



FY27 Budget Estimate

June 30, 2026



FY27 Budget Estimate



Purpose: To present a *FY27 Budget Estimate* that *aligns resources to achieve the strategic goals* of providing the public safety, services, programs and infrastructure our residents need and expect

Principals:

- Aligns resources to strategic priorities
- Offers best-value solutions
- Considers current budget pressures, and current economic, social, political environment
- Focuses on near-term results and outcomes
- Incorporates a long-term vision
- Improves customer service and responsiveness
- Involves engagement with community and partners
- Creates employee buy-in and empowerment
- Provides transparency, accountability and controls → stewardship of public resources

Outcome: An *approved FY27 Budget Estimate and supporting millage max* to provide *strategic guidance* to the Administration as it refines the Village's FY27 Budget and FY27-32 Capital Improvements Plan for the September Budget Hearings

Developing FY27 Strategy & Budget



Annual Admin Strategy Session

FY26-27 Staff Strategy Session

Purpose: To collectively understand the Village's current strategic position and to translate that into clear FY26-27 guidance and focus areas that will drive priorities, resources alignment and budget and capital decisions.

Objectives:

- Identify Village achievements and progress
- Review latest financial posture
- Evaluate biennial resident survey results
- Perform a thorough SWOT analysis
- Introduce an AI operations and integration program
- Introduce an Asset Management Program
- Set conditions for Session 2 to identify Focus Areas and main supporting efforts

Outcome: A shared agreement on the Village's focus areas to provide strategic direction to guide the formulation of the FY26-27 Budget and the FY26-32 Capital Improvement Program

OUR ISLAND PARADISE

Annual Council Strategy Session

Purpose & Outcome

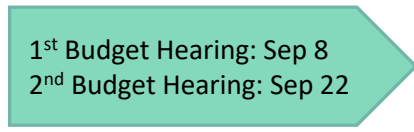
Purpose: To set the Village's FY24-5 strategic goals and supporting actions to align and focus our resources, time and effort

Objectives:

- Review and Refine the Village's Vision and Goals
- Evaluate SWOT Analysis
- Introduction to AchieveIt
- Discuss Proposed Focus Areas
- Present Supporting Actions
- Prioritize Focus Areas and Actions
- Agree on the Way Ahead for FY24-25 Budget Formulation

Outcome: A shared understanding of the Village's strategic direction to guide the formulation of the Village's FY24-25 Budget Estimate and FY24-30 Capital Improvements Plan

OUR ISLAND PARADISE



March April May June July August September

FY27 Budget Estimate Agenda



- Strategic Overview - Manager
- Financial Posture – CFO
- Budget Pressures – Manager & CFO
- Operating Budget Cost Drivers – CFO & Directors
- Debt Status – CFO
- Expenditures - CFO
- Revenue Projections - CFO
- Special Revenue & Enterprise Funds – CFO
- Proposed New Initiatives – Manager & Directors
- Capital Improvements Program – CIP&GM
- Proposed Budget - CFO
- Proposed Millage – Manager

Vision



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



Mission and Values



Mission

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



Values

- ❖ Residents First
- ❖ Teamwork Always
- ❖ Stewardship Matters
- ❖ Pursuing Excellence
- ❖ Empowered to Act

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

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

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

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

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

STEARright 5 + 2 Goals



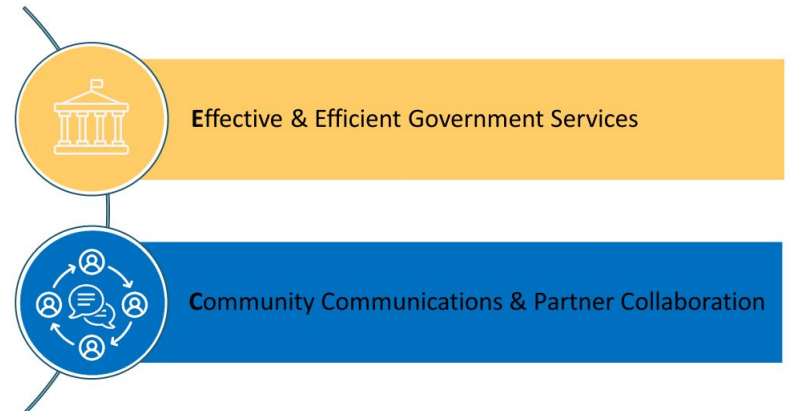
Delivering Services, Projects & Programs



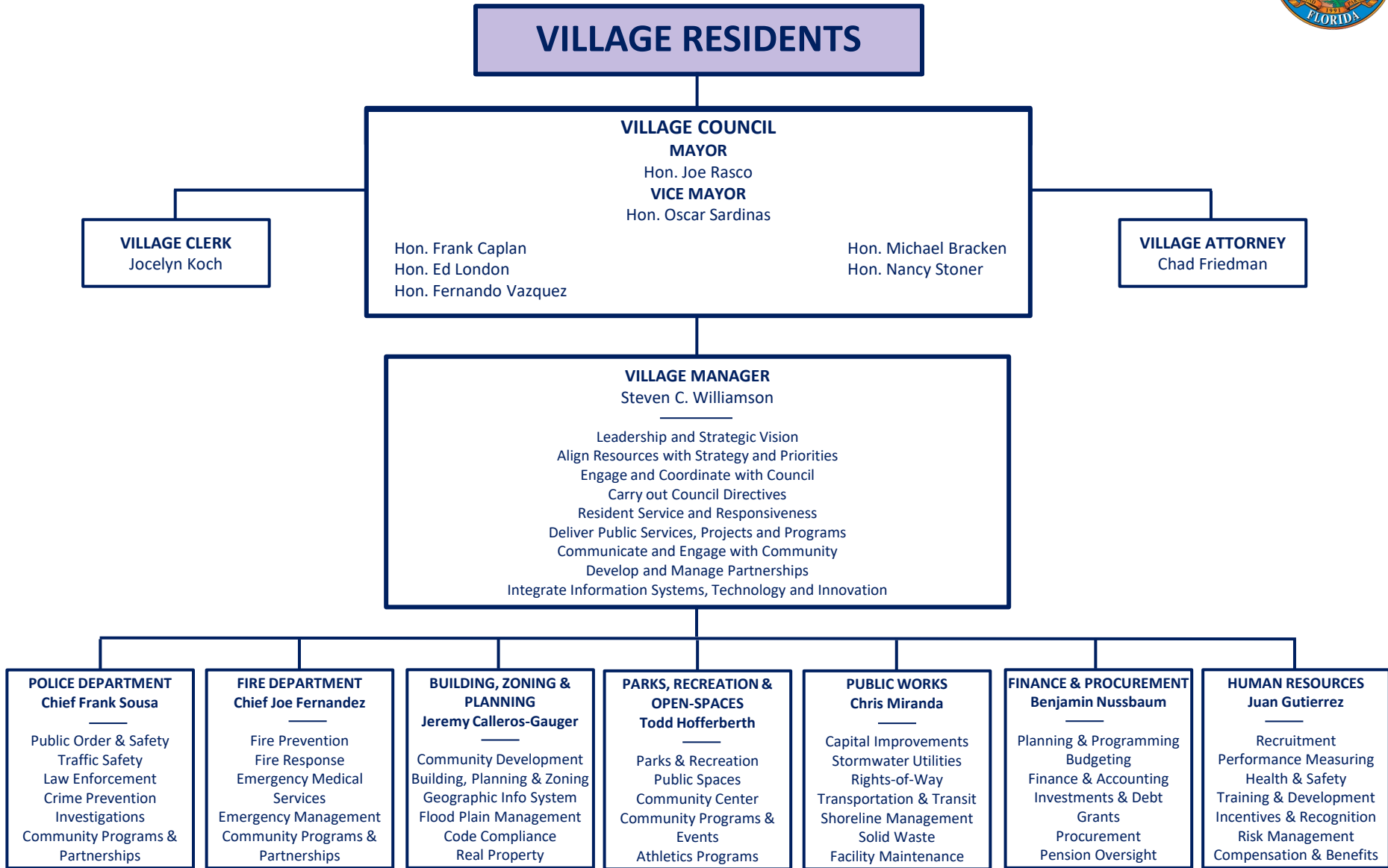
STEARright 5 + 2 Goals



Supporting our Delivery










Village of Key Biscayne Functional Organization Chart



Proposed Focus Areas



-  Ensure Community Safety
 -  Maintain Safe Streets
-  Preserve & Shape Village Character
 -  Partner with Local Public Schools
-  Deliver Community Programs & Events
 -  Enhance Public Spaces
-  Alleviate Traffic
-  Reduce Flooding
-  Improve Power Reliability
-  Protect Shorelines



Proposed Supporting Efforts



- 👥 Provide Impeccable Customer Service
- 🔄 Transform Operational Systems
- 💰 Sustain Financial Wellbeing
- ✂️ Manage Village Assets
- 👤 Attract, Develop, Recognize and Retain Great People
- 📡 Advance Communications & Community Engagement
- 🌟 Collaborate with Partners

Proposed Priority Actions



Safe & Secure

- Police presence and engagement
- Traffic safety and enforcement
- Village-wide security camera network
- Coordinate and communicate during events
- 6 police vehicles
- Hurricane prep and response
- Fire rescue automatic aid agreement
- 2 rescue trucks | 1 quint
- Fire prevention: residences and commercial



Thriving & Vibrant

- Flood mitigation and resilience regulations
- Monaco Fountain Plaza and Civic Center
- Developments: Entry block, 301 Ocean Drive, library and Grand Bay Club
- Swale and sightline compliance
- Building permitting and plans review
- Building certification and safety compliance



Engaging & Active

- Community Center assessment and rehab
- Recreation facilities: MAST & Virginia Key athletics fields; Dog Park; Calusa Park lights; Beach Park; Village Green fitness equipment
- Parks, fields and beach maintenance, safety and programming
- Library construction and joint programming
- Athletics programs



Connected & Mobile

- Rickenbacker Causeway and Bear Cut Bridge
- Harbor Drive rehab
- Village roadways and traffic calming devices
- Streetlight coverage and management
- North beach access pathway
- Asset management: stormwater systems, facilities, parks, fields and beach, grounds and landscaping, rights-of-way



Resilient & Sustainable

- Zone 8 power and telecom undergrounding
- Village-wide power and telecom undergrounding program
- Zone 1 stormwater procurement, design and pre-construction
- Garden District drainage improvements
- Offshore barrier reef feasibility study and preliminary design
- Beach renourishment

Proposed Priority Actions



Effective & Efficient

- Resident service and experience: reception areas, VKB 311, handbook, phones
- Property tax reform mitigation
- Diversify revenue sources
- 10-year financial wellness strategy
- AI opportunities and integration
- Newcomers onboarding process
- Capital Improvements Program management
- Grant pursuit and administration



Comms & Collaborate

- Align communications with strategic goals and partnerships
- Brand definition and alignment
- Community engagement
- Information management and reporting
- Regional partner collaboration
- State and federal legislative agendas

Village Financial Posture



Strength • Protection • Potential

Fiscal Responsibility & Stability:

- Five consecutive years of lowering millage rate
- Lowest combined tax rate in Miami-Dade County
- Growing reserves to support public safety, community protection and strategic investment
- Strong credit ratings and clean audits reflect sound financial management

Operational Excellence:

- Improved service delivery across all departments
- Targeted and strengthened staffing levels
- Strategy-centric budgeting aligned with resident needs and expectations

Capital Investment & Infrastructure

- Strategic capital planning:
 - Infrastructure upgrades
 - Equipment modernization
 - Facility improvements
 - Park enhancements
- A formalized MR4-focused asset-Based Capital Improvement Plan

Financial Innovation & Growth

- Diversifying revenues through a user-benefit/user-pay model for non-essential services
- Expanded debt capacity to responsibly invest in major infrastructure initiatives
- Successful grant acquisition to support infrastructure, public safety and vital operations

Budget Access & Transparency:

https://cleargov.com/florida/miami_dade/village/key-biscayne

Healthy Reserves
~57.6% of Budget
\$27M

Low Debt to
Revenue Ratio
2.2%

Available Debt
Capacity
\$117M

Grants Under
Management
\$21.5M

Credit Rating
High Grade
Low Risk
Moody's Aa1
S&P AA

Pension Coverage
97.6%

Growing MR4
Backlog
~\$17.5M

MR4 – Maintenance, Repair, Rehab,
Renovation & Replacement of Existing Assets

Undiversified
Revenue Sources
Ad Valorem
70.9%

Lowest Overlapping
Millage in M-DC
15.5108

Added Budget Pressures



Property Tax Reform Adaptation Strategies



	FY27	FY28	FY29	Consider	
Reduce Expenses	Control Overtime, Benefits and Compensation	√	√	√	
	Review and Optimize Contracts and Vendors	√	√	√	
	Reduce Targeted Expenditures		√	√	
	Defer Capital Projects and Lifecycle Management		√	√	
	Reprioritize Programs and Reset Service Levels			√	
Diversify Revenues	Diversify Non-Ad Valorem Revenue Sources	√	√	√	
	Implement/Raise User Fees	√	√	√	
	Leverage Enterprise Funds		√	√	
	Implement Special Assessments				√
	Adjust Millage Appropriately				√
	Monetize Assets				√
	Allow Naming Rights				√
Financial Management	Pursue Grants and Appropriations	√	√	√	
	Use Reserves Strategically			√	
	Assess Strategic Debt Usage				√
Organizational Change	Invest in Smart Technology	√	√	√	
	Analyze Public-Private Partnerships			√	
	Freeze or Eliminate Positions				√

Property Tax Reform Recommendations



FY27 - Setting the Conditions:

- Cost controls:
 - Moderate overtime, benefits and compensation
 - Continue to review and optimize contracts and vendors
- Revenue diversification:
 - Pursue non-ad valorem revenue sources – franchise fees, beach restoration fund, local business taxes
 - Implement/raise user fees – Community Center, training and permits, field usage
 - Continue aggressively pursuing grants and appropriations
- Build reserves strategically – consider to support future critical capital projects
- Invest in smart technology – develop AI policy and implementation plan

FY28 - Addressing Initial Revenue Reductions:

- Reduce targeted expenditures – hard decisions on less essential services, programs and events
- Defer capital projects and lifecycle management – implement disciplined and prioritized asset management system
- Leverage enterprise funds - roadway and stormwater construction, park acquisition and investments, and recycling services

FY29 - Addressing Additional Revenue Reductions:

- Reprioritize programs and reset service levels - on less essential services, programs and events
- Use reserves strategically – only on financially value-added capital projects
- Analyze public-private partnerships – Community Center, parks, athletics, and programs and events

Total Operating Budget – Cost Drivers



General Fund Category	FY26 Budget	FY27 Budget	Difference	% Diff	% of Total
Personnel	\$25,334,053	\$27,196,772	\$1,862,719	+7.4%	61.2%
Professional/Contractual Services	\$6,922,725	\$6,707,718	(\$215,007)	-3.1%	15.1%
Operations, Maintenance & Repair	\$9,116,946	\$9,152,019	\$35,073	0.4%	20.6%
Total Operations	\$41,373,724	\$43,056,510	\$1,682,786	+4.1%	
Debt Service	\$1,066,883	\$1,059,062	(\$7,821)	-0.7%	2.4%
Transfers Out	\$2,975,483	\$334,325	(\$2,641,158)	-88.8%	0.8%
Grand Total	\$45,416,090	\$44,449,897	(\$966,193)	-2.1%	



Police Cost Drivers & Focus Areas



General Fund Category	FY26 Budget	FY27 Budget	Difference	% Diff	% of Total
Personnel (40 Off 10 Civ)	\$9,327,559	\$10,301,804	\$974,245	+10.4%	84.1%
Professional/Contractual Services	\$578,321	\$590,615	\$12,294	+2.1%	4.8%
Operations, Maintenance & Repair	\$1,329,109	\$1,356,295	\$27,186	+2.0%	11.1%
Total Operations	\$11,234,989	\$12,248,714	\$1,013,725	+9.0%	

Focus Area Actions	
Police Presence & Engagement	CAD/RMS Data-Driven Operations
Traffic Safety & Enforcement	Police Maritime Patrol Vessel
Community Outreach & Education	Coordinate & Communicate During Traffic Events
6 Police Vehicle Replacements	
Multi-Modal Traffic Safety Laws	
Village Wide Security Camera Network	



Fire Rescue Cost Drivers & Focus Areas



General Fund Category	FY26 Budget	FY27 Budget	Difference	% Diff	% of Total
Personnel (40 FF 2 Civ)	\$8,846,353	\$9,343,778	\$497,425	+5.6%	81.7%
Professional/Contractual Services	\$1,038,132	\$1,068,887	\$30,755	+3.0%	9.3%
Operations, Maintenance & Repair	\$799,174	\$1,026,404	\$227,230	+28.4%	9.0%
Total Operations	\$10,683,659	\$11,439,069	\$755,410	+7.1%	

Focus Area Actions	
Automatic Aid Agreement with the City of Miami	Community Outreach & Education
Hurricane Preparedness & Response	Staff, Train & Equip in Alignment with NFPA Standards
2 Rescue Truck Replacement	
1 New Firefighter	
Fire Prevention: Residences, Commercial & Sprinklers	
Fire Station Facilities	



Zoning & Planning Drivers & Focus Areas



General Fund Category	FY26 Budget	FY27 Budget	Difference	% Diff	% of Total
Personnel (4)	\$453,230	\$494,477	\$41,247	+9.1%	75.3%
Professional/Contractual Services	\$81,940	\$101,716	\$19,776	+24.1%	15.5%
Operations, Maintenance & Repair	\$58,845	\$60,592	\$1,747	+3.0%	9.2%
Total Operations	\$594,015	\$656,785	\$62,770	+10.6%	

Focus Area Actions	
Flood Mitigation and Resilience Regulations & Code	Swale and Sightline Compliance & Enforcement
Building Certification & Safety Compliance	
Rickenbacker Causeway & Bear Cut Bridge Coordination	
Monaco Fountain Plaza & Civic Center Improvements	
New Developments Facilitation	
Building Permitting & Plans Review Improvements	

* Building Division operational budget accounted for separately through Building Special Revenue Fund



PROS Cost Drivers & Focus Areas



General Fund Category	FY26 Budget	FY27 Budget	Difference	% Diff	% of Total
Personnel (14 FT 55 PT)	\$2,720,646	\$2,846,825	\$126,179	+4.6%	37.4%
Professional/Contractual Services	\$1,011,731	\$986,614	(\$25,117)	-2.5%	13.0%
Operations, Maintenance & Repair	\$3,802,044	\$3,779,578	(\$22,466)	-0.6%	49.6%
Total Operations	\$7,534,421	\$7,613,017	\$78,596	+1.0%	

Focus Area Actions	
Library Construction & Joint Programming	Beach Park Rehabilitation
Sports Programs	Dog Park Refurbishment
Lights & Pickleball @ Calusa Park Multi-Purpose Courts	Overhaul Parks & Recreation Bus
Community Center Facility & Programming Assessment	Parks, Fields & Beach Maintenance, Safety and Programming
MAST Academy & Virginia Key Athletic Fields	New Village Green Fitness Equipment
Disability & Special Needs Programming	



Public Works Cost Drivers & Focus Areas

General Fund Category	FY26 Budget	FY27 Budget	Difference	% Diff	% of Total
Personnel (10)	\$1,271,000	\$1,352,623	\$81,623	+6.4%	24.0%
Professional/Contractual Services	\$2,777,556	\$2,517,896	(\$259,660)	-9.3%	44.6%
Operations, Maintenance & Repair	\$2,072,675	\$1,769,978	(\$302,697)	-14.6%	31.4%
Total Operations	\$6,121,231	\$5,640,497	(\$480,734)	-7.9%	

Focus Area Actions	
Harbor Drive & Village-Wide Streets	Asset Management Based Operations, Maintenance & Repair
Garden District Drainage Improvement	Beach Renourishment
Zone 8 Power & Telecom Undergrounding	Village-Wide Power & Telecom Undergrounding
Zone 1 Stormwater Procurement, Design & Pre-Construction	Harbor Drive & Village-Wide Streetlights
Stormwater System Maintenance & Repair	
Offshore Barrier Reef Feasibility Study	



Finance & Admin Cost Drivers & Focus Areas



General Fund Category	FY26 Budget	FY27 Budget	Difference	% Diff	% of Total
Personnel (13)	\$2,391,797	\$2,571,929	\$180,132	+7.5%	62.9%
Professional/Contractual Services	\$712,607	\$718,502	\$5,895	+0.8%	17.6%
Operations, Maintenance & Repair	\$736,178	\$797,383	\$61,205	+8.3%	19.5%
Total Operations	\$3,840,582	\$4,087,814	\$247,232	+6.4%	

Focus Area Actions	
Diversify Revenue Sources	CIP & Grants Management
10-Year Financial Wellness Assessment	Information Management & Reporting
AI Opportunities & Integration	Brand Definition & Alignment
Newcomers Onboarding	Public Records Process
Strategic Communications Action Plan	Resident Service & Experience Program
Regional Partner Collaboration	State & Federal Legislative Agendas

Current General Fund Debt Status



Debt Capacity	\$122M Capacity (1% of \$12.2B Taxable Value)		
Outstanding Debt FY 25	Amount	Interest Rate	Maturity
School Improvement 2014	\$1.36M	1.23%	FY30
Sewer Improvement 2016	\$1.22M	1.23%	FY31
School Improvement 2017	\$2.22M	1.23%	FY33
Fire Engine 2021	\$0.38M	1.76%	FY31
Total	\$5.18M	1.27% weighted average	
Funds Available Under Debt Cap	\$116.82M		

Expenditure Roll Up



Department	2024 Actuals	2025 Actuals	2026 Budget	2026 Actuals (April YTD)	2027 Estimate	Difference	Diff %
Council	52,440	57,998	81,000	17,769	104,000	23,000	28.4%
Clerk	466,499	532,767	583,827	311,796	566,613	(17,214)	-2.9%
Administration	2,908,517	3,067,211	3,840,582	2,113,734	4,087,814	247,232	6.4%
Attorney	563,220	538,106	700,000	276,003	700,000	-	0.0%
Planning & Zoning	497,301	524,987	594,015	323,956	656,785	62,770	10.6%
Police	9,356,704	9,440,371	11,234,989	6,619,283	12,248,714	1,013,725	9.0%
Fire Rescue	9,826,201	8,936,707	10,683,659	5,733,089	11,439,069	755,410	7.1%
Public Works	5,256,451	5,068,950	6,121,231	3,029,190	5,640,497	(480,734)	-7.9%
Parks & Recreation	2,078,362	2,119,541	2,561,369	1,481,392	2,612,209	50,840	2.0%
Community Center	3,198,126	3,354,249	3,787,327	2,493,095	3,842,074	54,747	1.4%
Athletics	1,090,801	901,996	1,185,725	721,376	1,158,734	(26,991)	-2.3%
Total Operating Expenses	35,294,623	34,542,882	41,373,724	23,120,682	43,056,510	1,682,786	4.1%
Debt Service	1,311,302	1,032,321	1,066,883	1,033,941	1,059,062	(7,821)	-0.7%
Transfers Out	6,144,252	4,853,414	2,975,483	303,531	334,325	(2,641,158)	-88.8%
Total Non Operating Expense	7,455,554	5,885,735	4,042,366	1,337,472	1,393,387	(2,648,979)	-65.5%
Grand Total	42,750,177	40,428,617	45,416,090	24,458,155	44,449,897	(966,193)	-2.1%

Revenue Projection



Ad-Valorem Taxes:
4.2% Increase in taxable value from prior year

Tax Roll Year	Budget Year	Preliminary Taxable Value	Change from Prior Year	% Change
2019	2020	\$8,310,656,693	(\$221,969,007)	-2.6%
2020	2021	\$8,202,651,483	(\$108,005,210)	-1.3%
2021	2022	\$8,269,112,147	\$66,460,664	0.8%
2022	2023	\$9,096,495,184	\$827,383,037	10.0%
2023	2024	\$9,978,517,232	\$882,022,048	9.7%
2024	2025	\$10,989,883,172	\$1,011,365,940	10.1%
2025	2026	11,708,685,999	718,802,827	6.5%
2026	2027	\$12,200,000,000	\$491,314,001	4.2%

State Revenue Share: Based on sales and use tax. Distribution measured by population and sales tax collections.

Charges for Services: Parks and Recreation usage fees, permits and membership expected to rise because of change in policies and increased usage

Interest Income: Village will benefit from the combination of stable interest rates and strong reserves

Revenue Projections Details



Operating Revenues	2024 Actuals	2025 Actuals	2026 Budgeted	2026 Actuals (April)	2027 Proposed	Diff %
Ad Valorem Taxes	30,091,060	31,355,838	32,086,132	31,006,121	33,432,514	4.2%
Utility Services Tax	2,745,059	2,849,775	2,807,000	1,582,856	2,908,052	3.6%
Communications Services Tax	745,421	779,678	770,000	392,540	780,000	1.3%
Franchise Fees	1,489,255	1,497,300	1,496,000	812,062	1,549,856	3.6%
Charges for Services	2,936,285	3,322,325	3,200,500	2,354,338	3,246,000	1.4%
Licenses & Permits	276,538	370,296	311,000	206,718	348,000	11.9%
Intergovernmental	3,060,814	3,105,156	3,105,858	1,039,102	3,259,379	4.9%
Interest Income	2,317,783	2,121,306	1,496,600	1,455,365	1,500,000	0.2%
Miscellaneous Revenue	63,185	197,569	110,000	50,803	110,000	0.0%
Total Operating Revenues	43,725,400	45,599,242	45,383,090	38,899,905	47,133,801	3.9%
Federal Grants	49,708	60,017	-	111,844	-	
State Grants	551,224	53,250	45,000	3,240	-	
Local Grants	74,191	26,026	-	16,049	-	
Total Other Revenues	675,124	139,293	45,000	131,133	-	
Grand Total Revenues	44,400,524	45,738,534	45,428,090	39,031,038	47,133,801	3.8%



Reserves Projection & Goals

Reserve Funds	EOY FY 25 Balance	EOY FY 26 Projection	% of Operating Budget	EOY FY 26 Goal
General Reserve	\$26.8M	\$22.4M	47.5%	\$18.8M
Emergency Reserve	\$4.3M	\$4.7M	10.0%	\$4.7M

Policy: Strive to maintain a General Reserve Fund at 40% of Operating Budget and an Emergency Fund at 10% of Operating Budget.

Justification:

- Hedge against risks associated with being a barrier island with one access road
- Support post-storm service delivery while avoiding severe strain on Village finances
- Liquidity for economic downturns, emergencies, unexpected expenses or revenue loss
- Maintain strong credit rating and favorable borrowing terms
- Earn competitive returns on reserves, reducing the net cost of Village operations
- Serve as advanced funding source for critical capital *infrastructure* projects
- Provide matching funds for time-sensitive grants and other external funding

Grants & Reimbursements



Status	Amount Awarded	Received Reimbursements	Outstanding Reimbursements
Newly Awarded	\$12,241,067		\$12,241,067
Currently Active	\$7,673,248	\$333,313	\$6,993,525
Working Close Out	\$1,634,913		\$1,330,913
Closed	\$17,412,897	\$17,412,897	\$0
Total	\$38,962,125	\$17,412,897	\$20,565,505

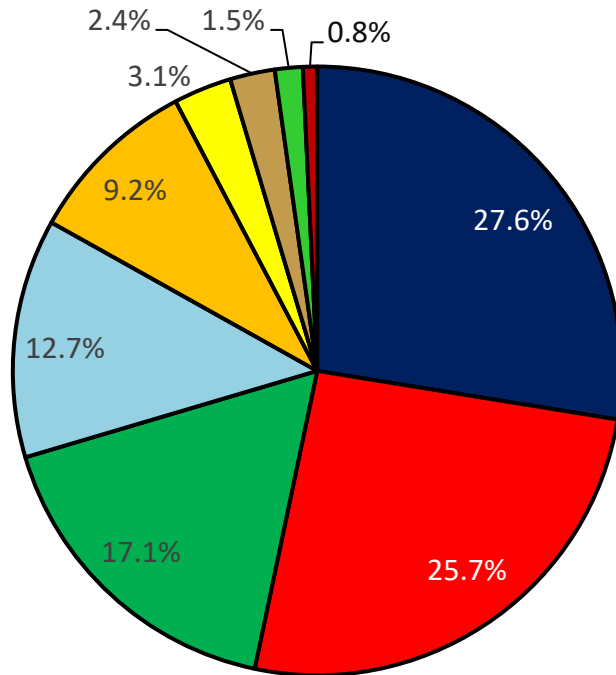
Note: Includes federal, state & local grants; appropriations and reimbursements over the last 5 years

Special Revenue & Enterprise Funds



Fund Type	Description	EOY FY25 Actual Balance	FY26 Revenue Sources & Intended Use	EOY FY26 Projected Balance
Special Revenue	Transportation	\$2,337,232	<p>Revenue Sources: Local Option Gas Tax (LOGT); Transportation Surtax (CITT); FDOT Public Transit Service Development Grants</p> <p>Budget Estimate: \$1,313,869</p> <p>Expense Items: 9 Freebees; Harbor Drive improvements; roadway and traffic calming improvements</p>	\$2,325,076
Special Revenue	Parks, Recreation & Open Space Land Trust	\$5,691,401	<p>Revenue Sources: 1% Ad-Valorem Transfer and Interest Income</p> <p>Budget Estimate: \$0</p> <p>Expenses: Strategic plan supported park land acquisitions and eligible associated costs ** Parks Concurrency Fee of \$6,366,577 from 301 Ocean Drive in October 2029</p>	\$6,227,745
Special Revenue	Building	\$2,127,747	<p>Revenue Sources: Building Permits; Certificate of Occupancy; Lien Search Fees; Building Code Violations (assessing HB 803 impact)</p> <p>Budget Estimate: \$2,400,000</p> <p>Expenses: Department personnel, facilities, equipment and operations</p>	\$1,734,573
Enterprise	Stormwater	\$5,217,882	<p>Revenue Sources: Stormwater Utility Fees</p> <p>Budget Estimate: \$2,574,696</p> <p>Expenses: Operations and maintenance of existing system; Garden District Stormwater project; existing and new CWSRF debt service</p>	\$5,394,00
Enterprise	Solid Waste	\$1,089,224	<p>Revenue Sources: Fee on single family and duplex properties for solid waste and recycling services</p> <p>Budget Estimate: \$1,250,000</p> <p>Expenses: Contracted service for solid waste and recycling</p>	\$1,089,224

FY27 Budget Estimate



- Police Services (\$12.2M)
- Fire Rescue Services (\$11.4M)
- Parks & Recreations, Community Center, & Athletics (\$7.6M)
- Public Works Services (\$5.6M)
- Finance, Admin & Comms Support (\$4.1M)
- Council, Clerk & Attorney (\$1.4M)
- Debt Services (\$1.1M)
- Planning & Zoning Services (\$.7M)
- Transfers (\$.3M)

To Achieve Expected Level of Service, Funding Supports:

- Personnel costs to deliver services
- Operations, programs, events and services
- Routine maintenance and repair
- Transfer to PROS Land Trust Fund
- Debt service
- No transfer to Capital Improvements Plan

**Total Baseline
Budget: \$44.4M**

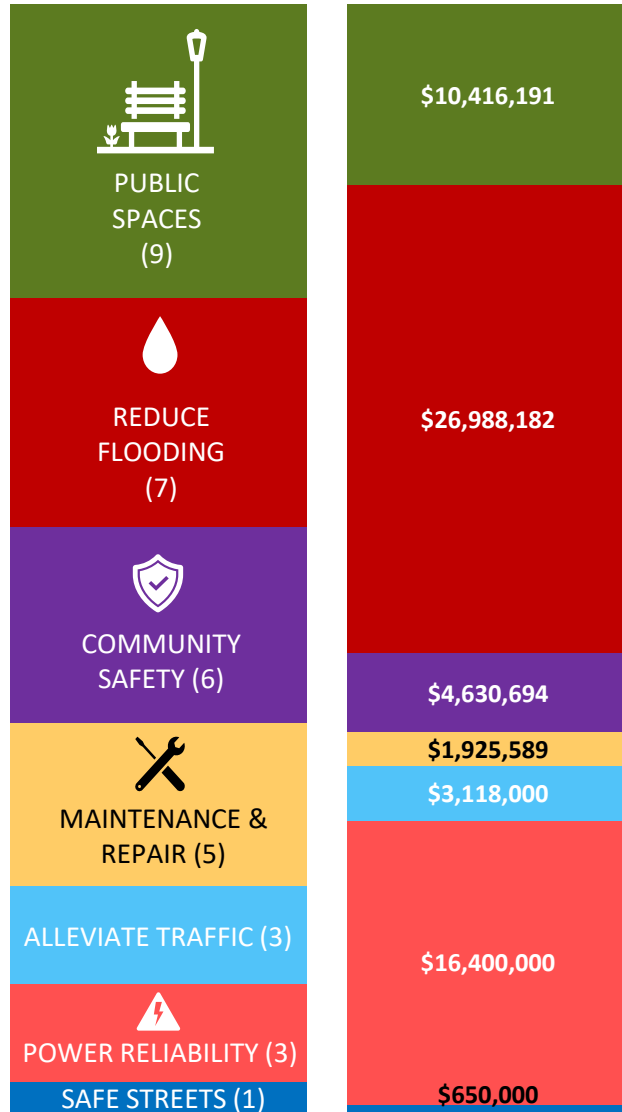
FY27 Proposed New Initiatives



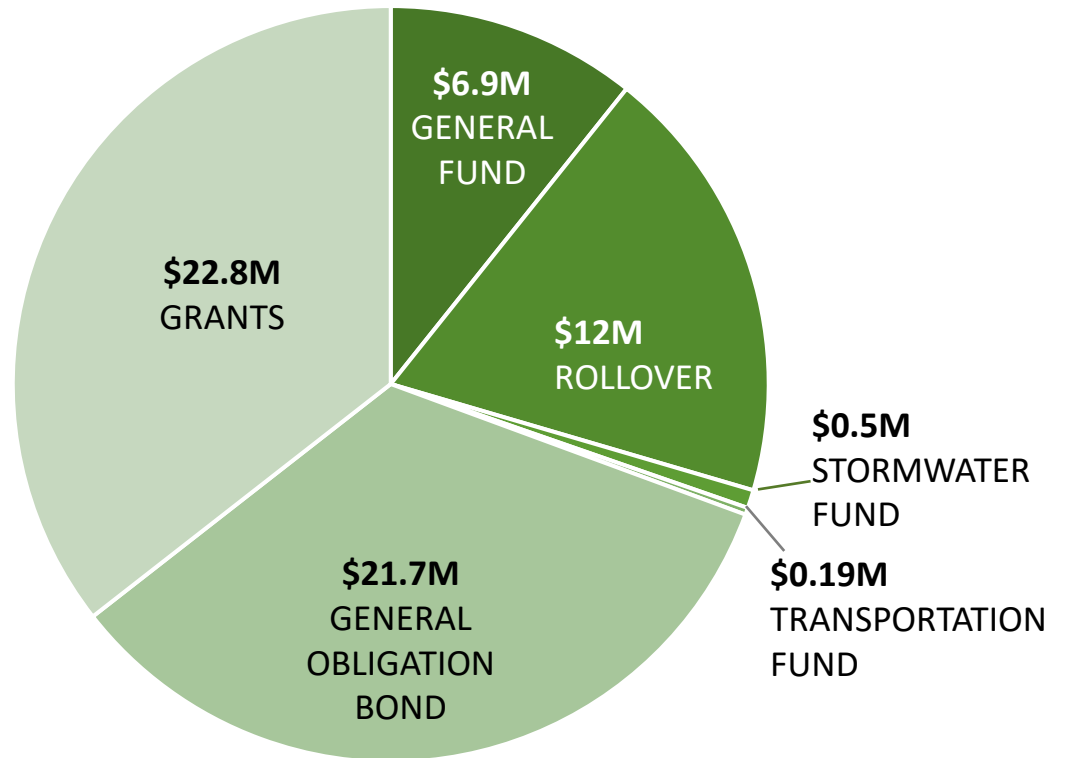
Pri	FY27 Proposed New Initiatives	Focus Area	Required Funding	Millage Impact	Cumulative	Diff	
				Baseline Millage:	2.6530		
2	Renourish Beach and Dunes **	Protect Shoreline	\$1,300,000	0.1122	2.7652	-4.1%	
3	Rehab Village Facility Elevators	Enhance Public Spaces	\$500,000	0.0431	2.9162	1.1%	
3	Replace MAST Athletic Field Turf **	Enhance Public Spaces	\$1,250,000	0.1079	2.8730	-0.4%	
3	Firefighter	Ensure Community Safety	\$144,000	0.0124	2.9286	1.5%	
4	Upgrade Community Center Sewer System to Gravity Flow	Enhance Public Spaces	\$100,000	0.0086	2.9548	2.4%	
4	Replace Police Boat **	Ensure Community Safety	\$204,000	0.0176	2.9462	2.1%	
4	Upgrade Council Chambers Studio Multi-media	Enhance Public Spaces	\$250,000	0.0216	2.9764	3.2%	
5	Replace Village Police Vehicles	Ensure Community Safety	\$350,000	0.0302	3.0066	4.2%	
5	Install Calusa Park Court Lights	Enhance Public Spaces	\$150,000	0.0129	3.0195	4.7%	
5	Replace Fire Engine	Ensure Community Safety	\$2,300,000	0.1984	3.2180	11.6%	
6	Replace Community Center Generator	Enhance Public Spaces	\$150,000	0.0129	3.2309	12.0%	
8	Resurface Calusa Park Courts and Increase Pickleball Courts	Enhance Public Spaces	\$225,000	0.0194	3.2503	12.7%	
8	Improve Customer Service Reception Areas	Enhance Public Spaces	\$100,000	0.0086	3.2590	13.0%	
			Total:	\$7,023,000	0.6060	3.2590	13.0%

Yellow indicates operational budget (non-CIP)

FY27 Capital Improvement Program Summary



34 Projects 14 New | 20 Continuing
\$64.1 Million



FY27 Proposed Capital Improvement Program



PRI	Project Name	General Fund	Rollover from FY26	Stormwater Fund	Transportation Fund	General Obligation Bond	Grant / Other People's Money	TOTAL FUNDING
1	Replace Fire Rescue Trucks		\$1,194,009					\$1,194,009
1	Improve Garden District Drainage		\$910,000			\$5,900,000	\$8,130,682	\$14,940,682
1	Design Zone 1 - K8 School Central Stormwater Basin		\$2,845,000					\$2,845,000
1	Underground Utilities Zones 8		\$150,000			\$3,000,000		\$3,150,000
2	Replace Airpacks (22)		\$207,685					\$207,685
2	Contribute to Shoreline		\$950,000					\$950,000
2	Renourish Beach and Dunes	\$1,300,000					\$1,100,000	\$2,400,000
2	Improve Zone 1 Drainage			\$500,000			\$2,000,000	\$2,500,000
2	Underground Utilities Zones 1		\$250,000			\$12,800,000		\$13,050,000
3	Rehab Village Facility Elevators	\$500,000						\$500,000
3	Replace MAST Athletic Field Turf	\$1,250,000					\$1,250,000	\$2,500,000
3	Repave Harbor Drive		\$922,941				\$1,915,059	\$2,838,000
3	Improve Streetlight Coverage		\$650,000					\$650,000
3	Underground Utilities Village Wide		\$200,000					\$200,000
4	Rehab Community Center		\$458,729					\$458,729
4	Upgrade Community Center Sewer System to Gravity Flow	\$100,000	\$240,860					\$340,860
4	Replace Police Boat	\$204,000					\$125,000	\$329,000
4	Upgrade Council Chambers Studio Multi-media	\$250,000						\$250,000
4	Design and Construct Offshore Hybrid Reef		\$412,500				\$900,000	\$1,312,500
5	Assess Community Center Facility and Programming		\$200,000					\$200,000
5	Install Calusa Park Court Lights	\$150,000	\$225,000					\$375,000
5	Replace Village Police Vehicles	\$350,000						\$350,000
5	Replace Fire Engine	\$2,300,000						\$2,300,000
6	Replace Community Center Generator	\$150,000	\$276,000					\$426,000
6	Contribute to Virginia Key Athletic Fields Design		\$250,000				\$5,000,000	\$5,250,000
6	Improve Beach Access Paths		\$100,000				\$175,000	\$275,000
6	Repave Roadways Village Wide		\$50,000		\$150,000			\$200,000
7	Renovate Beach Park		\$1,000,000					\$1,000,000
7	Rehab Civic Center/Monaco Fountain Plaza		\$347,981				\$300,000	\$647,981
7	Connect Community Center Lighthouse Room to Fiber		\$43,210					\$43,210
8	Resurface Calusa Park Courts and Increase Pickleball Courts	\$225,000						\$225,000
8	Improve Customer Service Reception Areas	\$100,000						\$100,000
8	Holiday Colony Flood Reduction and Roadway Improvements		\$180,000				\$1,860,000	\$2,040,000
8	Improve Fernwood Drive (Planning & Concept Phase)				\$40,000		\$40,000	\$80,000
		\$6,879,000	\$12,063,915	\$500,000	\$190,000	\$21,700,000	\$22,795,741	\$64,128,656



Justification: Firefighter



Budget Request	Fire Fighter / Paramedic
Description	Provides essential life safety services including fire suppression, advanced life support emergency medical care, technical rescue, hazardous materials response, and disaster operations. Operates fire/rescue apparatus, conducts fire prevention inspections and pre-incident planning, and maintains operational readiness through continuous training. Requires Florida Firefighter and Paramedic certifications.
Direct Budget Request	\$119,000
Indirect Budget Request	\$25,000 for supporting equipment
Justification	<ul style="list-style-type: none">• Current imbalance across shifts (12 / 12 / 11) requires consistent overtime to maintain minimum staffing levels on short shift• Short shift generates ~ 970 overtime hours annually (~\$72,000)• Ongoing reliance on overtime:<ul style="list-style-type: none">○ Limits availability for training and officer development○ Increases forced holdovers and call-backs○ Elevates fatigue, safety risk, and operational stress• Adding position provides balanced staffing and stabilizes daily operations
Metrics	<ul style="list-style-type: none">• Reduction of approximately 970 annual overtime hours• Avoid \$70K–\$74K in overtime costs• Decrease forced overtime and fatigue• Achieve full training and certification compliance• Improve staffing reliability and emergency response readiness

FY27 Proposed Millage Max



FY27 Proposed Millage Max	
FY26 Actual	2.8846
FY27 Proposed Millage Max	3.0066
Difference	0.1220
% Difference	4.2%



FY27-32

Capital Improvements Program

Capital Program FY27-32



Infrastructure and Resilience									
Stormwater	Funding Source	2027	2028	2029	2030	2031	2032	Future Projects	
Construct Zone 1 - K8 School Central Stormwater Basin	SRF, GOB, Grant		TBD	TBD	TBD	TBD	TBD	TBD	TBD
Design Zone 1 - K8 School Central Stormwater Basin	CIP	\$2,650,000	-	-	-	-	-	-	-
Improve Garden District Drainage	CIP, HMGP	\$14,940,682	-	-	-	-	-	-	-
Construct Village Wide Stormwater Improvements	SRF, GOB, Grant		TBD	TBD	TBD	TBD	TBD	TBD	TBD
Electrical and Telecom Utilities									
Underground Utilities Zones 1	GOB	\$13,050,000	-	-	-	-	-	-	-
Underground Utilities Zones 8	GOB	\$3,150,000	-	-	-	-	-	-	-
Underground Utilities Village Wide	GOB	\$200,000	-	\$15,000,000	\$15,000,000	-	-	-	-
Shoreline									
Design and Construct Offshore Hybrid Reef	CIP, Grant	\$1,312,500	-	\$15,000,000	-	-	-	-	-
Conduct USACE CSRSM Back Bay & Beach Feasibility Study	CIP, USACE, MDC	-	TBD	TBD	TBD	TBD	TBD	TBD	TBD
Renourish Beach and Dunes	CIP, BMFAP	\$2,400,000	-	-	\$2,600,000	-	-	-	3000000
Dredge Hacienda Canal	CIP, USACE, MDC	-	TBD	TBD	TBD	TBD	TBD	TBD	TBD
Category Total		\$37,703,182	\$0	\$30,000,000	\$17,600,000	\$0	\$0	\$0	\$3,000,000

Funding Acronym Glossary:

RIF = Road Impact Fee

GOB = General Obligation Bond

CIP = Capital Improvement Program - General Fund

TF = Transportation Fund

BF = Building Fund

SF = Stormwater Fund

HMGP = Hazard Mitigation Grant Program

BMFAP = Beach Management Funding Assistance Program

RIF = Road Impact Fee

USACE = United States Army Corps of Engineers

MDC = Miami-Dade County

Capital Program FY27-32



Facilities								
	Funding Source	2027	2028	2029	2030	2031	2032	Future Projects
Village Hall								
Increase Civic Center Parking	CIP	-	-	\$250,000	-	-	-	-
Replace Elevators in Village Facilities	CIP	-	\$250,000	-	\$250,000	-	-	-
Construct Village Hall Parking Garage	CIP	-	-	-	-	-	-	\$10,000,000
Community Center								
Funding								
Rehab Village Facility Elevators	CIP	\$500,000	-	-	-	-	-	-
Rehab Community Center	CIP	\$468,000	-	-	-	-	-	-
Improve Customer Service Reception Areas	CIP	\$100,000	-	-	-	-	-	-
Connect Community Center to Sewer System	CIP	\$340,860	-	-	-	-	-	-
Assess Community Center Programming	CIP	\$215,100	-	-	-	-	-	-
Replace Community Center Generator	CIP	\$426,000	-	-	-	-	-	-
Replace Strength Equipment in Community Center	CIP	-	-	-	-	\$200,000	-	-
Replace Community Center Pool Deck Lift	CIP	-	-	\$450,000	-	-	-	-
Replace Community Center Roof	CIP	-	-	-	-	\$300,000	\$3,000,000	-
Paint Community Center Garage and Exterior	CIP	-	\$500,000	-	-	-	-	-
Renovate / Expand Community Center	CIP	-	-	-	-	\$500,000	\$500,000	\$15,000,000
Replace Community Center Indoor Playground	CIP	-	\$200,000	\$1,000,000	-	-	-	-
Fire Station								
Funding								
Replace Apparatus Room Doors	CIP	-	\$600,000	-	-	-	-	-
Replace Elevators	CIP	-	\$450,000	\$450,000	-	-	-	-
Replace Fire Station Generator	CIP	-	-	\$600,000	-	-	-	-
Rehab Watch Area Bathroom	CIP	-	-	-	\$250,000	-	-	-
Improve Fire Rescue Training Tower	CIP	-	-	-	-	-	\$350,000	-
Village-Wide								
Funding								
Repair and Replace HVACs	CIP	\$250,000	\$250,000	\$250,000	-	-	-	-
Perform Recertification Facility Major Repairs	CIP	-	TBD	TBD	TBD	TBD	TBD	TBD
Category Total		\$2,299,960	\$2,250,000	\$3,000,000	\$500,000	\$1,000,000	\$3,850,000	\$25,000,000

Capital Program FY27-32



Transportation and Right-of-Way								
Roads	Funding Source	2027	2028	2029	2030	2031	2032	Future Projects
Improve Harbor Drive	CIP, RIF	\$2,920,000	-	-	-	-	-	-
Improve Fernwood Drive	TF, CIP	\$80,000	\$500,000	-	\$5,000,000	-	-	-
Repave Roadways Village Wide	TF	\$500,000	\$500,000	\$500,000	\$500,000	\$500,000	\$500,000	-
Improve Crandon Blvd	CIP	-	-	\$500,000	-	-	\$10,000,000	-
Intersections, Safety, and Traffic Calming								
Improve Streetlight Coverage	CIP	\$650,000	\$500,000	\$500,000	-	-	-	-
Improve Traffic Calming Devices	TF, CIP	-	-	-	-	-	-	-
Holiday Colony Flood Reduction & Roadway Improvements	Grant	\$2,040,000	-	-	-	-	-	-
Install Car Chargers in Village Parking Lots	CIP	-	-	-	-	\$75,000	-	-
Install Electrical Outlets Along Crandon Blvd	CIP	-	-	\$300,000	-	-	-	-
Category Total		\$6,190,000	\$1,500,000	\$1,800,000	\$5,500,000	\$575,000	\$10,500,000	\$0

Capital Program FY27-32



Vehicles and Equipment								
Public Safety	Funding Source	2027	2028	2029	2030	2031	2032	Future Projects
Replace Airpacks (22)	CIP	\$221,456	-	-	-	-	-	-
Replace Fire Rescue Trucks 1 & 2	CIP	\$1,200,000	-	-	-	-	-	\$2,000,000
Replace Fire Chief Vehicles	CIP	-	-	-	-	-	\$200,000	-
Replace Village Police Vehicles	CIP	\$350,000	\$364,000	\$380,000	\$390,000	\$405,000	\$420,000	-
Replace Fire Rescue Radios	CIP	-	\$350,000	-	-	-	-	-
Procure New Police Boat	CIP	\$325,000	-	-	-	-	-	-
Improve Police Boat Parking Area / Boat Launch	CIP, Grant	-	-	-	\$500,000	-	-	-
Replace Fire Engine	CIP	\$2,600,000	-	-	-	-	-	-
Village Operations								
Replace Public Works Department Vehicle (2 gators and 1 pickup truck)	CIP	\$100,000	\$100,000	-	-	-	-	-
Replace Parks and Recreation Bus	CIP	-	\$250,000	-	-	-	-	-
Replace Building Department Chief Vehicle	CIP	-	-	-	\$65,000	-	-	-
Replace Fire Inspector Vehicle	CIP	-	\$65,000	-	-	-	-	-
Vehicles & Equipment Total		\$4,796,456	\$1,129,000	\$380,000	\$955,000	\$405,000	\$620,000	\$2,000,000

Capital Program FY27-32



Parks, Recreation, and Open Spaces									
Parks	Funding Source	2027	2028	2029	2030	2031	2032	Future Projects	
Contribute to "Shoreline" Design	CIP	\$950,000	-	-	-	-	-	-	-
Renovate Beach Park Pavilion and Boardwalk	CIP	\$1,000,000	-	-	-	-	-	-	-
Resurface Calusa Park Courts and Increase Pickleball Courts	CIP	\$225,000	-	-	-	-	-	-	-
Install Calusa Park Court Lights	CIP	\$375,000	-	-	-	-	-	-	-
Replace Over 5 Playground	CIP, Grant	-	\$400,000	-	-	-	-	-	-
Improve Village Green Park Amenities	CIP, Grant	-	\$250,000	-	\$750,000	-	-	-	-
Improve North Beach Access Paths	CIP, Grant	\$275,000	-	-	-	-	-	-	-
Replace Village Green Recreation Equipment	CIP, Grant	-	\$150,000	-	-	-	-	-	-
Upgrade Irrigation Systems Village Wide	CIP	-	-	-	\$350,000	-	-	-	-
Renovate Village Green Bathroom	CIP, Grant	-	-	\$450,000	-	-	-	-	-
Renovate Harbor Park	CIP, Grant	-	-	-	-	\$1,000,000	-	-	-
Renovate Domino Plaza & Linear Park	CIP, Grant	-	-	-	-	-	\$1,000,000	-	-
Build Beach Park Splashpad and Playground	CIP	-	-	-	-	-	-	-	\$3,000,000
Design and Construct Cape Florida Linear Park	GF	-	-	-	-	-	-	-	TBD
Dredge Lake Park	CIP	-	-	-	\$1,500,000	-	-	-	-
Construct Towers Triangle Park	CIP, Grant	-	-	-	-	-	-	-	TBD
Design and Construct Skate Park	CIP, Grant	-	-	-	-	-	-	-	TBD
Cultural Facilities									
Rehab Civic Center/Monaco Fountain Plaza	CIP, Grant	\$400,000	\$250,000	-	-	-	-	-	-
Renew Key Biscayne Heritage Trail	CIP, Grant	-	-	-	-	\$300,000	-	-	-
Renovate Calusa Park Playhouse	CIP, Grant	-	-	-	-	-	-	-	TBD
Athletic Fields and Courts									
Replace Village Green Turf Fields	CIP, Grant	-	\$100,000	\$2,800,000	-	-	-	-	-
Contribute to Virginia Key Athletic Fields Design	CIP	\$250,000	-	-	-	-	-	-	-
Replace MAST Athletic Field Turf	CIP, Grant	\$2,500,000	-	-	-	-	-	-	-
Develop Other Athletic Field Options	CIP	-	-	-	\$3,467,159	-	-	-	-
PROS Total		\$5,975,000	\$1,150,000	\$3,250,000	\$6,067,159	\$1,300,000	\$1,000,000	\$3,000,000	

Capital Program FY27-32



Information Systems and Security								
Project	Funding Source	2027	2028	2029	2030	2031	2032	Future Projects
Connect Community Center Lighthouse Room to Fiber	CIP	\$92,891	-	-	-	-	-	-
Upgrade Council Chambers Studio Multi-media	CIP	\$250,000	-	-	-	-	-	-
Upgrade Fire CCTV and Station Facility Access System		-	\$150,000					
Upgrade Village Marquis Sign Pole	CIP	-	-	\$20,000	-	-	-	-
Replace Servers Village Wide	CIP	-	-	-	-	-	\$600,000	-
IT & Security Total		\$342,891	\$150,000	\$20,000	\$0	\$0	\$600,000	\$0

Vehicle Inventory & Replacement Policy



Type	Years		Mileage
Cars	7	or	100,000
Police / Fire Cars	7	or	100,000
Pick-ups / Vans / SUVs	10	or	100,000
Trucks / Buses	10	or	125,000
ATVs / Golf Carts	5	or	NA
Equipment/Trailers/Boats	10	or	NA
Rescue Trucks	7	or	150,000
Fire Apparatus (Pumpers)	10	or	NA
Fire Apparatus (Ladders)	12	or	NA

Vehicles by Department

Police: 45

Fire: 12

Parks & Recreation: 4

Public Works: 6

Building, Zoning & Planning: 2

Total: 69

Apply additional decision criteria:

- Mission criticality/suitability
- Safety acceptability
- Reliability requirements

Vehicle Lifecycle Status



of 69 vehicles, 15 are overdue (22%)
(exceeding lifetime AND milage replacement policy)

Department	Total Vehicles	# Overdue	Percent of Total
Police	45	10	22%
Fire	12	1	8%
Parks & Recreation	4	1	50%
Public Works	6	3	60%
BZP	2	0	0%

Vehicle Replacement Plan



Fiscal Year	Fire Vehicles	Apparatus Trucks	Fire Rescues	Police Vehicles	PROS Vehicles	PROS Bus	BZP Vehicles	PW Vehicles
2020		1		0				
2021	1			7				
2022				4			1	1
2023				5				1
2024	2		2	4				
2025	2			5				
2026	1			6				
2027		1		5				1
2028	1			5	1	1		
2029				5			1	
2030				5				
2031	1			5				