full drainage capacity.
- Performed comprehensive maintenance of the entire stormwater system, including 741 catch basins and 86,000 linear feet of piping.
- Completed the design phase of the Garden District Drainage Improvements Project.

### Fiscal Year 26 Goal Based Actions

- Advancing construction procurement for the Zone 1 Resilience Infrastructure Project.
- Installation of two stormwater pump station backup generators at Ocean Lane Drive and E. Heather Drive.
- Transfer in \$410,000 to the capital program for FY26 for construction of the Garden District Drainage Improvements.
- Maintain and expand the Stormwater System Maintenance Program to ensure long-term system performance.

## Summary

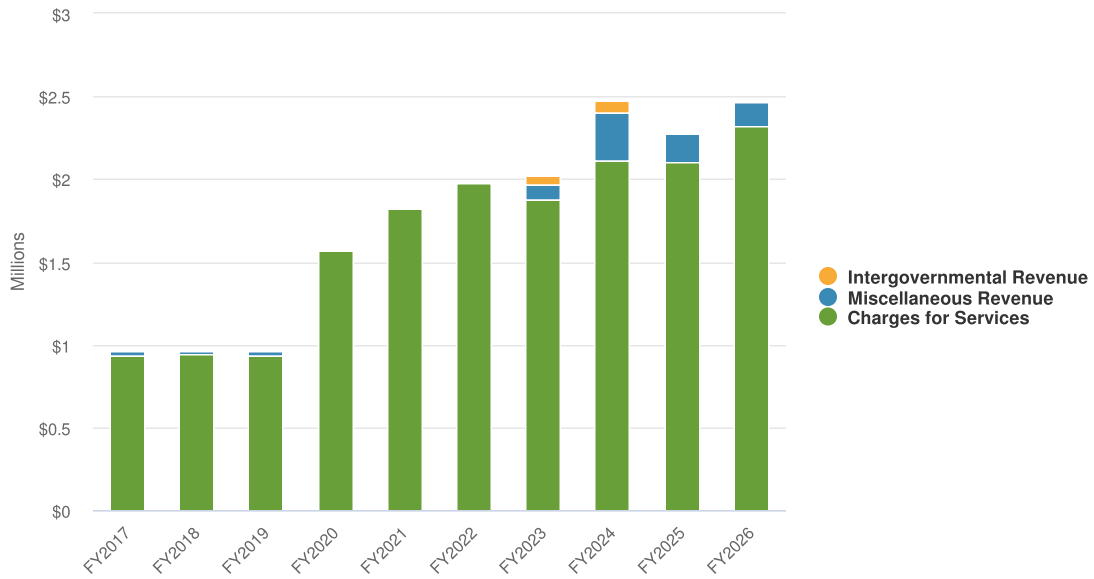
The Village of Key Biscayne is projecting \$2.46M of revenue in FY2026, which represents a 8.4% increase over the prior year. Budgeted expenditures are projected to decrease by 51.1% or \$1.61M to \$1.54M in FY2026.



## Revenues by Source



### Budgeted and Historical 2026 Revenues by Source

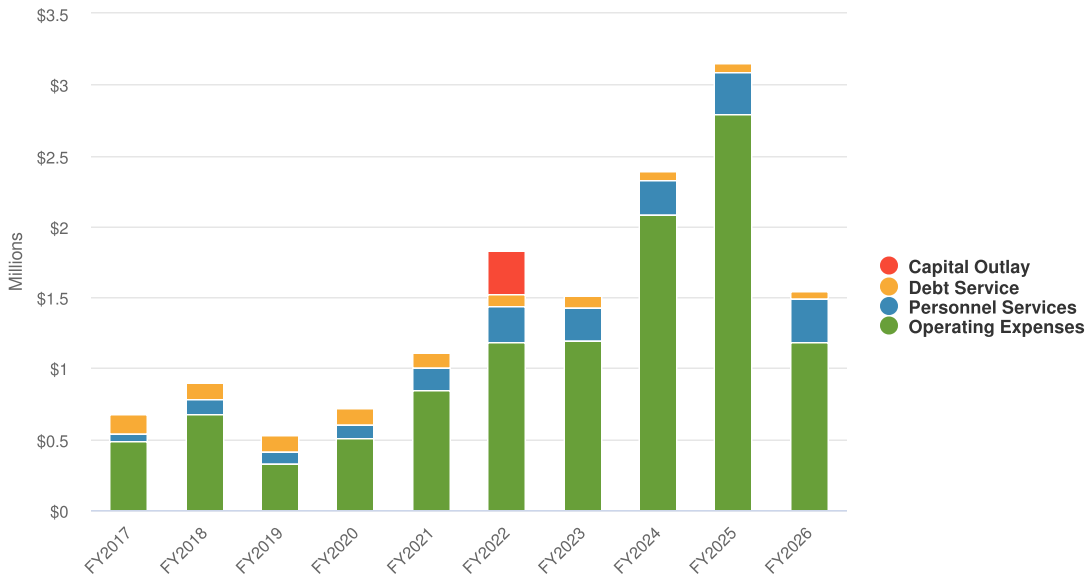


Name	FY2023 Actual	FY2024 Actual	FY2025 Actual	FY2025 Budgeted	FY2026 Budgeted	FY2025 Budgeted vs. FY2026 Budgeted (% Change)
Revenue Source						
Intergovernmental Revenue	\$48,718	\$67,624	\$0	\$0	\$0	0%
Charges for Services	\$1,877,579	\$2,110,163	\$2,076,997	\$2,104,240	\$2,321,179	10.3%
Miscellaneous Revenue	\$91,153	\$292,523	\$8,007	\$167,365	\$140,922	-15.8%
<b>Total Revenue Source:</b>	<b>\$2,017,449</b>	<b>\$2,470,310</b>	<b>\$2,085,004</b>	<b>\$2,271,605</b>	<b>\$2,462,101</b>	<b>8.4%</b>

### Expenditures by Expense Type



### Budgeted and Historical Expenditures by Expense Type



Name	FY2023 Actual	FY2024 Actual	FY2025 Actual	FY2025 Budgeted	FY2026 Budgeted	FY2025 Budgeted vs. FY2026 Budgeted (% Change)
Expense Objects						
Personnel Services	\$232,035	\$240,492	\$109,743	\$304,000	\$300,000	-1.3%
Operating Expenses	\$1,197,230	\$2,080,731	\$5,024,306	\$2,786,300	\$1,188,800	-57.3%
Debt Service	\$81,336	\$71,976	\$31,198	\$62,396	\$52,591	-15.7%
<b>Total Expense Objects:</b>	<b>\$1,510,601</b>	<b>\$2,393,199</b>	<b>\$5,165,247</b>	<b>\$3,152,696</b>	<b>\$1,541,391</b>	<b>-51.1%</b>





## Solid Waste Fund

### Functional Responsibilities

The Solid Waste Fund accounts for the financial resources received and allocated on behalf of the Solid Waste services provided pursuant to Section 2-62 of the Code of Ordinances. The charges for services are used to contract solid waste, recycling, and bulk trash services for the Village's single-family residences and duplexes. This is a proprietary fund which focuses on the determination of operating income, changes in net assets, financial position and cash flows. Oversight of this fund is primarily the function of the Public Works Department.

### Prior Year Significant Accomplishments

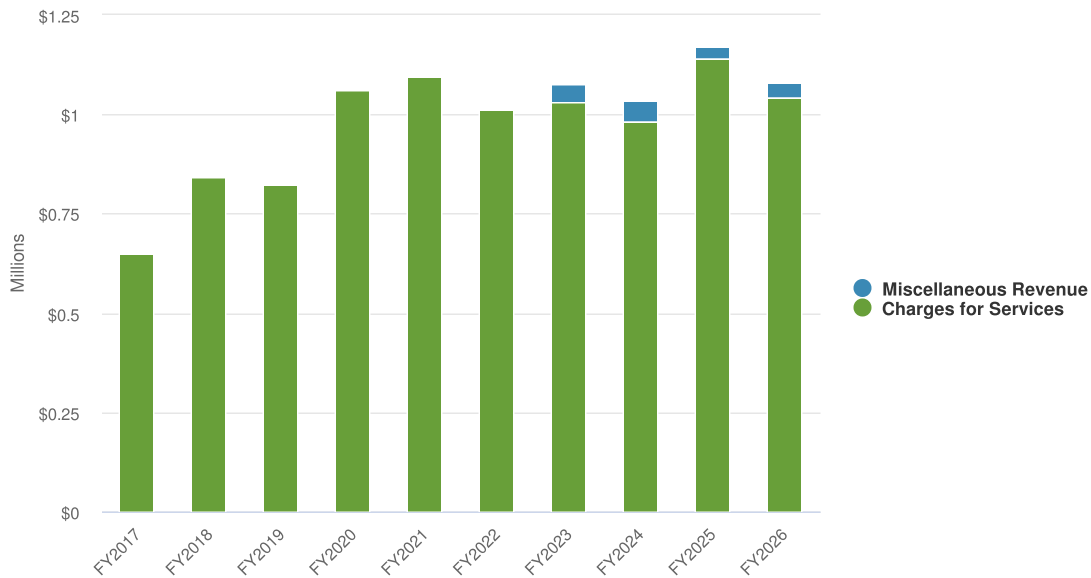
- Approved resolution with existing vendor to extend contract for 1 more year to provide trash removal and recycling services.

### Fiscal Year 26 Goal Based Actions

- Reduce solid waste output, ensure proper recycling through vendor accountability and public education.
- Explore franchise fee opportunities and bring lower cost services to commercial and condo entities.
- Perform RFP process to solicit bids for a new contract to be awarded in FY 26.

## Revenues by Source

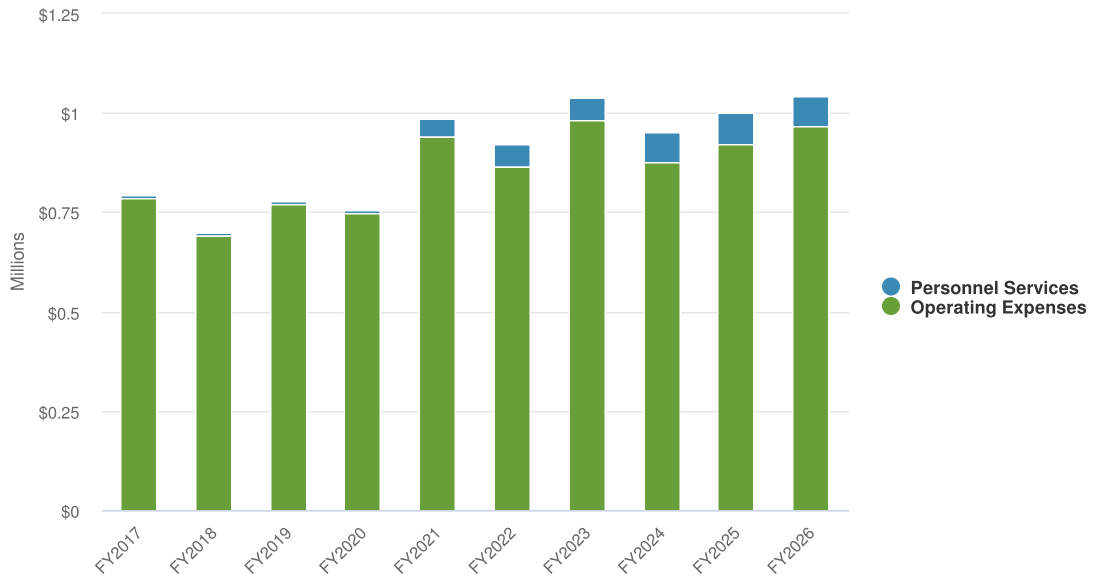
Budgeted and Historical 2026 Revenues by Source



Name	FY2023 Actual	FY2024 Actual	FY2025 Actual	FY2025 Budgeted	FY2026 Budgeted	FY2025 Budgeted vs. FY2026 Budgeted (% Change)
Revenue Source						
Charges for Services	\$1,030,994	\$981,448	\$1,121,462	\$1,141,783	\$1,043,371	-8.6%
Miscellaneous Revenue	\$46,859	\$52,416	\$4,594	\$28,760	\$36,939	28.4%
<b>Total Revenue Source:</b>	<b>\$1,077,853</b>	<b>\$1,033,864</b>	<b>\$1,126,056</b>	<b>\$1,170,543</b>	<b>\$1,080,310</b>	<b>-7.7%</b>

## Expenditures by Expense Type

### Budgeted and Historical Expenditures by Expense Type



Name	FY2023 Actual	FY2024 Actual	FY2025 Actual	FY2025 Budgeted	FY2026 Budgeted	FY2025 Budgeted vs. FY2026 Budgeted (% Change)
Expense Objects						
Personnel Services	\$53,538	\$75,168	\$26,934	\$80,000	\$78,000	-2.5%
Operating Expenses	\$983,137	\$875,651	\$691,668	\$921,900	\$966,000	4.8%
<b>Total Expense Objects:</b>	<b>\$1,036,675</b>	<b>\$950,819</b>	<b>\$718,602</b>	<b>\$1,001,900</b>	<b>\$1,044,000</b>	<b>4.2%</b>





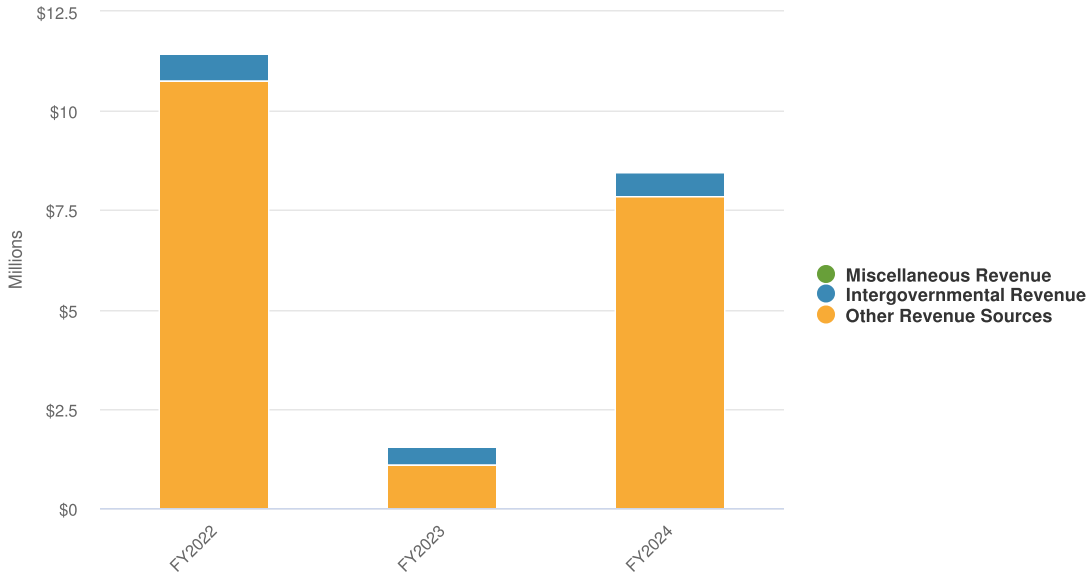
# Capital Improvement Plan Fund

## Functional Responsibilities

The Capital Improvement Program Fund is used to account for financial resources used for the acquisition of capital assets or the construction of major capital projects. The Capital Improvement Program fund generally receives an annual budget transfer of funds from the General Fund, Special Revenue Funds, Enterprise Funds, loan, and grant dollars. Oversight of this fund is primarily the function of the Administration.

## Revenues by Source

Budgeted and Historical 2026 Revenues by Source



Name	FY2023 Actual	FY2024 Actual	FY2025 Actual	FY2026 Budgeted	FY2025 Budgeted vs. FY2026 Budgeted (% Change)
<b>Revenue Source</b>					
<b>Intergovernmental Revenue</b>					
<b>Federal Grants</b>					
FEDERAL GRANT ADAPTIVE SIGNALIZATION	\$0	\$23,034	\$0	\$0	0%
FDOT- GRANT CRANDON BLVD TRAFFIC	\$80,000	\$20,000	\$0	\$0	0%
<b>Total Federal Grants:</b>	<b>\$80,000</b>	<b>\$43,034</b>	<b>\$0</b>	<b>\$0</b>	<b>0%</b>
<b>State Grants</b>					
FDEP- IMMEDIATE FLOOD CONTROL AND MITIGATION	\$0	\$450,000	\$0	\$0	0%
FDEP-FRDA-PARADISE PARK STATE GRANT	\$200,000	\$85,934	\$0	\$0	0%
FDEP-Test Stormwater Water Quality Technologies	\$0	\$0	\$40,746	\$0	0%
FDEP- Renourish Beach and Dunes	\$0	\$0	\$1,370,733	\$0	0%
<b>Total State Grants:</b>	<b>\$200,000</b>	<b>\$535,934</b>	<b>\$1,411,479</b>	<b>\$0</b>	<b>0%</b>

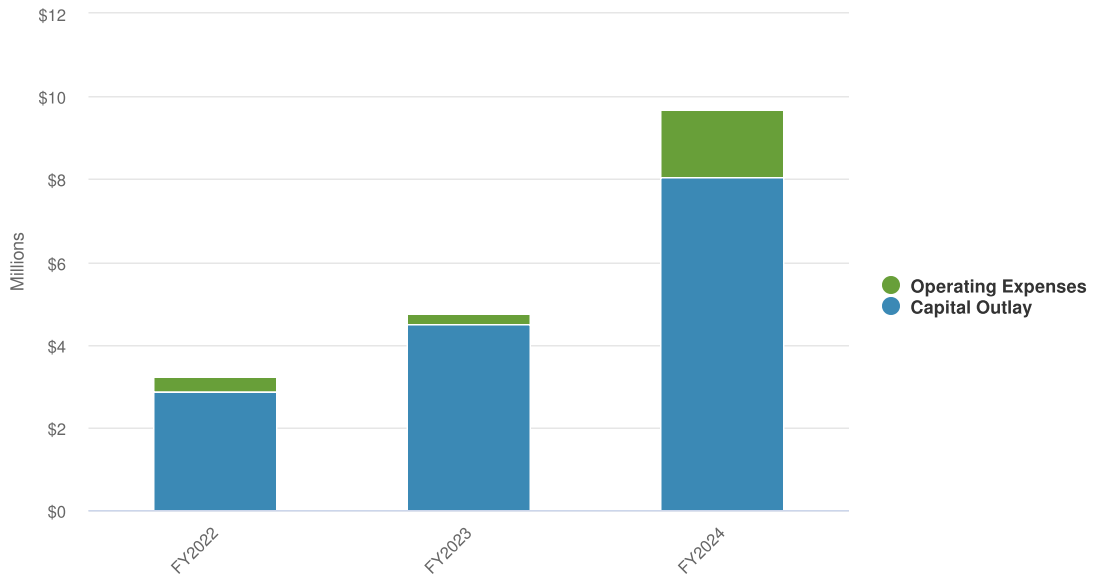


Name	FY2023 Actual	FY2024 Actual	FY2025 Actual	FY2026 Budgeted	FY2025 Budgeted vs. FY2026 Budgeted (% Change)
<b>Grants from Other Local Units</b>					
FIND GRANT AWARD	\$75,000	\$0	\$0	\$0	0%
MDC Grant Crandon Blv Safety & Mobility Study \$	\$63,490	\$22,644	\$0	\$0	0%
<b>Total Grants from Other Local Units:</b>	<b>\$138,490</b>	<b>\$22,644</b>	<b>\$0</b>	<b>\$0</b>	<b>0%</b>
<b>Total Intergovernmental Revenue:</b>	<b>\$418,490</b>	<b>\$601,612</b>	<b>\$1,411,479</b>	<b>\$0</b>	<b>0%</b>
<b>Miscellaneous Revenue</b>					
<b>Miscellaneous Revenue</b>					
MISCELLANEOUS REVENUES	\$0	\$1	\$0	\$0	0%
<b>Total Miscellaneous Revenue:</b>	<b>\$0</b>	<b>\$1</b>	<b>\$0</b>	<b>\$0</b>	<b>0%</b>
<b>Interest and Other Earnings</b>					
INTEREST INCOME	\$12	\$5	\$0	\$0	0%
<b>Total Interest and Other Earnings:</b>	<b>\$12</b>	<b>\$5</b>	<b>\$0</b>	<b>\$0</b>	<b>0%</b>
<b>Total Miscellaneous Revenue:</b>	<b>\$12</b>	<b>\$6</b>	<b>\$0</b>	<b>\$0</b>	<b>0%</b>
<b>Other Revenue Sources</b>					
<b>Nonoperating</b>					
TRANSFER FROM GENERAL FUND WC	\$779,600	\$5,843,341	\$4,543,500	\$0	0%
TRANSFER FROM TRANSPORTATION FUND 101	\$7,342	\$250,000	\$250,000	\$0	0%
TRANSFER FROM STORMWATER	\$250,000	\$1,389,941	\$4,582,099	\$0	0%
TRANSFER FROM BUILDING FUND	\$75,000	\$375,000	\$125,000	\$0	0%
<b>Total Nonoperating:</b>	<b>\$1,111,942</b>	<b>\$7,858,282</b>	<b>\$9,500,599</b>	<b>\$0</b>	<b>0%</b>
<b>Total Other Revenue Sources:</b>	<b>\$1,111,942</b>	<b>\$7,858,282</b>	<b>\$9,500,599</b>	<b>\$0</b>	<b>0%</b>
<b>Total Revenue Source:</b>	<b>\$1,530,444</b>	<b>\$8,459,900</b>	<b>\$10,912,078</b>	<b>\$0</b>	<b>0%</b>

## Expenditures by Expense Type



### Budgeted and Historical Expenditures by Expense Type



Name	FY2023 Actual	FY2024 Actual	FY2025 Actual	FY2026 Budgeted	FY2025 Budgeted vs. FY2026 Budgeted (% Change)
Expense Objects					
Operating Expenses	\$252,485	\$1,619,090	\$973,439	\$0	0%
Capital Outlay	\$4,480,789	\$8,059,844	\$3,744,292	\$0	0%
<b>Total Expense Objects:</b>	<b>\$4,733,273</b>	<b>\$9,678,934</b>	<b>\$4,717,731</b>	<b>\$0</b>	<b>0%</b>



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# **CAPITAL IMPROVEMENTS**

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# Capital Improvements Program

## **Purpose Statement**

Implement a thoughtful and deliberate blueprint for sustaining and improving the Village's infrastructure and assets in alignment with the Village's strategic goals.

## **Functional Responsibilities**

The Village delivers CIP projects with a responsible and financially sound funding strategy through enhanced project management capabilities and streamlined workflows. Each project in the CIP is categorized into the following focus areas:

- Infrastructure and Resilience
  - Stormwater improvements, utility hardening, shoreline protection, sustainability initiatives, and alternative energy
- Facilities
  - Village-owned and operated facility upgrades, additions, and major repairs
- Transportation and Right-of-Way
  - Right-of-way including roads, pedestrian, and bicycle infrastructure
- Vehicles and Equipment
  - Fleet replacement, emergency equipment, and operational technology upgrades
- Parks, Recreation, and Open Spaces
  - Parks, open space, recreation, beach access paths, and athletics
- Information Technology and Security
  - Cybersecurity infrastructure, data protection systems, network upgrades, emergency communication systems, and digital security enhancements

## **Prior Year Achievements and Highlights**

- Replaced the Village Green Under 5 Playground
- Replaced one fire rescue truck
- Completed Zone 1 Design of the Resilient Infrastructure and Adaptation Program
- Completed Rickenbacker Causeway Traffic Data Analysis
- Completed Garden District Drainage Improvements Design (Phase1)
- Completed Fire Station Women's Locker Room Renovation
- Procured and deployed five Police Fleet Vehicles
- Installed artificial turf at St. Agnes Field
- Secured Clean Water State Revolving Fund Loan to support Construction of Zone 1 of the Resilient Infrastructure and Adaptation Program
- Enhanced Village Hall security with new Access Control System
- Installed beach access cameras.
- Completed the renovation of the Council Chamber as a Community Theater
- Completed the Restoration of the Bedia Plazas and Pleated Genome Public Art

## **Fiscal Year 2026 Goal Based Actions**

- Enhance Community Infrastructure and Quality of Life: Improve the visual appeal and functionality of public spaces, parks, and recreational facilities while upgrading critical infrastructure systems.
- Ensure Timely and Cost-Effective Project Delivery: Implement standardized project management tools to deliver projects within established timelines and approved budgets through enhanced resource management and proactive risk mitigation.
- Practice Fiscal Responsibility and Maximize External Funding: Achieve high return on investment by prioritizing projects with strong grant potential, developing consistent and reliable reimbursement systems, and ensuring transparent use of municipal resources.
- Build Internal Capacity and Systems: Address skillset and personnel gaps by identifying and training project managers, implementing standardized operating procedures, and establishing clear cross-departmental workflows.
- Ensure Regulatory Compliance and Quality Standards: Maintain compliance with all local, state, and federal regulations, including ADA requirements, environmental standards, and building codes through systematic oversight.

## **How We Measure Success**

- **Project Timeliness:** Monitor and manage the percent difference between planned and actual project completion dates through enhanced forecasting and scheduling systems.
- **Budget Adherence:** Track the percent of projects completed on-budget and analyze variance between estimated and actual costs to improve future budgeting accuracy.
- **External Funding Utilization:** Monitor the percent of CIP funds secured from grants and other external sources, with emphasis on maximizing return on investment.



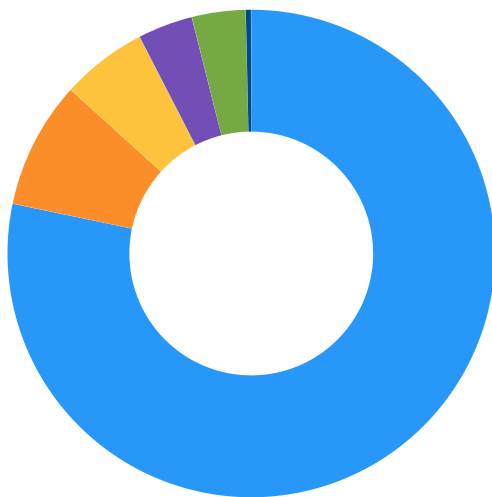
# Capital Improvements: One-year Plan

## Total Capital Requested

# \$65,175,866

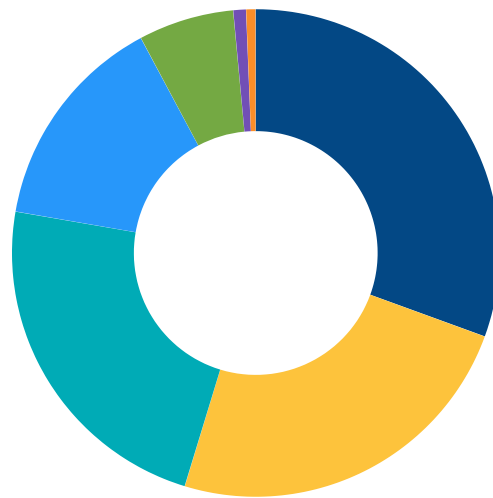
41 Capital Improvement Projects

Capital Plan FY2026 by Asset Type



- Infrastructure & Resilience (78.28%)
- Transportation & Right-of-Way (8.46%)
- Parks, Recreation & Open Spaces (5.69%)
- Vehicles & Equipment (3.64%)
- Facilities (3.57%)
- Information Technology & Security (0.35%)

CIP FY26 by Funding Source



- CWSRF Construction (30.57%)
- General Obligation Bond (Resilience) (24.15%)
- Grants & Appropriations (23.00%)
- Rollforward (14.48%)
- General Fund (6.33%)
- Transportation Fund (0.84%)
- Stormwater Fund (0.63%)

# FY26 Capital Improvement Program Project Descriptions

## Infrastructure and Resilience

### Stormwater

#### Construct Zone 1 - K8 School Central Stormwater Basin

- Construct the Zone 1 stormwater improvements as part of the Village's resilient infrastructure and adaptation program. This construction will upgrade stormwater infrastructure around the Village's K-8 Center School and surrounding neighborhoods to reduce flooding in this vulnerable area. The project involves installation of enhanced pump stations, conveyance systems, and outfalls designed to handle higher volumes of stormwater and adapt to rising sea levels.
- Type: Construction
- FY26 Total Funding: \$22,990,820
- FY26 Funding Sources: \$20,000,000 – CWSRF Construction, \$2,990,820 – Resilient Florida and Biscayne Bay Water Quality Grants

#### Program Management & Village Construction Management Program

- Provide ongoing program management and construction management services for the Village's capital improvement projects to ensure timely and cost-effective project completion while maintaining quality standards and regulatory compliance.
- Type: Program Management
- FY26 Total Funding: \$1,020,000
- FY26 Funding Sources: \$45,000 – Roll Forward, \$135,000 – General Fund

#### Design Zone 1 - K8 School Central Stormwater Basin

- Complete design work for the Zone 1 stormwater infrastructure improvements. This design phase will finalize engineering plans for the major stormwater infrastructure project that will significantly reduce flooding around the K-8 school area.
- Type: Design
- FY26 Total Funding: \$372,000
- FY26 Funding Sources: \$372,000 – Roll Forward

#### Improve Garden District Drainage

- Implement comprehensive drainage improvements to the Garden District area along East Enid Drive, Sunrise Drive, Galen Drive, and Ocean Lane. Project includes connecting existing stormwater pipes to each other and installing new drainage wells with pumped systems on the east side of the district along Ocean Drive.
- Type: Design and Construction
- FY26 Total Funding: \$8,910,000
- FY26 Funding Sources: \$500,000 – Roll Forward, \$410,000 – Stormwater Fund, \$8,000,000 – Grants and Appropriations

#### Perform Stormwater Baseline Modeling

- Establish comprehensive baseline modeling for the Village's stormwater systems to support future resilience planning and infrastructure improvements. This modeling will provide critical data for ongoing stormwater management and flood mitigation efforts.
- Type: Study
- FY26 Total Funding: \$39,000
- FY26 Funding Sources: \$39,000 – Roll Forward

#### Develop Zone 1 Alternative Analysis and Plan

- Develop alternative analysis and planning for Zone 1 infrastructure improvements evaluating various design options for the area around the K-8 school.
- Type: Design
- FY26 Total Funding: \$250,000
- FY26 Funding Sources: \$250,000 – Rollforward

#### Install Pump Station Back-Up Generators

- Procure and install backup generators to serve as emergency power systems for pump stations at Ocean Lane Drive and East Heather Drive. These generators are critical for reducing potential damage from severe weather or other hazards, ensuring continued operation during flood events and providing backup power in case of primary generator failure.
- Type: Design and Construction
- FY26 Total Funding: \$380,552
- FY26 Funding Sources: \$380,552 – Rollforward and Hazard Mitigation Grant Program



## Electrical and Telecom Utilities

### Underground Utilities Phase 1 Zone 1

- Complete the design and initiate construction to underground electrical and telecommunications lines in Zone 1 project area. This project aims to enhance the resilience of the infrastructure by reducing the risk of service interruptions caused by severe weather events and improving the overall aesthetics of the area.
- Type: Design and Construction
- FY26 Total Funding: \$12,800,000
- FY26 Funding Sources: \$12,800,000 – General Obligation Bond (Resilience)

### Underground Utilities Zones 2, 4, 6, 8

- Extend undergrounding of electrical and telecommunications infrastructure to Zones 2, 4, 6, and 8 to continue enhancing Village-wide resilience and aesthetic improvements by reducing overhead utility lines vulnerable to storm damage.
- Type: Design and Construction
- FY26 Total Funding: \$3,000,000
- FY26 Funding Sources: \$3,000,000 – General Obligation Bond (Resilience)

## Shoreline

### Study and Design Offshore Hybrid Reef

- Explore an innovative approach addressing persistent erosion along the oceanside shoreline through the design of an offshore submerged hybrid reef system. This structure would serve a dual purpose, acting as a coral reef habitat while simultaneously reducing wave energy impacting the beach, thereby mitigating erosion and preserving the shoreline.
- Type: Study and Design
- FY26 Total Funding: \$1,100,000
- FY26 Funding Sources: \$1,100,000 – Grants & Appropriations

### Conduct USACE CSRM Back Bay and Beach Feasibility Study

- Continue the U.S. Army Corps of Engineers comprehensive study of the Village's vulnerability to inundation from Biscayne Bay and ocean-side environmental threats. This assessment will identify critical risks and help develop strategies to mitigate the impacts of rising sea levels and coastal erosion as part of efforts to join the Coastal Storm Risk Management Program for Miami-Dade County.
- Type: Study
- FY26 Total Funding: \$237,500
- FY26 Funding Sources: \$237,500 – Roll Forward

## Facilities

### Village Hall

#### Renovate Building Department Customer Service Areas

- Reconfigure the Building Department's customer service areas and staff offices to maximize space efficiency following the Village's transition to electronic plan review. Upgrades will include replacing carpeting, repainting walls, and modernizing the customer service area to enhance the overall experience for residents and staff.
- Type: Design and Construction
- FY26 Total Funding: \$500,943
- FY26 Funding Sources: \$444,718 – Roll Forward, \$56,225 – General Fund

### Community Center

#### Repair Community Center Roof and Structural Elements

- Perform major repairs to the Community Center roof and address structural elements that require maintenance to ensure the facility's continued safe operation and protect against weather damage.
- Type: Construction
- FY26 Total Funding: \$645,000
- FY26 Funding Sources: \$645,000 – Roll Forward

#### Connect Community Center to Sewer System

- Connect the Community Center to the Village's sewer system to improve sanitary services, environmental compliance, and reduce maintenance costs.



- Type: Construction
- FY26 Total Funding: \$285,000
- FY26 Funding Sources: \$285,000 – General Fund

### **Assess Community Center Facility and Programming**

- Conduct a comprehensive assessment of the Community Center facility and its programming to identify opportunities for improvements, space optimization, and enhanced service delivery to the community.
- Type: Study
- FY26 Total Funding: \$165,000
- FY26 Funding Sources: \$165,000 – General Fund

### **Repair and Replace HVACs**

- Replace HVAC units at the Community Center that have reached the end of their useful life. This upgrade will improve energy efficiency, enhance climate control, and ensure consistent air quality for staff and visitors while reducing long-term maintenance costs.
- Type: Construction
- FY26 Total Funding: \$250,000
- FY26 Funding Sources: \$250,000 – Rollforward

### **Replace Community Center Generator**

- Replace the aging backup generator at the Community Center to ensure reliable emergency power during severe weather events and maintain continuous operations of critical community services.
- Type: Purchase
- FY26 Total Funding: \$302,000
- FY26 Funding Sources: \$302,000 – General Fund

### **Connect Community Center Lighthouse Room to Fiber**

- Provide fiber optic connectivity to the Community Center’s Lighthouse Room to enable high-speed, reliable internet access.
- Type: Project
- FY26 Total Funding: \$65,000
- FY26 Funding Sources: \$65,000 – General Fund

### **Replace Fitness Equipment in Community Center Gym**

- Replace aging fitness equipment in the Community Center gym to provide residents with modern, safe, and efficient exercise equipment that meets current safety standards and user expectations.
- Type: Purchase
- FY26 Total Funding: \$200,000
- FY26 Funding Sources: \$200,000 – Roll Forward

## **Transportation and Right-of-Way**

### **Roads**

#### **Improve Harbor Drive**

- Repave Harbor Drive from the Crandon Boulevard intersection to the southern end of Harbor Drive, south of West Mashta. This project will enhance the roadway’s surface, improve driving conditions, and ensure a smoother and safer transit experience for all users.
- Type: Construction
- FY26 Total Funding: \$2,920,000
- FY26 Funding Sources: \$1,000,000 – Roll Forward, \$1,920,000 – Grants & Appropriations

#### **Repave Village Roadways**

- Repave Village roadways to improve road surfaces, enhance safety, and provide a smoother driving experience throughout the Village.
- Type: Construction
- FY26 Total Funding: \$920,000
- FY26 Funding Sources: \$520,000 – Roll Forward, \$400,000 – Transportation Fund



# Intersections, Safety, and Traffic Calming

## Improve Streetlight Coverage

- Conduct a comprehensive photometric study of Village streets to determine optimal streetlight placement and specifications. Based on the study's recommendations, install the appropriate types of streetlights to enhance visibility and safety. This project will be carried out in partnership with Florida Power & Light (FPL).
- Type: Design and Construction
- FY26 Total Funding: \$821,345
- FY26 Funding Sources: \$550,000 – Roll Forward, \$221,345 – General Fund

## Improve Neighborhood Traffic Calming Devices and Golf Cart Cut Throughs

- Install and improve traffic-calming devices throughout Village neighborhoods and enhance golf cart cut-through access to improve pedestrian and vehicle safety while maintaining the Village's unique character.
- Type: Design and Construction
- FY26 Total Funding: \$700,000
- FY26 Funding Sources: \$550,000 – Roll Forward, \$150,000 – Transportation Fund

## Improve Intersection at Sonesta Drive and Crandon Blvd

- Design and implement safety and traffic flow improvements at the intersection of Sonesta Drive and Crandon Boulevard to enhance vehicle and pedestrian safety through improved signalization, signage, or geometric modifications.
- Type: Design and Construction
- FY26 Total Funding: \$540,000
- FY26 Funding Sources: \$540,000 – Grant

# Vehicles and Equipment

## Public Safety

### Replace Cardiac Monitors

- Replace two cardiac monitors that will be fully compatible with the City of Miami's emergency systems, ensuring seamless interoperability. The new monitors will provide the Fire Department with state-of-the-art equipment equivalent to the technology used by neighboring emergency services.
- Type: Purchase
- FY26 Total Funding: \$120,000
- FY26 Funding Sources: \$17,309 – Roll Forward, \$102,691 – General Fund

### Replace Airpacks

- Replace 22 aging airpack units for the Fire Department to ensure firefighter safety and operational readiness. This equipment replacement is critical for maintaining the department's ability to respond effectively to emergency situations.
- Type: Purchase
- FY26 Total Funding: \$221,456
- FY26 Funding Sources: \$221,456 – General Fund

### Replace Fire Rescue Trucks 1 & 2

- Replace two fire rescue trucks that have reached the end of their serviceable life. The new vehicles will ensure continued reliability and enhanced response capabilities for the Fire Department, maintaining operational readiness for emergency response.
- Type: Purchase
- FY26 Total Funding: \$1,200,000
- FY26 Funding Sources: \$1,200,000 – Roll Forward

### Replace Village Police Vehicles

- Purchase six new police vehicles to replace overdue vehicles in the fleet. Per the Village's vehicle replacement policy, these vehicles should be replaced either every seven years or once they reach 100,000 miles.
- Type: Purchase
- FY26 Total Funding: \$351,250
- FY26 Funding Sources: \$351,250 – General Fund



## Procure Fire Chief and Deputy Chief Vehicles

- Purchase two new vehicles for the Fire Chief and Deputy Chief to replace aging command vehicles and ensure reliable transportation for fire department leadership during emergency response and daily operations.
- Type: Purchase
- FY26 Total Funding: \$150,000
- FY26 Funding Sources: \$150,000 – Roll Forward

## Replace Police Radios

- Replace aging police radio equipment to ensure reliable communication capabilities for law enforcement operations and maintain interoperability with regional emergency response systems.
- Type: Purchase
- FY26 Total Funding: \$278,000
- FY26 Funding Sources: \$278,000 – General Fund

## Replace Fire Fleet Vehicle for Deputy Chief Admin

- Replace the administrative vehicle for the Deputy Fire Chief to ensure reliable transportation for administrative duties and emergency response coordination.
- Type: Purchase
- FY26 Total Funding: \$75,000
- FY26 Funding Sources: \$75,000 – General Fund

# Parks, Recreation, and Open Spaces

## Parks

### Contribute to "Shoreline" Design

- Provide Village contribution toward the design of shoreline protection measures as part of regional coastal resilience efforts and collaboration with Miami-Dade County's shoreline protection program.
- Type: Design
- FY26 Total Funding: \$950,000
- FY26 Funding Sources: \$950,000 – Roll Forward

### Renovate Beach Park Pavilion and Boardwalk

- Complete major renovations of the Beach Park pavilion and boardwalk infrastructure, replacing bathroom roofs, updating the electrical room, and other improvements to provide enhanced amenities and a refreshed environment for park visitors.
- Type: Construction
- FY26 Total Funding: \$1,000,000
- FY26 Funding Sources: \$1,000,000 – Roll Forward

### Resurface Calusa Park Courts and Increase Pickleball Courts

- Resurface the existing courts at Calusa Park and modify the layout to increase the number of pickleball courts available to meet growing community demand for this popular recreational activity.
- Type: Construction
- FY26 Total Funding: \$225,000
- FY26 Funding Sources: \$225,000 – General Fund

### Renovate Dog Park

- Replace deteriorated features in the dog park, particularly the four fountains. Additional improvements will include the installation of new benches and updated signage, enhancing both functionality and aesthetics for a better experience for pets and their owners.
- Type: Construction
- FY26 Total Funding: \$100,000
- FY26 Funding Sources: \$100,000 – Grant

## Cultural Facilities

### Rehab Civic Center/Monaco Fountain Plaza

- Complete renovation of the Monaco Fountain Plaza, a public art piece by Sarah Morris featuring Monaco Reflecting Pools at Civic Center Oval Plaza. The project will replace damaged tiles, repair and replace cracked pavers, and reinforce foundations to ensure long-term durability and preserve the artwork's integrity.



- Type: Design and Construction
- FY26 Total Funding: \$400,000
- FY26 Funding Sources: \$400,000 – Grants

## Athletic Fields and Courts

### Install Turf at St. Agnes Field

- Finish the replacement of the sod field at St. Agnes with a durable turf field. This upgrade will enhance field maintenance and expand its utility for various sports, including rugby, soccer, and others. Although the Village does not own the field, it has an agreement with St. Agnes to manage and perform capital improvements.
- Type: Construction
- FY26 Total Funding: \$500,000
- FY26 Funding Sources: \$500,000 – Roll Forward

### Contribute to Virginia Key Athletic Fields Design

- Provide Village contribution toward the design of athletic fields on Virginia Key as part of regional recreational facility planning and partnerships with Miami-Dade County.
- Type: Design
- FY26 Total Funding: \$250,000
- FY26 Funding Sources: \$250,000 – General Fund

## Information Systems and Security

### Install Village Fiber Security Network and Cameras

- Install a comprehensive fiber-based security network and camera system throughout the Village to enhance public safety monitoring capabilities and improve emergency response coordination.
- Type: Design and Construction
- FY26 Total Funding: \$160,000
- FY26 Funding Sources: \$160,000 – General Fund

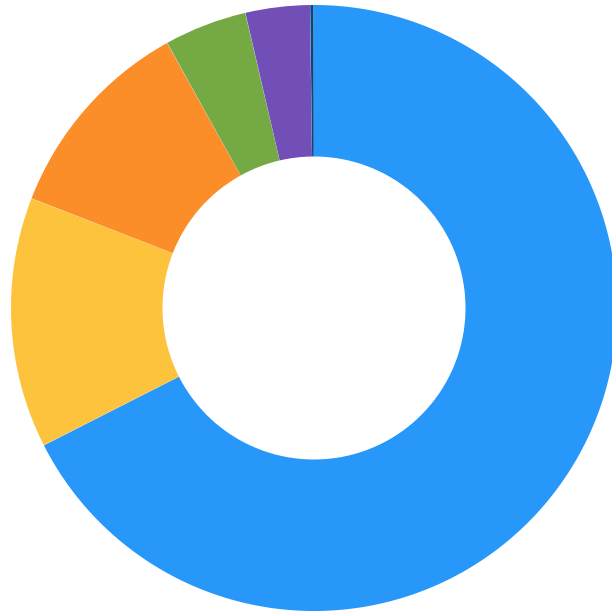
### Upgrade Community Center CCTV System

- Upgrade the existing CCTV system at the Community Center with modern security cameras and monitoring equipment to enhance facility security and safety for staff and visitors.
- Type: Purchase
- FY26 Total Funding: \$70,000
- FY26 Funding Sources: \$70,000 – General Fund



# Capital Program Multi-Year Plan: Fiscal Years 2027-2031

Capital Program Years 2027-2031



- Infrastructure and Resilience **108,479,500** (67.52%)
- Parks, Recreation, and Open Spaces **21,493,843** (13.38%)
- Transportation and Right-of-Way **17,775,000** (11.06%)
- Facilities **7,060,145** (4.39%)
- Vehicles and Equipment **5,527,000** (3.44%)
- Information Technology and Security **323,300** (0.20%)

**\$160,658,788**

Total CIP Value 2027-2031

Infrastructure and Resilience					
Stormwater	2027	2028	2029	2030	2031
Construct Zone 1 - K8 School Central Stormwater Basin	\$32,000,000	\$20,000,000	-	-	-
Program Management & Construction Management Program	\$1,100,000	\$1,100,000	-	-	-
Design Zone 1 - K8 School Central Stormwater Basin	-	-	-	-	-
Improve Garden District Drainage	-	-	-	-	-
Perform Stormwater Baseline Modeling	-	-	-	-	-
Develop Zone 1 Alternative Analysis and Plan	-	-	-	-	-
Install Pump Station Back Up Generators	-	-	-	-	-
Improve Holiday Colony Drainage	\$1,500,000	-	-	-	-
<b>Electrical and Telecom Utilities</b>					
Underground Utilities Phase 1 Zone 1	-	-	-	-	-
Underground Utilities Zones 2, 4, 6, 8	-	-	-	-	-
Underground Utilities Phase 2	-	\$20,000,000	-	-	-
Underground Utilities Phase 1 Zone 2	\$10,000,000	-	-	-	-
<b>Shoreline</b>					
Design and Construct Offshore Hybrid Reef	-	\$15,000,000	-	-	-
Conduct USACE CSRMS Back Bay and Beach Feasibility Study	\$262,500	-	-	-	-
Renourish Beach and Dunes	\$3,317,000	-	-	\$4,200,000	-
Dredge Hacienda Canal	-	-	-	-	-
<b>Category Total</b>	<b>\$48,179,500</b>	<b>\$56,100,000</b>	<b>\$0</b>	<b>\$4,200,000</b>	<b>\$0</b>

Facilities					
Village Hall	2027	2028	2029	2030	2031
Renovate Building Department Customer Service Areas	-	-	-	-	-
Replace Village Hall Elevator	-	\$400,000	-	-	-
Increase Civic Center Parking	\$250,000	-	-	-	-
Construct Village Hall Parking Garage	-	-	-	-	-
<b>Community Center</b>					
Repair Community Center Roof and Structural Elements	-	-	-	-	-
Connect Community Center to Sewer System	-	-	-	-	-
Assess Community Center Programming	-	-	-	-	-
Repair and Replace HVACs	\$250,000	-	-	-	-
Replace Community Center Generator	-	-	-	-	-
Rehab or Replace Community Center Elevator	-	\$300,000	-	-	-
Replace Community Center Fitness Equipment	-	-	-	-	-
Replace Community Center Roof	-	-	-	-	-
Replace Community Center Cardio Equipment	-	-	-	\$250,000	-
Replace Community Center Strength Equipment	-	-	-	-	\$350,000
Paint Community Center Garage and Exterior	\$200,000	-	-	-	-
Renovate / Expand Community Center	\$500,000	\$500,000	-	-	-
Replace Community Center Indoor Playground	-	\$150,000	\$1,000,000	-	-
<b>Fire Station</b>					
Replace Apparatus Room Doors	\$600,000	-	-	-	-
Replace Fire Station Generator	-	\$600,000	-	-	-
Rehab Watch Area Bathroom	-	-	-	\$250,000	-
Improve Fire Rescue Training Tower	-	-	-	-	\$350,000
<b>Village-Wide</b>					
Improve Customer Service Reception Areas	\$100,000	-	-	-	-
Perform Recertification Facility Repairs	\$500,000	\$500,000	-	-	-
<b>Category Total</b>	<b>\$2,402,027</b>	<b>\$2,452,028</b>	<b>\$1,002,029</b>	<b>\$502,030</b>	<b>\$702,031</b>



Transportation and Right-of-Way					
Roads	2027	2028	2029	2030	2031
Repave Harbor Drive South of W Mashta	-	-	-	-	-
Improve Harbor Drive	-	-	-	-	-
Repave Knollwood Drive	-	-	-	-	-
Repave Mashta Island Roadways	-	-	-	-	-
Improve Fernwood Drive (Design - Construction)	\$300,000	-	\$3,000,000	-	-
Repave Harbor Court	\$100,000	-	-	-	-
Repave Cranwood Drive	\$75,000	-	-	-	-
Repave Cypress Drive	\$75,000	-	-	-	-
Repave Buttonwood Drive	-	\$200,000	-	-	-
Repave Woodcrest Road	-	\$300,000	-	-	-
Repave Holiday Colony	-	-	\$400,000	-	-
Repave Grape Tree Drive	-	-	\$100,000	-	-
Repave Glendale Road	-	-	-	\$250,000	-
Improve Crandon Blvd (Design - Construction)	\$500,000	-	-	-	\$9,000,000
Repave Hampton Lane	-	-	-	\$250,000	-
Repave W Heather Drive	-	-	-	-	\$600,000
<b>Intersections, Safety, and Traffic Calming</b>					
Improve Crandon Blvd Crosswalk Safety	\$50,000	-	-	-	-
Improve Streetlight Coverage	\$500,000	\$500,000	\$500,000	-	-
Improve Traffic Calming Devices / Golf Cart Cut Throughs	\$500,000	-	-	-	-
Install Freebee Electrical Chargers	-	-	-	\$200,000	-
Improve Intersection at Sonesta Drive and Crandon Blvd	-	-	-	-	-
Install Chargers in Village Parking Lots	-	\$75,000	-	-	-
Install Electrical Outlets Along Crandon Blvd South	\$300,000	-	-	-	-
<b>Category Total</b>	<b>\$2,400,000</b>	<b>\$1,075,000</b>	<b>\$4,000,000</b>	<b>\$700,000</b>	<b>\$9,600,000</b>

Vehicles and Equipment					
Public Safety	2027	2028	2029	2030	2031
Replace Cardiac Monitors (2)	-	-	-	-	-
Replace Airpaks (22)	-	-	-	-	-
Replace Fire Rescue Trucks 1 & 2	-	-	-	-	-
Replace Village Police Vehicles	\$400,000	\$400,000	\$450,000	\$450,000	\$450,000
Procure Fire Chief and Deputy Chief Vehicles (2)	-	-	-	-	-
Replace Police Radios	-	-	-	-	-
Replace Fire Fleet Vehicle Deputy Chief Admin	-	-	-	-	-
Replace Fire Rescue Radios	\$350,000	-	-	-	-
Procure New Police Boat	-	-	\$200,000	-	-
Improve Police Boat Parking Area and Boat Launch	-	-	\$350,000	-	-
Replace Fire Engine Quint	-	\$2,000,000	-	-	-
<b>Village Operations</b>					
Replace Parks Department Vehicle	-	\$62,000	-	-	-
Replace Public Works Department Vehicle	\$50,000	-	-	-	-
Replace Parks and Recreation Bus	\$250,000	-	-	-	-
Replace Building Department Vehicle	-	-	\$65,000	-	-
Replace Fire Inspector Vehicle	\$50,000	-	-	-	-
<b>Vehicles &amp; Equipment Total</b>	<b>\$1,100,000</b>	<b>\$2,462,000</b>	<b>\$1,065,000</b>	<b>\$450,000</b>	<b>\$450,000</b>



Parks, Recreation, and Open Spaces					
Parks	2027	2028	2029	2030	2031
Contribute to "Shoreline" Design	-	-	-	-	-
Renovate Beach Park Pavilion and Boardwalk	-	-	-	-	-
Resurface Calusa Park Courts and Increase Pickleball Courts	-	-	-	-	-
Renovate Dog Park	-	-	-	-	-
Install Calusa Park Court Lights	\$150,000	-	-	-	-
Replace Over 5 Playground	\$400,000	-	-	-	-
Improve Village Green Park Amenities	-	-	-	\$1,000,000	-
Improve North Public Beach Access Path	\$150,000	-	-	-	-
Replace Village Green Recreation Equipment	\$200,000	-	-	-	-
Improve Southern Beach Access Path	-	-	\$100,000	-	-
Renovate Harbor Park	\$800,000	-	-	-	-
Upgrade Irrigation Systems in Parks and Right-of-Way	-	-	-	\$350,000	-
Renovate Village Green Bathroom	-	\$450,000	-	-	-
Renovate Domino Plaza & Lake Park Linear Park	-	-	\$500,000	-	\$4,000,000
Replace Beach Park Splash Pad and Add Playground	-	-	-	\$3,500,000	-
Design and Construct Cape Florida Linear Park	-	-	-	-	-
Construct Towers Triangle Park	-	-	-	-	\$1,500,000
Design and Construct Skate Park	-	-	-	-	-
Cultural Facilities					
Renovate Council Chambers as Community Theater	-	-	-	-	-
Rehab Public Art - Bedia Plazas / Pleated Genome	-	-	-	-	-
Rehab Civic Center/Monaco Fountain Plaza	-	-	-	-	-
Renew Key Biscayne Heritage Trail	-	-	-	\$300,000	-
Renovate Calusa Park Playhouse	-	-	-	-	-
Athletic Fields and Courts					
Install Turf at St. Agnes Field	-	-	-	-	-
Replace Village Green Turf Fields	-	\$2,500,000	-	-	-
Contribute to Virginia Key Athletic Fields Design	-	-	-	-	-
Replace MAST Athletic Field Turf	\$2,126,683	-	-	-	-
Develop Other Athletic Field Options	-	-	\$3,467,159	-	-
<b>Parks, Recreation &amp; Open Spaces Total</b>	<b>\$3,826,683</b>	<b>\$2,950,000</b>	<b>\$4,067,159</b>	<b>\$5,150,000</b>	<b>\$5,500,000</b>

Information Systems and Security					
Project	2027	2028	2029	2030	2031
Install Village Fiber Security Network to Connect Cameras, Facilities and LPRs	-	-	-	-	-
Upgrade Community Center CCTV System	-	-	-	-	-
Upgrade Fire Station Facility Access System	\$75,000	-	-	-	-
Upgrade Council Chambers Studio Multi-media	\$153,300	-	-	-	-
Upgrade Fire CCTV System	\$75,000	-	-	-	-
Upgrade Village Marquis Sign Pole	-	-	\$20,000	-	-
<b>Information Technology &amp; Security Total</b>	<b>\$303,300</b>	<b>\$0</b>	<b>\$20,000</b>	<b>\$0</b>	<b>\$0</b>

GRAND TOTAL BY YEAR					
Category	2027	2028	2029	2030	2031
Infrastructure & Resilience	\$48,179,500	\$56,100,000	\$0	\$4,200,000	\$0
Facilities	\$2,402,027	\$2,452,028	\$1,002,029	\$502,030	\$702,031
Transportation & Right-of-Way	\$2,400,000	\$1,075,000	\$4,000,000	\$700,000	\$9,600,000
Vehicles & Equipment	\$1,100,000	\$2,462,000	\$1,065,000	\$450,000	\$450,000
Parks, Recreation & Open Spaces	\$3,826,683	\$2,950,000	\$4,067,159	\$5,150,000	\$5,500,000
Information Technology & Security	\$303,300	\$0	\$20,000	\$0	\$0
<b>TOTAL ALL PROJECTS</b>	<b>\$58,211,510</b>	<b>\$65,039,028</b>	<b>\$10,154,188</b>	<b>\$11,002,030</b>	<b>\$16,252,031</b>



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# **APPENDIX**

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# Glossary

**Abatement:** A reduction or elimination of a real or personal property tax, motor vehicle excise, a fee, charge, or special assessment imposed by a governmental unit. Granted only on application of the person seeking the abatement and only by the committing governmental unit.

**Accounting System:** The total structure of records and procedures that identify record, classify, and report information on the financial position and operations of a governmental unit or any of its funds, account groups, and organizational components.

**Accrued Interest:** The amount of interest that has accumulated on the debt since the date of the last interest payment, and on the sale of a bond, the amount accrued up to but not including the date of delivery (settlement date). (See Interest)

**Amortization:** The gradual repayment of an obligation over time and in accordance with a predetermined payment schedule.

**Appropriation:** A legal authorization from the community's legislative body to expend money and incur obligations for specific public purposes. An appropriation is usually limited in amount and as to the time period within which it may be expended.

**Arbitrage:** As applied to municipal debt, the investment of tax-exempt bonds or note proceeds in higher yielding, taxable securities. Section 103 of the Internal Revenue Service (IRS) Code restricts this practice and requires (beyond certain limits) that earnings be rebated (paid) to the IRS.

**Assessed Valuation:** A value assigned to real estate or other property by a government as the basis for levying taxes.

**Audit:** An examination of a community's financial systems, procedures, and data by a certified public accountant (independent auditor), and a report on the fairness of financial statements and on local compliance with statutes and regulations. The audit serves as a valuable management tool in evaluating the fiscal performance of a community.

**Audit Report:** Prepared by an independent auditor, an audit report includes: (a) a statement of the scope of the audit; (b) explanatory comments as to application of auditing procedures; (c) findings and opinions. It is almost always accompanied by a management letter which contains supplementary comments and recommendations.

**Available Funds:** Balances in the various fund types that represent non-recurring revenue sources. As a matter of sound practice, they are frequently appropriated to meet unforeseen expenses, for capital expenditures or other one-time costs.

**Balance Sheet:** A statement that discloses the assets, liabilities, reserves and equities of a fund or governmental unit at a specified date.

**Betterments (Special Assessments):** Whenever a specific area of a community receives benefit from a public improvement (e.g., water, sewer, sidewalk, etc.), special property taxes may be assessed to reimburse the governmental entity for all or part of the costs it incurred. Each parcel receiving benefit from the improvement is assessed for its proportionate share of the cost of such improvements. The proportionate share may be paid in full or the property owner may request that the assessors apportion the betterment over 20 years. Over the life of the betterment, one year's apportionment along with one year's committed interest computed from October 1 to October 1 is added to the tax bill until the betterment has been paid.

**Bond:** A means to raise money through the issuance of debt. A bond issuer/borrower promises in writing to repay a specified sum of money, alternately referred to as face value, par value or bond principal, to the buyer of the bond on a specified future date (maturity date), together with periodic interest at a specified rate. The term of a bond is always greater than one year. (See Note)

**Bond and Interest Record:** (Bond Register) – The permanent and complete record maintained by a treasurer for each bond issue. It shows the amount of interest and principal coming due each date and all other pertinent information concerning the bond issue.

**Bonds Authorized and Unissued:** Balance of a bond authorization not yet sold. Upon completion or abandonment of a project, any remaining balance of authorized and unissued bonds may not be used for other purposes, but must be rescinded by the community's legislative body to be removed from community's books.

**Bond Issue:** Generally, the sale of a certain number of bonds at one time by a governmental unit.



**Bond Rating (Municipal):** A credit rating assigned to a municipality to help investors assess the future ability, legal obligation, and willingness of the municipality (bond issuer) to make timely debt service payments. Stated otherwise, a rating helps prospective investors determine the level of risk associated with a given fixed-income investment. Rating agencies, such as Moody's and Standard and Poors, use rating systems, which designate a letter or a combination of letters and numerals where AAA is the highest rating and C1 is a very low rating.

**Budget:** A plan for allocating resources to support particular services, purposes and functions over a specified period of time. (See Performance Budget, Program Budget)

**Capital Assets:** All real and tangible property used in the operation of government, which is not easily converted into cash, and has an initial useful life extending beyond a single financial reporting period. Capital assets include land and land improvements; infrastructure such as roads, bridges, water and sewer lines; easements; buildings and building improvements; vehicles, machinery and equipment. Communities typically define capital assets in terms of a minimum useful life and a minimum initial cost. (See Fixed Assets)

**Capital Budget:** An appropriation or spending plan that uses borrowing or direct outlay for capital or fixed asset improvements. Among other information, a capital budget should identify the method of financing each recommended expenditure, i.e., tax levy or rates, and identify those items that were not recommended. (See Capital Assets, Fixed Assets)

**Cash:** Currency, coin, checks, postal and express money orders and bankers' drafts on hand or on deposit with an official or agent designated as custodian of cash and bank deposits.

**Cash Management:** The process of monitoring the ebb and flow of money in an out of municipal accounts to ensure cash availability to pay bills and to facilitate decisions on the need for short-term borrowing and investment of idle cash.

**Certificate of Deposit (CD):** A bank deposit evidenced by a negotiable or non-negotiable instrument, which provides on its face that the amount of such deposit plus a specified interest payable to a bearer or to any specified person on a certain specified date, at the expiration of a certain specified time, or upon notice in writing.

**Classification of Real Property:** Assessors are required to classify all real property according to use into one of four classes: residential, open space, commercial, and industrial. Having classified its real properties, local officials are permitted to determine locally, within limitations established by statute and the Commissioner of Revenue, what percentage of the tax burden is to be borne by each class of real property and by personal property owners.

**Collective Bargaining:** The process of negotiating workers' wages, hours, benefits, working conditions, etc., between an employer and some or all of its employees, who are represented by a recognized labor union. regarding wages, hours and working conditions.

**Consumer Price Index:** The statistical measure of changes, if any, in the overall price level of consumer goods and services. The index is often called the "cost-of-living index."

**Cost-Benefit Analysis:** A decision-making tool that allows a comparison of options based on the level of benefit derived and the cost to achieve the benefit from different alternatives.

**Debt Burden:** The amount of debt carried by an issuer usually expressed as a measure of value (i.e., debt as a percentage of assessed value, debt per capita, etc.). Sometimes debt burden refers to debt service costs as a percentage of the total annual budget.

**Debt Service:** The repayment cost, usually stated in annual terms and based on an amortization schedule, of the principal and interest on any particular bond issue.

**Encumbrance:** A reservation of funds to cover obligations arising from purchase orders, contracts, or salary commitments that are chargeable to, but not yet paid from, a specific appropriation account.

**Enterprise Funds:** An enterprise fund is a separate accounting and financial reporting mechanism for municipal services for which a fee is charged in exchange for goods or services. It allows a community to demonstrate to the public the portion of total costs of a service that is recovered through user charges and the portion that is subsidized by the tax levy, if any. With an enterprise fund, all costs of service delivery--direct, indirect, and capital costs—are identified. This allows the community to recover total service costs through user fees if it chooses. Enterprise accounting also enables communities to reserve the "surplus" or net assets unrestricted generated by the operation of the enterprise rather than closing it out to the general fund at year-end. Services that may be treated as enterprises include, but are not limited to, water, sewer, hospital, and airport services.



**Equalized Valuations (EQVs):** The determination of the full and fair cash value of all property in the community that is subject to local taxation.

**Estimated Receipts:** A term that typically refers to anticipated local revenues often based on the previous year's receipts and represent funding sources necessary to support a community's annual budget. (See Local Receipts)

**Exemptions:** A discharge, established by statute, from the obligation to pay all or a portion of a property tax. The exemption is available to particular categories of property or persons upon the timely submission and approval of an application to the assessors. Properties exempt from taxation include hospitals, schools, houses of worship, and cultural institutions. Persons who may qualify for exemptions include disabled veterans, blind individuals, surviving spouses, and seniors.

**Expenditure:** An outlay of money made by municipalities to provide the programs and services within their approved budget.

**Fiduciary Funds:** Repository of money held by a municipality in a trustee capacity or as an agent for individuals, private organizations, other governmental units, and other funds. These include pension (and other employee benefit) trust funds, investment trust funds, private- purpose trust funds, and agency funds.

**Fixed Assets:** Long-lived, assets such as buildings, equipment and land obtained or controlled as a result of past transactions or circumstances.

**Fixed Costs:** Costs that are legally or contractually mandated such as retirement, FICA/Social Security, insurance, debt service costs or interest on loans.

**Float:** The difference between the bank balance for a local government's account and its book balance at the end of the day. The primary factor creating float is clearing time on checks and deposits. Delays in receiving deposit and withdrawal information also influence float.

**Full Faith and Credit:** A pledge of the general taxing powers for the payment of governmental obligations. Bonds carrying such pledges are usually referred to as general obligation or full faith and credit bonds.

**Fund:** An accounting entity with a self-balancing set of accounts that are segregated for the purpose of carrying on identified activities or attaining certain objectives in accordance with specific regulations, restrictions, or limitations.

**Fund Accounting:** Organizing financial records into multiple, segregated locations for money. A fund is a distinct entity within the municipal government in which financial resources and activity (assets, liabilities, fund balances, revenues, and expenditures) are accounted for independently in accordance with specific regulations, restrictions or limitations. Examples of funds include the general fund and enterprise funds. Communities whose accounting records are organized according to the Uniform Municipal Accounting System (UMAS) use multiple funds.

**GASB 34:** A major pronouncement of the Governmental Accounting Standards Board that establishes new criteria on the form and content of governmental financial statements. GASB 34 requires a report on overall financial health, not just on individual funds. It requires more complete information on the cost of delivering value estimates on public infrastructure assets, such as bridges, road, sewers, etc. It also requires the presentation of a narrative statement the government's financial performance, trends and prospects for the future.

**GASB 45:** This is another Governmental Accounting Standards Board major pronouncement that each public entity account for and report other postemployment benefits in its accounting statements. Through actuarial analysis, municipalities must identify the true costs of the OPEB earned by employees over their estimated years of actual service.

**General Fund:** The fund used to account for most financial resources and activities governed by the normal appropriation process.

**General Obligation Bonds:** Bonds issued by a municipality for purposes allowed by statute that are backed by the full faith and credit of its taxing authority.

**Governing Body:** A board, committee, commission, or other executive or policymaking body of a municipality or school district.

**Indirect Cost:** Costs of a service not reflected in the operating budget of the entity providing the service. An example of an indirect cost of providing water service would be the value of time spent by non-water department employees processing water bills. A determination of these costs is necessary to analyze the total cost of service delivery. The matter of indirect costs arises most often in the context of enterprise funds.



**Interest:** Compensation paid or to be paid for the use of money, including amounts payable at periodic intervals or discounted at the time a loan is made. In the case of municipal bonds, interest payments accrue on a day-to-day basis, but are paid every six months.

**Interest Rate:** The interest payable, expressed as a percentage of the principal available for use during a specified period of time. It is always expressed in annual terms.

**Investments:** Securities and real estate held for the production of income in the form of interest, dividends, rentals or lease payments. The term does not include fixed assets used in governmental operations.

**Line Item Budget:** A budget that separates spending into categories, or greater detail, such as supplies, equipment, maintenance, or salaries, as opposed to a program budget.

**Local Aid:** Revenue allocated by the state or counties to municipalities and school districts.

**Maturity Date:** The date that the principal of a bond becomes due and payable in full.

**Municipal(s):** (As used in the bond trade) "Municipal" refers to any state or subordinate governmental unit. "Municipals" (i.e., municipal bonds) include not only the bonds of all political subdivisions, such as cities, towns, school districts, special districts, counties but also bonds of the state and agencies of the state.

**Note:** A short-term loan, typically with a maturity date of a year or less.

**Objects of Expenditures:** A classification of expenditures that is used for coding any department disbursement, such as "personal services," "expenses," or "capital outlay."

**Official Statement:** A document prepared for potential investors that contains information about a prospective bond or note issue and the issuer. The official statement is typically published with the notice of sale. It is sometimes called an offering circular or prospectus.

**Operating Budget:** A plan of proposed expenditures for personnel, supplies, and other expenses for the coming fiscal year.

**Overlapping Debt:** A community's proportionate share of the debt incurred by an overlapping government entity, such as a regional school district, regional transit authority, etc.

**Performance Budget:** A budget that stresses output both in terms of economy and efficiency.

**Principal:** The face amount of a bond, exclusive of accrued interest.

**Program:** A combination of activities to accomplish an end.

**Program Budget:** A budget that relates expenditures to the programs they fund. The emphasis of a program budget is on output.

**Purchased Services:** The cost of services that are provided by a vendor.

**Refunding of Debt:** Transaction where one bond issue is redeemed and replaced by a new bond issue under conditions generally more favorable to the issuer.

**Reserve Fund:** An amount set aside annually within the budget of a town to provide a funding source for extraordinary or unforeseen expenditures.

**Revaluation:** The assessors of each community are responsible for developing a reasonable and realistic program to achieve the fair cash valuation of property in accordance with constitutional and statutory requirements. The nature and extent of that program will depend on the assessors' analysis and consideration of many factors, including, but not limited to, the status of the existing valuation system, the results of an in-depth sales ratio study, and the accuracy of existing property record information.

**Revenue Anticipation Note (RAN):** A short-term loan issued to be paid off by revenues, such as tax collections and state aid. RANs are full faith and credit obligations.



**Revenue Bond:** A bond payable from and secured solely by specific revenues and thereby not a full faith and credit obligation.

**Revolving Fund:** Allows a community to raise revenues from a specific service and use those revenues without appropriation to support the service.

**Sale of Real Estate Fund:** A fund established to account for the proceeds of the sale of municipal real estate other than proceeds acquired through tax title foreclosure.

**Stabilization Fund:** A fund designed to accumulate amounts for capital and other future spending purposes, although it may be appropriated for any lawful purpose.

**Surplus Revenue:** The amount by which cash, accounts receivable, and other assets exceed liabilities and reserves.

**Tax Rate:** The amount of property tax stated in terms of a unit of the municipal tax base; for example, \$14.80 per \$1,000 of assessed valuation of taxable real and personal property.

**Tax Title Foreclosure:** The procedure initiated by a municipality to obtain legal title to real property already in tax title and on which property taxes are overdue.

**Trust Fund:** In general, a fund for money donated or transferred to a municipality with specific instructions on its use. As custodian of trust funds, the treasurer invests and expends such funds as stipulated by trust agreements, as directed by the commissioners of trust funds or by the community's legislative body. Both principal and interest may be used if the trust is established as an expendable trust. For nonexpendable trust funds, only interest (not principal) may be expended as directed.

**Uncollected Funds:** Recently deposited checks included in an account's balance but drawn on other banks and not yet credited by the Federal Reserve Bank or local clearinghouse to the bank cashing the checks. (These funds may not be loaned or used as part of the bank's reserves and they are not available for disbursement.)

**Undesignated Fund Balance:** Monies in the various government funds as of the end of the fiscal year that are neither encumbered nor reserved, and are therefore available for expenditure once certified as part of free cash.

**Unreserved Fund Balance (Surplus Revenue Account):** The amount by which cash, accounts receivable, and other assets exceed liabilities and restricted reserves. It is akin to a "stockholders' equity" account on a corporate balance sheet. It is not, however, available for appropriation in full because a portion of the assets listed as "accounts receivable" may be taxes receivable and uncollected. (See Free Cash)

**Valuation (100 Percent):** The legal requirement that a community's assessed value on property must reflect its market, or full and fair cash value.

