Village of Key Biscayne

Proposed Annual Budget Book Fiscal Year 2024



Last updated 09/06/23

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INTRODUCTION

Origin of The Village Seal



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

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.

Village Mayor and Councilmembers



Administrative Personnel

Building, Zoning and Planning Director, Jeremy Calleros Gauger
Chief Financial Officer, Benjamin Nussbaum, CPA
Chief of Staff, Jocelyne Moussavou
Director of Parks & Recreation, Todd Hofferberth
Fire Chief, Eric Lang
Human Resources Director, Juan C. Gutierrez
Police Chief, Frank Sousa
Public Works Director, Cairo Cangas

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 the southernmost 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 32nd 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.

Key Biscayne was discovered in 1513 when Juan Ponce de Leon 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 beach front 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 service, 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.

Population Overview

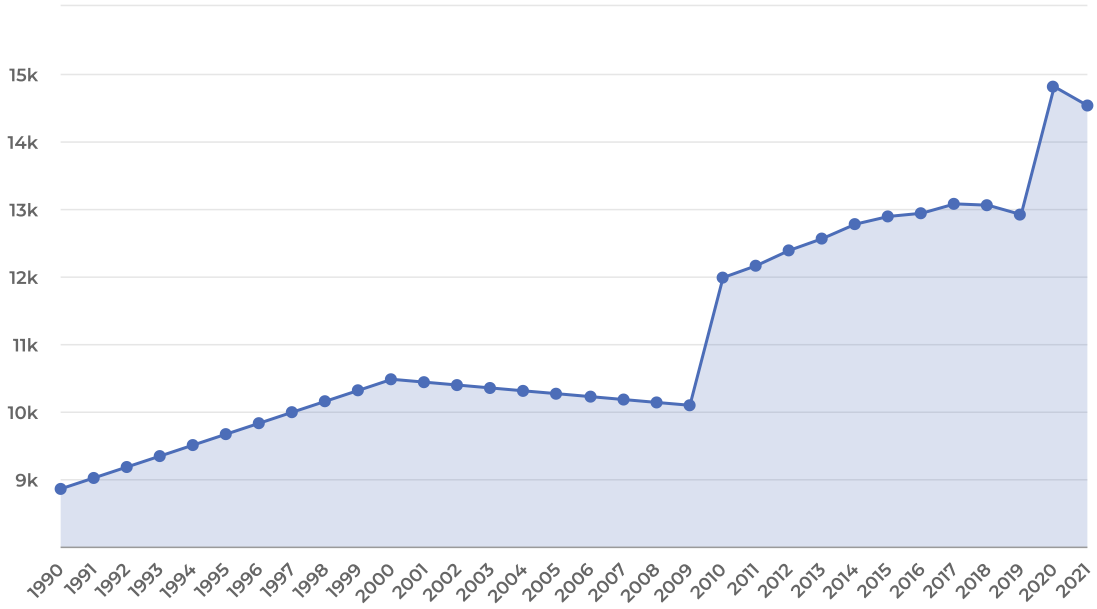
TOTAL POPULATION

14,530

▼ 1.9%
vs. 2020

GROWTH RANK

310 out of **413**
Municipalities in Florida



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

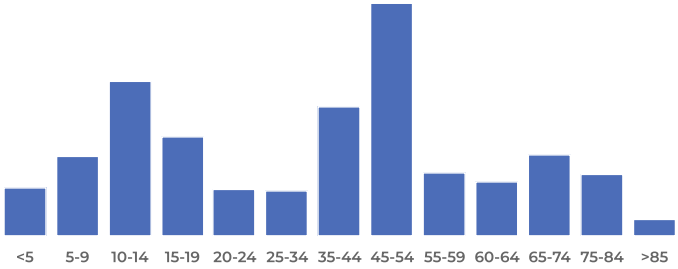
DAYTIME POPULATION

14,593

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

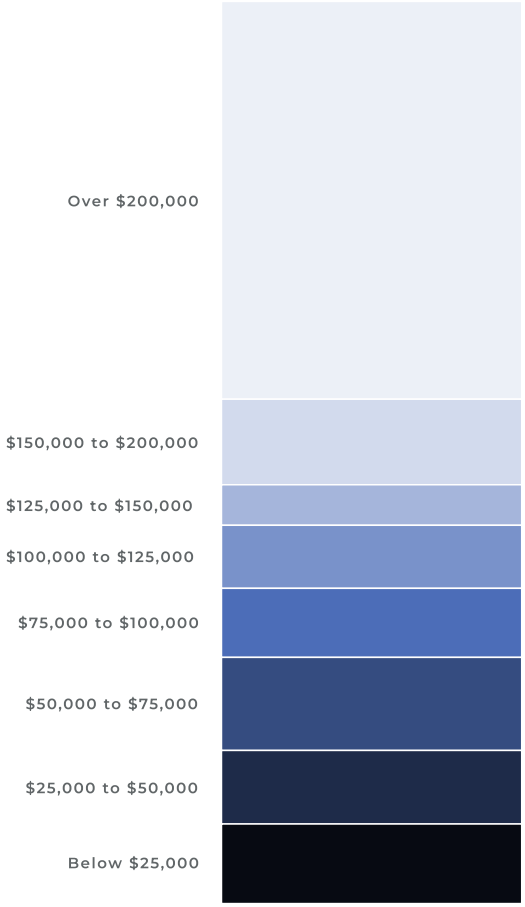


Aging affects the needs and lifestyle choices of residents. Municipalities must adjust and plan services accordingly.

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

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.



HOUSEHOLD INCOME

Above $200,000

44%

Median Income

$167,990

Below $25,000

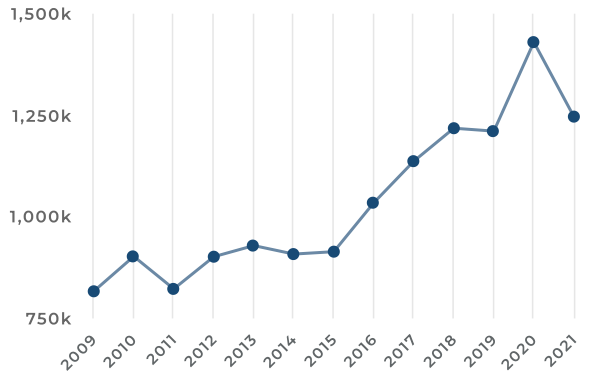
9%

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

Housing Overview

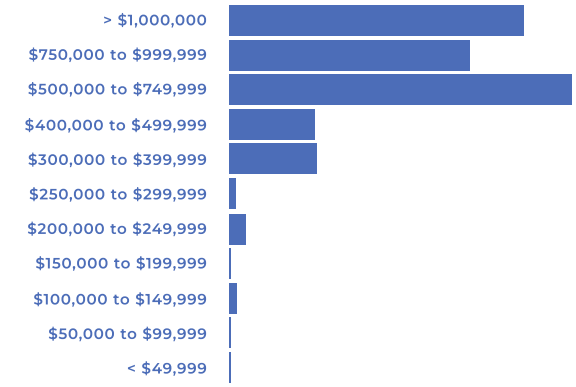
2021 MEDIAN HOME VALUE

$1,246,700



** Data Source: 2021 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 VALUE DISTRIBUTION



** Data Source: 2021 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



** Data Source: 2021 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.*

Manager's Message

I am once again excited and honored as I begin my third year as your Village Manager. It is genuinely a pleasure and privilege to serve the thriving and vibrant community of Key Biscayne. Our village is truly an *Island Paradise*, special and unmatched by any other. The Village staff and I continue to listen and have heard what you, our residents, have asked for and we are happy to present our Fiscal Year 2024 Budget to meet your expectations.

First, I want to thank the Village Council for its guidance and the Village staff for their hard work and diligence in creating a deliberate budget that is both efficient and effective in achieving our goals. This year's budget again takes into consideration the economic challenges our community currently faces: A combined 9.7% increase in assessed property values, higher insurance premiums, and the effects of several years of high inflation. We are committed to keeping expenses as low as possible while still ensuring that the Village can provide the public safety, services and infrastructure our residents need, desire and expect. This budget is designed to use our financial and human resources wisely.

Whereas with last year's budget we concentrated on maintaining and repairing our facilities, parks and roads, this coming year we are shifting our focus to *building for a better future* as we launch the resilient infrastructure and adaptation program. The program's goals are to protect our shorelines from more severe and frequent storms, reduce flooding resulting from changing environmental conditions, and improve electric and telecommunications utility reliability.

This year, we are investing $3.8 million in the capital improvements plan to reduce street flooding, safeguard our utilities, protect our shorelines, improve Crandon Blvd traffic and safety, install security cameras, and enhance Beach Park and our Village Green playground. The great news is that to fund all our $20.5 million in capital requirements, the Village Staff has actively worked to leverage our own investments with $12.6 million in matching grants, loans and State and Federal appropriations.

Be assured that as we tackle our resilient infrastructure needs, we will continue to maintain what we have and continue to provide exceptional services. Our budget designates $5.8 million to maintain, repair and improve our roadways, stormwater systems, facilities, landscaping, parks and athletic fields. We know we must continually take care of what we have. We want to build on the extensive maintenance and repair work we did last year and follow in the footsteps of our predecessors to create the unique quality of life our residents now enjoy. In the coming year, we will assign $6.1 million to provide our residents with engaging and active recreation and athletics programs and public spaces. The budget also allocates $20.2 million to continue to deliver the first-rate police and fire rescue services that our residents cherish. These are essential services that we are renowned for as one of Miami-Dade County's best and highly rated across the State of Florida. We consider these precious, a must-do to ensure the safety and security of our residents.

As we enter the new fiscal year with excitement and focus, we want you to come along with us on the journey: Enjoy your village, be a part of the solutions, volunteer. Come to Council and community meetings, sign up for the Village Connect and the Village Information Network System, stay informed, answer surveys... we want and need your input to continually make the Village of Key Biscayne a better place. See you around the village.



Steven C. Williamson
Village Manager

The staff and I are proud of the work and accomplishments we achieved in Fiscal Year 2023:

FY23 Highlights & Accomplishments

A Safe & Secure Village	Engaging & Active Program & Public Spaces	Admin Support & Communications
Named Second Safest City in Florida	Completed Paradise Park	Launched VKB 311 Resident Service App
Improved Motorized Scooters & E-Bike Safety	Refurbished Hampton, Lake & Beach Parks	Refined Communications Plan
Enacted Community Policing Program	Renovated Community Center Pool	Furthered Transparency on Website
Installed Security Cameras on Village Green	Replaced all Fitness Center Cardio Equipment	Updated Website
Commissioned New Fire Engine	Improved Community Center Landscaping	Awarded $9.6M in Grants & Appropriations
Fire Inspected 100% of Multi-Family Buildings	Launched Special Needs Program	Improved Solid Waste/Stormwater Collections
Updated Hurricane Response Plan	Broadened Community Programs & Events	Updated Seven Major Service Contracts

A Thriving & Vibrant Community & Local Marketplace	An Accessible, Connected and Mobile Transportation Network	A Resilient & Sustainable Environment and Infrastructure
Adopted 2040 Vision Plan	Improved Crandon Blvd Mobility & Safety	Launched Resilient Infrastructure Program
Enforced Building Recertification Program	Guided Rickenbacker Causeway Master Plan	Completed Village-Wide Drainage Assessment
Awarded Tree City USA	Championed Bear Cut Bridge Improvements	Completed RIAP Zone 1 30% Design
Planted 59 NEAT Streets Trees	Installed Streetlights and Repaired Roads & Sidewalks	Accepted into USACE Beach & Back-Bay Study
Implemented Electronic Plans Review	Expanded FreeBee On-Demand Service	Initiated Immediate Flood Control Projects
Restructured Building Inspection/Permit Fees	Installed Eight EV Chargers Across Village	Achieved 98% Septic-to-Sewer Transition

ELEVATING OUR ISLAND PARADISE

We are poised and ready to take on the following projects and actions in FY 2024:

FY24 Major Projects

- Install additional ***security cameras*** in parks and facilities
- Install a new under ***5-years playground at Village Green***
- Maintain and repair ***Village artwork***
- Begin the repair and rehab of ***Beach Park pavilion***
- Improve ***Crandon Blvd*** intersections, crosswalks and traffic signalization
- Increase the number of ***FreeBees from 5 to 8***
- ***Renourish our beach*** after its sand loss from Hurricanes Ian and Nicole
- ***Decrease flooding*** by improving 79 catch basins and paving 2.5 miles of roadways
- Launch the US Army Corps of Engineers ***Beach and Back Bay Feasibility Study***
- Begin construction of ***Zone 1 (KBK8 School area) integrated stormwater, roadway and utility improvement project***
- Improve ***landscaping, grounds, athletic field and roadway maintenance***





ELEVATING OUR ISLAND PARADISE

We are continually motivated and guided by the Village's enduring vision, mission and values:

Village Vision, Mission and Values

Vision

A safe, thriving and vibrant Island Paradise with a unique and enduring village ambiance and lifestyle



Mission

Providing a safe, quality community environment for all islanders through responsible government

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 our community and to earn and maintain their trust and confidence

Pursuing excellence: We strive to better ourselves, take pride in our work, and attend to every detail to create exceptional experiences for our residents

Empowered to act: We are entrusted to apply our skills and sound judgment to improve our work environment and solve problems when they arise to consistently meet our community's needs

ELEVATING OUR ISLAND PARADISE

Budget Overview

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 2023-2024 Key Biscayne Budget compiles financial and service delivery data in a single source document for easy reference. The Fiscal Year 2023-2024 budget 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, 2023, through September 30, 2024. 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 Budget Message Section, 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 2024 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/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 2024 General Fund Budget for the Village of Key Biscayne is $41,458,019 which includes operations and maintenance, funding of the Parks, Recreation & Open Space Land Trust ("PROS Land Trust"), and funding for capital improvements. Fiscal Year 2024 total operating budget represents an increase of 12.3% from Fiscal Year 2023 Budget. The estimated property assessment for Fiscal Year 2024 is $9.9 billion, representing an increase of 9.7% from Fiscal Year 2023.

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 3.1602

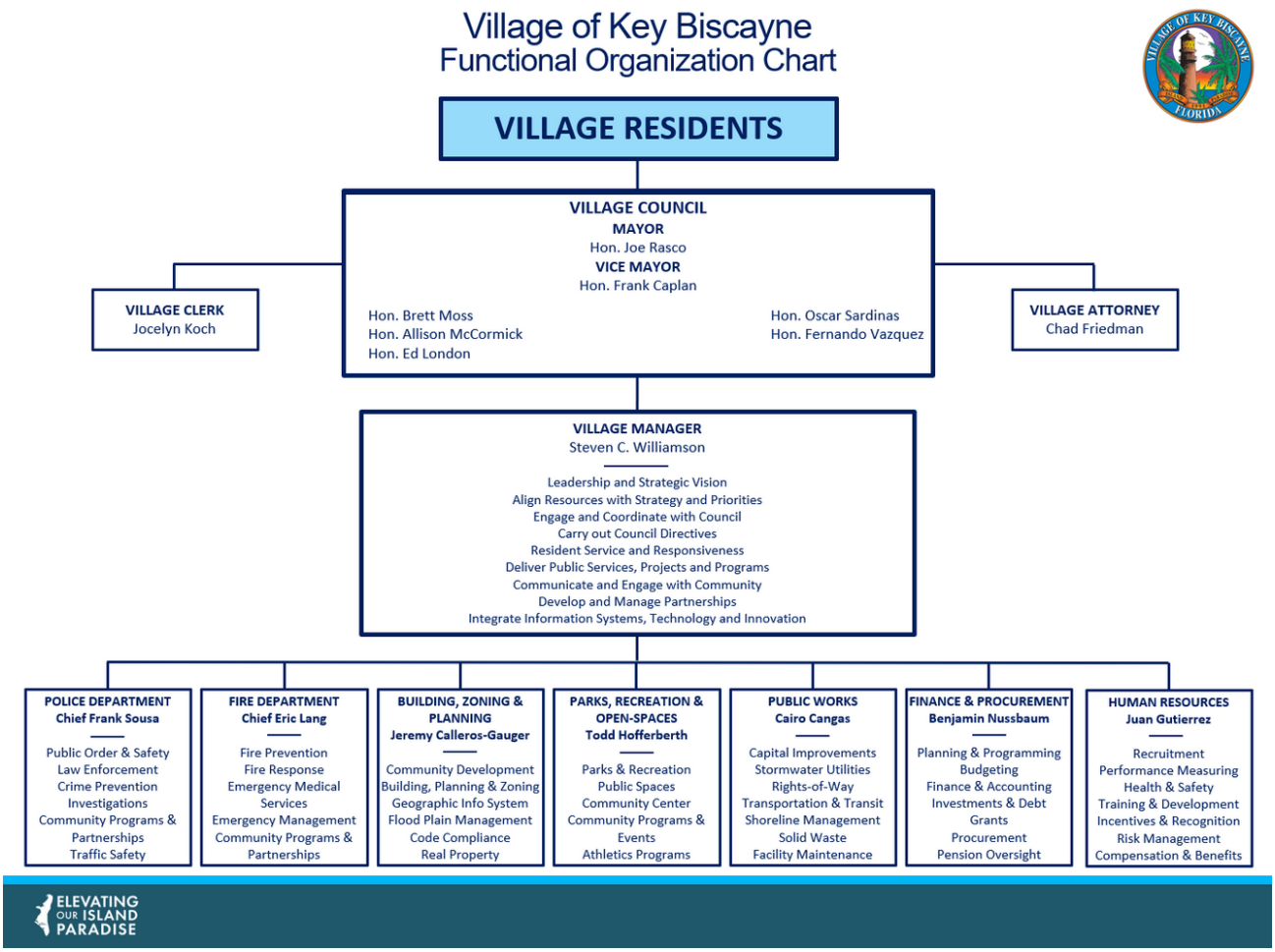
Revenue Summary

General fund revenues are expected to total $41,458,019 which represents a 12.3% increase from Fiscal Year 2023. Ad-Valorem taxes account for approximately 72% of all general fund revenues.

Expenditure Summary

The total proposed General Fund Budget for Fiscal Year 2024 is $41,458,019 which includes an operating expense of $38,408,445, a transfer to the PROS Land Trust of $299,574 and a transfer to the CIP Fund of $2,750,000. The operating expenditure budget increased by $2,394,969 or 6.6% from Fiscal Year 2023 budget.

Village Organizational Chart



Village Authorized Positions

Village Clerk Full Time	FY20-21	FY21-22	FY22-23	FY23-24
Village Clerk	1	1	1	1
Executive Assistant	1	1	1	1
FT Total	**2**	**2**	**2**	**2**

Administration Full Time	FY20-21	FY21-22	FY22-23	FY23-24
Village Manager	1	1	1	1
Chief Financial Officer	1	1	1	1
Comptroller	1	1	1	1
Chief of Staff	1	1	1	1
Human Resources/Risk Management Director	1	1	1	1
IT Administrator	1	1	1	1
Accounting & Payroll Clerk	1	1	1	1
Assistant to IT Administrator	1	1	1	1
Receptionist/Executive Assistant	0	1	1	1
Procurement Officer	0	1	1	1
Procurement Spec./Financial Analyst I	1	1	1	1
Chief Resiliency & Sustainability Officer	1	0	0	0
Community Engagement & Comm. Officer	1	1	1	1
FT Total	**11**	**12**	**12**	**12**

Planning, Zoning & Code Compliance Full Time	FY20-21	FY21-22	FY22-23	FY23-24
Plan Reviewer	1	1	1	1
Executive Asst/BTR	1	1	1	1
Code Compliance Officer	1	2	2	2
FT Total	**3**	**4**	**4**	**4**

Public Works Full Time	FY20-21	FY21-22	FY22-23	FY23-24
Public Works Director	1	1	1	1
Chief Resiliency & Sustainability Officer	0	1	1	1
Superintendent	0	1	1	1
Engineer	1	1	1	1
CIP Program/ Grants Manager	0	1	1	1
Maintenance Laborer	0	1	2	2
Maintenance Supervisor	1	1	1	1
Resiliency Coordinator	1	1	1	1
Horticulturist	1	1	1	1
Administrative Assistant/ Records Technician	1	0	0	0
FT Total	**6**	**9**	**10**	**10**

Police Full Time	FY20-21	FY21-22	FY22-23	FY23-24
Chief of Police	1	1	1	1
Deputy Chief of Police	2	1	1	1
Police Major	0	0	1	1
Police Lieutenant	3	4	3	3
Police Sergeant	5	5	5	5
Police Officer	25	27	27	27
Fleet Maintenance & Service Coordinator	1	1	1	1
Municipal Utility Worker	1	1	0	0
Information Systems Administrator	1	1	1	1
Senior Excutive Assistant	1	1	1	1
Executive Assistnat	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
FT Total	**47**	**49**	**48**	**48**

Fire Full Time	FY20-21	FY21-22	FY22-23	FY23-24
Fire Chief	1	1	1	1
Deputy Fire Chief	2	2	2	2
Fire Captains	3	3	3	3
Fire Lieutenants	7	7	7	7
Drivers/ Engineers	12	12	12	12
Firefighters/Paramedics	14	14	14	14
Inspector-Fire Prevention	0	1	1	1
Executive Assistant to the Fire Chief	1	1	1	1
Administrative Assistant/ Records Technician	1	0	0	0
FT Sub-Total	41	41	41	41
Fire Part Time	**FY20-21**	**FY21-22**	**FY22-23**	**FY23-24**
PT Inspector- Fire Prevention	1	1	1	1
PT Sub-Total	1	1	1	1
Total	**42**	**42**	**42**	**42**

Parks & Recreations Full Time	FY20-21	FY21-22	FY22-23	FY23-24
Parks, Recreation & Open Spaces Director	1	1	1	1
Assistant Parks & Recreation Director	1	1	1	1
Executive Administrative Assistant	1	1	1	1
Parks & Athletics Program Manager	1	1	1	1
Community Program Coordinator	0	1	1	1
FT Total	**4**	**5**	**5**	**5**

Community Center Full Time	FY20-21	FY21-22	FY22-23	FY23-24
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	0	0	**1**
Gym Attendant	1	1	1	1
Head Lifeguard	1	1	1	1
Front Desk MOD	0	0	0	**1**
FT Sub-Total	6	6	6	8
Community Center Part Time	**FY20-21**	**FY21-22**	**FY22-23**	**FY23-24**
Life Guards	7	7	7	7
Room Monitors/ Beach Rangers	23	23	23	**21**
Toddler Room	4	4	4	4
Front Desk	10	10	10	**9**
PT Sub-Total	44	44	44	41
Community Center Seasonal	**FY20-21**	**FY21-22**	**FY22-23**	**FY23-24**
Summer Camp Counselor	10	10	10	10
Sesonal Sub-Total	10	10	10	10
Total	**60**	**60**	**60**	**59**

Athletics Full Time	FY20-21	FY21-22	FY22-23	FY23-24
Athletics Coordinator	1	1	1	1
FT Sub-Total	1	1	1	1
Athletics Part Time	**FY20-21**	**FY21-22**	**FY22-23**	**FY23-24**
PT Athletics Staff	4	4	4	4
PT Sub-Total	4	4	4	4
Total	**5**	**5**	**5**	**5**

Building Full Time	FY20-21	FY21-22	FY22-23	FY23-24
BZP Director	0	1	1	1
Building Official	1	1	1	1
Chief Permit Clerk	0	0	0	0
Permit Clerks	2	2	2	2
Special Projects Coordinator	1	0	0	0
Admin. Assistant/ Records Technician	0	1	1	1
Chief Building Inspector	1	1	1	1
Chief Electrical Inspector	1	1	1	1
Chief Plumbing Inspector	1	1	0	0
Building Inspector	1	1	1	1
Senior Executive Assistant	1	1	1	1
FT Sub-Total	9	10	9	9
Building Part Time	**FY20-21**	**FY21-22**	**FY22-23**	**FY23-24**
PT Mechanical Inspector	1	1	1	1
PT Inspector	2	0	0	1
PT Plumbing Inspector	0	0	1	1
PT Permit Clerk	0	1	1	0
PT Sub-Total	3	2	3	3
Total	**12**	**12**	**12**	**12**

	FY20-21	FY21-22	FY22-23	FY23-24
TOTAL Full Time	**130**	**139**	**138**	**140**
TOTAL Part Time	52	51	52	49
TOTAL Seasonal	10	10	10	10
GRAND TOTAL	**192**	**200**	**200**	**199**

Cost Allocations

Certain members of staff have responsibilities that span multiple functions. In such circumstances, the Village has allocated the cost of these employees to the appropriate funding sources based on the individual employee's time spent on each function. The result is a budget that more accurately aligns with the cost of providing services. The employees listed below have been allocated in the following manner:

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 - Pulic 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
Horticulturist	Public Works	50% General Fund - Public Works 50% General Fund - Planning & Zoning
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 Transporation 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 measurements 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:
    o Construction of a new facility (i.e., a public building, roadways, recreational facilities)
    o Addition, renovation, or expansion of an existing facility.
    o Nonrecurring major repair or rehabilitation of all or a part of an asset, facility or its grounds, or equipment.
    o Non-routine purchase or replacement of major equipment.
    o Planning, feasibility, engineering, or design study related to an individual capital improvements project or to a program that is implemented through individual capital improvement projects.
    o 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.
    o 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:
    o Legality
    o Equity
    o 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 selfsupporting 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

o To meet the liquidity needs of the Village
o 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:

o Non-expendable fund balance includes amounts that are not in spendable form or are required to be maintained intact (principal of endowment funds).
o 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.
o 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.
o 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.
o 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:
    o Buildings
    o Improvements
    o Furniture, Fixtures, & Equipment
    o 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.
• Deprecation Method: GASB (Governmental Accounting Standards Board) Statement 34 requires governments to depreciate capital assets with a defined estimated life.
    o The Village will use the straight-line depreciation method.
    o There will be no depreciation on land, rights-of-way, or other assets with an indefinite life.
    o Projects under construction are not subject to depreciation until the project is completed.
    o 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.
    o The criteria determining whether an item is capitalized or expensed is whether the service life of the assets will be extended.
    o 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:
    o Land – indefinite
    o Rights-of-Way – indefinite
    o Buildings – 25-50 years
    o Building Improvements – 30 years
    o 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 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 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 2023, the CPI was 9.0%, thus resulting in a 4.0% COLA for FY 24.

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 FY24 is based on the 10/01/2022 actuarial valuation report and is 14.48% and 10.02% 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).

- o Telecommunications
- o Audio-Visual
- o End-User Software
- o Backend Maintenance
- o Security
- o Hardware
- o Equipment Leases

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

Communications
- Utilities (allocated based on specific electric and water meters).
- Janitorial expenses (allocated based on square footage, hours of service, specific activities).

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. Fund balances will be invested to exploit higher than usual interest rates and help maintain our strong credit rating for future borrowing. Increasing liquidity for economic functions, emergencies, and unexpected expenses.

Object Code Glossary

Once the service level is defined, resources are allocated in the form of a line-item budget. The object codes below describe what types of expenses are included on each line.

12 - REGULAR SALARIES: Employees who are or will be members of a retirement system as a condition of employment. Includes all full-time and part-time employees who make up the regular work force.

13 - OTHER SALARIES: Employees who are not or will not be members of a retirement system as a condition of their employment. Includes all fulltime and part-time employees who are not part of the regular work force. This includes part-time, seasonal and paid interns.

14 - OVERTIME: Payments in addition to regular salaries and wages for services performed in excess of the regular work hour requirement. Includes Special Details, In-Kind Services, Manpower Shortages, Specialized Trainings, etc.

15 - SPECIAL PAY: Includes educational incentive pay for law enforcement officers and firefighters. As well, all employees receive Vacation Excess pay after accumulating the maximum allowable time of 480 hours. Employees who work during a holiday will receive Holiday Pay at time and a half for hours worked. A Longevity Bonus is awarded to an employee on their 15th year anniversary and every year thereafter if they have reached the top of their salary range and have not received a pay increase upon their 15th or 20th year anniversary under prior collective bargaining agreements. The amount of the bonus is determined based on the employee's performance evaluation score. The maximum is 4% of the base salary.

18 - COMPENSATED LEAVE: It is used to capture payments for non-productive salary-related time like final vacation, sick, and compensable time to employees who separate from employment. Example: Upon separation of employment, an employee shall be paid out for up to 480 hours of Vacation Time and 360 hours of Comp Time for Police and Fire (240 hours for civilians) at the current hourly rate. Sick Leave is paid out at a rate of 10% per year of service up to a maximum of 100% after 10 years of service at the employee's average hourly rate of pay during his/her employment. Fire Rescue employees are allowed to sell back time (vacation and/or compensable time) by submitting a written request no later than May 1st of each year and, if approved, they will receive pay during the first full pay period of the following October. However, at the discretion of the Manager employees will be allowed to sell back accrued time other times during the year if the employee can demonstrate financial hardship.

21 - PAYROLL TAXES: FICA (Federal Insurance Contribution Act) Social Security and Medicare matching.

22 - RETIREMENT CONTRIBUTIONS: Amounts contributed to a retirement fund.

24 - WORKERS' COMPENSATION: Premiums and benefits paid for Workers' Compensation insurance.

31 - PROFESSIONAL SERVICES: Legal, medical, dental, engineering, architectural, appraisal, technological, and other services procured by the local unit as independent professional assistance even if the service can be procured by a contract. Includes such financial services as bond rating, etc., where the service received is not directly involved with accounting and/or auditing.

32 - ACCOUNTING AND AUDITING: Generally includes all services received from independent certified public accountants.

33 - COURT REPORTER SERVICES: This includes the costs of appearance fees and transcript fees for in-court proceedings, appeals, and depositions. Example: Red Light Camera Hearings with Special Magistrate.

34 - CONTRACT SERVICES: Services procured independently by contract or agreement with persons, firms, corporations or other governmental units. Example: Contracts for building maintenance, school crossing guards, landscaping services, etc.

35 - INVESTIGATIONS: Cost incurred for confidential matters handled pursuant to criminal investigations. Example: Police undercover tasks forces.

40 - TRAVEL AND PER DIEM: This includes the costs transportation and lodging. Reimbursements for use of personal vehicle, per diem, meals and incidental travel expenses. This cost is associated with out-of-town conferences, meetings, and training.

41 - COMMUNICATIONS: Used for internet services, communication devices and communication accessories as well as for service plans for long distance and local service.

42 - FREIGHT & POSTAGE SERVICES: Includes costs of shipping packages and mailing documents.

43 - UTILITY SERVICES: Includes costs associated with the provision of electrical power, water and sewer and trash collection

44 - RENTALS & LEASES: Amounts paid for the lease or rent of equipment (water coolers, copier/scanners, interior plants, postage machine, portable air conditioning units, golf carts, etc.)

45 - PROPERTY & LIABILITY INSURANCE: Includes all insurance carried for the protection of the local government such as fire, theft, casualty, general and professional liability, auto coverage, surety bonds, etc.

46 - REPAIR & MAINTENANCE SERVICES: This account code should include costs incurred for the repair and maintenance of buildings, vehicles, and equipment including all maintenance and service contracts as well as non-capital renovation.

47 - PRINTING & BINDING: Cost of printing, binding, and other reproduction services, which are contracted for or purchased from outside vendors. Includes charges for printing letterhead, business cards, brochures, etc.

48 - PROMOTIONAL ACTIVITIES: Includes any type of promotional advertising on behalf of the Village. Example: Materials produced for the Police D.A.R.E. program or the Active Islander produced by the Village Community Center.

49 - OTHER CURRENT CHARGES: Includes current charges and obligations not otherwise classified. Example: team-building events, health fairs, credit card fees, bank fees, etc.)

51 - OFFICE SUPPLIES: Includes materials and supplies such as paper, folders, printer's ink, pens, etc.

52 - OPERATING SUPPLIES: All types of supplies consumed in the conduct of operations. This category may include food, fuel, lubricants, chemicals, laboratory supplies, household items, institutional supplies, uniforms and other clothing Example: Medical supplies used in the FireRescue Department or Gym Wipes used in the Community Center.

54 - SUBSCRIPTION & MEMBERSHIPS: Fees for organizations' subscriptions, maintenance/support agreement and software licenses. Example: Microsoft Office licenses, professional membership dues, etc.

55 - TRAINING: Includes training and educational costs like training materials and registration fees. Example: Florida Climate Symposium.

60 - CAPITAL OUTLAY: Outlays for the acquisition of or addition to fixed assets. Example: Office furniture and equipment.

70 - DEBT SERVICE: Outlays for debt service purposes (principal, interest, other debt service costs)

80 - GRANTS & AIDS: Grants and Aids include all grants, subsidies, and contributions to other government entities/reporting units and private organizations. Example: Educational Initiatives.

91 - CONTINGENCIES: Reserved for contingent events, conditions or emergencies that are unanticipated.

DEPARTMENTS

Overview

Mission Statement: "To Provide a Safe, Quality Community Environment for all Islanders through responsible Government"



Within the Village of Key Biscayne, municipal services are administered by the following departments :

- Village Council
- Office of the Village Clerk
- Village Attorney
- Police Department
- Fire Rescue
- Building, Zoning and Planning
- Parks and Recreation (includes Community Center and Athletics)
- Public Works
- Administration

Each department is responsible for carrying out specific functions and providing services to the local community. All Village departments are headed by a Director who oversees the budget, planning, operations and activities within their respective departments.

Village Council

Mission Statement: "To Provide a Safe, Quality Community Environment for all Islanders through responsible Government"



Purpose Statement

The Village Council, as the legislative body of the Village, determines public policy and budget to meet community needs.

Functional Responsibilities

The Village Council appoints the Village Manager who is responsible for the administration of policy and managing the Village's departments and services; they also appoint the Village Clerk and Village Attorney.

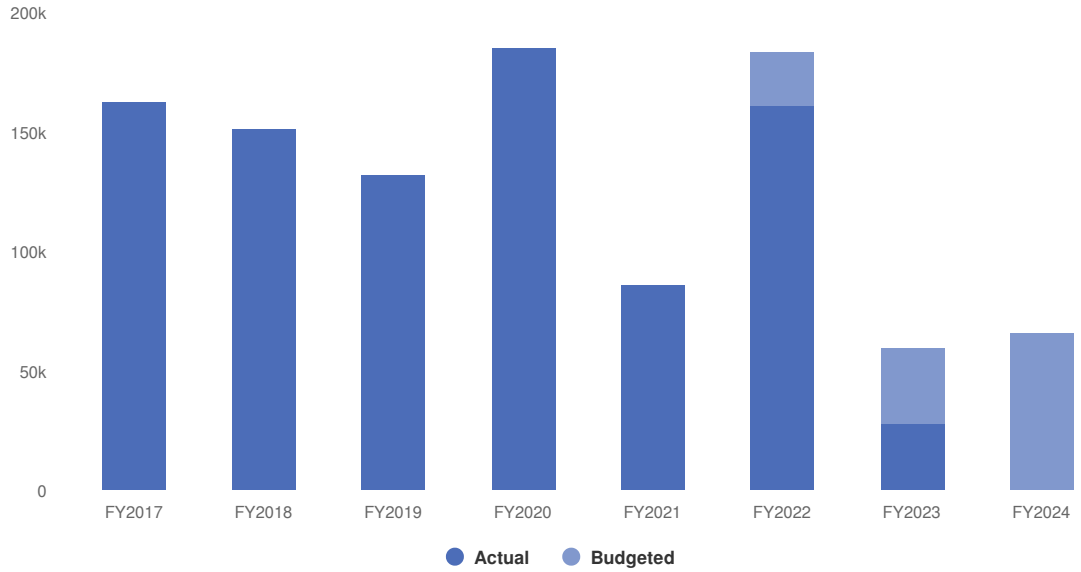
The Council interacts with the Administration to:

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

Expenditures Summary

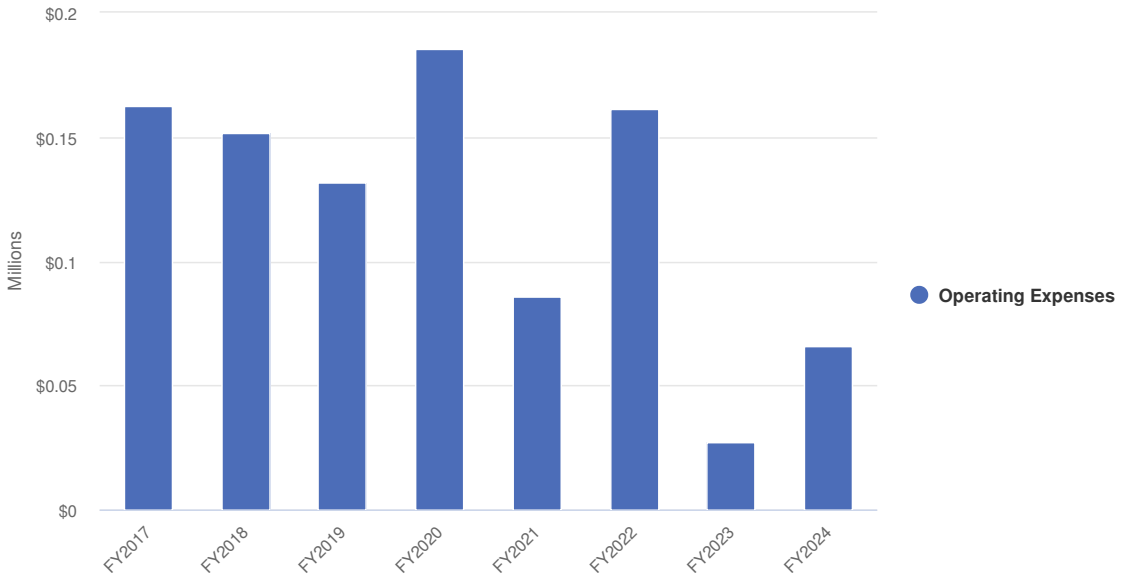
$65,984 $6,500
(10.93% vs. prior year)

Village Council Proposed and Historical Budget vs. Actual



Expenditures by Expense Type

Budgeted and Historical Expenditures by Expense Type



Name	FY2021 Actual	FY2022 Actual	FY2023 Budgeted	FY2023 Actual	FY2024 Budgeted	FY2023 Budgeted vs. FY2024 Budgeted (% Change)
Expense Objects						
Operating Expenses						
PROFESSIONAL SERVICES - STATE LOBBYIST	$22,917	$0	$0	$0	$0	0%
TRAVEL & PER DIEM	$215	$4,302	$9,000	$7,704	$15,000	66.7%
PRINTING & BINDING	$297	$384	$1,000	$431	$1,000	0%
EDUCATION ADVISORY BOARD	$0	$0	$36,500	$0	$36,500	0%
OFFICE SUPPLIES	$539	$0	$0	$0	$0	0%
OPERATING SUPPLIES	$16,262	$8,964	$9,500	$15,978	$10,000	5.3%
IT EQUIPMENT <5000 AND SOFTWARE	$398	$0	$0	$335	$0	0%
SUBSCRIPTIONS & MEMBERSHIP DUES	$2,820	$1,932	$3,484	$3,016	$3,484	0%
EDUCATION ADVISORY BOARD	$0	$25,718	$0	$0	$0	0%
VISION BOARD	$42,480	$119,742	$0	$0	$0	0%
Total Operating Expenses:	**$85,928**	**$161,042**	**$59,484**	**$27,464**	**$65,984**	**10.9%**
Total Expense Objects:	**$85,928**	**$161,042**	**$59,484**	**$27,464**	**$65,984**	**10.9%**

Office of the Village Clerk

Mission Statement: "To Provide a Safe, Quality Community Environment for all Islanders through responsible Government"

Purpose Statement

The Village Clerk acts as Secretary to the Council by recording and maintaining accurate minutes of the proceedings of the Village Council, publishing public notices, and maintaining custody of all official records.

Functional Responsibilities

The Village Clerk serves as the Supervisor of Elections for the Village. The Village Clerk administers the publication of the Village Code, code supplements and the Village Charter. The Village Clerk is the primary point of contact for all Public Records Requests while providing notary services and administering oaths of office to Village officials. The Clerk serves as the Financial Disclosure Coordinator with the State of Florida Commission on Ethics and serves as the Records Management Liaison with the State of Florida Department of State.

Prior Year Achievements and Highlights

- Improved public records request process
- Updated and improved election and lobbying website pages
- Increased opportunities to serve as liaison between Village staff and Councilmembers
- Develop and maintained closed captioning service for public meetings
- Implemented a timely and efficient process for the production and delivery of the monthly Council Meeting agenda books

Fiscal Year 24 Goal Based Actions

- Continuous Improvement of the Public Records request process
- Streamline the production and delivery of the monthly Council Meeting agenda books
- Increase visibility of processes and procedures via the Clerk's page on the Village website

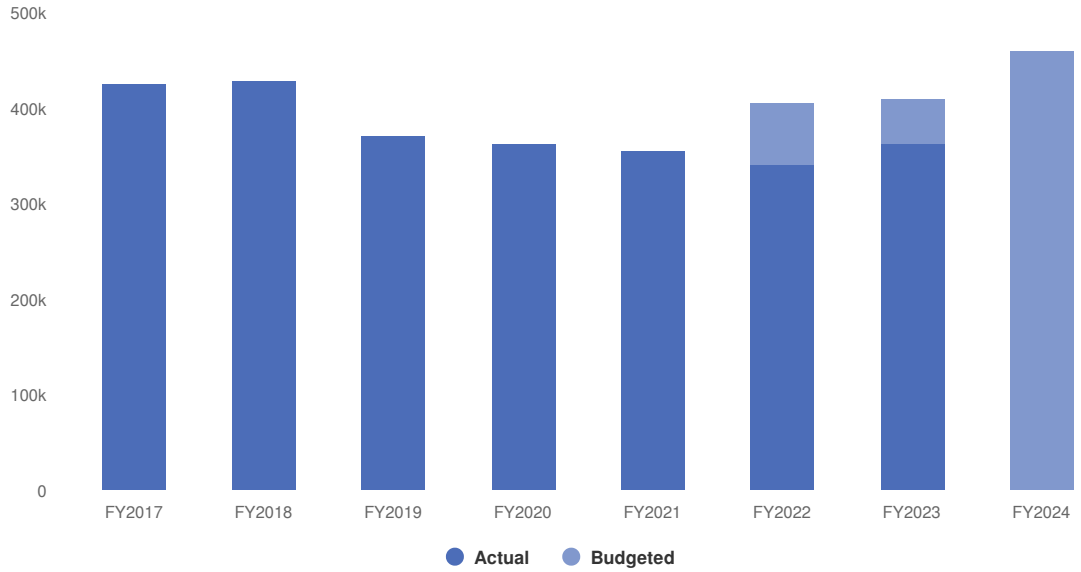
How We Measure Success

- Turn-around time for completion of Public Records Requests
- Access to current information and records via records management application: Laserfiche
- Effectiveness of in-person services to the public e.g. notary services

Expenditures Summary

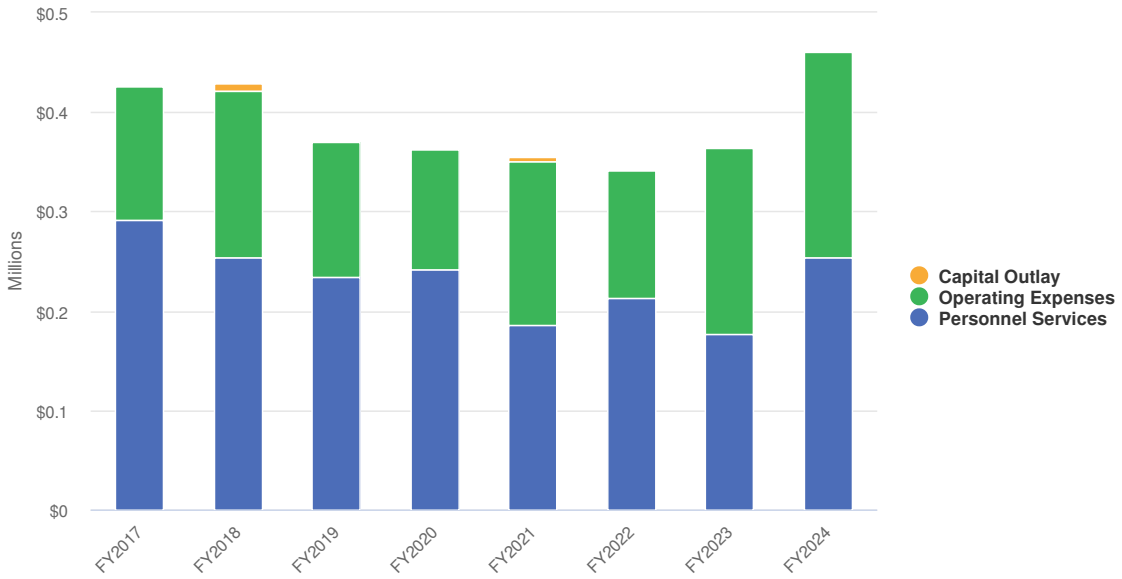
$460,176 **$49,589**
(12.08% vs. prior year)

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



Expenditures by Expense Type

Budgeted and Historical Expenditures by Expense Type



Name	FY2021 Actual	FY2022 Actual	FY2023 Budgeted	FY2023 Actual	FY2024 Budgeted	FY2023 Budgeted vs. FY2024 Budgeted (% Change)
Expense Objects						
Personnel Services						
SALARIES AND WAGES	$144,198	$153,530	$169,000	$126,450	$181,208	7.2%
OVERTIME	$0	$90	$0	$146	$1,000	N/A
CELL PHONE/ CAR ALLOWANCE	$0	$6,308	$6,000	$4,731	$6,000	0%
VACATION EXCESS	$0	$2,249	$7,000	$3,030	$7,000	0%
COMPENSATED ABSENCES	$2,179	$0	$0	$0	$0	0%
PAYROLL TAXES	$10,594	$11,471	$14,000	$10,155	$15,000	7.1%
RETIREMENT CONTRIBUTIONS	$13,248	$16,399	$21,000	$14,525	$21,000	0%
LIFE, HEALTH, DISABILITY INSURANCE	$15,595	$22,414	$22,000	$17,667	$23,000	4.5%
WORKERS COMPENSATION	$262	$210	$200	$199	$200	0%
SUNPASS	$0	$0	$0	$0	$120	N/A
Total Personnel Services:	**$186,076**	**$212,670**	**$239,200**	**$176,903**	**$254,528**	**6.4%**
Operating Expenses						
PROFESSIONAL SERVICES - RECRUITING & HIRING	$16,969	$0	$0	$0	$0	0%
CONTRACT SERVICES - CUSTODIAL SERVICES	$8,676	$3,877	$5,190	$3,807	$5,639	8.7%
TRAVEL & PER DIEM	$2,022	$4,391	$5,928	$1,668	$8,000	35%
COMMUNICATIONS	$8,397	$7,000	$1,989	$5,486	$10,320	418.9%

Name	FY2021 Actual	FY2022 Actual	FY2023 Budgeted	FY2023 Actual	FY2024 Budgeted	FY2023 Budgeted vs. FY2024 Budgeted (% Change)
SOCIAL MEDIA	$0	$0	$11,514	$9,500	$0	-100%
POSTAGE & FREIGHT	$449	$760	$500	$546	$500	0%
UTILITIES	$6,158	$6,995	$8,160	$4,191	$8,073	-1.1%
RENTALS & LEASES	$5,208	$6,058	$4,350	$4,061	$4,942	13.6%
PROPERTY & LIABILITY INSURANCE	$8,109	$8,038	$8,269	$8,403	$14,037	69.8%
REPAIRS & MAINTENANCE - VILLAGE HALL	$2,060	$5,475	$4,710	$1,500	$4,710	0%
PRINTING & BINDING	$3,100	$641	$2,500	$195	$2,500	0%
OTHER CURRENT CHARGES	$0	$0	$0	$28,108	$0	0%
CURRENT CHARGES - ORDINANCE CODIFICATION	$8,715	$3,260	$10,000	$0	$10,000	0%
ELECTION EXPENSE	$4,603	$4,389	$9,750	$24,102	$9,750	0%
CURRENT CHARGES - LEGAL ADVERTISING	$49,045	$11,368	$20,000	$22,563	$21,000	5%
CURRENT CHARGES - VIDEO STREAMING	$5,415	$0	$0	$0	$0	0%
ELECTION ADVERTISING	$2,915	$0	$0	$0	$0	0%
OFFICE SUPPLIES	$8,856	$10,615	$5,000	$8,063	$6,000	20%
OPERATING SUPPLIES - VIDEO & FILMING	$629	$0	$0	$0	$0	0%
IT EQUIPMENT <5000 AND SOFTWARE	$5,585	$17,151	$37,883	$47,549	$62,432	64.8%
IT EQUIPM <5000 - VIDEO STREAMING	$11,705	$22,169	$26,050	$15,252	$28,050	7.7%
SUBSCRIPTIONS & MEMBERSHIPS	$3,564	$14,878	$4,594	$1,333	$4,695	2.2%
TRAINING	$2,350	$1,415	$5,000	$75	$5,000	0%
Total Operating Expenses:	**$164,530**	**$128,478**	**$171,387**	**$186,403**	**$205,648**	**20%**
Capital Outlay						
CAPITAL OUTLAY	$4,999	$0	$0	$0	$0	0%
Total Capital Outlay:	**$4,999**	**$0**	**$0**	**$0**	**$0**	**0%**
Total Expense Objects:	**$355,605**	**$341,148**	**$410,587**	**$363,306**	**$460,176**	**12.1%**

Village Attorney

Mission Statement: "To Provide a Safe, Quality Community Environment for all Islanders through responsible Government"



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
- State and National Legislative matters

Prior Year Achievements and Highlights

- Drafted 15 ordinances and 69 resolutions
- Handled election related issues
- Developed agreements for the purchase of goods and services
- Assisted in drafting and reviewing State and County legislation impacting the Village
- Attended labor negotiations and assisted in drafting Collective Bargaining Agreements
- Provided high quality, cost-efficient, and timely day-to-day legal counsel

Fiscal Year 24 Goal Based Actions

- Provide the Village with 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

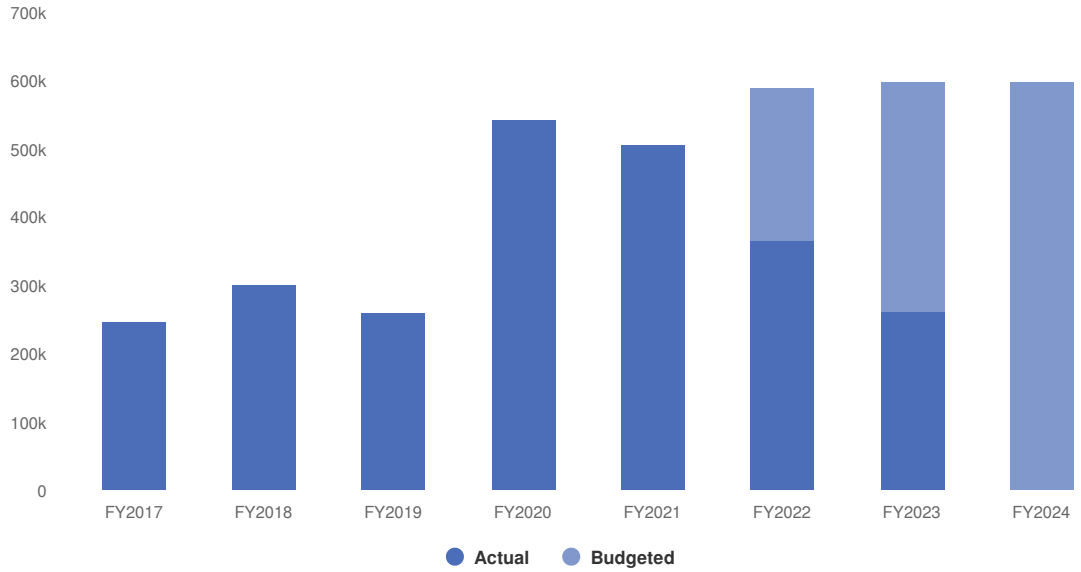
How We Measure Success

- Response times to requests
- Knowledge of the Village Code and Charter

Expenditures Summary

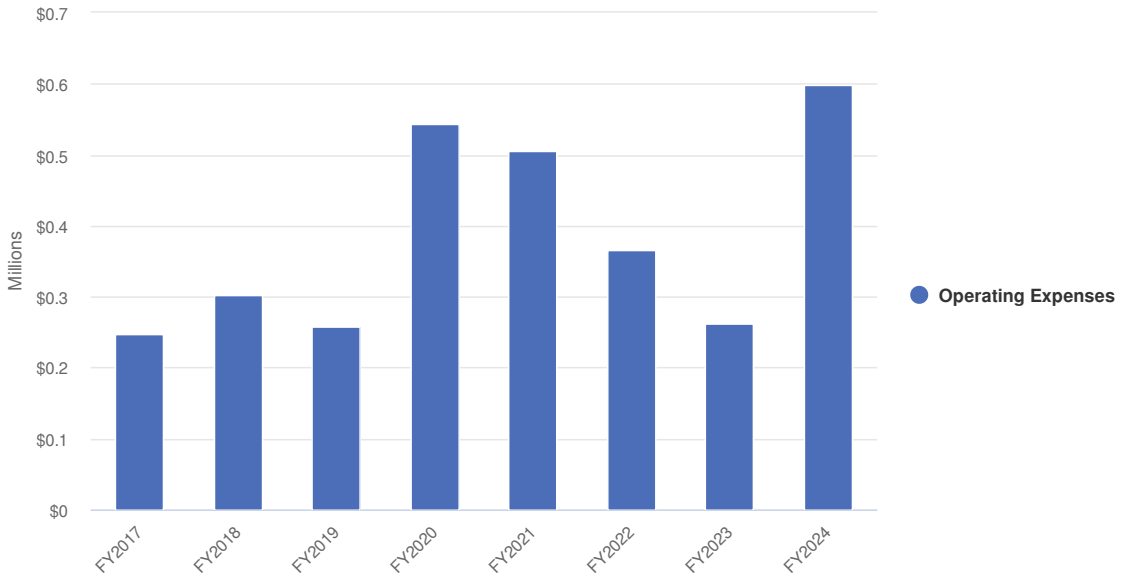
$598,000 $0
(0.00% vs. prior year)

Village Attorney Proposed and Historical Budget vs. Actual



Expenditures by Expense Type

Budgeted and Historical Expenditures by Expense Type



Name	FY2021 Actual	FY2022 Actual	FY2023 Budgeted	FY2023 Actual	FY2024 Budgeted	FY2023 Budgeted vs. FY2024 Budgeted (% Change)
Expense Objects						
Operating Expenses						
LEGAL COUNSEL - GENERAL	$328,453	$286,319	$308,000	$233,126	$308,000	0%
LEGAL COUNSEL - LAWSUITS	$129,857	$44,337	$100,000	$0	$100,000	0%
LEGAL COUNSEL - LABOR RELATIONS	$35,887	$10,195	$60,000	$28,391	$60,000	0%
LEGAL COUNSEL- UNDERGROUND UTILITIES	$420	$0	$50,000	$0	$50,000	0%
LEGAL COUNSEL - BOND COUNSEL	$7,986	$563	$15,000	$0	$15,000	0%
SPECIAL PROJECTS	$3,160	$24,000	$40,000	$0	$40,000	0%
LEGAL COUNSEL - LITIGATION	$0	$0	$25,000	$0	$25,000	0%
Total Operating Expenses:	**$505,763**	**$365,413**	**$598,000**	**$261,517**	**$598,000**	**0%**
Total Expense Objects:	**$505,763**	**$365,413**	**$598,000**	**$261,517**	**$598,000**	**0%**

Police Department

Mission Statement: "To Provide a Safe, Quality Community Environment for all Islanders through responsible Government"

Purpose Statement

The Key Biscayne Police Department (KBPD) is dedicated to partnering with the Village community while maintaining a safe and secure environment. This is accomplished by providing courteous, competent and effective delivery of law enforcement services in a fair and impartial manner.

Functional Responsibilities

KBPD is committed to providing law enforcement, traffic control and enforcement, crime prevention, and investigative services while remaining committed to community and youth engagement to achieve the agency's mission.

Prior Year Achievements and Highlights

- Named 2nd safest city in Florida
- Deployed VRO Program and hosted over 75 public outreach events
- Launched Security Camera Program: System, LPR, Village Green and Beach Park Cameras
- Improved Motorized Scooters and Electric Bicycle Regulations and Safety
- Enhanced Leadership and Technical Skill Training

Fiscal Year 24 Goal Based Actions

- Increase Police Presence, Engagement, and Effectiveness
- Enhance School Resource and Village Resource Officer Programs
- Enforce Multimodal and Maritime Traffic Safety
- Install Security Cameras: Beach Access Paths, Additional LPR's, Parks, and Access Control
- Achieve Top 5 Safest Municipalities

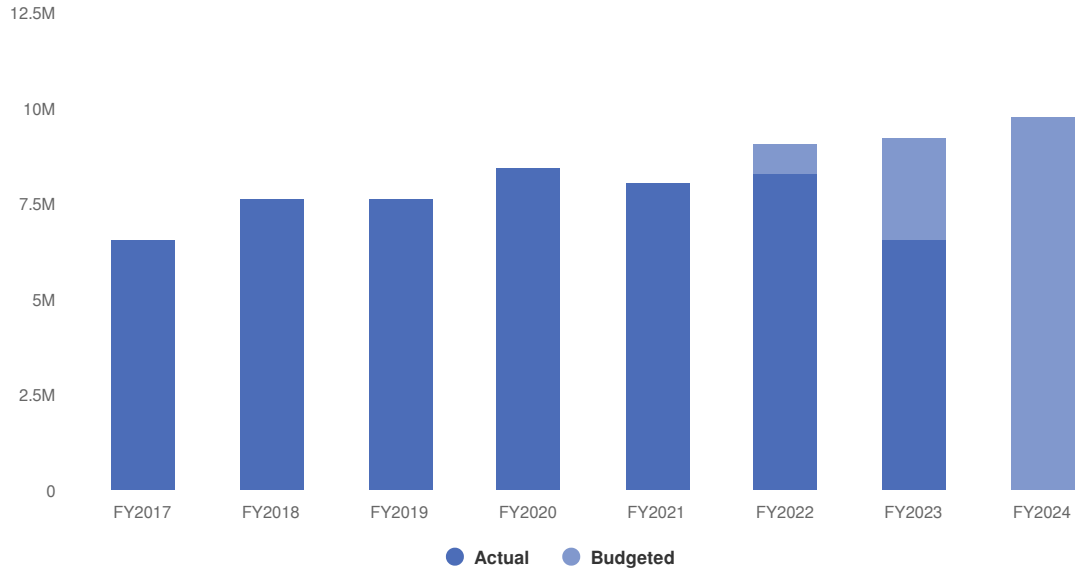
How We Measure Success

- Community and Youth Engagement—public safety open houses, public outreach events, and community training classes
- Traffic and Maritime Safety
- Crime and Clearance Rates
- Response Times
- Sense of Security

Expenditures Summary

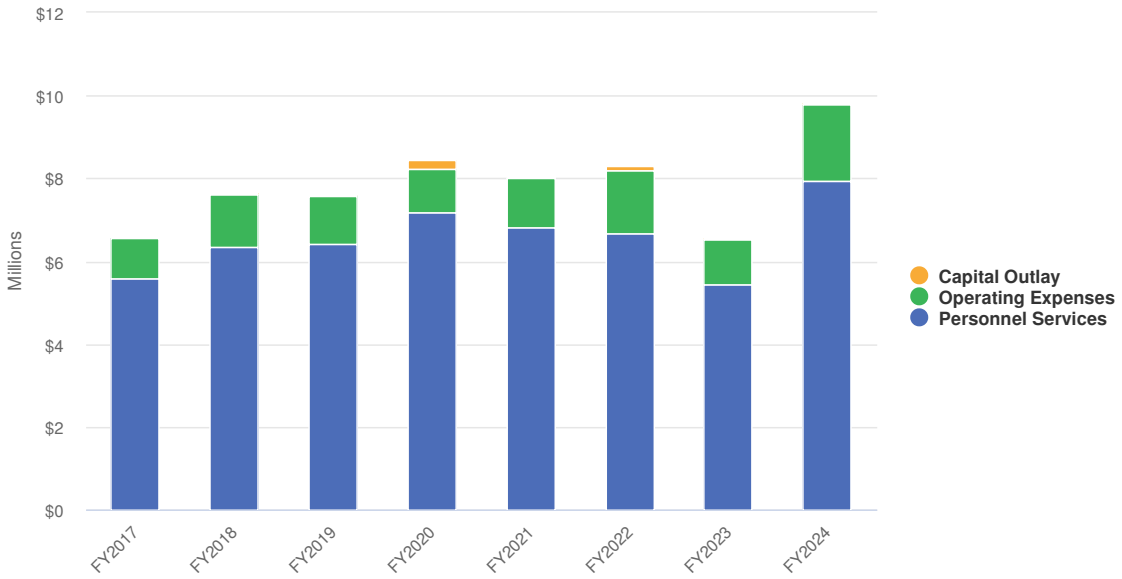
$9,807,254 **$585,533**
(6.35% vs. prior year)

Police Department Proposed and Historical Budget vs. Actual



Expenditures by Expense Type

Budgeted and Historical Expenditures by Expense Type



Name	FY2021 Actual	FY2022 Actual	FY2023 Budgeted	FY2023 Actual	FY2024 Budgeted	FY2023 Budgeted vs. FY2024 Budgeted (% Change)
Expense Objects						
Personnel Services						
SALARIES AND WAGES	$4,057,915	$4,157,686	$4,755,000	$3,542,276	$5,167,570	8.7%
OVERTIME	$441,277	$240,770	$367,000	$220,531	$442,181	20.5%
POLICE OT IN LIEU OF KELLY (ADP 16)	$44,350	$45,362	$0	$36,869	$55,819	N/A
OTHER PAY- LONGEVITY BONUSES	$27,306	$22,281	$18,000	$10,820	$16,000	-11.1%
UNIFORMS ALLOWANCE	$0	$35,000	$27,000	$12,600	$27,000	0%
VACATION EXCESS	$224,568	$162,359	$192,000	$185,389	$209,000	8.9%
OTHER PAY - HOLIDAY PAY	$97,343	$100,917	$81,000	$86,149	$81,000	0%
OTHER PAY - OFF DUTY	-$1,935	-$3,370	$10,000	$12,556	$10,000	0%
OTHER PAY - INCENTIVE PAY	$20,230	$21,140	$25,000	$10,990	$23,000	-8%
OTHER PAY - ACTING PAY	$7,141	$9,106	$5,000	$7,809	$12,000	140%
BONUS	$32,000	$0	$0	$689	$0	0%
COMPENSATED ABSENCES	$318,047	$156,867	$44,000	$15,832	$35,000	-20.5%
PAYROLL TAXES	$376,818	$361,920	$416,000	$315,923	$418,000	0.5%
RETIREMENT CONTRIBUTIONS	$650,276	$503,760	$634,000	$458,807	$515,000	-18.8%
RETIREMENT CONTRIBUTION CHPT 175/185	$0	$264,391	$264,391	$0	$208,425	-21.2%
LIFE, HEALTH, DISABILITY INSURANCE	$423,722	$513,536	$594,000	$432,730	$614,000	3.4%
WORKERS COMPENSATION	$98,102	$85,904	$83,000	$82,004	$93,000	12%
SUNPASS	$0	$0	$0	$0	$600	N/A

Name	FY2021 Actual	FY2022 Actual	FY2023 Budgeted	FY2023 Actual	FY2024 Budgeted	FY2023 Budgeted vs. FY2024 Budgeted (% Change)
Total Personnel Services:	**$6,817,160**	**$6,677,628**	**$7,515,391**	**$5,431,973**	**$7,927,595**	**5.5%**
Operating Expenses						
PROF SERVICES- RECRUITING/HIRING	$34,573	$18,774	$27,150	$8,079	$27,150	0%
TECHNICAL SERVICES	$0	$33,518	$10,000	$0	$20,000	100%
ACTUARIAL	$4,950	$0	$0	$0	$0	0%
CONTRACT SERVICES - CUSTODIAL SERVICES	$50,172	$35,992	$35,086	$25,770	$38,116	8.6%
CROSSING GUARD PROGRAM	$205,586	$252,743	$226,195	$206,216	$245,000	8.3%
INVESTIGATION EXPENSE	$3,012	$1,157	$2,000	$0	$2,000	0%
TRAVEL & PER DIEM	$6,192	$21,116	$83,132	$13,986	$99,830	20.1%
COMMUNICATIONS	$73,255	$65,600	$85,325	$42,742	$114,170	33.8%
POSTAGE & FREIGHT	$904	$1,402	$1,604	$1,194	$1,804	12.5%
UTILITIES	$36,186	$49,985	$55,632	$28,626	$58,037	4.3%
RENTALS & LEASES	$52,651	$26,138	$32,042	$24,905	$29,204	-8.9%
PROPERTY & LIABILITY INSURANCE	$130,690	$116,341	$131,348	$124,702	$181,747	38.4%
REPAIRS & MAINT - VEHICLES	$80,163	$89,125	$93,700	$80,228	$102,000	8.9%
REPAIRS & MAINTENANCE - EQUIPMENT	$30,417	$11,526	$21,120	$5,280	$17,620	-16.6%
REPAIRS & MAINTENANCE - BOAT	$17,050	$36,687	$19,320	$13,039	$19,320	0%
REPAIRS & MAINTENANCE - VILLAGE HALL	$42,043	$49,457	$0	$0	$0	0%
PRINTING & BINDING	$6,388	$10,562	$15,600	$7,489	$18,750	20.2%
PROMO ACTIVITES - D.A.R.E. PROGRAM	$13,057	$40,864	$34,455	$19,367	$34,455	0%
OFFICE SUPPLIES	$14,274	$33,535	$23,000	$16,454	$23,300	1.3%
OPERATING SUPPLIES	$32,203	$32,875	$23,200	$10,616	$23,200	0%
IT EQUIPMENT <5000 AND SOFTWARE	$177,720	$301,115	$435,751	$324,094	$463,071	6.3%
OPERATING SUPPLIES - UNIFORMS	$49,046	$66,833	$62,300	$25,168	$62,800	0.8%
OPERATING SUPPLIES - VEHICLE FUEL	$61,960	$132,939	$132,260	$66,181	$132,260	0%
OPERATING SUPPLIES - EQUIPMENT	$2,731	$14,735	$4,900	$724	$5,050	3.1%
OPERATING SUPPLIES - BOAT FUEL	$18,141	$12,977	$23,000	$12,510	$23,000	0%
IT EQUIPMENT <5000	$1,930	$0	$0	$0	$0	0%
OPERATING SUPPLIES- RANGE EXPENSES	$25,891	$26,176	$26,120	$17,593	$27,300	4.5%
MEALS & EVENTS	$0	$0	$0	$454	$2,000	N/A
SUBSCRIPTIONS & MEMBERSHIP DUES	$10,165	$3,820	$10,890	$3,783	$13,170	20.9%
SUBSCRIPTIONS & MEMBERSHIPS - ACCREDITATION	$901	$0	$0	$0	$0	0%
TRAINING	$12,699	$27,478	$52,200	$26,640	$53,305	2.1%
TUITION REIMBURSEMENT	$4,362	$0	$9,000	$0	$12,000	33.3%
Total Operating Expenses:	**$1,199,312**	**$1,513,470**	**$1,676,330**	**$1,105,837**	**$1,849,659**	**10.3%**

Name	FY2021 Actual	FY2022 Actual	FY2023 Budgeted	FY2023 Actual	FY2024 Budgeted	FY2023 Budgeted vs. FY2024 Budgeted (% Change)
Capital Outlay						
CAPITAL OUTLAY	$33,975	$56,536	$0	$0	$0	0%
FEDERAL EXPENDITURES	$10,324	$0	$0	$0	$0	0%
POLICE-SERVER & FIREWALL	$0	$0	$30,000	$0	$30,000	0%
POLICE SECURITY CAMERAS	$0	$59,825	$0	$0	$0	0%
BALLISTIC SHIELDS AND HELMETS	$0	$0	$0	$33,205	$0	0%
Total Capital Outlay:	**$44,299**	**$116,361**	**$30,000**	**$33,205**	**$30,000**	**0%**
Total Expense Objects:	**$8,060,771**	**$8,307,459**	**$9,221,721**	**$6,571,015**	**$9,807,254**	**6.3%**

Fire Rescue

Mission Statement: "To Provide a Safe, Quality Community Environment for all Islanders through responsible Government"

Purpose Statement

Provide outstanding Fire Rescue and Emergency Medical response services to the Key Biscayne Community while mitigating risk through education, prevention, and emergency management services.

Functional Responsibilities

The Fire Rescue Department is a full-service, all-hazard emergency response organization staffed with highly trained firefighters-paramedics. The Fire Rescue Department responds to fire and medical emergencies and is trained to mitigate car accidents, hazardous material emergencies, boating accidents, emergencies on the water, entrapments underground, and high angle rescue .The department is responsible for coordinating the Village's emergency management response and conducting community risk reduction.

Prior Year Achievements & Highlights

- 100% inspection of all multifamily buildings
- 75% inspections of all commercial occupancies
- Updated Hurricane Response Plan
- Commissioned new Fire Engine
- Developed Fire Rescue Transition and succession plan
- Hired 6 new firefighter paramedics and promoted 4 Lieutenants and 2 Captains

Fiscal Year 24 Goal Based Actions

- Implement Fire Rescue Transition and Succession Plan
- Purchase 2 rescue trucks
- Execute a comprehensive Hurricane response training and exercise program
- Complete annual Fire Prevention inspection(s)
- Perform repairs to Fire Station

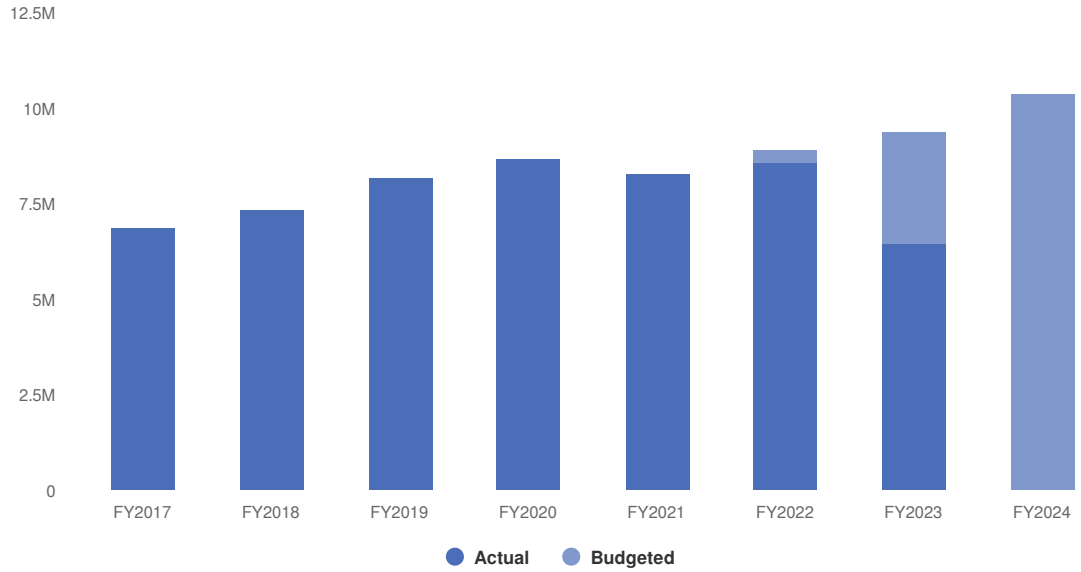
How We Measure Success

- Fire Rescue response time(s)
- Fire Prevention via Annual Inspections and Plans Reviews
- Customer Satisfaction scores
- Training hours

Expenditures Summary

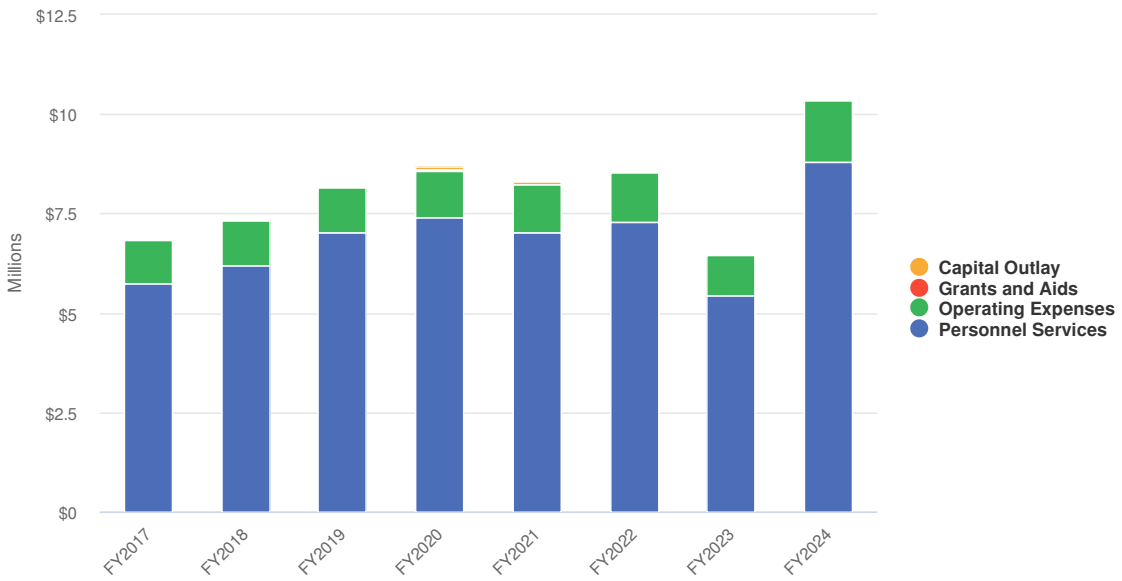
$10,358,955 **$963,655**
(10.26% vs. prior year)

Fire Rescue Proposed and Historical Budget vs. Actual



Expenditures by Expense Type

Budgeted and Historical Expenditures by Expense Type



Name	FY2021 Actual	FY2022 Actual	FY2023 Budgeted	FY2023 Actual	FY2024 Budgeted	FY2023 Budgeted vs. FY2024 Budgeted (% Change)
Expense Objects						
Personnel Services						
SALARIES AND WAGES	$4,224,829	$4,464,185	$4,876,000	$3,730,502	$5,298,977	8.7%
OVERTIME	$527,790	$531,341	$484,000	$258,788	$502,000	3.7%
OTHER PAY- LONGEVITY BONUSES	$28,979	$4,145	$13,000	$0	$0	-100%
UNIFORMS ALLOWANCE	$0	$27,300	$28,000	$26,600	$28,000	0%
VACATION EXCESS	$84,079	$184,616	$302,000	$105,178	$168,000	-44.4%
OTHER PAY - HOLIDAY PAY	$15,472	$45,038	$48,000	$5,717	$48,000	0%
INCENTIVE PAY EDUCATION	$21,192	$22,615	$24,000	$17,765	$22,000	-8.3%
OTHER PAY - ACTING PAY	$19,175	$33,302	$23,000	$30,147	$35,000	52.2%
BONUS	$36,000	$0	$0	$31,959	$0	0%
OTHER PAY - CON'T EDU STIP	$29,042	$29,042	$32,000	$30,988	$33,000	3.1%
OTHER PAY - VACATION SELL BACK (UNDER 480 HRS)	$0	$0	$0	$0	$166,000	N/A
COMPENSATED ABSENCES	$246,556	$216,602	$133,000	$2,846	$141,000	6%
PAYROLL TAXES	$357,403	$371,918	$429,000	$302,464	$419,000	-2.3%
RETIREMENT CONTRIBUTIONS	$845,344	$397,723	$615,000	$279,355	$727,000	18.2%
RETIREMENT CONTRIBUTION CHPT 175/185	$0	$326,627	$326,627	$0	$436,756	33.7%
LIFE, HEALTH, DISABILITY INSURANCE	$424,812	$509,370	$599,000	$448,342	$604,000	0.8%
WORKERS COMPENSATION	$150,778	$142,385	$159,318	$156,481	$176,000	10.5%

Name	FY2021 Actual	FY2022 Actual	FY2023 Budgeted	FY2023 Actual	FY2024 Budgeted	FY2023 Budgeted vs. FY2024 Budgeted (% Change)
UNEMPLOYMENT COMPENSATION	$402	$0	$0	$0	$0	0%
SUNPASS	$0	$0	$0	$0	$2,280	N/A
Total Personnel Services:	**$7,011,853**	**$7,306,210**	**$8,091,945**	**$5,427,133**	**$8,807,013**	**8.8%**
Operating Expenses						
PROFESSIONAL SERVICES - RECRUITING & HIRING	$13,615	$23,360	$25,000	$28,838	$25,000	0%
PROFESSIONAL SERVICES – ACCREDITATION	$1,280	$1,330	$1,500	$1,370	$1,500	0%
PROFESSIONAL SERVICES – TESTING FEES	$16,500	$0	$20,000	$0	$20,000	0%
PROFESSIONAL SERVICES – PLAN REVIEW	$0	$0	$0	$0	$50,000	N/A
ACTUARIAL	$4,950	$0	$0	$0	$0	0%
CONTRACT SERVICES - CUSTODIAL SERVICES	$24,897	$42,633	$35,086	$25,770	$38,116	8.6%
CONTRACT SERVICES - AUTO AID AGREEMENT	$537,268	$573,144	$592,250	$477,620	$610,018	3%
TRAVEL & PER DIEM	$10,006	$20,378	$28,627	$17,685	$43,000	50.2%
COMMUNICATIONS	$47,639	$36,765	$28,742	$33,501	$49,833	73.4%
POSTAGE & FREIGHT	$778	$573	$500	$411	$500	0%
UTILITIES	$30,261	$38,883	$45,732	$46,501	$54,748	19.7%
RENTALS & LEASES	$7,901	$9,531	$5,749	$5,668	$3,040	-47.1%
PROPERTY & LIABILITY INSURANCE	$162,355	$142,257	$156,238	$150,899	$238,608	52.7%
REPAIRS & MAINT - VEHICLES	$10,919	$17,660	$15,000	$11,399	$20,000	33.3%
REPAIRS & MAINTENANCE - FIRE RESCUE BLDG	$49,583	$99,623	$15,250	$12,364	$0	-100%
PRINTING & BINDING	$1,176	$1,833	$2,640	$418	$2,640	0%
PROMO ACTIVITES - FIRE PREVENTION	$4,641	$10,498	$12,000	$8,504	$13,560	13%
OTHER CURENT CHARGES	$0	$0	$7,000	$0	$0	-100%
SERVICE CHARGE RESCUE TRANSPORATION FEE	$12,419	$15,998	$13,120	$8,964	$14,000	6.7%
FIRE CANCER BILL	$2,485	$0	$0	$0	$0	0%
BANK CHARGES	$6,040	$0	$0	$0	$0	0%
OFFICE SUPPLIES	$5,048	$6,376	$6,000	$4,945	$6,000	0%
OPERATING SUPPLIES	$44,766	$44,941	$46,884	$50,531	$112,904	140.8%
IT EQUIPMENT <5000 AND SOFTWARE	$64,977	$47,771	$72,469	$26,729	$98,635	36.1%
OPERATING SUPPLIES - UNIFORMS	$66,881	$24,408	$21,624	$8,461	$25,000	15.6%
OPERATING SUPPLIES - VEHICLE FUEL	$12,913	$22,186	$19,000	$10,694	$19,000	0%
IT EQUIPM <5000 -SMALL TOOLS	$19,377	$0	$0	$0	$0	0%
MEALS & EVENTS	$1,648	$0	$0	$1,428	$8,000	N/A
SUBSCRIPTIONS & MEMBERSHIP DUES	$15,027	$17,293	$52,598	$53,787	$32,840	-37.6%
TRAINING	$28,579	$17,954	$24,500	$24,898	$40,000	63.3%

Name	FY2021 Actual	FY2022 Actual	FY2023 Budgeted	FY2023 Actual	FY2024 Budgeted	FY2023 Budgeted vs. FY2024 Budgeted (% Change)
TUITION REIMBURSEMENTS	$30,678	$23,419	$20,000	$13,769	$25,000	25%
Total Operating Expenses:	**$1,234,607**	**$1,238,814**	**$1,267,509**	**$1,025,153**	**$1,551,942**	**22.4%**
Capital Outlay						
CAPITAL OUTLAY - EQUIPMENT	$48,825	$23,008	$35,846	$11,988	$0	-100%
Total Capital Outlay:	**$48,825**	**$23,008**	**$35,846**	**$11,988**	**$0**	**-100%**
Total Expense Objects:	**$8,295,285**	**$8,568,032**	**$9,395,300**	**$6,464,274**	**$10,358,955**	**10.3%**

Planning and Zoning

Mission Statement: "To Provide a Safe, Quality Community Environment for all Islanders through responsible Government"



Purpose Statement

To ensure that the community is developed in a well-balanced manner, taking into account factors such as population density, growth trends, resilience, and the community's industries of activities.

Functional Responsibilities

The Zoning and Planning Division is responsible for reviewing plans for compliance of the zoning and land development regulations and providing information to residents and architects on the development potential of a property. The division makes recommendations to the Village Council regarding zoning ordinance text amendments, site plan review applications and variances, and prepares studies as directed. The division is also responsible for monitoring, interpreting and coordinating all aspects of Flood Plain Management efforts with the state of Florida.

Code Compliance Division
The Code Compliance Division enforces the zoning and land development regulations, the property maintenance standards ordinance, and violations of the Florida building code. The division administers the Special Magistrates Board. Staff administers the issuance of Business Tax Receipts.

Prior Year Achievements and Highlights

- Completed and Adopted 2040 Vision Plan
- Ensured compliance with the 40-year certification program
- Issued 2,263 permits, performed 6,037 plan reviews, and conducted 7,007 inspections
- Planted 59 NEAT Streets Trees
- Awarded Tree City USA
- Implement Electronic Plans and Permit Review
- Completed Rickenbacker Causeway Concept and Launched Master Plan
- Improved and Enforced Construction Site Compliance Standards

Fiscal Year 24 Goal Based Actions

- Optimize Rickenbacker Causeway and Bear Cut Bridge Improvements
- Tailor Zoning and Code Compliance to Support Village Goals
- Fully Implement KB Clean: Monitoring of Commercial Property Improvements
- Improve NFIP Community Rating System from 8 to 6
- Understand and Address Changes in Property & Flood Insurance Market
- Partner with Miami Dade Public Library to Design and Build New Branch Library

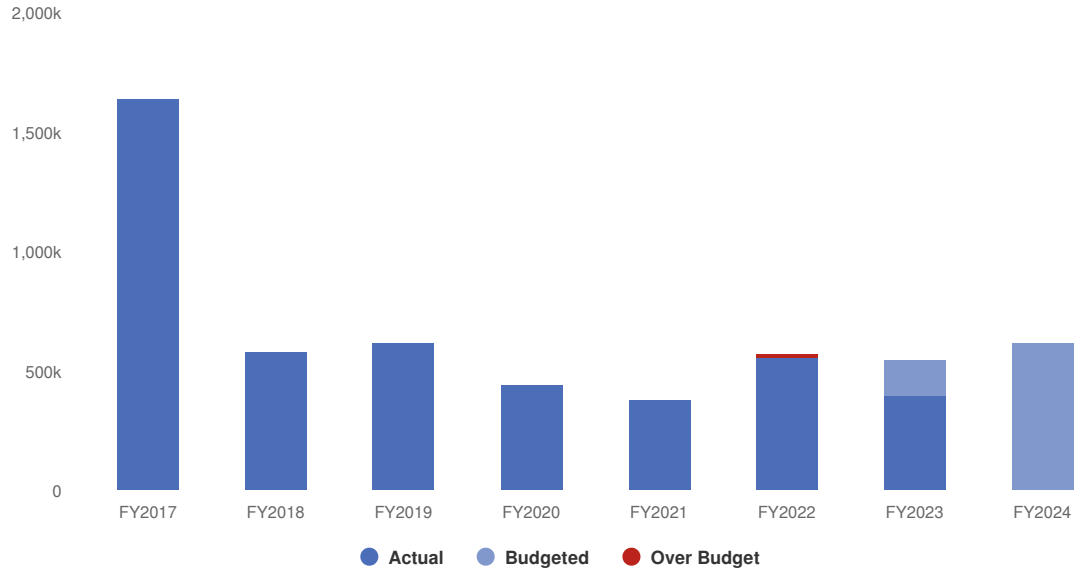
How We Measure Success

- Building recertification statistics
- Reduction of Community Rating System through National Flood Insurance Program

Expenditures Summary

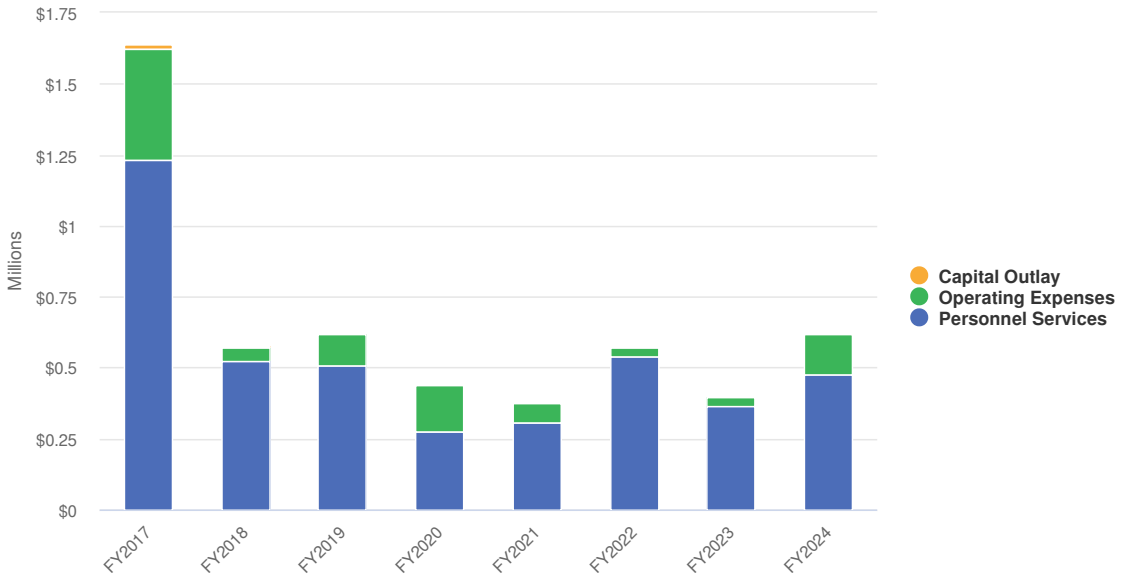
$616,121 **$70,573**
(12.94% vs. prior year)

Planning and Zoning Proposed and Historical Budget vs. Actual



Expenditures by Expense Type

Budgeted and Historical Expenditures by Expense Type



Name	FY2021 Actual	FY2022 Actual	FY2023 Budgeted	FY2023 Actual	FY2024 Budgeted	FY2023 Budgeted vs. FY2024 Budgeted (% Change)
Expense Objects						
Personnel Services						
SALARY ALLOCATION	$0	$191,779	$89,000	$30,768	$44,000	-50.6%
SALARIES AND WAGES	$253,518	$268,313	$278,000	$245,153	$312,581	12.4%
OVERTIME	$1,181	$379	$3,000	$2,469	$3,000	0%
CELL PHONE/ CAR ALLOWANCE	$4,505	$6,636	$6,000	$6,456	$6,000	0%
VACATION EXCESS	$0	$0	$0	$1,563	$0	0%
PAYROLL TAXES	$20,109	$20,284	$22,000	$19,027	$24,000	9.1%
RETIREMENT CONTRIBUTIONS	$8,583	$22,999	$34,000	$26,566	$37,000	8.8%
LIFE, HEALTH, DISABILITY INSURANCE	$20,005	$30,322	$43,000	$29,230	$45,000	4.7%
WORKERS COMPENSATION	$953	$1,130	$3,000	$2,965	$3,000	0%
UNEMPLOYMENT COMPENSATION	$138	$0	$0	$0	$0	0%
SUNPASS	$0	$0	$0	$0	$240	N/A
Total Personnel Services:	**$308,992**	**$541,843**	**$478,000**	**$364,196**	**$474,821**	**-0.7%**
Operating Expenses						
PROF SERVICES-STRATEGIC PLANNING	$36,186	$0	$31,200	$8,715	$87,500	180.4%
COURT REPORTING - SPECIAL MAGISTRATES	$1,248	$474	$2,000	$2,502	$4,000	100%

Name	FY2021 Actual	FY2022 Actual	FY2023 Budgeted	FY2023 Actual	FY2024 Budgeted	FY2023 Budgeted vs. FY2024 Budgeted (% Change)
CONTRACT SERVICES - CUSTODIAL SERVICES	$2,490	$1,091	$1,459	$1,058	$1,584	8.6%
TRAVEL & PER DIEM	$316	$2,204	$3,340	$1,503	$4,840	44.9%
COMMUNICATIONS	$4,593	$3,679	$0	$2,960	$6,368	N/A
POSTAGE & FREIGHT	$376	$335	$1,100	$70	$1,100	0%
UTILITIES	$6,211	$2,998	$2,484	$1,304	$3,468	39.6%
RENTALS & LEASES	$397	$1,869	$495	$508	$870	75.8%
PROPERTY & LIABILITY INSURANCE	$3,527	$3,017	$3,437	$3,240	$5,418	57.6%
REPAIRS & MAINTENANCE - VEHICLES	$708	$0	$1,600	$419	$1,600	0%
REPAIRS & MAINTENANCE - VILLAGE HALL	$1,154	$2,822	$0	$0	$0	0%
PRINTING & BINDING	$502	$1,600	$3,000	$1,811	$3,000	0%
OFFICE SUPPLIES	$2,961	$1,567	$3,200	$2,054	$2,500	-21.9%
OPERATING SUPPLIES	$1,674	$1,012	$0	$0	$4,200	N/A
IT EQUIPMENT <5000 AND SOFTWARE	$2,834	$3,447	$9,438	$3,302	$8,757	-7.2%
OPERATING SUPPLIES - UNIFORMS	$1,184	$323	$1,000	$400	$0	-100%
OPERATING SUPPLIES- VEHICLE FUEL	$0	$0	$0	$414	$0	0%
IT EQUIPMENT <5000	$1,377	$0	$0	$0	$0	0%
MEALS & EVENTS	$0	$0	$0	$340	$500	N/A
SUBSCRIPTIONS & MEMBERSHIPS	$135	$3,274	$1,795	$1,508	$1,095	-39%
TRAINING	$0	$1,125	$2,000	$2,011	$4,500	125%
Total Operating Expenses:	**$67,873**	**$30,838**	**$67,548**	**$34,119**	**$141,300**	**109.2%**
Total Expense Objects:	**$376,865**	**$572,681**	**$545,548**	**$398,315**	**$616,121**	**12.9%**

Parks and Recreation

Mission Statement: "To Provide a Safe, Quality Community Environment for all Islanders through responsible Government"



Purpose Statement

Provide residents of the Village of Key Biscayne with access to engaging and active facilities, programs, and events that meet the emotional, social, and physical needs of the community.

Functional Responsibilities

The department administers the programming, staffing, maintenance and operation of the Parks, Community Center, and Athletics divisions. This includes Cultural Events, Special Population Programming, Athletic Programs, and Community Programs and Events programming.

Prior Year Achievements and Highlights

- Completed Paradise Park
- Refurbished Hampton, Lake and Beach Parks
- Renovated Community Center Pool
- Upgraded Community Center cardio equipment.
- Launched special needs programming and staff training program
- Improved Community Center landscaping
- Broadened Community Programs & Events
- Renovated the Village Green Splash Pad
- St. Agnes LED Field Lighting Retrofit (underway)

Fiscal Year 24 Goal Based Actions

- Improve Athletics Program and Sports Management
- Enhance Existing Athletic Fields & Acquire Additional Athletic Venues
- Maintain and Improve Access to Beach
- Enhance Community Center Operations, Functionality and Appearance
- Enhance and Diversity Community Programming
- Improve Parks Operations and Maintenance

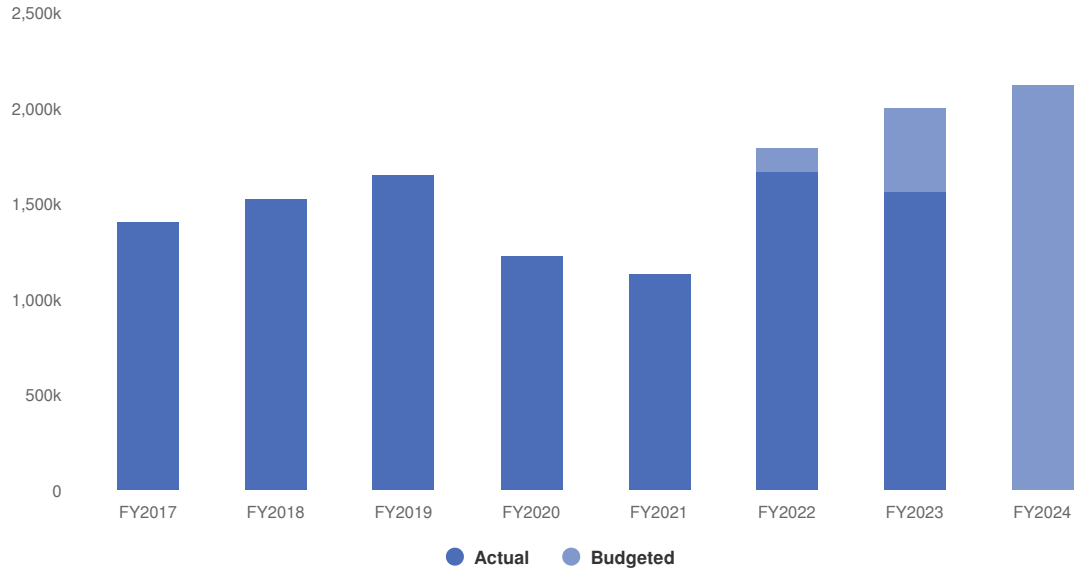
How We Measure Success

- Athletics program satisfaction survey results
- Reduction of the Community Center’s budget subsidy by increased revenue generation.
- Increase in the number of cultural programs offered
- Increase the number of special needs programs offered and attendance
- Inclusion of a new adult athletic league to the season’s calendar

Expenditures Summary

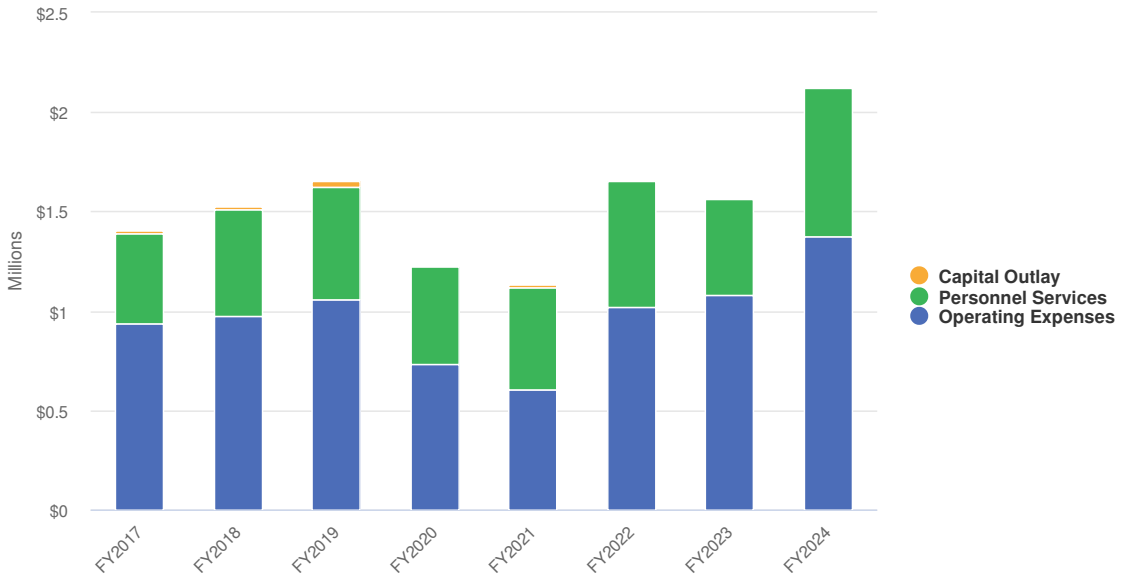
$2,121,692 **$113,389**
(5.65% vs. prior year)

Parks and Recreation Proposed and Historical Budget vs. Actual



Expenditures by Expense Type

Budgeted and Historical Expenditures by Expense Type



Name	FY2021 Actual	FY2022 Actual	FY2023 Budgeted	FY2023 Actual	FY2024 Budgeted	FY2023 Budgeted vs. FY2024 Budgeted (% Change)
Expense Objects						
Personnel Services						
SALARY ALLOCATION	$0	$71,075	-$66,000	$11,768	-$75,000	13.6%
SALARIES AND WAGES	$396,183	$411,912	$533,000	$347,447	$595,208	11.7%
OVERTIME	$0	$2,434	$4,000	$101	$4,000	0%
OTHER PAY- LONGEVITY BONUSES	$0	$400	$6,000	$0	$10,000	66.7%
CELL PHONE/ CAR ALLOWANCE	$3,850	$5,308	$6,000	$4,731	$6,000	0%
VACATION EXCESS	$0	$21,551	$38,000	$21,206	$41,000	7.9%
SICK PAID	$0	$0	$0	$336	$0	0%
COMPENSATED ABSENCES	$27,673	$6,831	$0	$418	$0	0%
PAYROLL TAXES	$24,817	$31,885	$42,000	$27,899	$46,000	9.5%
RETIREMENT CONTRIBUTIONS	$37,642	$40,128	$64,000	$38,837	$70,000	9.4%
LIFE, HEALTH, DISABILITY INSURANCE	$24,158	$39,396	$47,000	$30,094	$48,000	2.1%
WORKERS COMPENSATION	$1,101	$1,038	$1,000	$988	$1,000	0%
SUNPASS	$0	$0	$0	$0	$300	N/A
Total Personnel Services:	**$515,424**	**$631,958**	**$675,000**	**$483,825**	**$746,508**	**10.6%**
Operating Expenses						
PROF SERVICES-STRATEGIC PLANNING	$5,000	$36,100	$20,000	$0	$60,000	200%
PROF SERVICES- RECRUITING/HIRING	$4,048	$0	$0	$0	$0	0%

Name	FY2021 Actual	FY2022 Actual	FY2023 Budgeted	FY2023 Actual	FY2024 Budgeted	FY2023 Budgeted vs. FY2024 Budgeted (% Change)
CONTRACT SERVICES - CUSTODIAL SERVICES	$0	$16,698	$19,974	$16,640	$22,152	10.9%
TRAVEL & PER DIEM	$1,232	$784	$1,800	$601	$5,000	177.8%
COMMUNICATIONS	$7,432	$8,698	$9,506	$9,687	$11,696	23%
UTILITIES - FIELD LIGHTS/DOG PARK	$50,288	$32,386	$75,190	$114,677	$85,937	14.3%
RENTALS & LEASES	$63,604	$66,785	$0	$0	$0	0%
PROPERTY & LIABILTY INSURANCE	$64,647	$53,803	$55,696	$56,336	$93,975	68.7%
REPAIRS & MAINT - VEHICLES	$8,800	$7,157	$3,500	$1,804	$4,000	14.3%
REPAIRS & MAINTENANCE - FIELDS	$36,786	$111,769	$147,000	$70,516	$0	-100%
REPAIRS & MAINTENANCE - DOG PARK	$19,157	$30,182	$33,000	$27,541	$42,000	27.3%
REPAIRS & MAINTENANCE – ARTIFICIAL TURF MAINTENANCE	$17,316	$28,900	$0	$0	$0	0%
REPAIRS & MAINTENANCE - PARKS/PLAYGROUNDS	$80,297	$90,245	$75,000	$82,295	$95,000	26.7%
CONTRACT SERVICES - IGUANA PROGRAM	$35,000	$27,700	$30,000	$16,000	$22,000	-26.7%
COMMUNITY & CULTURAL EVENTS	$14,833	$38,267	$0	$1,385	$35,000	N/A
PROMO EVENTS - LIGHTHOUSE RUN	$0	$12,000	$0	$0	$0	0%
PROMO EVENTS - WINTERFEST	$101,647	$158,510	$110,390	$62,705	$76,800	-30.4%
PROMO EVENTS - ADVERTISING	$1,350	$2,498	$30,000	$14,064	$30,000	0%
PROMO EVENTS - NEW PROGRAMMING	$7,127	$26,780	$15,000	$4,631	$0	-100%
PROMO EVENT- CONCERT SERIES	$1,425	$4,243	$0	$36,187	$45,000	N/A
PROMO EVENTS - JULY 4TH	$0	$129,489	$200,373	$161,850	$205,170	2.4%
PROMO EVENTS - JULY 4TH EVENTS	$5,632	$21,424	$0	$0	$0	0%
PROMO EVENTS- VETERAN'S & MEMORIAL DAY	$0	$0	$3,000	$4,300	$5,500	83.3%
PROMO EVENTS- SEASONAL HOLIDAY DECORATION	$0	$0	$112,500	$106,344	$128,147	13.9%
PROMO EVENTS- MOVIES ON THE GREEN	$0	$0	$10,000	$3,285	$10,000	0%
PROMO EVENTS - LIGHTHOUSE RUN	$550	$0	$12,000	$15,932	$18,000	50%
PROMO EVENTS- FALL FESTIVAL	$0	$0	$8,000	$5,808	$8,000	0%
PROMO EVENTS- EGG HUNT	$0	$0	$3,000	$3,305	$3,000	0%
PROMO EVENTS- DOG PARK EVENT	$0	$0	$2,500	$0	$2,500	0%
PROMO EVENTS- BOAT PARADE	$0	$0	$2,000	$2,187	$2,500	25%
PROMO EVENTS- ARTS CULTURAL AND EDUCATIONAL EVENTS	$0	$0	$15,000	$9,228	$0	-100%
PROMO EVENTS- SPECIAL NEEDS PROGRAMING	$0	$0	$50,000	$11,342	$50,000	0%
KEY BISCAYNE YOUTH COUNCIL	$0	$0	$0	$0	$1,800	N/A
GIRL SCOUTS TROOP 2312 KEY BISCAYNE	$0	$0	$0	$0	$5,000	N/A
SPECIAL EVENTS - KEY BISCAYNE FILM FESTIVAL	$0	$0	$0	$0	$20,000	N/A
SPECIAL EVENTS - KEY BISCAYNE CLEANUP	$0	$0	$0	$0	$5,000	N/A
SPECIAL EVENTS - KEY BISCAYNE CHALLENGE	$0	$0	$0	$0	$5,000	N/A

Name	FY2021 Actual	FY2022 Actual	FY2023 Budgeted	FY2023 Actual	FY2024 Budgeted	FY2023 Budgeted vs. FY2024 Budgeted (% Change)
SPECIAL EVENTS- GLOW: CULTIVATING INNER & OUTER BEAUTY	$0	$0	$0	$0	$16,500	N/A
CURRENT CHARGES - SENIOR TRANSPORTATION	$0	$0	$43,805	$850	$0	-100%
SENIOR ACTIVITIES	$40,417	$79,844	$96,000	$141,499	$139,805	45.6%
SPECIAL EVENTS- CAR WEEK	$0	$1,580	$24,000	-$580	$26,400	10%
SPECIAL EVENTS- YOUTH LEADERSHIP	$0	$0	$18,700	$10,058	$0	-100%
SPECIAL EVENTS- PIANO FESTIVAL	$0	$0	$35,400	$35,912	$38,900	9.9%
SPECIAL EVENTS- CITY THEATER/READS	$0	$0	$16,500	$16,500	$18,150	10%
SPECIAL EVENTS- CHILDREN'S BUSINESS FAIR	$0	$0	$6,000	$6,771	$6,500	8.3%
SPECIAL EVENTS- KB CUB SCOUTING	$0	$0	$10,000	$0	$5,000	-50%
SPECIAL EVENTS- IT TAKES A VILLAGE	$0	$0	$10,000	$9,220	$0	-100%
SPECIAL EVENTS- COMMUNITY HOLIDAY CELEBRATION	$0	$0	$5,000	$0	$5,000	0%
OFFICE SUPPLIES	$1,482	$5,824	$6,000	$4,088	$6,000	0%
OPERATING SUPPLIES	$2,921	$3,795	$0	$0	$0	0%
IT EQUIPMENT <5000 AND SOFTWARE	$4,829	$3,026	$6,219	$7,893	$7,752	24.7%
OPERATING SUPPLIES - UNIFORMS	$0	$238	$1,000	$24	$2,000	100%
OPERATING SUPPLIES - VEHICLE FUEL	$2,724	$5,245	$8,250	$5,723	$2,000	-75.8%
OPERATING SUPPLIES - PROGRAMS	$18,139	$16,758	$0	$54	$0	0%
IT EQUIPMENT <5000	$1,764	$0	$0	$0	$0	0%
MEALS & EVENTS	$0	$0	$0	$1,435	$0	0%
SUBSCRIPTIONS & MEMBERSHIPS	$1,726	$1,058	$0	$52	$0	0%
TRAINING	$1,775	$605	$2,000	$1,963	$3,000	50%
Total Operating Expenses:	**$601,948**	**$1,022,391**	**$1,333,303**	**$1,080,111**	**$1,375,184**	**3.1%**
Capital Outlay						
CAPITAL OUTLAY - PARK IMPROVEMENTS	$5,912	$0	$0	$0	$0	0%
CAPITAL OUTLAY - PROGRAM EQUIPMENT	$9,446	$9,036	$0	$0	$0	0%
Total Capital Outlay:	**$15,358**	**$9,036**	**$0**	**$0**	**$0**	**0%**
Total Expense Objects:	**$1,132,730**	**$1,663,385**	**$2,008,303**	**$1,563,935**	**$2,121,692**	**5.6%**

Community Center

Mission Statement: "To Provide a Safe, Quality Community Environment for all Islanders through responsible Government"



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

- Renovated Community Center Pool
- Upgraded Community Center cardio equipment
- Upgraded Community Center lighting throughout the facility to LED
- Launched special needs programming and staff training program
- Improved Community Center Landscaping
- Broadened Community Programs & Events

Fiscal Year 24 Goal Based Actions

- Enhance Community Center Operations, Functionality and Appearance
- Enhance and Diversity Community Programming

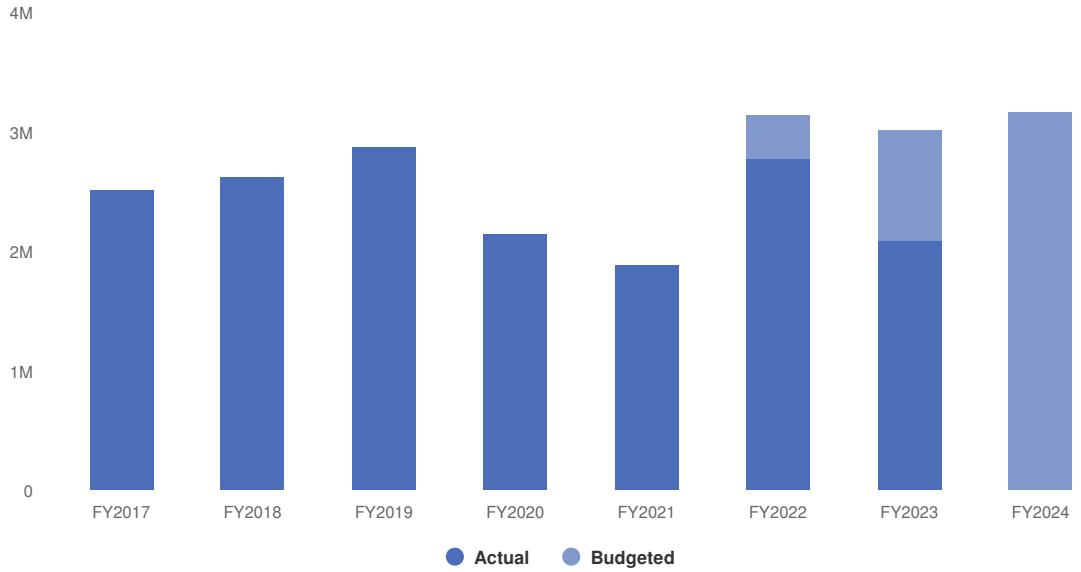
How We Measure Success

- Reduction of the Community Center’s budget subsidy by increased revenue generation.
- Increase the number of special needs programs offered and attendance.
- Number of Participants in Programs
- Community Events and Attendance
- Number of Community led Programs and Events

Expenditures Summary

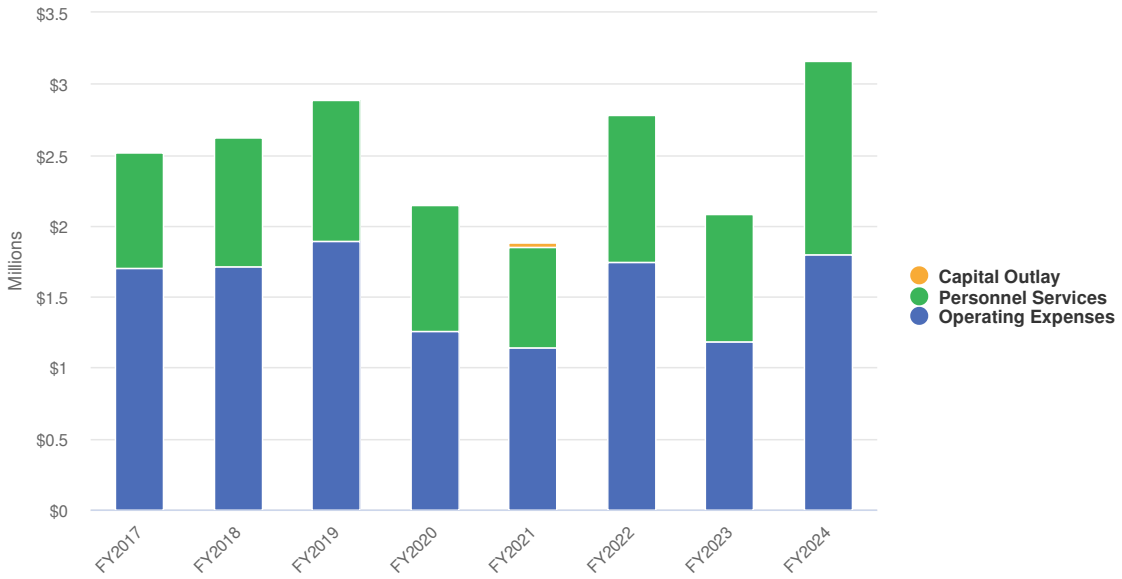
$3,164,723 **$144,739**
(4.79% vs. prior year)

Community Center Proposed and Historical Budget vs. Actual



Expenditures by Expense Type

Budgeted and Historical Expenditures by Expense Type



Name	FY2021 Actual	FY2022 Actual	FY2023 Budgeted	FY2023 Actual	FY2024 Budgeted	FY2023 Budgeted vs. FY2024 Budgeted (% Change)
Expense Objects						
Personnel Services						
SALARIES AND WAGES	$517,769	$809,905	$1,054,000	$720,151	$1,055,964	0.2%
OVERTIME	$69	$3,367	$12,000	$809	$12,000	0%
OTHER PAY-LONGEVITY BONUSES	$6,452	$4,451	$8,000	$0	$0	-100%
CELL PHONE/ CAR ALLOWANCE	$0	$23	$0	$946	$0	0%
VACATION EXCESS	$0	$16,476	$15,000	$9,247	$18,000	20%
COMPENSATED ABSENCES	$13,829	$8,242	$0	$2,047	$0	0%
PAYROLL TAXES	$38,443	$63,338	$84,000	$57,057	$81,000	-3.6%
RETIREMENT CONTRIBUTIONS	$40,218	$37,005	$46,000	$34,135	$58,000	26.1%
LIFE, HEALTH, DISABILITY INSURANCE	$50,339	$64,011	$81,000	$56,737	$123,000	51.9%
WORKERS COMPENSATION	$21,789	$19,051	$23,000	$22,725	$18,000	-21.7%
UNEMPLOYMENT COMPENSATION	$23,310	$1,473	$0	$0	$0	0%
SUNPASS	$0	$0	$0	$0	$1,380	N/A
Total Personnel Services:	**$712,218**	**$1,027,342**	**$1,323,000**	**$903,855**	**$1,367,344**	**3.4%**
Operating Expenses						
PROGRAM REVENUE SHARES	$366,758	$870,681	$956,250	$565,259	$956,250	0%
CONTRACT SERVICES - CUSTODIAL SERVICES	$251,235	$255,903	$298,734	$238,099	$309,175	3.5%

Name	FY2021 Actual	FY2022 Actual	FY2023 Budgeted	FY2023 Actual	FY2024 Budgeted	FY2023 Budgeted vs. FY2024 Budgeted (% Change)
TRAVEL & PER DIEM	$1,272	$1,956	$0	$0	$0	0%
COMMUNICATIONS	$27,027	$21,634	$27,816	$16,498	$13,231	-52.4%
POSTAGE & FREIGHT	$3,066	$3,945	$1,800	$2,329	$2,400	33.3%
UTILITIES	$86,574	$123,620	$125,600	$123,056	$136,398	8.6%
RENTAL & LEASES	$11,595	$17,645	$14,511	$15,220	$14,800	2%
PROPERTY & LIABILITY INSURANCE	$80,383	$68,789	$70,948	$71,870	$114,803	61.8%
REPAIRS & MAINTENANCE - COMM CENTER	$197,079	$215,426	$23,700	$0	$32,100	35.4%
ADVERTISING	$2,549	$11,826	$0	$0	$0	0%
CREDIT CARD FEES	$11,107	$57,359	$59,800	$44,034	$59,800	0%
OFFICE SUPPLIES	$7,334	$9,913	$6,000	$5,335	$6,000	0%
OPERATING SUPPLIES	$55,831	$49,691	$81,000	$61,226	$91,000	12.3%
IT EQUIPMENT <5000 AND SOFTWARE	$26,133	$37,611	$30,825	$36,815	$61,422	99.3%
OPERATING SUPPLIES - UNIFORMS	$2,511	$1,286	$0	$0	$0	0%
IT EQUIPMENT <5000	$7,688	$0	$0	$0	$0	0%
MEALS & EVENTS	$0	$0	$0	$149	$0	0%
SUBSCRIPTIONS & MEMBERSHIP DUES	$3,397	$1,459	$0	$406	$0	0%
Total Operating Expenses:	**$1,141,539**	**$1,748,744**	**$1,696,984**	**$1,180,297**	**$1,797,379**	**5.9%**
Capital Outlay						
EQUIPMENT	$31,058	$0	$0	$0	$0	0%
Total Capital Outlay:	**$31,058**	**$0**	**$0**	**$0**	**$0**	**0%**
Total Expense Objects:	**$1,884,815**	**$2,776,086**	**$3,019,984**	**$2,084,151**	**$3,164,723**	**4.8%**

Athletics

Mission Statement: "To Provide a Safe, Quality Community Environment for all Islanders through responsible Government"



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 and Highlights

- Completed the procurement process resulting in the selection of a new athletics fields and parks maintenance provider.
- Introduced new basketball league operator Miami Hoop School
- St. Agnes LED Field Lighting (underway)
- Conducted an athletic program community workshop

Fiscal Year 24 Goal Based Actions

- Improve Athletics Program and Sports Management
- Implement Athletic Program Usage Fee
- Execute Season Modifications to Achieve Better Program Performance
- Complete Soccer Program Management RFP Process
- Maintain Existing Athletic Fields & Acquire Additional Athletic Venues
- Increase Athletic Programming for Adults

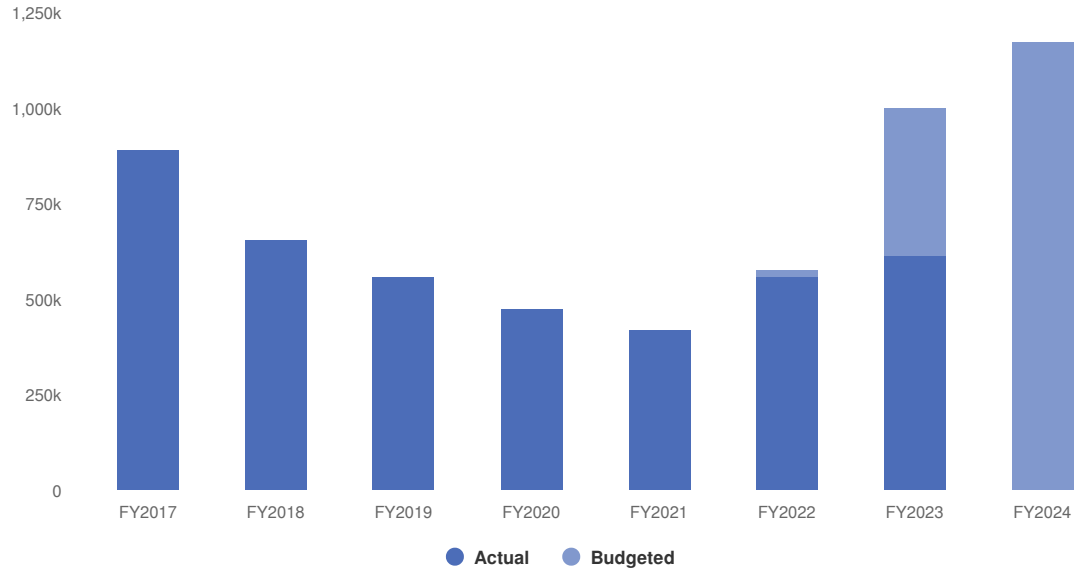
How We Measure Success

- Athletics program satisfaction survey results
- Inclusion of a new adult athletic league to the season's calendar

Expenditures Summary

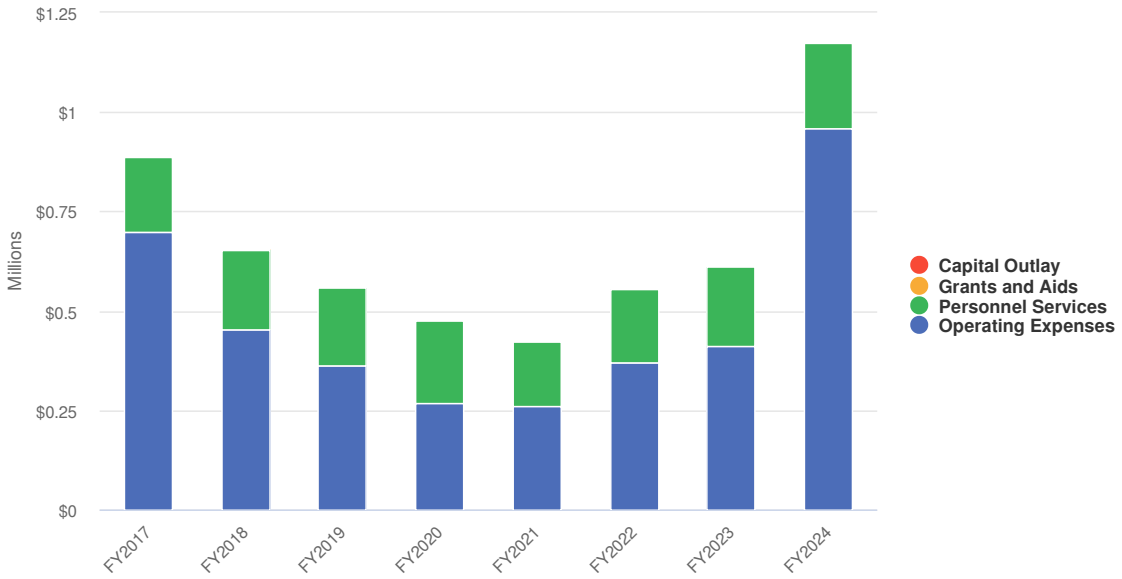
$1,176,174 $175,690
(17.56% vs. prior year)

Athletics Proposed and Historical Budget vs. Actual



Expenditures by Expense Type

Budgeted and Historical Expenditures by Expense Type



Name	FY2021 Actual	FY2022 Actual	FY2023 Budgeted	FY2023 Actual	FY2024 Budgeted	FY2023 Budgeted vs. FY2024 Budgeted (% Change)
Expense Objects						
Personnel Services						
SALARY ALLOCATION	$0	-$71,075	$66,000	-$11,768	$75,000	13.6%
SALARIES AND WAGES	$108,235	$198,356	$107,000	$161,513	$111,591	4.3%
SALARIES-OVERTIME	$288	$3,458	$0	$2,642	$2,000	N/A
OTHER PAY-LONGEVITY BONUSES	$0	$200	$0	$0	$0	0%
VACATION PAID	$0	$7,260	$0	$3,633	$0	0%
COMPENSATED ABSENCES	$15,593	$707	$0	$844	$0	0%
PAYROLL TAXES	$13,508	$15,646	$9,000	$13,284	$9,000	0%
RETIREMENT CONTRIBUTIONS	$17,088	$16,474	$6,000	$12,780	$6,000	0%
LIFE, HEALTH, DISABILITY INSURANCE	$5,241	$12,272	$8,000	$12,882	$8,000	0%
WORKERS COMPENSATION	$2,557	$2,134	$3,000	$2,965	$3,000	0%
SUNPASS	$0	$0	$0	$0	$960	N/A
Total Personnel Services:	**$162,510**	**$185,432**	**$199,000**	**$198,775**	**$215,551**	**8.3%**
Operating Expenses						
PROFESSIONAL SERVICES - RECRUITING & HIRING	$13	$32	$3,500	$28	$0	-100%
CONTRACT SERVICES - BACKGROUND CHECKS	$9	$0	$0	$0	$5,000	N/A
CONTRACT SERVICES- FIELD MAINTENANCE	$0	$0	$0	$0	$320,977	N/A

Name	FY2021 Actual	FY2022 Actual	FY2023 Budgeted	FY2023 Actual	FY2024 Budgeted	FY2023 Budgeted vs. FY2024 Budgeted (% Change)
PROMO ACTIVITIES - BASEBALL	$494	$0	$0	$0	$0	0%
TRAVEL & PER DIEM	$252	$288	$0	$0	$0	0%
COMMUNICATIONS	$1,526	$1,112	$2,788	$506	$1,173	-57.9%
UTILITIES	$0	$0	$18,000	$117	$18,000	0%
RENTALS & LEASES	$0	$208	$86,710	$89,844	$76,558	-11.7%
PROPERTY & LIABILITY INSURANCE	$0	$1,554	$1,619	$1,628	$2,143	32.4%
REPAIRS & MAINTENANCE	$0	$0	$215,000	$19,740	$120,000	-44.2%
PROMO ACTIVITIES - VOLLEYBALL	$0	$871	$0	$0	$0	0%
PROMO ACTIVITIES - BASKETBALL	$0	$61,040	$64,000	$67,967	$70,000	9.4%
PROMO ACTIVITIES - BASEBALL	$32,151	$39,728	$32,500	$36,885	$30,000	-7.7%
PROMO ACTIVITIES - VOLLEYBALL	$35,380	$28,289	$40,000	$11,006	$42,000	5%
PROMO ACTIVITIES- ADULT ATHLETICS	$17,719	$50,070	$60,000	$21,500	$60,000	0%
PROMO ACTIVITIES - FIELD HOCKEY	$108,366	$123,124	$135,000	$124,493	$135,000	0%
PROMO ACTIVITIES - RUGBY	$39,120	$38,700	$42,000	$150	$0	-100%
PROMO ACTIVITIES - LACROSSE	$0	$0	$20,000	$0	$20,000	0%
PROMO ACTIVITIES - FLAG FOOTBALL	$21,026	$25,589	$26,000	$29,810	$26,000	0%
PROMO ACTIVITIES- TRACK & FIELD	$0	$0	$30,000	$8,458	$30,000	0%
OTHER CURRENT CHARGES	$5	$117	$0	$0	$0	0%
IT EQUIPMENT <5000 AND SOFTWARE	$171	$605	$2,864	$744	$2,269	-20.8%
IT EQUIPMENT <5000	$1,963	$0	$0	$0	$0	0%
SUBSCRIPTIONS & MEMBERSHIPS	$728	$0	$1,503	$0	$1,503	0%
Total Operating Expenses:	**$258,923**	**$371,327**	**$781,484**	**$412,876**	**$960,623**	**22.9%**
Capital Outlay						
IT EQUIPMENT >5000	$0	$2,916	$20,000	$0	$0	-100%
Total Capital Outlay:	**$0**	**$2,916**	**$20,000**	**$0**	**$0**	**-100%**
Total Expense Objects:	**$421,433**	**$559,675**	**$1,000,484**	**$611,651**	**$1,176,174**	**17.6%**

Public Works

Mission Statement: "To Provide a Safe, Quality Community Environment for all Islanders through responsible Government"



Purpose Statement

Public Works is tasked with ensuring that the Village's infrastructure, roadways and equipment remain safe, functional and well-maintained.

Functional Responsibilities

The Public Works Department is responsible for the design, construction, maintenance, and operation of public infrastructure and services. The department is also responsible for a wide range of services, including, road maintenance, transit services e.g. FreeBee stormwater systems, landscaping and grounds maintenance, waste management, public roads and buildings.

Prior Year Achievements and Highlights

- Completed Resilient Infrastructure and Adaptation Program Zone 1 30% Design & Village-Wide Drainage Assessment
- Completed FPL Zone 1 Preliminary Design
- Accepted into USACE Beach & Back-Day Study
- Initiated Immediate Flood Control & Mitigation Projects
- Achieved 98% Septic-to Sewer Transition
- Installed Streetlights on East Enid Drive
- Completed Village-wide Drainage Assessment
- Expanded FreeBee to Six On-Demand Vehicles
- Installed Eight EV Chargers
- Completed Village-wide Pavement Condition Index (PCI)

Fiscal Year 24 Goal Based Actions

- Improve Crandon Blvd & Harbor Dr Traffic Mobility and Safety
- Increase Alternative Transportation: Freebees & Busses
- Install Streetlights and Repair Roads & Sidewalks
- Complete Immediate Flood Control and Mitigation Projects
- Implement Shoreline Protection Solutions
- Complete Zone 1 Integrated Stormwater, Roadway and Utility Design
- Develop an Asset Management-Based Maintenance & Repair Program

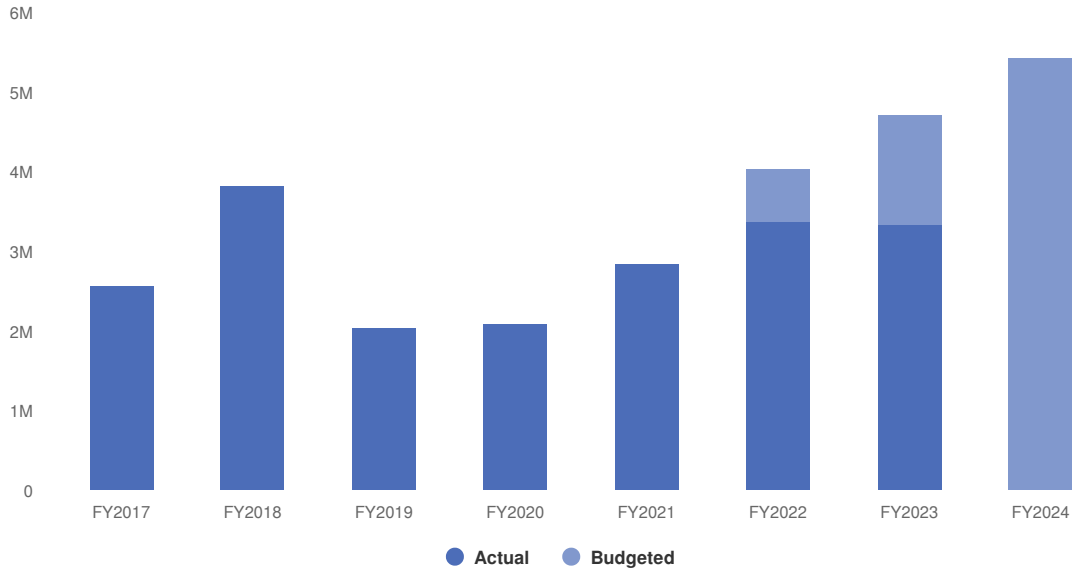
How We Measure Success

- On time and on budget completion of projects and studies
- Number of drains & catchbasins inspected, cleaned and repaired
- Number of Rights-of-way maintenance and repairs completed e.g. potholes, street cleaning, sidewalk and curb repairs
- Number of facilities maintenance and repairs completed e.g. light fixtures replaced, bathroom fixtures maintained and repaired, HVAC and plumbing

Expenditures Summary

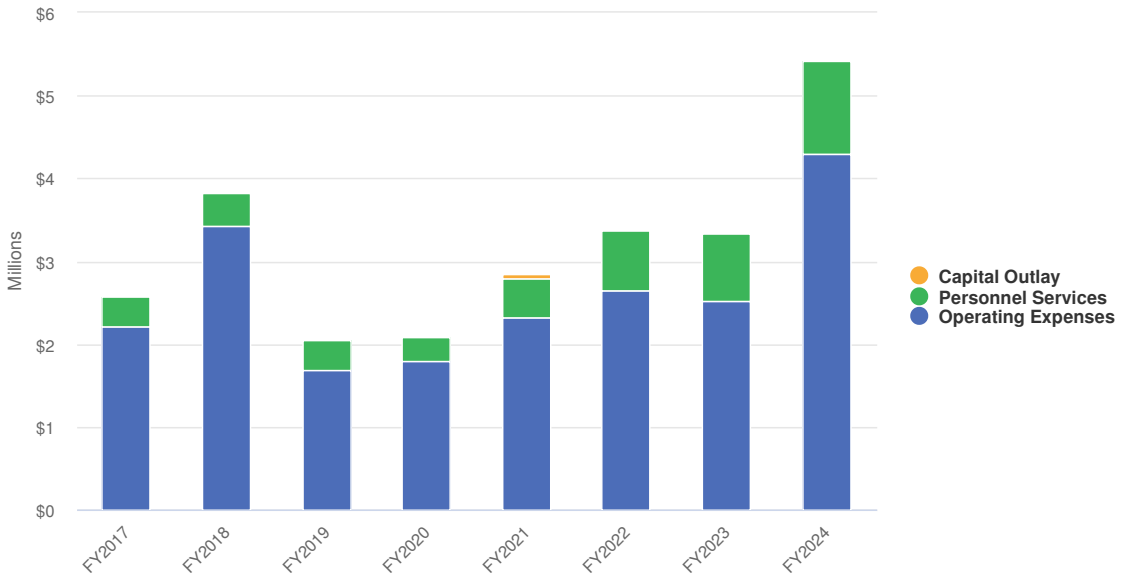
$5,425,212 **$712,997**
(15.13% vs. prior year)

Public Works Proposed and Historical Budget vs. Actual



Expenditures by Expense Type

Budgeted and Historical Expenditures by Expense Type



Name	FY2021 Actual	FY2022 Actual	FY2023 Budgeted	FY2023 Actual	FY2024 Budgeted	FY2023 Budgeted vs. FY2024 Budgeted (% Change)
Expense Objects						
Personnel Services						
SALARY ALLOCATION	$0	-$130,012	-$362,000	-$235,139	-$388,000	7.2%
SALARIES AND WAGES	$317,925	$635,046	$1,013,000	$737,762	$1,107,790	9.4%
OVERTIME	$1,829	$4,132	$7,000	$3,012	$7,000	0%
LONGEVITY BONUS	$3,023	$0	$0	$0	$4,000	N/A
CELL PHONE/ CAR ALLOWANCE	$10,475	$12,669	$12,000	$9,392	$12,000	0%
VACATION EXCESS	$0	$15,654	$7,000	$39,902	$12,000	71.4%
OTHER PAY - ACTING PAY	$0	$0	$0	$3,588	$0	0%
SICK PAID	$0	$0	$0	$19,393	$0	0%
COMPENSATED ABSENCES	$21,789	$6,318	$0	$0	$0	0%
PAYROLL TAXES	$25,321	$50,693	$76,000	$58,648	$82,000	7.9%
RETIREMENT CONTRIBUTIONS	$27,916	$50,097	$122,000	$75,897	$130,000	6.6%
LIFE, HEALTH, DISABILITY INSURANCE	$51,634	$81,754	$125,000	$90,153	$154,000	23.2%
WORKERS COMPENSATION	$7,496	$7,785	$12,000	$11,854	$16,000	33.3%
UNEMPLOYMENT COMPENSATION	$0	$1,650	$0	$0	$0	0%
SUNPASS	$0	$0	$0	$0	$600	N/A
Total Personnel Services:	**$467,408**	**$735,786**	**$1,012,000**	**$814,461**	**$1,137,390**	**12.4%**

Name	FY2021 Actual	FY2022 Actual	FY2023 Budgeted	FY2023 Actual	FY2024 Budgeted	FY2023 Budgeted vs. FY2024 Budgeted (% Change)
Operating Expenses						
PROF SERVICES - CONSULTING	$6,883	$94,579	$115,000	$76,361	$295,000	156.5%
SEAWALL DESIGN & WATER QUALITY	$0	$25,243	$65,000	$35,477	$0	-100%
CONTRACT SERVICES - CUSTODIAL SERVICES	$8,687	$19,288	$47,336	$21,786	$32,383	-31.6%
CONTRACT SERVICES - SCHEDULED LANDSCAPING	$302,013	$0	$0	$0	$0	0%
CONTRACT SERVICES - TREE TRIMMING	$213,988	$289,181	$342,672	$172,824	$327,672	-4.4%
CONTRACT SERVICES - BEACH MAINTENANCE	$876,041	$812,622	$895,000	$661,345	$780,000	-12.8%
CONTRACT SERVICES - VILLAGE WIDE	$61,290	$262,946	$7,570	$7,569	$0	-100%
CONTRACT SERVICES - LANDSCAPING SERVICE	$219,931	$234,924	$438,404	$414,694	$787,408	79.6%
CONTRACT SERVICES - SPECIAL EVENTS	$12,611	$0	$0	$0	$5,760	N/A
CONTRACT SERVICES - LANDSCAPE PROJECTS & STORM PREPARATIONS	$0	$85,873	$175,200	$0	$0	-100%
CONTRACT SERVICES - RIGHT OF WAY	$0	$102,260	$128,000	$216,778	$205,000	60.2%
TRAVEL & PER DIEM	$913	$3,434	$11,210	$3,205	$9,450	-15.7%
COMMUNICATIONS	$16,476	$7,359	$7,440	$7,091	$11,081	48.9%
POSTAGE & FREIGHT	$226	$807	$400	$512	$800	100%
UTILITIES	$211,704	$342,026	$321,501	$262,307	$342,563	6.6%
RENTALS & LEASES	$6,270	$424	$1,250	$907	$22,106	1,668.5%
PROPERTY & LIABILITY INSURANCE	$6,007	$6,690	$6,296	$6,864	$9,184	45.9%
REPAIRS FACILITY - PARKS	$0	$0	$0	$0	$66,740	N/A
REPAIRS & MAINTENANCE – VEHICLES	$8,162	$16,330	$24,000	$4,878	$9,000	-62.5%
REPAIRS & MAINTENANCE - GENERAL	$53,194	$25,696	$91,764	$69,920	$105,600	15.1%
REPAIRS & MAINTENANCE - VILLAGE HALL	$2,070	$2,500	$352,100	$168,934	$300,000	-14.8%
REPAIRS FACILITY - FIRE STATION	$0	$2,200	$77,400	$53,733	$435,941	463.2%
REPAIRS FACILITY - COMMUNITY CENTER	$0	$9,515	$222,200	$90,180	$198,000	-10.9%
REPAIRS & MAINTENANCE – ELECTRICIAN SERVICES	$75,099	$107,761	$105,000	$76,048	$125,000	19%
REPAIRS & MAINTENANCE - CONTRACTS	$18,664	$0	$0	$0	$0	0%
PLUMBING & BACKFLOW RECERT	$35,078	$34,494	$35,000	$28,762	$35,000	0%
REPAIRS & MAINTENANCE - ROADWAY IMPROVEMENTS	$24,248	$40,570	$30,000	$0	$0	-100%
LANDSCAPING PROJECTS - SMALL/MID-SIZE	$55,624	$175	$11,000	$1,300	$0	-100%
TRAFFIC CIRCLE MAINTENANCE	$0	$0	$20,000	$0	$0	-100%
STREET LIGHT MAINTENANCE	$0	$0	$15,000	$0	$0	-100%
COMPOSTING PROGRAM	$0	$0	$9,050	$9,000	$10,000	10.5%
TNR PROGRAM	$0	$0	$18,000	$8,089	$19,800	10%
OFFICE SUPPLIES	$4,862	$2,103	$2,000	$6,347	$4,500	125%
OPERATING SUPPLIES	$49,989	$53,720	$0	$47,531	$86,200	N/A

Name	FY2021 Actual	FY2022 Actual	FY2023 Budgeted	FY2023 Actual	FY2024 Budgeted	FY2023 Budgeted vs. FY2024 Budgeted (% Change)
IT EQUIPMENT <5000 AND SOFTWARE	$21,855	$30,175	$107,422	$57,383	$53,134	-50.5%
OPERATING SUPPLIES - UNIFORMS	$384	$782	$0	$0	$0	0%
OPERATING SUPPLIES - VEHICLE FUEL	$5,244	$13,316	$0	$7,292	$0	0%
SMALL TOOLS	$13,692	$7,194	$0	$0	$0	0%
MEALS & EVENTS	$1,729	$0	$0	$525	$1,000	N/A
SUBSCRIPTIONS & MEMBERSHIP DUES	$5,503	$1,558	$0	$2,485	$2,500	N/A
TRAINING	$6,031	$1,857	$18,000	$4,919	$7,000	-61.1%
Total Operating Expenses:	**$2,324,468**	**$2,637,600**	**$3,700,215**	**$2,525,048**	**$4,287,822**	**15.9%**
Capital Outlay						
PUBLIC WORKS YARD	$61,322	$0	$0	$0	$0	0%
Total Capital Outlay:	**$61,322**	**$0**	**$0**	**$0**	**$0**	**0%**
Total Expense Objects:	**$2,853,198**	**$3,373,386**	**$4,712,215**	**$3,339,510**	**$5,425,212**	**15.1%**

Administration

Mission Statement: "To Provide a Safe, Quality Community Environment for all Islanders through responsible Government"



Purpose Statement

The Administration department provides support to all Village operating departments for coordination of financial, human resources, procurement, communication, information technology and other administrative efforts.

Functional Responsibilities

The Village Manager is the Chief Administrative Officer of the Village. The Manager is responsible to the Village Council for the administration of all Village affairs, including planning, organizing, directing, staffing, coordinating, and budgeting for the widespread programs and services provided to Village residents, businesses, and guests. The Village Manager is appointed by and serves at the pleasure of the Village Council and is directly responsible for executing Village laws, ordinances, and implementation of policies set forth by the Village Council.

Prior Year Achievements and Highlights

- Launched VKB311 Resident Service App
- Refined Strategic Communications Plan
- Furthered Transparency on Website
- Awarded $9.6M in Grants & Appropriations
- Improved Solid Waste, Stormwater, Permit/Inspection & Business Tax/Fee Collection
- Updated Website
- Created Interactive Master Agreement/Contract List
- Updated six major contracts: Custodial|Landscaping|Stormwater|Athletic Fields|Facilities Maintenance| Right-of Ways

Fiscal Year 24 Goal Based Actions

- Improve Resident Experience and Customer Service
- Streamline Budget and CIP process
- Establish Procurement Process and Procedures
- Enhance Strategic Communications and Community Engagement
- Upgrade Information Technology & Systems Network
- Advance Partner & Legislative Relationships

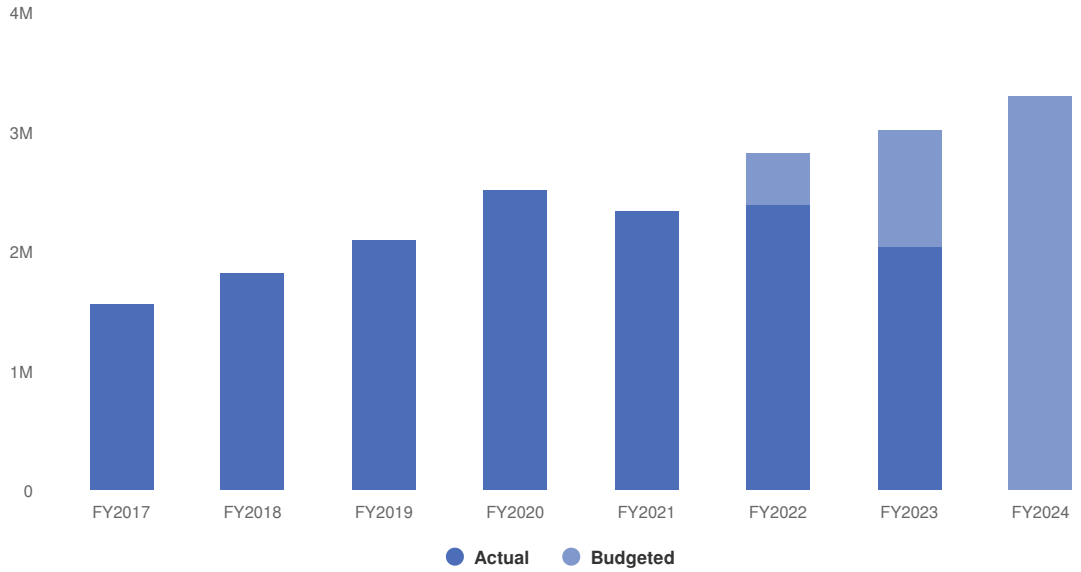
How We Measure Success

- Number of VKB311 registered accounts
- Accuracy and transparency of financials
- Hiring and retaining staff
- Accuracy and timeliness of information posted to the Village Website and Financial portals
- Ease of website navigation

Expenditures Summary

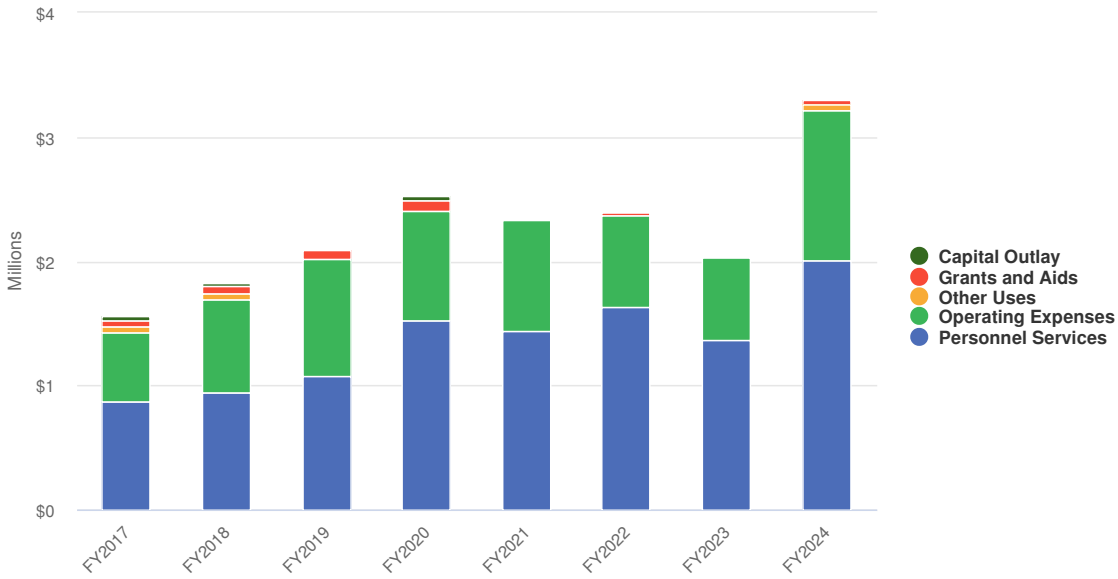
$3,303,093 **$285,275**
(9.45% vs. prior year)

Administration Proposed and Historical Budget vs. Actual



Expenditures by Expense Type

Budgeted and Historical Expenditures by Expense Type



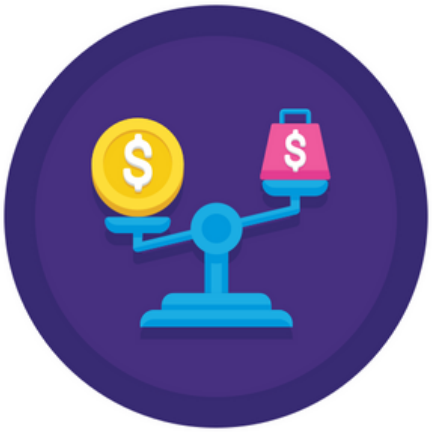
Name	FY2021 Actual	FY2022 Actual	FY2023 Budgeted	FY2023 Actual	FY2024 Budgeted	FY2023 Budgeted vs. FY2024 Budgeted (% Change)
Expense Objects						
Personnel Services						
SALARY ALLOCATION	$0	-$155,747	$0	$0	-$105,000	N/A
5% TRANSPORTATION ALLOCATION	-$14,822	-$21,030	$0	-$21,497	-$38,000	N/A
5% TRANSIT ALLOCATION	-$3,706	-$9,227	$0	-$5,374	-$9,500	N/A
SALARIES AND WAGES	$1,059,730	$1,392,375	$1,456,000	$1,089,871	$1,648,843	13.2%
OVERTIME	$45,527	$22,104	$20,000	$692	$20,000	0%
CELL PHONE/ CAR ALLOWANCE	$14,342	$28,330	$28,000	$20,815	$27,000	-3.6%
VACATION EXCESS	$0	$8,429	$9,000	$15,638	$25,000	177.8%
COMPENSATED ABSENCES	$21,874	$18,222	$0	$0	$0	0%
PAYROLL TAXES	$93,591	$105,006	$108,000	$81,250	$119,000	10.2%
RETIREMENT CONTRIBUTIONS	$114,610	$116,418	$175,000	$90,423	$191,000	9.1%
LIFE, HEALTH, DISABILITY INSURANCE	$104,522	$122,533	$141,000	$93,437	$127,000	-9.9%
WORKERS COMPENSATION	$1,106	$1,288	$2,000	$1,977	$2,000	0%
UNEMPLOYMENT COMPENSATION	-$1,606	$758	$0	$552	$0	0%
SUNPASS	$0	$0	$0	$0	$720	N/A
Total Personnel Services:	**$1,435,168**	**$1,629,459**	**$1,939,000**	**$1,367,784**	**$2,008,063**	**3.6%**
Operating Expenses						
PROFESSIONAL SERVICES - HR	$7,358	$18,654	$8,000	$11,305	$8,000	0%

Name	FY2021 Actual	FY2022 Actual	FY2023 Budgeted	FY2023 Actual	FY2024 Budgeted	FY2023 Budgeted vs. FY2024 Budgeted (% Change)
PROFESSIONAL SERVICES - COMPENSATION STUDY	$4,238	$0	$0	$0	$0	0%
PROFESSIONAL SERVICES - BEACH FUNDING CONSULTANTS	$179,188	$126,100	$60,000	$30,000	$30,000	-50%
FINANCIAL SYSTEM WITH PUBLIC PORTAL	$300	$0	$0	$0	$0	0%
COMMUNICATIONS PROGRAM	$49,500	$0	$0	$0	$0	0%
RESILIENCE PROGRAM	$4,500	$0	$0	$0	$0	0%
STRATEGIC PLANNING WORKSHOP	$0	$2,994	$8,000	$1,256	$8,000	0%
GRANT CONSULTANT	$8,500	$26,134	$40,000	$8,378	$40,000	0%
PROFESSIONAL SERVICES- STRATEGIC COMMUNICATIONS	$0	$0	$100,000	$0	$188,000	88%
PROFESSIONAL SERVICES - CITIZENS SATISFACTION SURVEY	$0	$0	$0	$0	$30,000	N/A
BEST PRACTICE- WORKFLOW ANALYSIS	$0	$0	$25,000	$47,425	$25,000	0%
STRATEGIC GOVERNMENT POLICY SUPPORT	$0	$0	$30,000	$22,500	$0	-100%
STRATEGIC GOVERNMENT POLICY SUPPORT (COUNTY)	$0	$0	$0	$0	$36,000	N/A
STATE RELATIONS REPRESENTATIVE	$33,000	$67,716	$112,000	$37,603	$45,000	-59.8%
FEDERAL RELATIONS REPRESENTATIVE	$0	$0	$0	$54,000	$72,000	N/A
AUDITING	$71,860	$61,390	$78,500	$70,650	$71,000	-9.6%
ADP FEES	$33,744	$27,804	$0	$24,553	$38,000	N/A
ACTUARIAL	$2,500	$0	$0	$0	$7,500	N/A
FINANCIAL ADVISOR	$3,000	$6,500	$9,000	$4,500	$9,000	0%
CONTRACT SERVICES - CUSTODIAL SERVICES	$8,676	$10,650	$14,258	$10,470	$15,489	8.6%
RESIDENT EXPERIENCE AND TRAINING	$0	$0	$25,000	$5,000	$25,000	0%
TRAVEL & PER DIEM	$2,322	$10,899	$15,000	$9,053	$20,000	33.3%
COMMUNICATIONS	$22,340	$17,015	$41,062	$15,691	$29,390	-28.4%
POSTAGE & FREIGHT	$1,861	$2,186	$4,000	$2,249	$4,000	0%
UTILITIES	$6,489	$20,048	$22,557	$11,653	$23,106	2.4%
RENTALS & LEASES	$11,833	$13,235	$7,760	$11,757	$10,405	34.1%
PROPERTY & LIABILITY INSURANCE	$28,289	$25,164	$24,821	$25,436	$41,346	66.6%
REPAIRS & MAINTENANCE - VILLAGE HALL	$14,676	$14,855	$0	$0	$2,000	N/A
PRINTING & BINDING	$1,486	$402	$1,000	$2,099	$2,000	100%
KEY BISCAYNE COMMUNITY FOUNDATION	$125,000	$0	$0	$0	$0	0%
COMMUNITY SPONSORSHIP	$0	$4,841	$5,000	$0	$5,000	0%
COMMUNITY ENGAGEMENT	$0	$0	$33,300	$8,902	$16,500	-50.5%
OTHER CURRENT CHARGES & OBLIGATIONS	$25,090	$62,469	$49,500	$29,644	$39,100	-21%
CREDIT CARD FEES	-$88	$0	$0	$0	$0	0%
PROFESSIONAL SERVICES - CHAMBER OF COMMERCE	$81,376	$81,375	$89,235	$52,054	$92,805	4%

Name	FY2021 Actual	FY2022 Actual	FY2023 Budgeted	FY2023 Actual	FY2024 Budgeted	FY2023 Budgeted vs. FY2024 Budgeted (% Change)
BANK CHARGES	$867	$0	$0	$16,451	$18,000	N/A
OFFICE SUPPLIES	$22,186	$24,478	$18,500	$36,034	$28,941	56.4%
OPERATING SUPPLIES	$6,596	$0	$0	$0	$0	0%
IT EQUIPMENT <5000 AND SOFTWARE	$112,814	$99,938	$139,999	$104,061	$190,208	35.9%
IT EQUIPMENT <5000	$14,316	$0	$0	$0	$0	0%
MEALS & EVENTS	$3,937	$0	$0	$3,752	$8,000	N/A
SUBSCRIPTIONS & MEMBERSHIPS	$5,686	$10,690	$9,156	$5,424	$8,070	-11.9%
TRAINING	$439	$4,610	$23,170	$2,838	$23,170	0%
Total Operating Expenses:	**$893,879**	**$740,145**	**$993,818**	**$664,740**	**$1,210,030**	**21.8%**
Grants and Aids						
GRANTS-EDUCATIONAL INITIATIVES	$4,817	$21,130	$35,000	$2,577	$35,000	0%
Total Grants and Aids:	**$4,817**	**$21,130**	**$35,000**	**$2,577**	**$35,000**	**0%**
Other Uses						
CONTINGENCY	$0	$0	$50,000	$0	$50,000	0%
Total Other Uses:	**$0**	**$0**	**$50,000**	**$0**	**$50,000**	**0%**
Total Expense Objects:	**$2,333,864**	**$2,390,734**	**$3,017,818**	**$2,035,101**	**$3,303,093**	**9.5%**

Debt Service

Mission Statement: "To Provide a Safe, Quality Community Environment for all Islanders through responsible Government"



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.

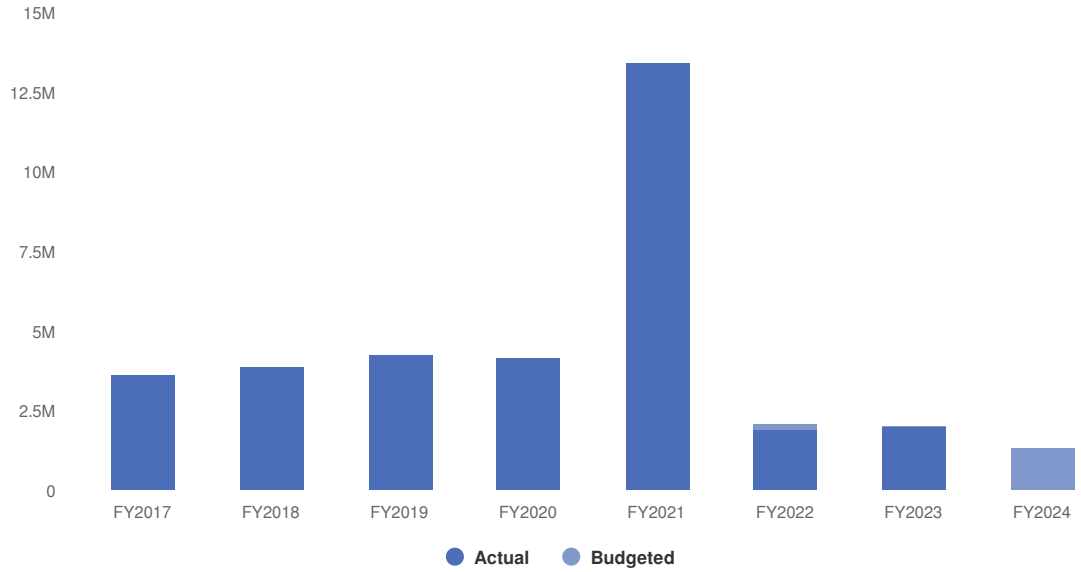
The Master Plan requires that the Village pursue a prudent policy of borrowing for capital improvements or other purposes (Policy 1.15). The Financial Policy Statement has set guidelines regarding debt.

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.

Expenditures Summary

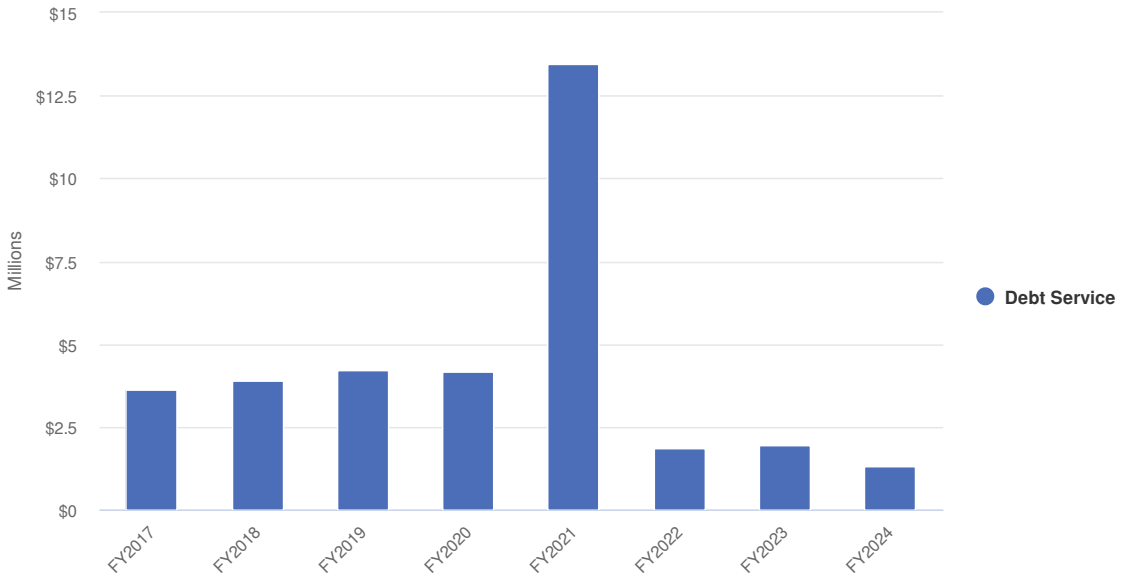
$1,311,302 -$703,531
(-34.92% vs. prior year)

Debt Service Proposed and Historical Budget vs. Actual



Expenditures by Expense Type

Budgeted and Historical Expenditures by Expense Type



Name	FY2021 Actual	FY2022 Actual	FY2023 Budgeted	FY2023 Actual	FY2024 Budgeted	FY2023 Budgeted vs. FY2024 Budgeted (% Change)
Expense Objects						
Debt Service						
PRINCIPAL - CIVIC CENTER #2	$770,000	$0	$0	$0	$0	0%
PRINCIPAL - CIVIC CENTER #3	$1,581,471	$0	$0	$0	$0	0%
PRINCIPAL - CIVIC CENTER #4	$425,000	$0	$0	$0	$0	0%
PRINCIPAL - SEWER LOAN #1	$26,570	$27,254	$13,888	$13,889	$0	-100%
PRINCIPAL - SEWER LOAN #2	$2,476,853	$0	$0	$0	$0	0%
PRINCIPAL - SCHOOL IMPROV BOND #1	$4,178,242	$0	$0	$0	$0	0%
PRINCIPAL - SCHOOL IMPROVE BOND #2	$3,250,000	$0	$0	$0	$0	0%
PRINCIPAL - POLICE VEHICLES/SOFTWARE	$194,867	$0	$0	$0	$0	0%
PRINCIPAL - RECREATION BUS	$36,069	$0	$0	$0	$0	0%
PRINCIPAL - FIRE RESCUEVEHICLES	$244,725	$0	$0	$0	$0	0%
PRINCIPAL-KEY GOVERNMENT LTD GEN OBLIG	$0	$1,631,000	$1,819,000	$1,819,000	$1,145,000	-37.1%
PRINCIPAL - KEY GOVERNMENT FIRE ENGINE 2021	$0	$75,000	$75,000	$75,000	$75,000	0%
INTEREST- CIVIC CENTER #2	$10,819	$0	$0	$0	$0	0%
INTEREST- CIVIC CENTER #3	$31,992	$0	$0	$0	$0	0%
INTEREST- CIVIC CENTER #4	$5,439	$0	$0	$0	$0	0%

Name	FY2021 Actual	FY2022 Actual	FY2023 Budgeted	FY2023 Actual	FY2024 Budgeted	FY2023 Budgeted vs. FY2024 Budgeted (% Change)
INTEREST - SEWER LOAN #1	$1,565	$880	$178	$178	$0	-100%
INTEREST - SEWER LOAN #2	$16,693	$0	$0	$0	$0	0%
INTEREST - SCHOOL IMPROVE BOND #1	$36,756	$0	$0	$0	$0	0%
INTEREST - SCHOOL IMPROVE BOND #2	$23,619	$0	$0	$0	$0	0%
INTEREST - POLICE VEHICLES/SOFTWARE	$1,611	$0	$0	$0	$0	0%
INTEREST - RECREATION BUS	$286	$0	$0	$0	$0	0%
INTEREST - FIRE RESCUE VEHICLES	$2,065	$0	$0	$0	$0	0%
INTEREST-KEY GOVERNMENT FINANCE S2021	$138,660	$118,646	$96,183	$48,091	$82,041	-14.7%
INTEREST - KEY GOVERNMENT FIRE ENGINE 2021	$0	$11,907	$10,584	$5,292	$9,261	-12.5%
Total Debt Service:	**$13,453,302**	**$1,864,688**	**$2,014,833**	**$1,961,450**	**$1,311,302**	**-34.9%**
Total Expense Objects:	**$13,453,302**	**$1,864,688**	**$2,014,833**	**$1,961,450**	**$1,311,302**	**-34.9%**

FUNDS OVERVIEW

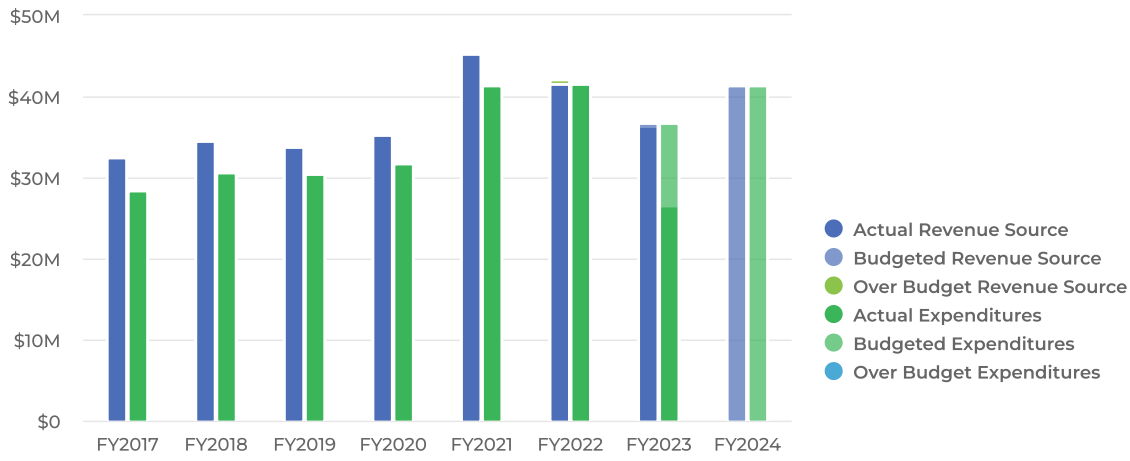
Functional Responsibilities

General Fund

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.

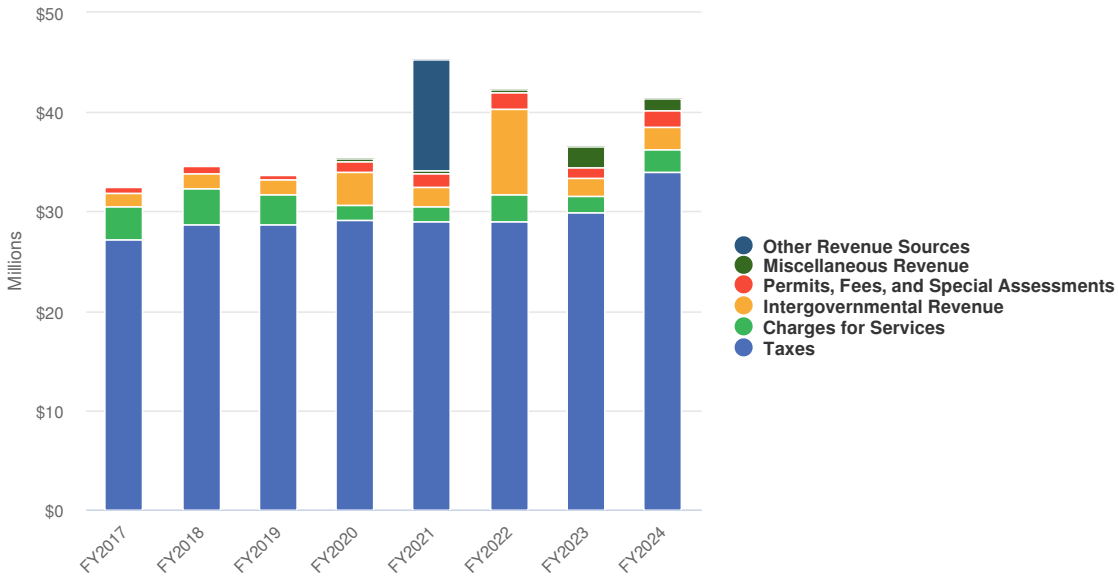
Summary

The Village of Key Biscayne is projecting $41.46M of revenue in FY2024, which represents a 12.3% increase over the prior year. Budgeted expenditures are projected to increase by 12.3% or $4.56M to $41.46M in FY2024.



Revenues by Source

Budgeted and Historical 2024 Revenues by Source



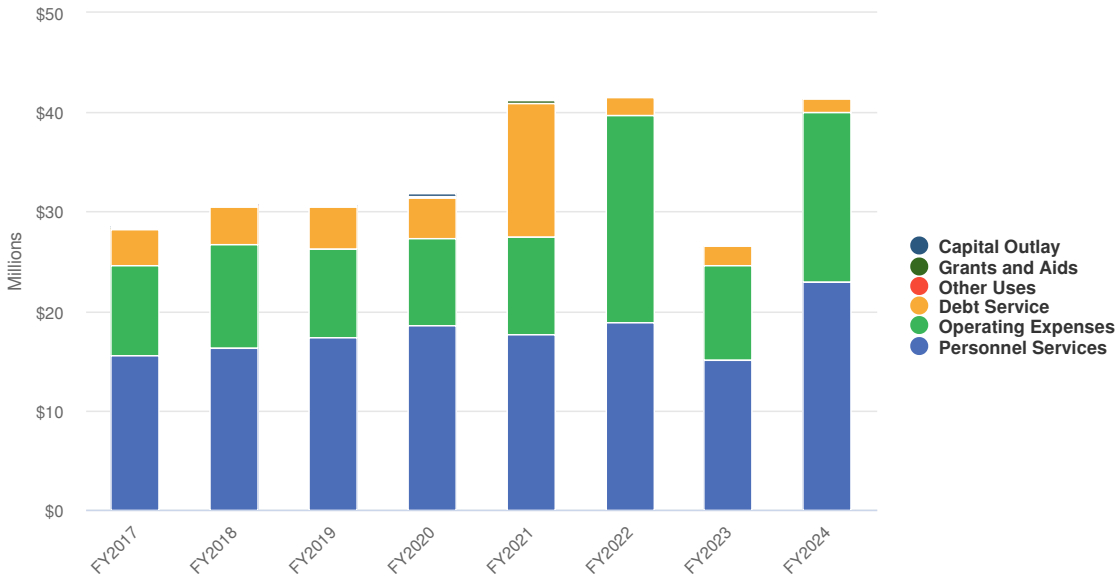
Name	FY2021 Actual	FY2022 Actual	FY2023 Budgeted	FY2023 Actual	FY2024 Budgeted	FY2023 Budgeted vs. FY2024 Budgeted (% Change)
Revenue Source						
Taxes						
AD VALOREM TAX	$25,241,443	$25,246,775	$27,249,779	$27,444,517	$29,957,405	9.9%
CHAPTER 175 - FIRE FIGHTER RETIREMENT TRUST FUND	$442,551	$326,627	$326,627	$0	$436,756	33.7%
CHAPTER 185 - POLICE RETIREMENT TRUST FUND	$157,622	$264,391	$264,391	$0	$208,425	-21.2%
UTILITY TAXES - ELECTRIC	$1,692,290	$1,761,857	$1,735,000	$1,399,638	$1,900,000	9.5%
UTILITY TAXES - WATER	$603,366	$551,820	$600,000	$333,183	$615,000	2.5%
UTILITY TAXES - GAS	$89,163	$112,894	$105,000	$78,610	$95,000	-9.5%
COMMUNICATION SERVICE TAX	$650,817	$698,250	$680,000	$474,490	$680,000	0%
LOCAL BUSINESS TAX (BTR)	$169,937	$113,021	$115,000	$107,125	$115,000	0%
Total Taxes:	**$29,047,189**	**$29,075,635**	**$31,075,797**	**$29,837,562**	**$34,007,586**	**9.4%**
Permits, Fees, and Special Assessments						
FIRE INSPECTIONS FEE	$107,896	$126,302	$110,296	$120,542	$140,542	27.4%
PUBLIC WORKS PERMIT	$425	$1,446	$1,040	$1,205	$1,840	76.9%
FRANCHISE FEES - ELECTRIC	$1,216,940	$1,394,685	$1,250,000	$943,603	$1,550,000	24%
PUBLIC RECORDS REQUEST	$896	$1,640	$327	$305	$366	11.9%
OTEHR FEE/ ZONING-SITE PLAN REVIEW	$21,929	$22,892	$45,522	$30,102	$35,102	-22.9%

Name	FY2021 Actual	FY2022 Actual	FY2023 Budgeted	FY2023 Actual	FY2024 Budgeted	FY2023 Budgeted vs. FY2024 Budgeted (% Change)
OTHER FEES- ZONING HEARING	$2,439	$0	$0	$0	$0	0%
FINES - FORFEITURES	$16,550	$7,365	$6,567	$9,153	$10,230	55.8%
FINES- PROPERTY MAINTENANCE VIOLATIONS	$0	$4,200	$0	$1,250	$0	0%
PARKING FINES/ MIAMI DADE CLERK	$7,342	$9,007	$7,324	$8,804	$11,739	60.3%
TRAFFIC FINES /MIAMI DADE CLERK	$4,102	$10,661	$8,800	$9,511	$12,682	44.1%
Total Permits, Fees, and Special Assessments:	**$1,378,519**	**$1,578,197**	**$1,429,876**	**$1,124,475**	**$1,762,501**	**23.3%**
Intergovernmental Revenue						
HURRICANE IRMA	$221,744	$90,886	$0	$176,866	$0	0%
ARPA GRANT	$0	$6,433,966	$0	$0	$0	0%
HURRICANE IAN 9.23.2022	$0	$0	$0	$41,770	$0	0%
STATE GRANT JAGC	$2,582	$0	$0	$1,875	$0	0%
STATE GRANT- UASI FIRE	$15,427	$0	$0	$0	$0	0%
FDEP- FRDAP- LAKE PARK STATE GRANT	$0	$50,000	$0	$0	$0	0%
STATE REVENUE SHARING - MUNICIPAL	$368,675	$471,563	$355,460	$333,604	$452,896	27.4%
STATE REVENUE SHARING - HALF CENT SALES TAX	$1,078,774	$1,337,956	$1,232,203	$1,086,781	$1,630,172	32.3%
STATE REVENUE SHARING - ALCOHOLIC BEVERAGE LICENSE	$13,215	$17,075	$16,242	$10,420	$11,367	-30%
STATE REVENUE SHARING - FIREFIGHTER SUPPLEMENT	$11,682	$23,880	$17,085	$12,900	$14,073	-17.6%
SURFSIDE BUILDING INCIDENT	$0	$212	$0	$84,813	$0	0%
GRANT COVID	$294,413	$0	$0	$9,546	$0	0%
LOCAL REV SHARING- SCHOOL CROSSING GUARDS	$20,057	$69,461	$40,685	$45,565	$60,753	49.3%
LOCAL REVENUE SHARING- LETTF	$969	$2,146	$2,307	$1,352	$1,803	-21.8%
HURRICANE FLORENCE 9.14.2018	$0	$47,244	$0	$0	$0	0%
HURRICANE MICHAEL 10.10.2018	$0	$74,478	$0	$0	$0	0%
Total Intergovernmental Revenue:	**$2,027,538**	**$8,618,868**	**$1,663,982**	**$1,805,492**	**$2,171,064**	**30.5%**
Charges for Services						
LOBBYST REGISTRATION	$3,900	$1,500	$2,000	$1,200	$2,000	0%
QUALIFYING ELECTION FEES	$0	$800	$0	$0	$0	0%
RESCUE TRANSPORT FEES	$165,001	$158,263	$163,654	$81,146	$97,375	-40.5%
COMM CENTER-POINT OF SALE	$49,559	$105,702	$99,550	$109,417	$131,300	31.9%
COMM CENTER- COURSE REVENUE	$581,760	$1,327,096	$1,344,751	$947,661	$1,250,000	-7%
COMM CENTER-FACILITY RENTALS	$952	$3,775	$4,290	$6,700	$8,160	90.2%
COMM CENTER-MEMBERSHIPS	$354,570	$611,056	$360,000	$433,171	$650,000	80.6%
COMMUNITY CTR- SPORT PROGRAMS	$293,417	$446,416	$425,000	$132,709	$159,251	-62.5%

Name	FY2021 Actual	FY2022 Actual	FY2023 Budgeted	FY2023 Actual	FY2024 Budgeted	FY2023 Budgeted vs. FY2024 Budgeted (% Change)
GOLF CART REGISTRATION	$9,000	$13,365	$10,873	$4,860	$5,850	-46.2%
FINGERPRINTS	$280	$1,205	$1,007	$700	$840	-16.6%
Total Charges for Services:	**$1,458,439**	**$2,669,179**	**$2,411,125**	**$1,717,565**	**$2,304,776**	**-4.4%**
Miscellaneous Revenue						
MISCELLANEOUS REVENUE	$71,709	$25,790	$100,147	$193,992	$212,092	111.8%
INTEREST INCOME	$36,920	$239,417	$230,048	$1,849,502	$1,000,000	334.7%
DONATIONS & CONTRIBUTIONS	$3,651	$0	$0	$0	$0	0%
SALES/DISPOSITION OF FIXED ASSETS	$0	$0	$0	$8,850	$0	0%
INSURANCE CLAIMS	$70,886	$77,619	$0	$15,824	$0	0%
Total Miscellaneous Revenue:	**$183,166**	**$342,826**	**$330,195**	**$2,068,168**	**$1,212,092**	**267.1%**
Other Revenue Sources						
PROCEEDS FROM REFUNDING BONDS	$11,238,000	$0	$0	$0	$0	0%
Total Other Revenue Sources:	**$11,238,000**	**$0**	**$0**	**$0**	**$0**	**0%**
Total Revenue Source:	**$45,332,851**	**$42,284,704**	**$36,910,975**	**$36,553,261**	**$41,458,019**	**12.3%**

Expenditures by Expense Type

Budgeted and Historical Expenditures by Expense Type



Name	FY2021 Actual	FY2022 Actual	FY2023 Budgeted	FY2023 Actual	FY2024 Budgeted	FY2023 Budgeted vs. FY2024 Budgeted (% Change)
Expense Objects						
Personnel Services	$17,634,302	$18,948,327	$21,472,536	$15,168,904	$22,938,813	6.8%
Operating Expenses	$9,916,441	$20,728,924	$13,243,560	$9,454,457	$17,093,144	29.1%
Capital Outlay	$205,861	$151,321	$85,846	$45,193	$30,000	-65.1%
Debt Service	$13,453,302	$1,864,688	$2,014,833	$1,961,450	$1,311,302	-34.9%
Grants and Aids	$185,297	$21,130	$35,000	$2,577	$35,000	0%
Other Uses	$0	$0	$50,000	$0	$50,000	0%
Total Expense Objects:	**$41,395,203**	**$41,714,389**	**$36,901,775**	**$26,632,581**	**$41,458,259**	**12.3%**

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. 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.

Prior Year Significant Accomplishments

Transportation Fund

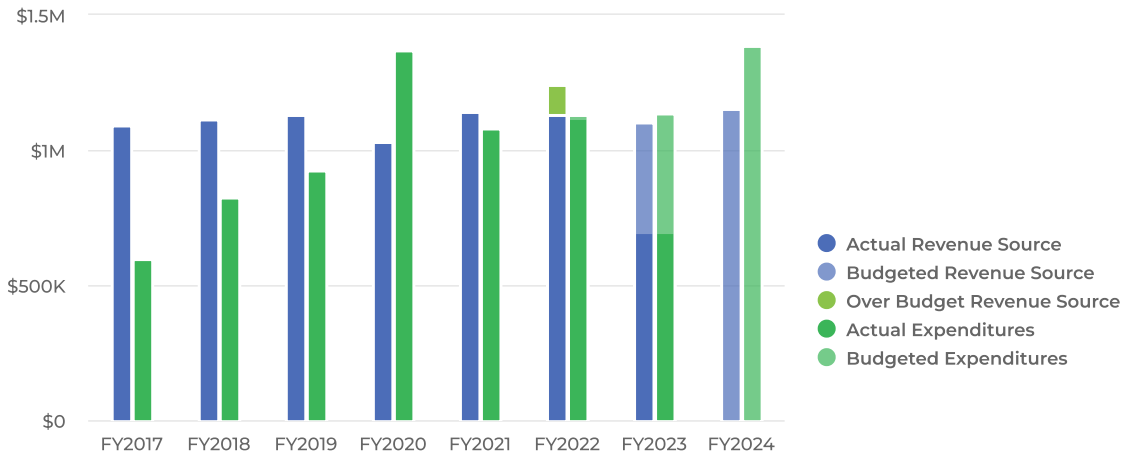
- Accepting a Florida Department of Transportation (FDOT) Public Service Development Program Grant in the amount of $166,679 to expand the Village's On-Demand transit service
- Increased fleet of vehicles from 5 to 6 to both reduce wait times and increase ridership
- Increased ridership to over 7,000 passengers per month and 5,000 rides per month.

Fiscal Year 24 Goal Based Actions

- Increase fleet from 6 to 8 through utilization of the FDOT grant.
- Transfer $250,000 to CIP Fund for Crandon Boulevard improvements, which include optimizing signal timings, improving multi-modal safety, and improving traffic mobility.
- Apply for the FY 25 FDOT Public Service Development Program Grant to continue funding the additional transit vehicles.

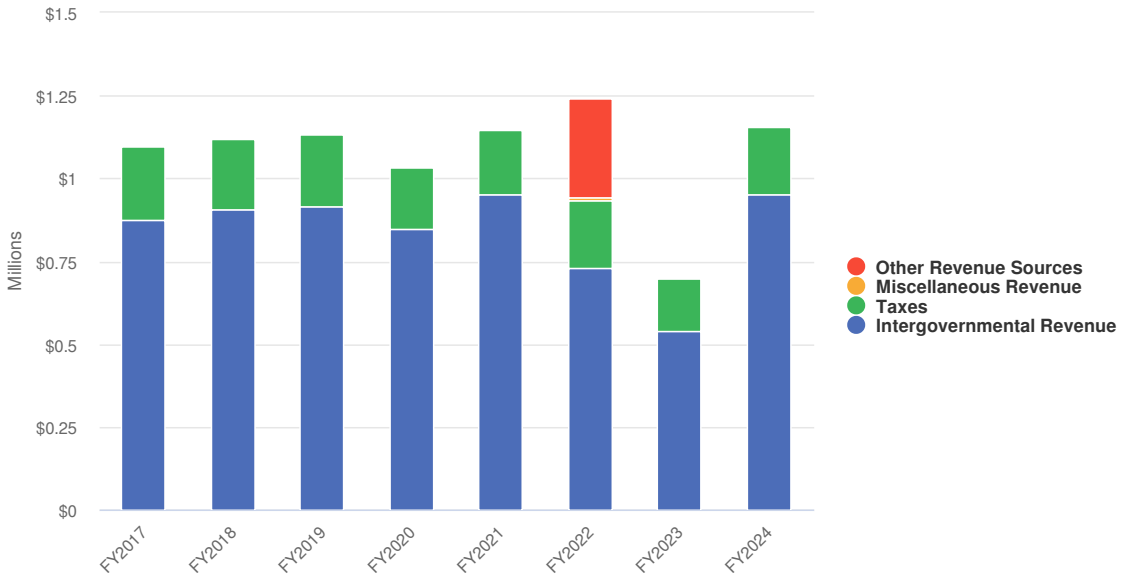
Summary

The Village of Key Biscayne is projecting $1.16M of revenue in FY2024, which represents a 4.7% increase over the prior year. Budgeted expenditures are projected to increase by 21.9% or $250K to $1.39M in FY2024.



Revenues by Source

Budgeted and Historical 2024 Revenues by Source

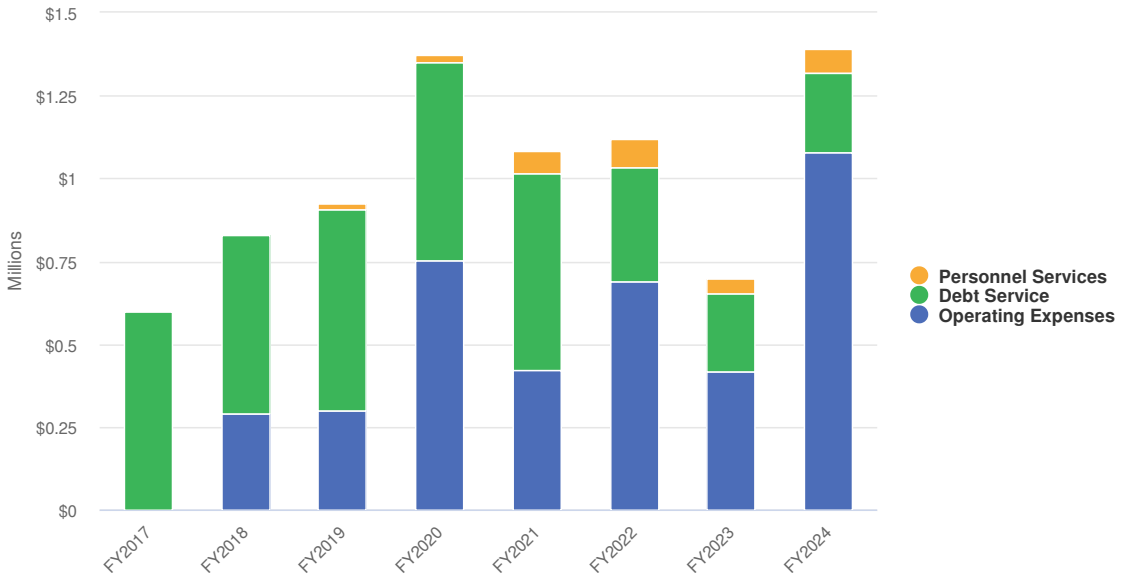


Name	FY2021 Actual	FY2022 Actual	FY2023 Budgeted	FY2023 Actual	FY2024 Budgeted	FY2023 Budgeted vs. FY2024 Budgeted (% Change)
Revenue Source						
Taxes						
LOCAL OPTION 6 CENT TAX (MOTOR & DIESEL FUEL)	$140,581	$150,078	$148,000	$116,846	$149,000	0.7%
LOCAL OPTION 5 CENT TAX (MOTOR FUEL ONLY)	$53,315	$57,423	$55,000	$44,464	$56,000	1.8%
Total Taxes:	**$193,896**	**$207,500**	**$203,000**	**$161,311**	**$205,000**	**1%**
Intergovernmental Revenue						
TRANSPORTATION SURTAX (80% TRANSPORTATION)	$469,264	$582,353	$720,000	$429,939	$760,000	5.6%
MDC TRANSPORTATION SURTAX 20%	$0	$145,588	$180,000	$107,485	$190,000	5.6%
TRANSPORTATION SURTAX (20% TRANSIT)	$117,316	$0	$0	$0	$0	0%
COUNTY TOLL BRIDGE REVENUE	$365,000	$0	$0	$0	$0	0%
Total Intergovernmental Revenue:	**$951,580**	**$727,941**	**$900,000**	**$537,424**	**$950,000**	**5.6%**
Miscellaneous Revenue						
INTEREST INCOME	$0	$8,285	$400	$0	$400	0%
Total Miscellaneous Revenue:	**$0**	**$8,285**	**$400**	**$0**	**$400**	**0%**
Other Revenue Sources						
TRANSFERS FROM CIP	$0	$300,000	$0	$0	$0	0%

Name	FY2021 Actual	FY2022 Actual	FY2023 Budgeted	FY2023 Actual	FY2024 Budgeted	FY2023 Budgeted vs. FY2024 Budgeted (% Change)
Total Other Revenue Sources:	$0	$300,000	$0	$0	$0	0%
Total Revenue Source:	$1,145,476	$1,243,726	$1,103,400	$698,735	$1,155,400	4.7%

Expenditures by Expense Type

Budgeted and Historical Expenditures by Expense Type



Name	FY2021 Actual	FY2022 Actual	FY2023 Budgeted	FY2023 Actual	FY2024 Budgeted	FY2023 Budgeted vs. FY2024 Budgeted (% Change)
Expense Objects						
Personnel Services						
SALARY ALLOCATION	$0	$57,384	$25,000	$18,532	$25,000	0%
TRANSPORTATION ALLOCATION OF ADMIN EXPENSE	$52,768	$24,206	$36,000	$21,497	$36,000	0%
5% TRANSIT ALLOCATION	$0	$6,051	$9,000	$5,374	$9,000	0%
TRANSIT ALLOCATION OF ADMIN EXPENSE	$13,193	$0	$0	$0	$0	0%
Total Personnel Services:	**$65,961**	**$87,641**	**$70,000**	**$45,403**	**$70,000**	**0%**
Operating Expenses						
TRANSIT ON DEMAND	$0	$387,029	$830,000	$416,987	$830,000	0%
TRANSIT PROJECTS - FREEBEE ON DEMAND	$321,137	$0	$0	$0	$0	0%
TRANSIT PROJECTS - FREEBEE CIRCULATOR	$98,491	$0	$0	$0	$0	0%
OPERATING TRANSFER OUT (TO CIP FUND)	$0	$300,000	$0	$0	$250,000	N/A
Total Operating Expenses:	**$419,628**	**$687,029**	**$830,000**	**$416,987**	**$1,080,000**	**30.1%**
Debt Service						
PRINCIPAL - TRANSPORTATION TAX REFUNDING, SERIES 2011	$215,366	$220,625	$226,013	$226,013	$226,013	0%

Name	FY2021 Actual	FY2022 Actual	FY2023 Budgeted	FY2023 Actual	FY2024 Budgeted	FY2023 Budgeted vs. FY2024 Budgeted (% Change)
PRINCIPAL - ROAD IMPROVEMENT PHASE III, 2006	$341,411	$104,556	$0	$0	$0	0%
INTEREST - TRANSPORTATION TAX REFUNDING, SERIES 2011	$24,116	$18,825	$14,772	$10,569	$14,772	0%
INTEREST - ROAD IMPROVEMENT PHASE III, 2006	$15,713	$1,372	$0	$0	$0	0%
Total Debt Service:	**$596,606**	**$345,379**	**$240,785**	**$236,582**	**$240,785**	**0%**
Total Expense Objects:	**$1,082,195**	**$1,120,049**	**$1,140,785**	**$698,972**	**$1,390,785**	**21.9%**

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.

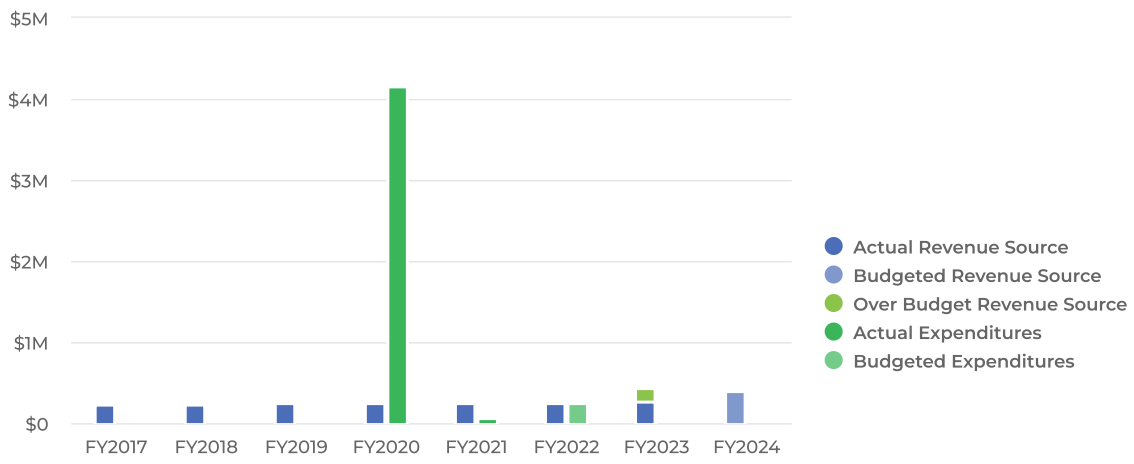
Prior Year Significant Accomplishments

- 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 24 Goal Based Actions

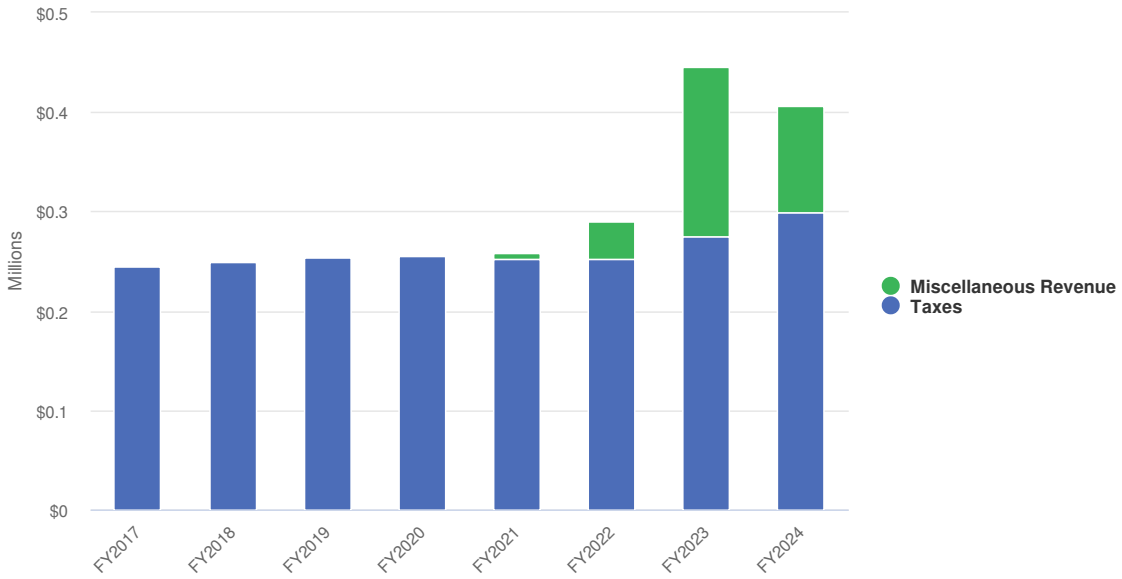
- Continue to receive 1% of ad-valorem revenues and maximize interest income as the Village continues to seek and identify potential land acquisitions to provide additional parks, green spaces, and green-based stormwater initiatives.

Summary



Revenues by Source

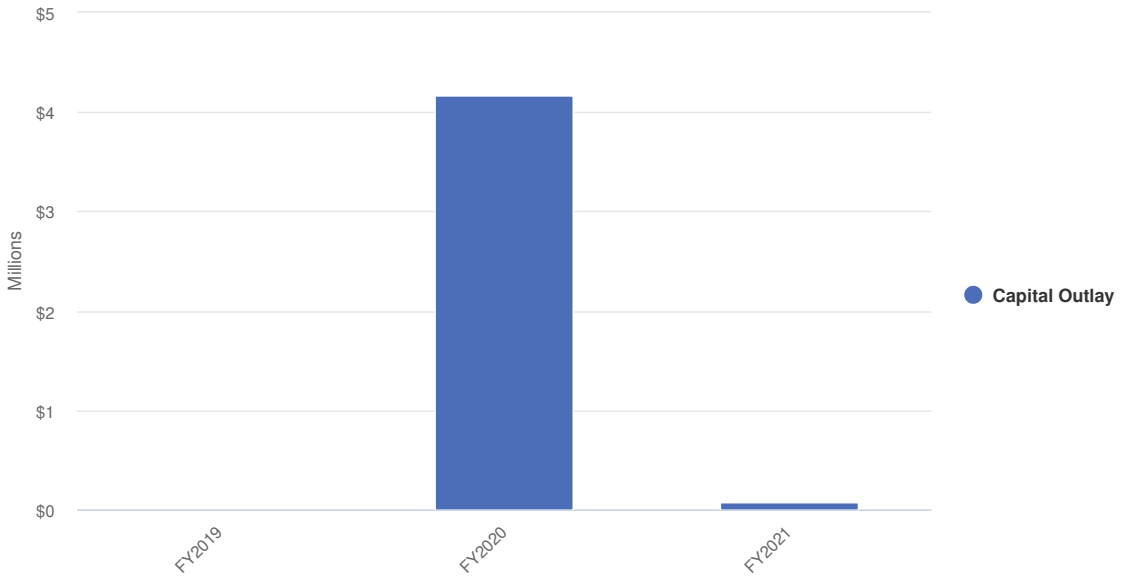
Budgeted and Historical 2024 Revenues by Source



Name	FY2021 Actual	FY2022 Actual	FY2023 Budgeted	FY2023 Actual	FY2024 Budgeted	FY2023 Budgeted vs. FY2024 Budgeted (% Change)
Revenue Source						
Taxes						
1% AD VALOREM TRANSFER IN	$252,429	$252,468	$272,498	$274,445	$299,574	9.9%
Total Taxes:	**$252,429**	**$252,468**	**$272,498**	**$274,445**	**$299,574**	**9.9%**
Miscellaneous Revenue						
INTEREST INCOME	$5,526	$37,645	$10,000	$170,721	$107,500	975%
Total Miscellaneous Revenue:	**$5,526**	**$37,645**	**$10,000**	**$170,721**	**$107,500**	**975%**
Total Revenue Source:	**$257,955**	**$290,113**	**$282,498**	**$445,166**	**$407,074**	**44.1%**

Expenditures by Expense Type

Budgeted and Historical Expenditures by Expense Type



Name	FY2021 Actual	FY2022 Actual	FY2024 Budgeted	FY2023 undefined vs. FY2024 Budgeted (% Change)
Expense Objects				
Capital Outlay				
CONTRACTUAL EXPENSES/LANDSCAPING	$69,127	$0	$0	0%
Total Capital Outlay:	**$69,127**	**$0**	**$0**	**0%**
Total Expense Objects:	**$69,127**	**$0**	**$0**	**0%**

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

Building Fund

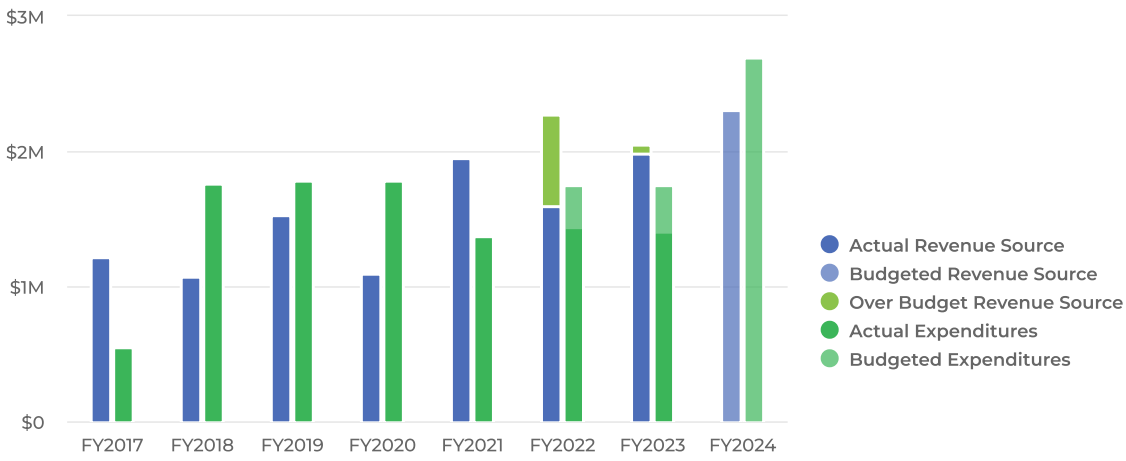
- Issued 2,263 permits, performed 6,037 plan reviews, and conducted 7,007 inspections.
- Fully implemented electronic plans review and Accela Citizens Access portal to improve customer service, plans review, permitting and inspection services.
- Ensured compliance with the 40-year certification program.
- Implemented electronic plans review and Accela Citizens Access to improve plans, permit and inspection services

Fiscal Year 24 Goal Based Actions

- Continue to focus on building certification and safety to protect our residents and their property.
- Complete Community Rating System through National Flood Insurance Program to reduce rating from 8 to 6, while continuing to study opportunities for further reductions.
- Renovate the Building Department to improve customer service, make more efficient use of the office space, improve worker productivity, and facilitate on-line document review.

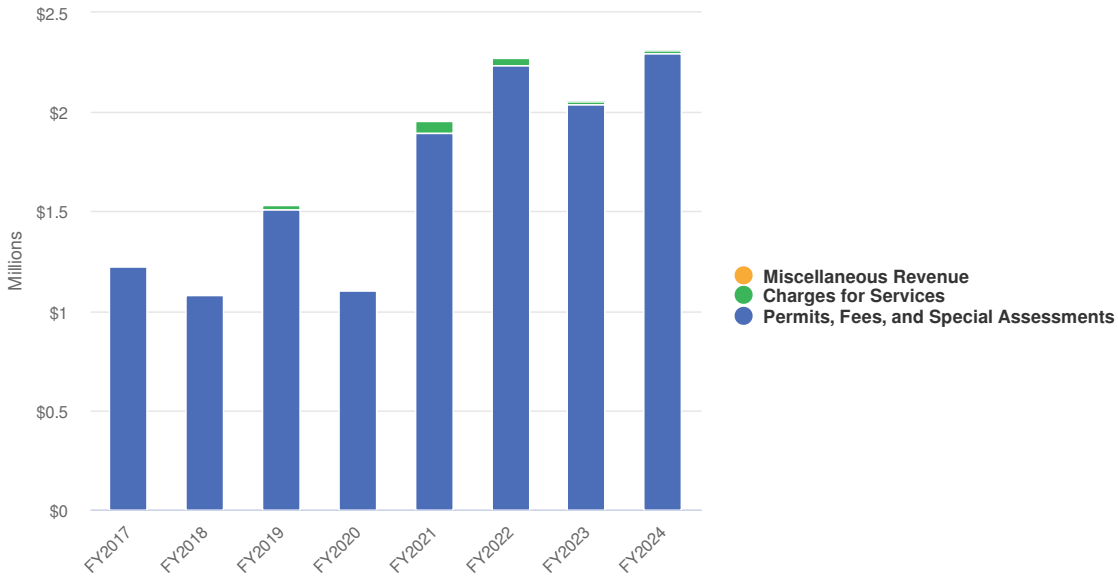
Summary

The Village of Key Biscayne is projecting $2.31M of revenue in FY2024, which represents a 16.6% increase over the prior year. Budgeted expenditures are projected to increase by 54.2% or $950.62K to $2.7M in FY2024.


$3M
$2M
$1M
$0
FY2017
FY2018
FY2019
FY2020
FY2021
FY2022
FY2023
FY2024
Actual Revenue Source
Budgeted Revenue Source
Over Budget Revenue Source
Actual Expenditures
Budgeted Expenditures

Revenues by Source

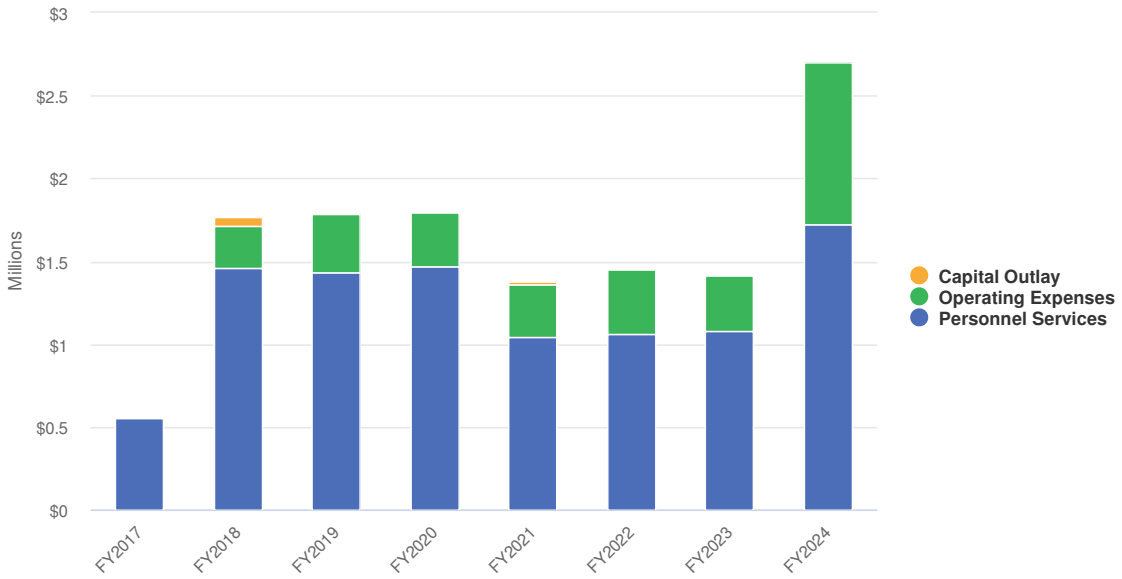
Budgeted and Historical 2024 Revenues by Source



Name	FY2021 Actual	FY2022 Actual	FY2023 Budgeted	FY2023 Actual	FY2024 Budgeted	FY2023 Budgeted vs. FY2024 Budgeted (% Change)
Revenue Source						
Permits, Fees, and Special Assessments						
BUILDING PERMITS	$1,878,175	$2,212,020	$1,925,000	$1,998,402	$2,250,360	16.9%
OTHER FEES - CERT OF OCCUPANCY	$4,487	$3,856	$3,500	$19,401	$23,282	565.2%
BUILDING RECORD REQUEST	$0	$0	$0	$3,353	$0	0%
BUILDING CODE VIOLATIONS	$12,065	$16,700	$15,000	$16,481	$19,220	28.1%
Total Permits, Fees, and Special Assessments:	**$1,894,727**	**$2,232,577**	**$1,943,500**	**$2,037,638**	**$2,292,862**	**18%**
Charges for Services						
SERV CHARGE- LIEN SEARCH	$58,628	$37,255	$40,000	$15,890	$20,187	-49.5%
Total Charges for Services:	**$58,628**	**$37,255**	**$40,000**	**$15,890**	**$20,187**	**-49.5%**
Miscellaneous Revenue						
MISCELLANEOUS REVENUES	$0	$425	$500	$25	$27	-94.6%
INTEREST INCOME	$0	$4,737	$0	$0	$0	0%
Total Miscellaneous Revenue:	**$0**	**$5,162**	**$500**	**$25**	**$27**	**-94.6%**
Total Revenue Source:	**$1,953,355**	**$2,274,994**	**$1,984,000**	**$2,053,553**	**$2,313,076**	**16.6%**

Expenditures by Expense Type

Budgeted and Historical Expenditures by Expense Type



Name	FY2021 Actual	FY2022 Actual	FY2023 Budgeted	FY2023 Actual	FY2024 Budgeted	FY2023 Budgeted vs. FY2024 Budgeted (% Change)
Expense Objects						
Personnel Services						
SALARY ALLOCATION	$0	-$272,176	-$46,000	-$46,256	$96,000	-308.7%
SALARIES AND WAGES	$743,751	$993,663	$1,030,000	$820,251	$1,216,843	18.1%
OVERTIME	$3,668	$3,206	$6,000	$6,400	$6,000	0%
OTHER PAY-LONGEVITY BONUSES	$0	$0	$9,000	$0	$10,000	11.1%
CELL PHONE/ CAR ALLOWANCE	$10,225	$16,792	$13,000	$13,719	$13,000	0%
VACATION EXCESS	$0	$12,977	$18,000	$16,696	$25,000	38.9%
COMPENSATED ABSENCES	$25,931	$4,996	$0	$1,311	$0	0%
PAYROLL TAXES	$73,775	$73,038	$82,000	$66,577	$94,000	14.6%
RETIREMENT CONTRIBUTIONS	$83,182	$88,788	$113,000	$87,531	$120,000	6.2%
LIFE, HEALTH, DISABILITY INSURANCE	$90,762	$129,888	$123,000	$104,175	$127,000	3.3%
WORKERS COMPENSATION	$10,932	$9,285	$8,000	$4,452	$10,000	25%
UNEMPLOYMENT COMPENSATION	$2,622	$2,261	$0	$0	$0	0%
Sunpass	$0	$0	$0	$0	$720	N/A
Total Personnel Services:	**$1,044,848**	**$1,062,717**	**$1,356,000**	**$1,074,856**	**$1,718,563**	**26.7%**
Operating Expenses						
LEGAL CONSEL- BUILDING	$0	$0	$0	$20,939	$25,000	N/A

Name	FY2021 Actual	FY2022 Actual	FY2023 Budgeted	FY2023 Actual	FY2024 Budgeted	FY2023 Budgeted vs. FY2024 Budgeted (% Change)
PROF SERVICES-STRATEGIC PLANNING	$92,665	$100,533	$145,000	$62,033	$130,000	-10.3%
PROF SERVICES-RECRUITING/HIRING	$750	$0	$0	$44	$65,000	N/A
CONTRACT SERVICES - FACILITY MGMT	$22,407	$9,275	$12,413	$9,131	$13,486	8.6%
TRAVEL & PER DIEM	$670	$1,810	$5,310	$1,554	$4,650	-12.4%
COMMUNICATIONS	$9,616	$9,095	$13,838	$7,628	$14,267	3.1%
POSTAGE & FREIGHT	$355	$3,044	$500	$1,031	$1,100	120%
UTILITIES	$13,116	$17,987	$19,858	$10,167	$21,021	5.9%
RENTALS & LEASES	$3,744	$10,095	$5,748	$9,027	$10,700	86.2%
PROPERTY & LIABILITY INSURANCE	$25,110	$22,091	$21,789	$22,851	$36,234	66.3%
REPAIRS & MAINTENANCE - VLLG HALL	$6,180	$0	$0	$0	$0	0%
REPAIRS & MAINTENANCE VILLAGE HALL	$0	$9,992	$3,492	$0	$3,100	-11.2%
PRINTING & BINDING	$4,810	$36,502	$33,500	$18,576	$33,500	0%
CREDIT CARD FEES	$56,720	$65,577	$30,000	$45,366	$55,000	83.3%
OFFICE SUPPLIES	$4,973	$10,456	$17,300	$4,250	$17,300	0%
OPERATING SUPPLIES	$7,798	$6,406	$500	$0	$500	0%
IT EQUIPMENT <5000 AND SOFTWARE	$55,782	$78,794	$78,697	$46,941	$95,282	21.1%
OPERATING SUPPLIES - UNIFORMS	$320	$171	$2,700	$959	$2,700	0%
IT EQUIPM <5000	$5,310	$0	$0	$0	$0	0%
SUBSCRIPTIONS & MEMBERSHIPS	$4,409	$985	$2,990	$1,325	$2,850	-4.7%
TRAINING	$2,175	$2,279	$2,950	$1,930	$2,950	0%
TUITION REIMBURSEMENT	$62	$0	$0	$0	$0	0%
TRANSFER OUT TO CIP	$0	$0	$0	$75,000	$450,000	N/A
Total Operating Expenses:	**$316,972**	**$385,093**	**$396,585**	**$338,752**	**$984,640**	**148.3%**
Capital Outlay						
IT EQUIPMENT >5000	$13,075	$0	$0	$0	$0	0%
Total Capital Outlay:	**$13,075**	**$0**	**$0**	**$0**	**$0**	**0%**
Total Expense Objects:	**$1,374,895**	**$1,447,810**	**$1,752,585**	**$1,413,607**	**$2,703,203**	**54.2%**

Stormwater Fund

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.

Prior Year Significant Accomplishments

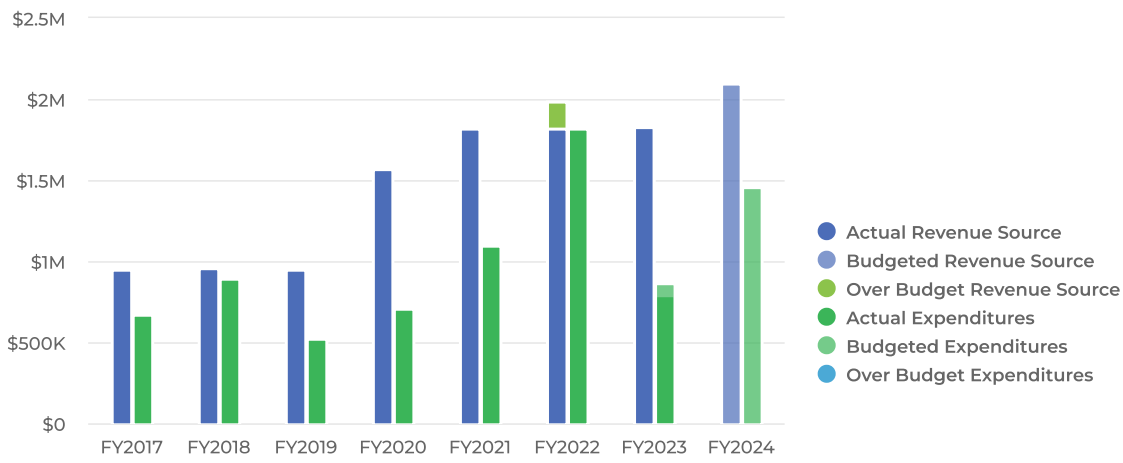
- Implemented the new rate structure ordinance to provide more equity in the billing of stormwater fees using an impervious area and trip generation approach
- Entered into a loan agreement with the Florida Department of Environmental Protection's (FDEP) Clean Water State Revolving Loan Fund (CWSRF) for an amount not to exceed $870,000 to complete the "Resilient Infrastructure Program Strategy and Integration Implementation Plan".
- Solicited competitive bids for stormwater maintenance services, well cleaning, and drainage improvement services and awarded three new contracts.
- Maintained 100% of stormwater system ahead of schedule, to help reduce roadway flooding. Maintenance consists of pumping out solids from 741 catch basins and jetting 86,000 linear feet of piping.
- Rehabilitated 4 wells located in the most flood prone areas.

Fiscal Year 24 Goal Based Actions

- Transfer $100,000 to the CIP Fund for the formulation and promotion of the Resilient Infrastructure and Adaptation Program
- Transfer $305,252 to the CIP Fund for the Immedicate Flood Control & Mitigation project to improve catch basins and roadways.
- Continue to monitor and sample the stormwater quality pilot project using under grate basket and UUF filters, to enhance the quality of discharge into Biscayne Bay.

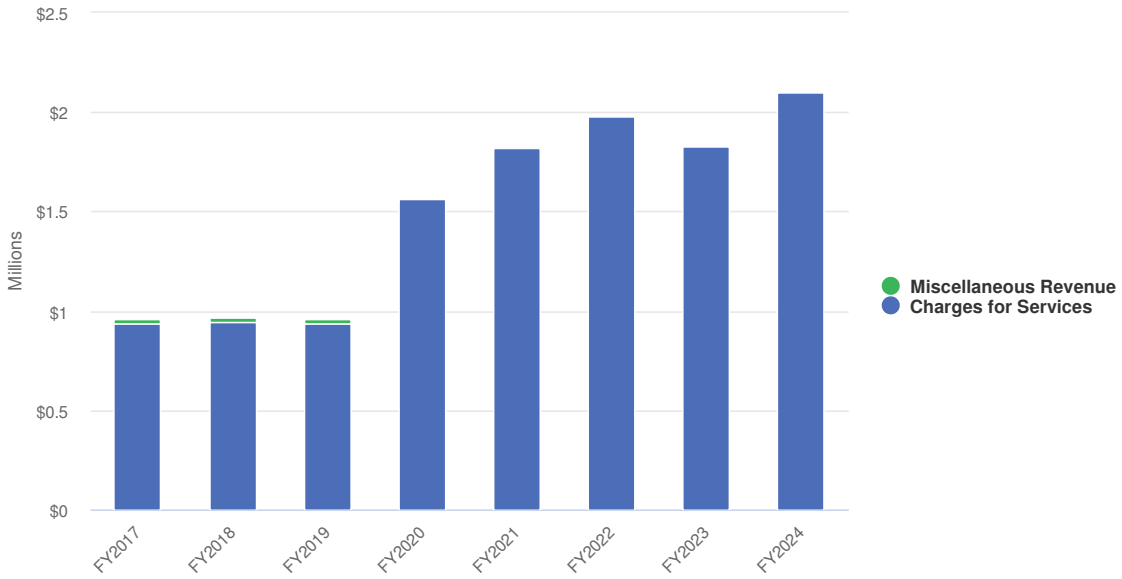
Summary

The Village of Key Biscayne is projecting $2.1M of revenue in FY2024, which represents a 15% increase over the prior year. Budgeted expenditures are projected to increase by 68.1% or $593.18K to $1.46M in FY2024.


$2.5M
$2M
$1.5M
$1M
$500K
$0
FY2017
FY2018
FY2019
FY2020
FY2021
FY2022
FY2023
FY2024
Actual Revenue Source
Budgeted Revenue Source
Over Budget Revenue Source
Actual Expenditures
Budgeted Expenditures
Over Budget Expenditures

Revenues by Source

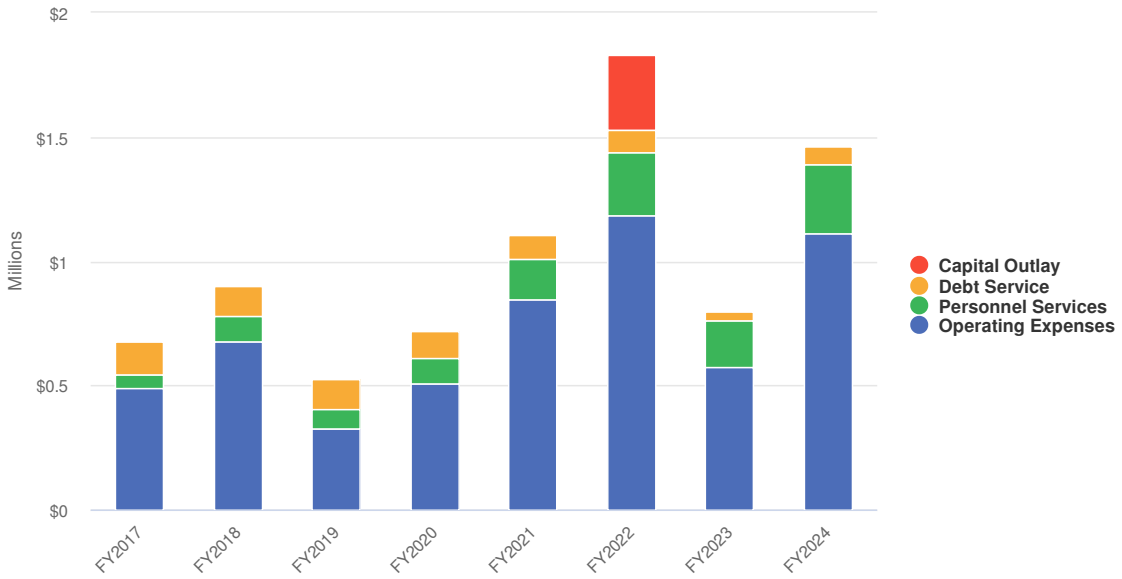
Budgeted and Historical 2024 Revenues by Source



Name	FY2021 Actual	FY2022 Actual	FY2023 Budgeted	FY2023 Actual	FY2024 Budgeted	FY2023 Budgeted vs. FY2024 Budgeted (% Change)
Revenue Source						
Charges for Services						
STORMWATER FEES	$1,822,405	$1,977,139	$1,821,903	$1,831,134	$2,099,073	15.2%
Total Charges for Services:	**$1,822,405**	**$1,977,139**	**$1,821,903**	**$1,831,134**	**$2,099,073**	**15.2%**
Miscellaneous Revenue						
INTEREST INCOME	$0	$10,356	$7,500	$4,648	$5,577	-25.6%
Total Miscellaneous Revenue:	**$0**	**$10,356**	**$7,500**	**$4,648**	**$5,577**	**-25.6%**
Total Revenue Source:	**$1,822,405**	**$1,987,495**	**$1,829,403**	**$1,835,782**	**$2,104,650**	**15%**

Expenditures by Expense Type

Budgeted and Historical Expenditures by Expense Type



Name	FY2021 Actual	FY2022 Actual	FY2023 Budgeted	FY2023 Actual	FY2024 Budgeted	FY2023 Budgeted vs. FY2024 Budgeted (% Change)
Expense Objects						
Personnel Services						
ALLOCATION OF SALARY + BENEFITS	$163,445	$251,389	$237,000	$187,881	$278,000	17.3%
Total Personnel Services:	**$163,445**	**$251,389**	**$237,000**	**$187,881**	**$278,000**	**17.3%**
Operating Expenses						
PROFESSIONAL SERVICES	$0	$0	$22,000	$0	$40,000	81.8%
PROFESSIONAL SERVICES	$22,927	$0	$0	$0	$0	0%
OPERATIONS & MAINTENANCE	$439,206	$434,648	$335,500	$305,224	$448,800	33.8%
ADMINSTRATIVE EXPENSES	$21,590	$45,642	$30,000	$642	$20,000	-33.3%
STRUCTURAL IMPROVEMENTS	$59,335	$36,926	$165,000	$108,150	$200,000	21.2%
STORMWATER DEPRECIATION EXPENSE	$0	$420,873	$0	$0	$0	0%
TRANSFER OUT TO CIP	$300,000	$246,570	$0	$157,960	$405,242	N/A
Total Operating Expenses:	**$843,058**	**$1,184,658**	**$552,500**	**$571,976**	**$1,114,042**	**101.6%**
Capital Outlay						
FUTURE PROJECTS - 2020 RESILIENCY BOND	$0	$303,813	$0	$0	$0	0%
Total Capital Outlay:	**$0**	**$303,813**	**$0**	**$0**	**$0**	**0%**

Name	FY2021 Actual	FY2022 Actual	FY2023 Budgeted	FY2023 Actual	FY2024 Budgeted	FY2023 Budgeted vs. FY2024 Budgeted (% Change)
Debt Service						
INTEREST EXPENSE 2016 UTILITY REFUNDING	$99,416	$90,481	$81,336	$40,668	$71,976	-11.5%
Total Debt Service:	**$99,416**	**$90,481**	**$81,336**	**$40,668**	**$71,976**	**-11.5%**
Total Expense Objects:	**$1,105,919**	**$1,830,341**	**$870,836**	**$800,525**	**$1,464,018**	**68.1%**

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

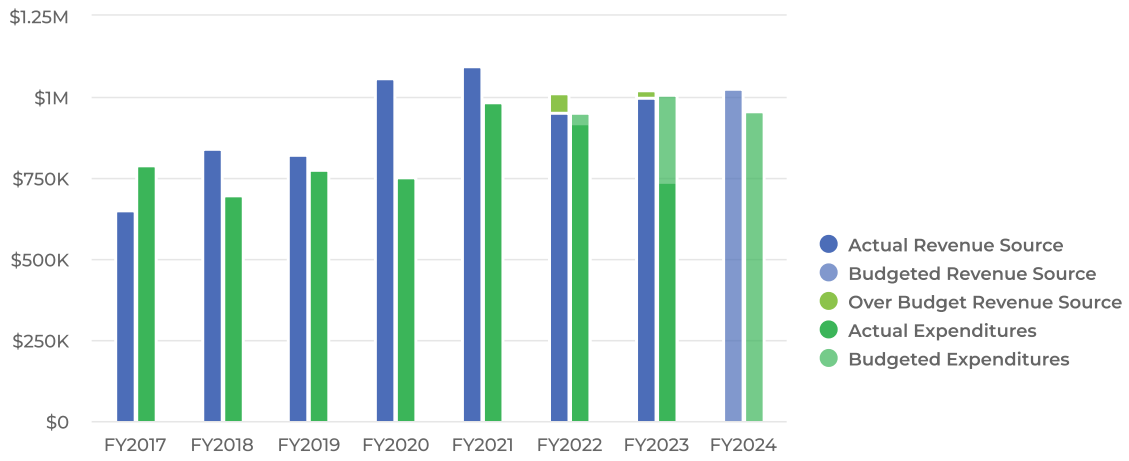
- Approved resolution with existing vendor to extend contract for 2 more years and provide trash removal and recycling services.

Fiscal Year 24 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.

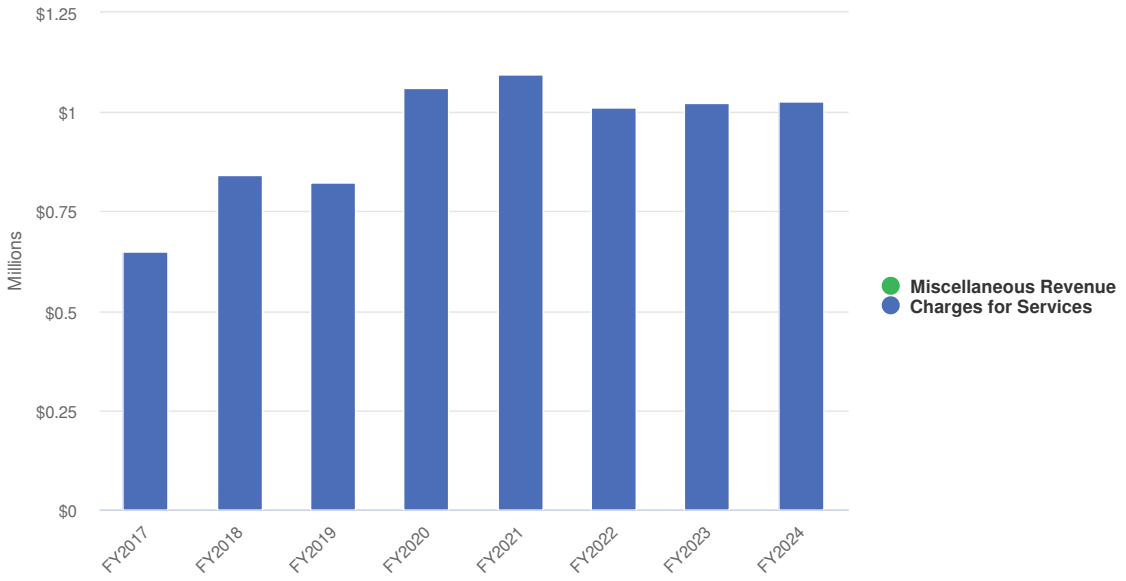
Summary

The Village of Key Biscayne is projecting $1.03M of revenue in FY2024, which represents a 3.1% increase over the prior year. Budgeted expenditures are projected to decrease by 5.3% or $53K to $956.5K in FY2024.



Revenues by Source

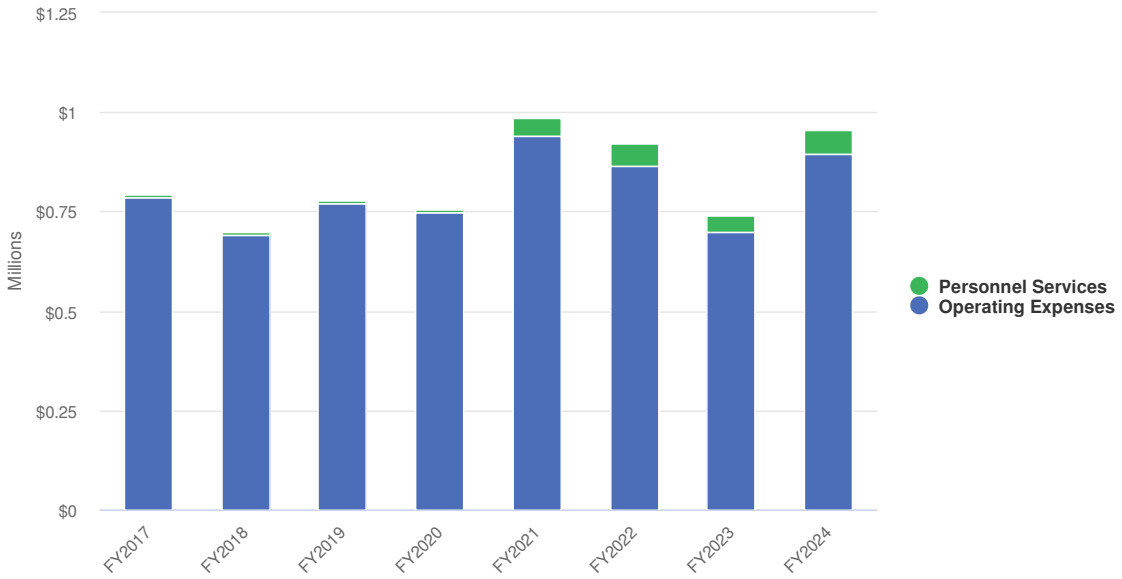
Budgeted and Historical 2024 Revenues by Source



Name	FY2021 Actual	FY2022 Actual	FY2023 Budgeted	FY2023 Actual	FY2024 Budgeted	FY2023 Budgeted vs. FY2024 Budgeted (% Change)
Revenue Source						
Charges for Services						
SOLID WASTE REVENUE	$1,044,734	$950,677	$992,846	$1,018,687	$1,020,973	2.8%
OTHER REVENUE	$51,922	$61,296	$5,000	$4,039	$5,000	0%
Total Charges for Services:	**$1,096,656**	**$1,011,972**	**$997,846**	**$1,022,726**	**$1,025,973**	**2.8%**
Miscellaneous Revenue						
INTEREST INCOME	$0	$2,869	$0	$1,983	$2,379	N/A
Total Miscellaneous Revenue:	**$0**	**$2,869**	**$0**	**$1,983**	**$2,379**	**N/A**
Total Revenue Source:	**$1,096,656**	**$1,014,841**	**$997,846**	**$1,024,709**	**$1,028,352**	**3.1%**

Expenditures by Expense Type

Budgeted and Historical Expenditures by Expense Type



Name	FY2021 Actual	FY2022 Actual	FY2023 Budgeted	FY2023 Actual	FY2024 Budgeted	FY2023 Budgeted vs. FY2024 Budgeted (% Change)
Expense Objects						
Personnel Services						
ALLOCATION OF SALARIES	$47,433	$57,384	$57,000	$44,214	$62,000	8.8%
Total Personnel Services:	**$47,433**	**$57,384**	**$57,000**	**$44,214**	**$62,000**	**8.8%**
Operating Expenses						
CONTRACTUAL SERVICES	$930,925	$857,505	$943,000	$694,608	$885,000	-6.2%
CREDIT CARD FEES	$8,917	$4,146	$9,500	$3,239	$9,500	0%
BANK CHARGES	$0	$2,173	$0	$0	$0	0%
Total Operating Expenses:	**$939,842**	**$863,824**	**$952,500**	**$697,847**	**$894,500**	**-6.1%**
Total Expense Objects:	**$987,275**	**$921,208**	**$1,009,500**	**$742,061**	**$956,500**	**-5.3%**

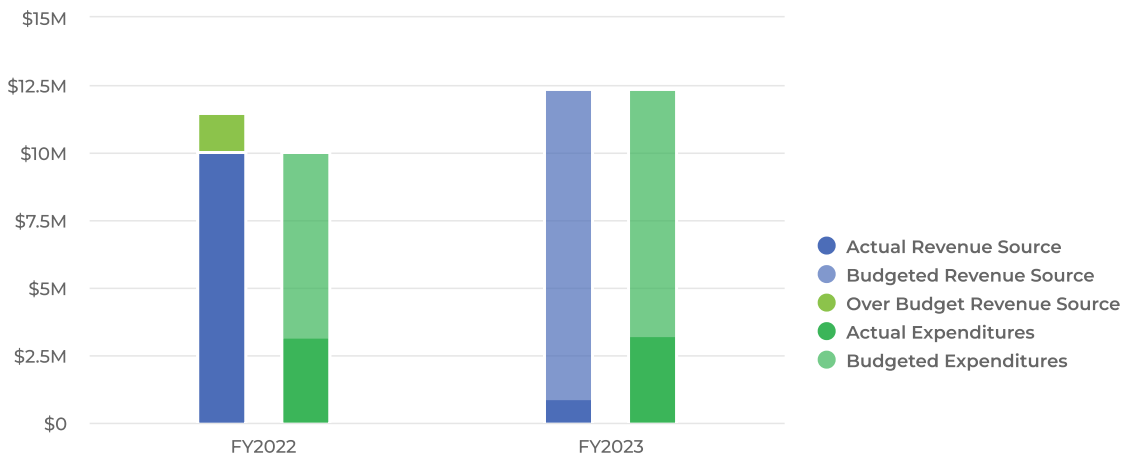
Functional Responsibilities

Capital Improvement Plan Fund

The Capital Project Program fund is used to account for financial resources used for the acquisition of capital assets or the construction of major capital facilities other than those accounted for in proprietary funds or in the Transportation Fund. The Capital Improvements Program fund generally receives an annual budget transfer of surplus funds from the General Fund. Oversight of this fund is primarily the function of the Administration.

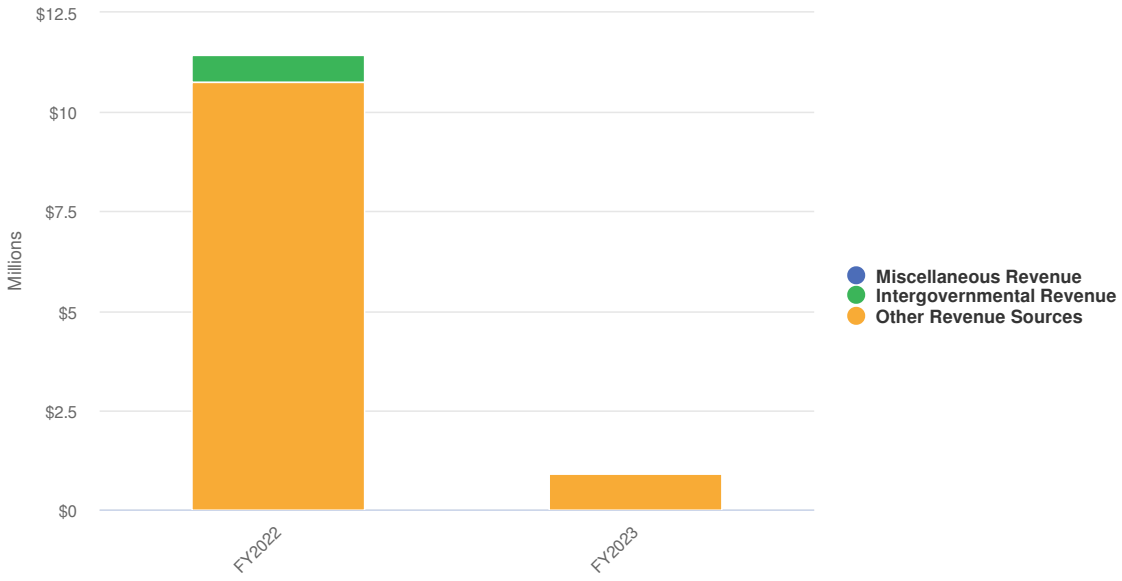
Summary

The Village of Key Biscayne is projecting N/A of revenue in FY2024, which represents a 0% increase over the prior year. Budgeted expenditures are projected to increase by 0% or N/A to N/A in FY2024.



Revenues by Source

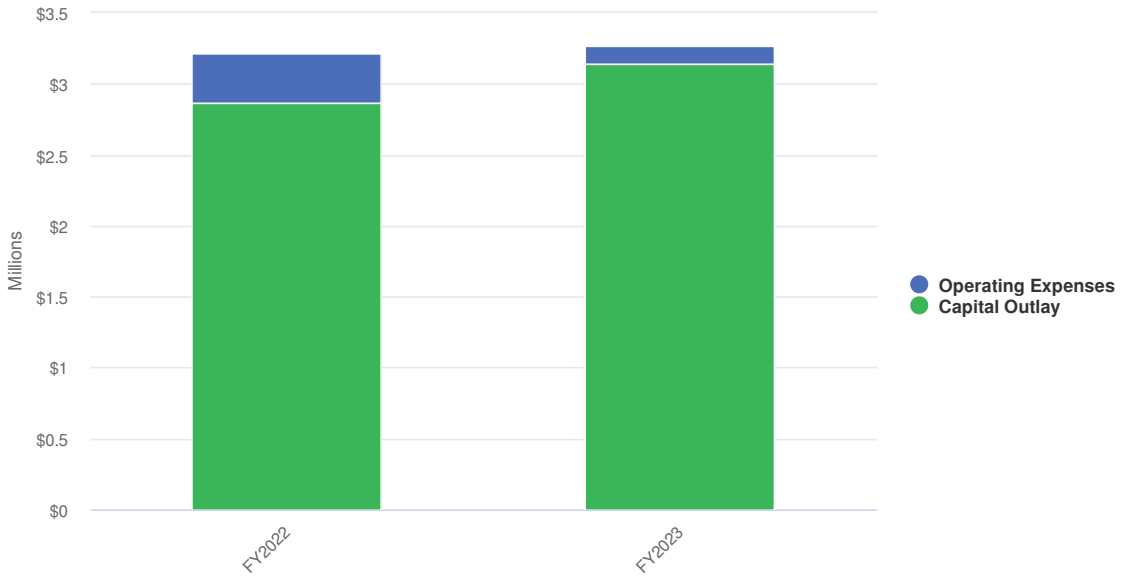
Budgeted and Historical 2024 Revenues by Source



Name	FY2022 Actual	FY2023 Budgeted	FY2023 Actual	FY2023 Budgeted vs. FY2024 Budgeted (% Change)
Revenue Source				
Intergovernmental Revenue				
HURRICANE IRMA PW 4229- BEACH RENOURISHMENT 2021	$301,822	$0	$0	0%
FEDERAL GRANT SAFE ROUTES TO SCHOOL	$349,516	$0	$0	0%
A.R.P.A. GRANT	$0	$2,762,948	$0	-100%
FEDERAL GRANT- OTHER	$0	$6,937,386	$0	-100%
MDC Grant Crandon Blv Safety & Mobility Study $	$0	$0	$27,095	0%
Total Intergovernmental Revenue:	**$651,338**	**$9,700,334**	**$27,095**	**-100%**
Miscellaneous Revenue				
MISCELLANEOUS REVENUES	$10,425	$0	$0	0%
INTEREST INCOME	$54,738	$0	$10	0%
Total Miscellaneous Revenue:	**$65,163**	**$0**	**$10**	**0%**
Other Revenue Sources				
TRANSFER FROM GENERAL FUND WC	$10,227,596	$625,000	$676,447	-100%
TRANSFER FROM TRANSPORTATION FUND 101	$300,000	$1,227,342	$0	-100%
TRANSFER FROM STORMWATER	$246,570	$0	$157,960	0%
TRANSFER FROM BUILDING FUND	$0	$0	$75,000	0%
GOB PROCEEDS	$0	$850,000	$0	-100%
Total Other Revenue Sources:	**$10,774,166**	**$2,702,342**	**$909,407**	**-100%**
Total Revenue Source:	**$11,490,667**	**$12,402,676**	**$936,512**	**-100%**

Expenditures by Expense Type

Budgeted and Historical Expenditures by Expense Type



Name	FY2022 Actual	FY2023 Budgeted	FY2023 Actual	FY2023 Budgeted vs. FY2024 Budgeted (% Change)
Expense Objects				
Operating Expenses				
FORMULATE AND PROMOTE R&S|3P	$46,369	$1,220,000	$40,294	-100%
CONDUCT USACE BEACH AND BACK-WAY FEASIBILITY STUDY	$0	$400,000	$0	-100%
R&S|3P PROGRAM MANAGEMENT/CONSTRUCTION MANAGEMENT	$0	$350,000	$0	-100%
MONITOR BEACH AND DUNES	$0	$200,000	$76,872	-100%
TRANSFER TO TRANSPORTATION FUND	$300,000	$0	$0	0%
Total Operating Expenses:	**$346,369**	**$2,170,000**	**$117,166**	**-100%**
Capital Outlay				
FACILITY REPAIRS AND RENOVATIONS	$53,065	$0	$0	0%
EMPLOYEE LOUNGE	$15,242	$0	$0	0%
SAFETY VEHICLES CODE COMPLIANCE	$0	$0	$22,975	0%
VESSEL EXCLUSION ZONE IMPROVEMENTS	$39,252	$0	$0	0%
PUBLIC SAFETY VEHICLES	$269,473	$300,000	$237,539	-100%
VILLAGE WIDE SECURITY AND SURVEILLANCE SYSTEM/	$0	$300,000	$0	-100%
PURCHASE POLICE BOAT	$0	$150,000	$140,182	-100%
RENOVATE WOMEN RESTROOM FIRE DPT	$0	$110,000	$0	-100%
FIRE ENGINE REPLACEMENT	$58,470	$0	$0	0%
FIRE VEHICLES	$31,398	$0	$0	0%
SAFE ROUTES TO SCHOOL CONSTRUCTION	$3,364	$0	$0	0%

Name	FY2022 Actual	FY2023 Budgeted	FY2023 Actual	FY2023 Budgeted vs. FY2024 Budgeted (% Change)
BURYNG POWERLINES OVERNEATH ROAD	$63,294	$500,000	$2,021	-100%
ADAPTIVE SIGNALIZATION	$80	$0	$0	0%
SHORELINE PROTECTI-2021 BEACH RENOURISH	$98,328	$0	$0	0%
SOLAR ENERGY	$40,000	$0	$0	0%
CRANDON BLVD BIKE AND PEDESTRIAN IMPROVEMENTS	$169,515	$0	$0	0%
ENTRY BLOCK SIGN	$0	$50,000	$9,999	-100%
AREA 1 -K-8 SCHOOL, CENTRAL, BASIN	$45,179	$1,511,000	$504,823	-100%
VILLAGE WIDE EV CHARGING STATIONS	$23,762	$0	$50,994	0%
Public Beach Access point at Sands	$115,961	$0	$0	0%
RECONSTRUCT TRAFFIC CIRCLE AND MILL	$0	$2,675,886	$0	-100%
RICKENBAKER CONCEPT	$130,560	$0	$70,243	0%
MILL AND REPAVE WEST MASHTA	$0	$538,000	$0	-100%
REPAVE ROADWAYS VILLAGE-WIDE	$0	$471,559	$0	-100%
CONSTRUCT BEACH ACCESS PATH AT ISLAND HOUSE	$0	$120,000	$0	-100%
CRANDON BLVD & HARBOR DRIVE	$0	$657,342	$345,823	-100%
IMPROVE WEST HEATHER DR ROADWAY AND STORM SYSTEM	$0	$650,000	$0	-100%
DEVELOP BEACH RAKER PARKING FACILITY	$0	$50,000	$0	-100%
PAINT VILLAGE-WIDE FACILITIES AND AMENITIES	$0	$200,000	$112,400	-100%
RENOVATE BUILDING OFFICES	$0	$75,000	$0	-100%
PUBLIC WORKS VEHICLES	$33,831	$0	$42,789	0%
STORMWATER PUMP STATION BACK-UP GENERATORS (2)	$0	$150,000	$0	-100%
CONVERT STREETLIGHTS TO LED AND TRANSITION TO FPL	$0	$250,000	$0	-100%
PROCURE MOBILE GENERATOR FOR PUMP STATIONS/	$0	$86,000	$0	-100%
BURYING POWERLINES UNDERNEATH ROAD	$120,926	$0	$0	0%
BEACH AND LAKE PARK IMPROVEMENTS	$56,225	$470,000	$90,788	-100%
PARADISE PARK - REMEDIATION & CONSTRUCTION	$1,130,452	$0	$624,591	0%
ST. AGNES LIGHTING RETROFIT	$46,220	$0	$0	0%
BEACH PARK SEWER EXTENSION	$45,628	$0	$0	0%
LAKE PARK IMPROVEMENTS - CONSTRUCTION	$72,754	$0	$0	0%
HAMPTON PARK IMPROVEMENTS	$0	$0	$112,492	0%
VILLAGE HALL COURT YARD LANDSCAPE-IMPROVEMENTS	$0	$0	$62,862	0%
SPLASH PAD REPLACEMENT	$0	$0	$128,475	0%
CALUSA PARK TENNIS CRT SURFACING, NETS	$52,846	$0	$0	0%
VILLAGE GREEN INTERIOR SIDEWALK RENOVATION	$61,811	$0	$0	0%
IMPROVE KB K-8 ATHLETIC FIELD	$0	$75,000	$0	-100%
IMPROVE PUBLIC ARTWORK	$0	$47,889	$44,340	-100%
REHABILITATE VILLAGE GREEN BATHROOM	$0	$250,000	$0	-100%
PARKS VEHICLES	$12,088	$0	$0	0%
REPLACE PLAYGROUNG EQUIPMENT (UNDER 5 YEARS AREA)	$0	$200,000	$0	-100%

Name	FY2022 Actual	FY2023 Budgeted	FY2023 Actual	FY2023 Budgeted vs. FY2024 Budgeted (% Change)
REPLACE VILLAGE GREEN RECREATION EQUIPMENT	$0	$200,000	$0	-100%
FACILITIES LIGHTING RETROFIT- COMMUNITY CENTER	$0	$0	$70,603	0%
COMMUNITY CENTER AIR COND REPLACEMENT	$27,888	$0	$0	0%
COMMUNITY CENTER POOL DECK	$3,952	$0	$340,056	0%
COMMUNITY CENTER CARDIO EQUIPMENT	$45,305	$145,000	$130,944	-100%
Total Capital Outlay:	**$2,866,869**	**$10,232,676**	**$3,144,938**	**-100%**
Total Expense Objects:	**$3,213,239**	**$12,402,676**	**$3,262,104**	**-100%**

CAPITAL IMPROVEMENTS

Capital Improvement Program

Functional Responsibilities

The purpose of Capital Improvement Program (CIP) is to be a thoughtful and deliberate blueprint for sustaining and improving the Village's infrastructure and assets in alignment with the Village's strategic goals. The Village delivers CIP projects with a responsible and financially sound funding strategy. Each project in the CIP is categorized into the following focus areas.

- Resiliency
  - Stormwater, utility hardening, shoreline protection, sustainability initiatives, and alternative energy
- Parks, Recreation, and Open Space
  - Parks, open space, recreation, beach access paths, and athletics
- Public Safety
  - Fire and police projects and purchases to improve public safety
- Vehicles and Equipment
  - Administrative, information technology, and software upgrades and additions
- Transportation
  - Right-of-way including roads, pedestrian, and bicycle infrastructure
- Facilities
  - Village-owned and operated facility upgrades, additions, and major repairs.

Prior Year Achievements and Highlights

- Remediated and Constructed Paradise Park
- Replaced the Entry Block Sign
- Upgraded the Village Green Splashpad
- Replaced the Community Center's Cardio Equipment
- Replaced the Community Center's Pool Deck and Surface
- Improved the Civic Center landscape
- Improved Hampton Park
- Procured a new Police Boat
- Installed Village-wide Electric Vehicle Charging Stations
- Patched and Painted the Community Center's Gymnasium
- Replaced Village Police Fleet Vehicles
- Retrofitted the Community Center's Lighting to LED
- Replaced St. Agnes Sod and Lighting
- Painted Amenities and Facilities Village-Wide
- Designed Beach Park Renovation
- Completed Annual Monitoring and Permitting of Beach and Dunes
- Installed Village Security and Surveillance System Phases 1 and 2
- Improved the Harbor Drive and Crandon Blvd Intersection
- Improved Key Colony and Crandon Blvd Intersection

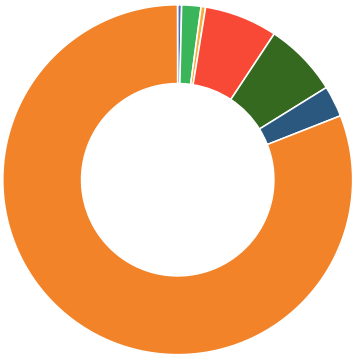
Capital Improvement Plan FY24

Total Capital Requested

$20,944,638

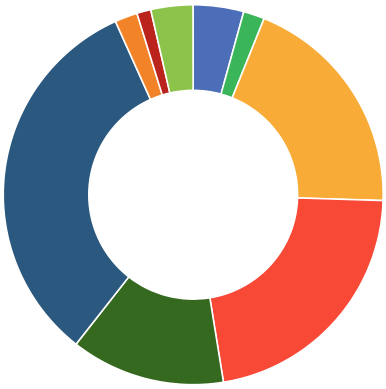
31 Capital Improvement Projects

Total Funding Requested by Department



Athletics (0%)	$75,000.00
Building (2%)	$375,000.00
Community Center (0%)	$85,000.00
Fire and Rescue (7%)	$1,413,000.00
Parks and Recreation (7%)	$1,438,900.00
Police (3%)	$603,000.00
Public Works (81%)	$16,954,738.00
TOTAL	**$20,944,638.00**

Total Funding Requested by Source



Appropriation (State/Federal) (4%)	$900,000.00
Building Fund (2%)	$375,000.00
Clean Water SRF Loan (19%)	$4,063,174.00
FY23 Carryforward (22%)	$4,600,238.00
General Fund (13%)	$2,750,000.00
Grant (33%)	$6,850,974.00
Stormwater Fund (2%)	$405,252.00
Transportation Fund (1%)	$250,000.00
WASD Reimbursement (4%)	$750,000.00
TOTAL	**$20,944,638.00**

FY24 Capital Improvement Project Information

Resiliency

Formulate and Promote Resilient Infrastructure Program

- Professional services for development of the integrated infrastructure plan (IIP) and overall resilient infrastructure and adaptation program (RIAP) for the Village. The program addresses all the Village's resilience related efforts. One of the primary efforts is the integration of the stormwater, roadway, water, sewer, electrical, and telecommunications infrastructure improvements to achieve a "dig once" approach. The program also addresses the Village's and Army Corps of Engineer's collaborative effort to develop an ocean-side and back-bay study which will allow the Village to be included in the Miami-Dade County shoreline protection program.
  - Project Phase: Program Development and Planning
  - Total Project Cost: TBD
  - FY24 Funding Allocation: $1,580,194
  - FY24 Funding Sources: $450,000 – FY23 carryforward funding, $100,000 - Stormwater Fund, $570,194 - Clean Water State Revolving Loan Fund for Planning, $330,000 – Resilient Florida Planning Grant, $130,000 - General Fund

Conduct USACE Back Bay and Beach Feasibility Study

- U.S. Army Corp of Engineers study of the Village's vulnerability from Biscayne Bay inundation and ocean-side beach erosion.
  - Project Phase: Study
  - Total Project Cost: TBD
  - FY24 Funding Allocation: $750,000
  - FY24 Funding Sources: $750,000 – FY23 carryforward funding.

Design Zone 1 (K-8) Resilient Infrastructure and Adaptation Program

- Completion of Zone 1 (K-8) design includes the integration of the stormwater, roadway, water, sewer, electrical, and telecommunications infrastructure improvements in the first zone surrounding the K-8 school to achieve a "dig once" approach.
  - Project Phase: Design
  - Total Project Cost: $5,415,300
  - FY24 Funding Allocation: $5,078,606
  - Funding Sources: $100,000 – FY23 carry forward funding, $3,492,980 - Clean Water State Revolving Loan Fund for Design, $885,626 – Resilient Florida Implementation Grant, $600,000 – estimated Miami-Dade Water and Sewer Department reimbursement

Renourish Beach and Dunes

- Design and construction of the FY24 beach renourishment for the Village's 1.2 miles of oceanside coastline. Due to 2022 Hurricanes Ian and Nicole, the Village lost significant sand along its oceanside shoreline. The beach and dunes serve as the Village's first line of defense against storm surge. This renourishment is expedited to address the Village's need to fortify its oceanside shoreline because of the 2022 storms.
  - Project Phase: Design and Construction
  - Total Project Cost: TBD
  - FY24 Funding Allocation: $1,868,050
  - FY24 Funding Sources: $500,000 – FY23 carryforward funding, $918,050 – Beach Management Funding Assistance Program Grant, $450,000 – State Appropriation.

Perform Immediate Flood Control & Mitigation - Areas A, B, C, & E

- Redesigning catch basins to be clear of debris and reconstructing segments of roadways to guide water into drains. This project will allow flood water to recede faster and cause less disruption. Milling and repaving select roadways will create a crown effect, which will further direct water away from the road and enhance those streets with new pavement. The flood control projects will improve stormwater

infrastructure in the area south of West McIntyre that includes West Wood Drive, West Mashta, parts of Fernwood Road and interior streets in the vicinity (areas C and E). The projects will then move north of West McIntyre to West Heather Drive, Allendale Road, and neighboring streets (areas A and B). Construction began in FY23 and will conclude in FY24.

- Project Phase: Construction
- Total Project Cost: $1,100,000 (portion of project completed in FY23)
- FY24 Funding Allocation: $1,090,000
- FY24 Funding Sources: $640,000 – FY23 carryforward funding, $450,000 – State Appropriation

Perform Immediate Flood Control & Mitigation - Area D

- The design involves drainage improvements to the Gardens District area along East Enid Drive, Sunrise Drive, Galen Drive, and Ocean Lane. The project addresses deficiencies in the exfiltration and conveyance capacity of the existing drainage system. The goal of this project is to prevent flood related damage and allow emergency responders to be able to access the area under more severe wet conditions.
  - Project Phase: Design
  - Total Project Cost: $3,052,520
  - FY24 Funding Allocation: $3,052,520
  - FY24 Funding Sources: $305,052 – Stormwater fund, $2,747,268 – Hazard Mitigation Grant Program

Test Stormwater Water Quality Improvement Technologies

- Pilot project testing two different stormwater system technologies designed to remove pollutants from stormwater runoff prior to entering Biscayne Bay.
  - Project Phase: Monitoring
  - Total Project Cost: $215,216 (portion of project completed in FY23)
  - FY24 Funding Allocation: $134,578
  - FY24 Funding Sources: $23,759 – FY23 carryforward funding, $110,819 – Biscayne Bay Water Quality Grant (FDEP)

Beach and Dune Monitoring and Permitting

- Each year, the Village is responsible for monitoring the conditions of the beach (oceanside shoreline) to be compliant with the permit associated with the most recent beach renourishment.
  - Project Phase: Monitoring
  - Total Project Cost: $100,000
  - FY24 Funding Allocation: $100,000
  - FY24 Funding Sources: $100,000 – FY23 carryforward funding

Develop Feasibility Study for Offshore Submerged Barrier

- As a part of the Village's shoreline protection efforts, the Village is pursuing innovative solutions for the persistent erosion experienced on the oceanside shoreline. An offshore submerged barrier would function as a hybrid coral reef habitat and also attenuate the wave energy hitting the beach which causes erosion.
  - Project Phase: Study
  - Total Project Cost: TBD
  - FY24 Funding Allocation: $800,000
  - FY24 Funding Sources: $800,000 – NOAA Climate Resilience Regional Challenge Grant

Install Stormwater Pump Back-up Generators

- Procure and install two generators as the emergency system for two pump stations to reduce and/or mitigate the damage that might otherwise occur from severe weather or other hazards. The two pump stations are located at Ocean Lane Drive and East Heather Drive. Back-up generators to be used in the event of primary generator failure during a flood event.
  - Project Phase: Procure and Install
  - Total Project Cost: $190,790
  - FY24 Funding Allocation: $190,790
  - FY24 Funding Sources: $19,079 – FY23 carryforward funding, $171,711 – Hazard Mitigation Grant Program

Test Green Infrastructure

- Test the effectiveness of green infrastructure in the form of bioswales in the rights-of-way for reducing pollutants in stormwater runoff prior to entering Biscayne Bay via outfalls.
  - Project Phase: Design, Construction, Monitoring
  - Total Project Cost: $650,000
  - FY24 Funding Allocation: $650,000
  - FY24 Funding Sources: $650,000 – Biscayne Bay Water Quality Grant (FDEP)

Extend Sewer Lines from Sewer Main

- Select areas of the Village are not connected to the main sewer line. This project would work with Miami-Dade Water and Sewer Department to connect these homes to the sewer line.
  - Project Phase: Design and Construction
  - Total Project Cost: $150,000
  - FY24 Funding Allocation: $150,000
  - FY24 Funding Sources: $150,000 – Miami-Dade Water and Sewer Department Reimbursement

Transportation

Improve Crandon Blvd

- Projects will optimize signal timings, improve multi-modal safety, and mitigate traffic along Crandon Blvd.
  - Project Phase: Design and Construction
  - Total Project Cost: On-going
  - FY24 Funding Allocation: $480,000
  - FY24 Funding Sources: $200,000 – FY23 carryforward funding, $250,000 – Transportation Fund, $30,000 – Miami-Dade Transportation Planning Organization (TPO) grant.

Reconstruct Harbor and Fernwood Traffic Circle

- Redesign and construct improvements to the portion of Harbor Drive between Crandon Boulevard and Fernwood Road, including the traffic circle. Improvements will address traffic congestion and circulation issues in the area.
  - Project Phase: Design and Construction
  - Total Project Cost: $750,000
  - FY24 Funding Allocation: $750,000
  - FY24 Funding Sources: $750,000 – General Fund

Construct Beach Access Path at Commodore Club South

- Design and construction of public beach access path from Ocean Lane Drive to the oceanside shoreline along the southern edge of the Commodore Club South property. This path is one of five required by the Army Corps of Engineers for the Village to be included in the County's shoreline protection program.
  - Project Phase: Design and Construction
  - Total Project Cost: $100,000
  - FY24 Funding Allocation: $100,000
  - FY24 Funding Sources: $100,000 – FY23 carryforward funding

Public Safety

Install Village Wide Security and Surveillance System

- Install access control system for Village facilities, cameras at beach access paths, and two new license plate readers (LPRs).
  - Project Phase: Design and Construction
  - Total Project Cost: $248,000
  - FY24 Funding Allocation: $248,000
  - FY24 Funding Sources: $98,000 – FY23 carryforward funding, $150,000 – General Fund

Vehicles and Equipment

Procure Two Fire Rescue Trucks

- Purchase two fire rescue trucks to replace two trucks that have reached the end of their useful life.
  - Project Phase: Procurement
  - Total Project Cost: $1,200,000
  - FY24 Funding Allocation: $1,200,000
  - FY24 Funding Sources: $1,200,000 – General Fund

Procure Village Fleet Vehicles

- Purchase four new police vehicles and receive two vehicles ordered in FY23 that will be delivered in FY24.
  - Project Phase: Procurement
  - Total Project Cost: $355,000
  - FY24 Funding Allocation: $355,000
  - FY24 Funding Sources: $105,000 – FY23 carryforward funding, $250,000 – General Fund

Procure Fire Department High Water Vehicle

- Purchase a high-water vehicle for the Fire Department.
  - Project Phase: Procurement
  - Total Project Cost: $95,000
  - FY24 Funding Allocation: $95,000
  - FY24 Funding Sources: $95,000 – Donation to the Fire Department

Procure Telehandler Forklift

- Procure replacement telehandler forklift.
  - Project Phase: Procurement
  - Total Project Cost: $130,000
  - FY24 Funding Allocation: $130,000
  - FY24 Funding Sources: $130,000 – General Fund

Parks, Recreation and Open Space

Replace Under-5 Playground on the Village Green

- Scope of work includes demolishing and removing the existing playground and designing and installing a new playground at Village Green Park for ages five and under. The playground will be creative in design, incorporate engaging equipment, meet current industry safety standards, serve children 5 and under, and effectively use the existing footprint of the space.
  - Project Phase: Design and Construction
  - Total Project Cost: $200,000
  - FY24 Funding Allocation: $200,000
  - FY24 Funding Sources: $87,500 – FY23 carryforward funding, $112,500 – Florida Recreation Development Assistance Program (FRDAP) Grant

Rehabilitate Public Art

- Several public art pieces throughout the Village need major repair, replacement, and/or rehabilitation. This project would address at least one of the pieces' needs.
  - Project Phase: Rehabilitation
  - Total Project Cost: $140,000
  - FY24 Funding Allocation: $140,000
  - FY24 Funding Sources: $140,000 – General Fund

Improve Beach Park Phase 1

- Project will construct Phase 1 of the new design for Beach Park which was completed in FY23. Phase 1 includes renovating the pavilion, replacing the restroom buildings, removing the boardwalk ramp and repaving the central area of the park, among other improvements.
    - Project Phase: Construction
    - Total Project Cost: $825,000
    - FY24 Funding Allocation: $825,000
    - FY24 Funding Sources: $825,000 – FY23 carryforward funding

Improve Key Biscayne K-8 Center School Outdoor Athletic Facilities

- Primarily replace basketball court surface and install adjustable basketball hoops, among other improvements.
    - Project Phase: Construction
    - Total Project Cost: $75,000
    - FY24 Funding Allocation: $75,000
    - FY24 Funding Sources: $75,000 – FY23 carryforward funding

Replace Lighting at St. Agnes Field

- Replace field lights at St. Agnes School. The Village has an agreement with St. Agnes to maintain the athletic fields. The lighting at the fields is in need of replacement.
    - Project Phase: Construction
    - Total Project Cost: $273,900
    - FY24 Funding Allocation: $273,900
    - FY24 Funding Sources: $273,900– FY23 carryforward funding

Replace Basketball Systems in Community Center

- Replace basketball hoop system in the community center gymnasium. The existing system consistently malfunctions.
    - Project Phase: Construction
    - Total Project Cost: $40,000
    - 40,000
    - FY24 Funding Sources: $40,000 – FY23 carryforward funding

Facilities

Update Village Civic Center Wayfinding and Signage

- Redesign, update, and replace signage in the Village's Civic Center.
    - Project Phase: Installation
    - Total Project Cost: $50,000
    - FY24 Funding Allocation: $50,000
    - FY24 Funding Sources: $50,000– FY23 carryforward funding

Renovate Fire Station's Women's Locker Room and Restroom

- Renovation of the women's locker room and restroom in the Fire Station will repair leaks and improve the functionality of the restroom for the fire fighters.
    - Project Phase: Construction
    - Total Project Cost: $118,000
    - FY24 Funding Allocation: $118,000
    - FY24 Funding Sources: $118,000– FY23 carryforward funding

Repair Community Center Roof

- Leaks have been identified and located and repairs will be made to the roof.
    - Project Phase: Construction
    - Total Project Cost: $45,000
    - FY24 Funding Allocation: $45,000
    - FY24 Funding Sources: $45,000– FY23 carryforward funding

Renovate Building Department Customer Service Areas

- The Building Department's facilities including customer service areas and staff offices will undergo reconfiguration to optimize the space now that the Village has converted to electronic plan review and document storage no longer needs to take up as much room. Additionally, the carpet will be replaced, walls will be repainted, solar panel design and installation will be performed, and the customer service area will also be updated.
  - Project Phase: Design Construction
  - Total Project Cost: $500,000
  - FY24 Funding Allocation: $375,000
  - FY24 Funding Sources: $375,000– Building Fund

Table: FY24 Capital Improvement Plan

FY24 Capital Projects	FY23 Carryforward Funding	General Fund	Stormwater Fund	Transportation Fund	Building Fund	Clean Water State Revolving Fund	Grants	State and Federal Appropriations	Other Funding Sources	Total Project Cost
Formulate and Promote Resilient Infrastructure & Adaptation Program	$ 450,000	$ 130,000	$ 100,000			$ 570,194	$ 330,000			**$ 1,580,194**
Renourish Beach and Dunes	$ 500,000						$ 918,050	$ 450,000		**$ 1,868,050**
Beach and Dune Monitoring	$ 100,000									**$ 100,000**
Design Zone 1 (K-8) Resilient Infrastructure & Adaptation Program	$ 100,000					$ 3,492,980	$ 885,626		$ 600,000	**$ 5,078,606**
Renovate Fire Station's Women's Locker Room	$ 118,000									**$ 118,000**
Perform Immediate Flood Control & Mitigation Areas A, B, C, & E	$ 650,000							$ 450,000		**$ 1,100,000**
Perform Immediate Flood Control & Mitigation Area D			$ 305,252				$ 2,747,268			**$ 3,052,520**
Reconstruct Harbor and Fernwood Traffic Circle		$ 750,000								**$ 750,000**
Improve Crandon Boulevard	$ 200,000			$ 250,000			$ 30,000			**$ 480,000**
Conduct USACE Back Bay and Beach Feasibility Study	$ 750,000									**$ 750,000**
Install Village Wide Security and Surveillance System	$ 98,000	$ 150,000								**$ 248,000**
Replace Basketball Systems in Community Center	$ 40,000									**$ 40,000**
Replace Lighting at St. Agnes Field	$ 273,900									**$ 273,900**
Procure Telehandler		$ 130,000								**$ 130,000**
Test Stormwater Water Quality Improvement Technologies	$ 23,759						$ 110,819			**$ 134,578**
Replace Key Biscayne Fire Rescue Vehicle #1		$ 600,000								**$ 600,000**
Replace Key Biscayne Fire Rescue Vehicle #2		$ 600,000								**$ 600,000**
Replace Village Fleet Vehicles	$ 105,000	$ 250,000								**$ 355,000**
Develop Feasibility Study for Offshore Submerged Barrier							$ 800,000			**$ 800,000**
Construct Beach Access at Commodore Club South	$ 100,000									**$ 100,000**
Repair Community Center Roof	$ 45,000									**$ 45,000**
Extend Sewer Lines from Sewer Main									$ 150,000	**$ 150,000**
Improve Beach Park Phase 1	$ 825,000									**$ 825,000**
Rehab Public Art	$ -	$ 140,000								**$ 140,000**
Replace Under 5 Playground Equipment	$ 87,500						$ 112,500			**$ 200,000**
Install Stormwater Pump Station Back-up Generators	$ 19,079						$ 171,711			**$ 190,790**
Improve Building Department Customer Service Areas					$ 375,000					**$ 375,000**
Update Village Civic Center Wayfinding and Signage	$ 50,000									**$ 50,000**
Improve Key Biscayne K-8 Center School Outdoor Athletic Facilities	$ 75,000									**$ 75,000**
Assess Green ROW Infrastructure Solutions							$ 650,000			**$ 650,000**
Procure Fire Department High Water Vehicle							$ 95,000			**$ 95,000**
Total	**$ 4,610,238**	**$ 2,750,000**	**$ 405,252**	**$ 250,000**	**$ 375,000**	**$ 4,063,174**	**$ 6,850,974**	**$ 900,000**	**$ 750,000**	**$ 20,954,638**

FY25 Capital Improvement Plan

2025 Project List	General Fund	General Obligation Bond	Special Rev. (SW, Trans., Building)	Clean Water State Revolving Fund	Grants	Other	Grand Total
Construct Zone 1 (K-8) Resilient Infrastructure & Adaptation Program Phase 1		$ 12,000,000		$ 8,000,000	$ 4,000,000	$ 1,500,000	**$ 25,500,000**
Design Zone 2 Resilient Infrastructure and Adaptation Program	$ 564,865			$ 7,908,115	$ 564,865	$ 564,865	**$ 9,602,711**
Develop Streetscape Design Guidelines	$ 200,000						**$ 200,000**
Replace St. Agnes Athletic Field Turf, Bleachers, & Fence	$ 1,250,000						**$ 1,250,000**
Improve Crandon Blvd	$ 3,000,000		$ 250,000				**$ 3,250,000**
Procure IT Equipment	$ 150,000						**$ 150,000**
Upgrade Streetlights	$ 250,000						**$ 250,000**
Construct Beach Access at Casa Del Mar	$ 200,000						**$ 200,000**
Perform RIAP Management/Construction Management	$ 500,000	$ 500,000					**$ 1,000,000**
Conduct Feasibility Study for Off-shore Submerged Barrier		$ 600,000					**$ 600,000**
Repair and Rehab Community Center P1	$ 2,500,000						**$ 2,500,000**
Replace Roadway, Circle, and Crosswalk Pavers Village-Wide	$ 500,000						**$ 500,000**
Replace Village Fleet Vehicles	$ 300,000						**$ 300,000**
Monitor Beach and Dunes	$ 200,000						**$ 200,000**
Improve Beach Park	$ 600,000						**$ 600,000**
Replace Village Green Recreational Equipment	$ 87,500				$ 112,500		**$ 200,000**
Improve Building Department Customer Service Areas			$ 125,000				**$ 125,000**
Replace Over 5 Playground	$ 250,000				$ 250,000		**$ 500,000**
Replace Fire Fleet Vehicle	$ 40,000						**$ 40,000**
Improve Public Art	$ 150,000						**$ 150,000**
Replace Community Center Generator	$ 250,000						**$ 250,000**
Grand Total	**$ 15,592,603**	**$ 15,850,000**	**$ 780,252**	**$ 16,158,115**	**$ 5,302,365**	**$ 6,128,039**	**$ 54,218,685**

FY26 Capital Improvement Plan

2026 Project List	General Fund	General Obligation Bond	Special Rev. (SW, Trans., Building)	Clean Water State Revolving Fund	Grants	Other	Grand Total
Construct Zone 1 (K-8) Resilient Infrastructure & Adaptation Program Phase 2				$ 7,000,000	$ 5,000,000	$ 1,500,000	**$ 13,500,000**
Design Zone 2 Resilient Infrastructure & Adaptation Program	$ 400,000			$ 2,000,000	$ 250,000	$ 250,000	**$ 2,900,000**
Prepare Facilities for Recertification	$ 500,000						**$ 500,000**
RIAP Management/Construction Management	$ 578,813	$ 578,813					**$ 1,157,626**
Monitor Beach and Dunes	$ 200,000						**$ 200,000**
Improve Crandon Blvd	$ 2,750,000		$ 250,000		$ 2,000,000		**$ 5,000,000**
Repave Roadways Village-Wide	$ 1,200,000						**$ 1,200,000**
Replace MAST Athletic Field Turf	$ 1,750,000						**$ 1,750,000**
Connect Community Center to Gravity Driven Sewer System	$ 110,000						**$ 110,000**
Design Renovation for Beach Park Exterior Plaza	$ 200,000						**$ 200,000**
Replace Cardiac Monitors	$ 150,000						**$ 150,000**
Renovate Village Green Bathroom	$ 300,000						**$ 300,000**
Replace Building Department Vehicle	$ 50,000						**$ 50,000**
Replace Fire Fleet Vehicle	$ 55,000						**$ 55,000**
Replace Public Works Department Vehicle	$ 50,000						**$ 50,000**
Replace Village Fleet Vehicles	$ 330,750						**$ 330,750**
Convert Village Hall and Fire Department to LED Lighting	$ 350,000						**$ 350,000**
Improve Public Art	$ 150,000						**$ 150,000**
Replace Village Green Fitness Equipment	$ 112,500				$ 87,500		**$ 200,000**
Grand Total	**$ 9,237,063**	**$ 578,813**	**$ 250,000**	**$ 9,000,000**	**$ 7,337,500**	**$ 1,750,000**	**$ 28,153,376**

FY27 Capital Improvement Plan

2027 Project List	General Fund	General Obligation Bond	Special Rev. (SW, Trans., Building)	Clean Water State Revolving Fund	Grants	Other	Grand Total
Construct Zone 2 Resilient Infrastructure & Adaptation Program Phase 1		$ 8,500,000		$ 10,000,000	$ 1,000,000	$ 500,000	**$ 20,000,000**
Design Zone 3 Resilient Infrastructure & Adaptation Program	$ 400,000			$ 7,000,000	$ 400,000	$ 400,000	**$ 8,200,000**
Renourish Beach and Dunes		$ 1,754,800			$ 1,754,800		**$ 3,509,600**
Improve Crandon Blvd	$ 3,000,000		$ 250,000		$ 2,000,000		**$ 5,250,000**
Renovate Beach Park Exterior Plaza	$ 1,500,000						**$ 1,500,000**
Monitor Beach and Dunes	$ 200,000						**$ 200,000**
Replace Village Green Turf Fields	$ 3,000,000						**$ 3,000,000**
RIAP Management/Construction Management	$ 607,753	$ 607,753					**$ 1,215,506**
Prepare Facilities for Recertification	$ 525,000						**$ 525,000**
Replace Roadway, Circle, and Crosswalk Pavers	$ 600,000						**$ 600,000**
Construct Off-shore Submerged Barrier / Hybrid Reef		$ 15,000,000					**$ 15,000,000**
Improve Public Art	$ 160,000						**$ 160,000**
Replace Village Fleet Vehicles	$ 350,000						**$ 350,000**
Grand Total	**$ 10,342,753**	**$ 25,862,553**	**$ 250,000**	**$ 17,000,000**	**$ 5,154,800**	**$ 900,000**	**$ 59,510,106**

FY28 Capital Improvement Plan

2028 Project List	General Fund	General Obligation Bond	Special Rev. (SW, Trans., Building)	Clean Water State Revolving Fund	Grants	Other	Grand Total
Construct Zone 2 Resilient Infrastructure & Adaptation Program Phase 2				$ 11,000,000	$ 3,000,000	$ 1,000,000	**$ 15,000,000**
Design Zone 3 Resilient Infrastructure & Adaptation Program	$ 400,000				$ 400,000	$ 400,000	**$ 1,200,000**
Monitor Beach and Dunes	$ 200,000						**$ 200,000**
Repair and Rehab Community Center P2	$ 3,000,000						**$ 3,000,000**
RIAP Management/Construction Management	$ 638,141	$ 638,141					**$ 1,276,282**
Replace Rescue Stretchers	$ 500,000						**$ 500,000**
Replace Parks and Recreation Bus	$ 300,000						**$ 300,000**
Develop Beach Raker Parking Facility	$ 75,000						**$ 75,000**
Mill and Repave Calusa Park Roadway	$ 300,000						**$ 300,000**
Replace Fire Fleet Vehicle	$ 70,000						**$ 70,000**
Prepare Facilities for Recertification	$ 551,250						**$ 551,250**
Replace Community Center Strength Equipment	$ 400,000						**$ 400,000**
Replace Parks Department Vehicle	$ 62,000						**$ 62,000**
Replace Village Fleet Vehicles	$ 364,652						**$ 364,652**
Replace Gymnasium Floors	$ 500,000						**$ 500,000**
Replace Fire Engine (QUINT)	$ 2,500,000						**$ 2,500,000**
Improve Public Art	$ 165,000						**$ 165,000**
Replace Fire Station Apparatus Room Doors	$ 350,000						**$ 350,000**
Replace Community Center Cardio Equipment	$ 255,256						**$ 255,256**
Convert Park Lights to LED	$ 200,000						**$ 200,000**
Improve Village Wide Irrigation Systems	$ 400,000						**$ 400,000**
Grand Total	**$ 11,231,299**	**$ 52,363,247**	**$ -**	**$ 11,000,000**	**$ 3,400,000**	**$ 1,400,000**	**$ 27,669,440**

FY29 Capital Improvement Plan

2029 Project List	General Fund	General Obligation Bond	Special Rev. (SW, Trans., Building)	Clean Water State Revolving Fund	Grants	Other	Grand Total
Construct Zone 3 Resilient Infrastructure & Adaptation Program Phase 1		$ 10,000,000		$ 15,000,000	$ 9,000,000	$ 1,000,000	**$ 35,000,000**
Replace Roadway, Circle, and Crosswalk Pavers	$ 700,000						**$ 700,000**
Monitor Beach and Dunes	$ 200,000						**$ 200,000**
RIAP Management/Construction Management	$ 700,000	$ 700,000					**$ 1,400,000**
Improve Crandon Blvd	$ 3,750,000		$ 250,000		$ 2,000,000		**$ 6,000,000**
Repave Roadways Village-Wide	$ 1,500,000						**$ 1,500,000**
Replace Building Department Vehicle	$ 70,000						**$ 70,000**
Replace Fire Fleet Vehicle	$ 70,000						**$ 70,000**
Replace Public Works Vehicle	$ 70,000						**$ 70,000**
Improve Fire Rescue Training Tower	$ 250,000						**$ 250,000**
Replace Village Fleet Vehicles	$ 400,000						**$ 400,000**
Renovate Calusa Park Playhouse	$ 2,000,000				$ 1,600,000		**$ 3,600,000**
Replace Gymnasium Floors	$ 500,000						**$ 500,000**
Improve Public Art	$ 170,000						**$ 170,000**
Grand Total	**$ 10,380,000**	**$ 10,700,000**	**$ 250,000**	**$ 15,000,000**	**$ 12,600,000**	**$ 1,000,000**	**$ 49,930,000**

APPENDIX

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 live 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 bodyof 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.