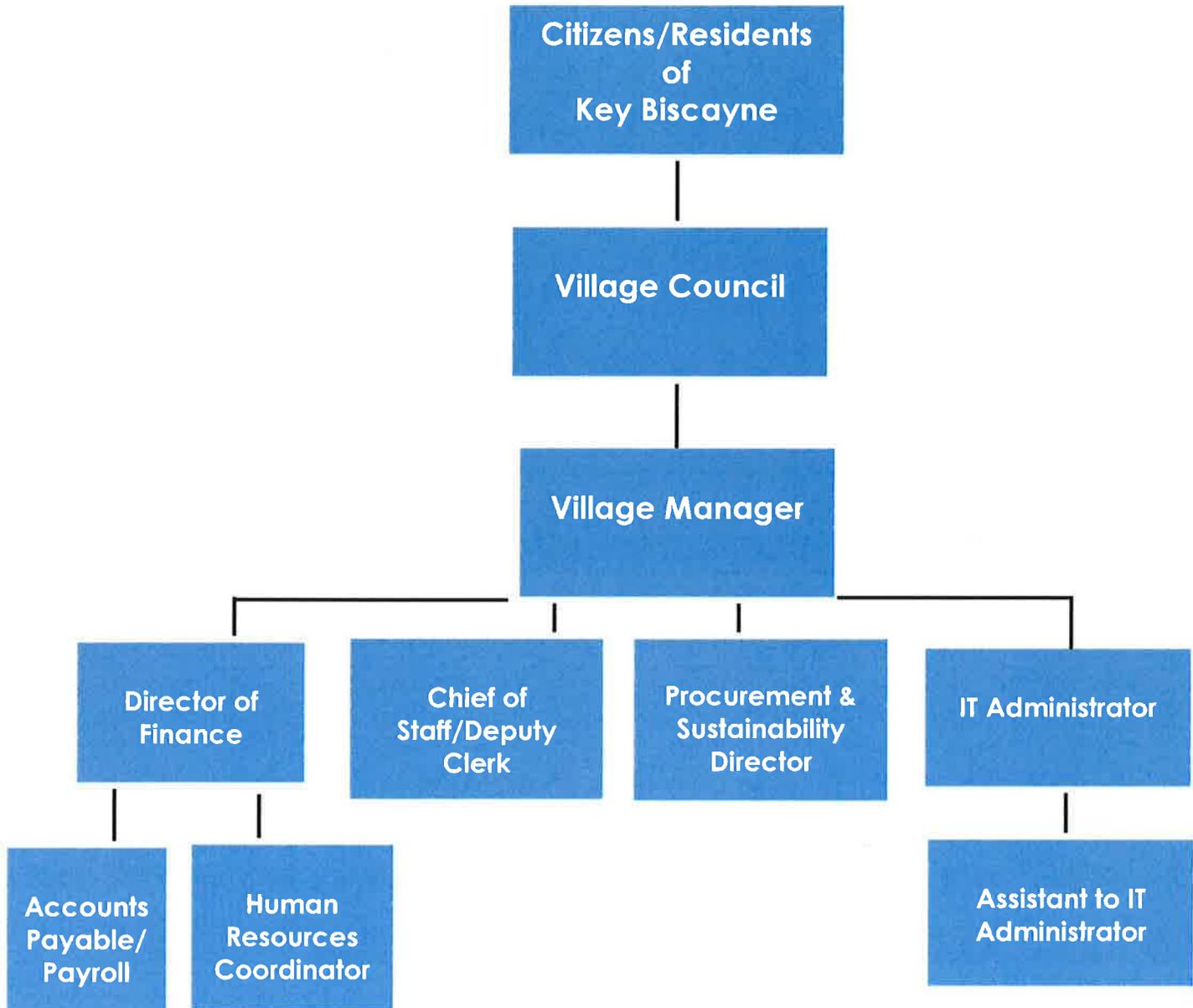
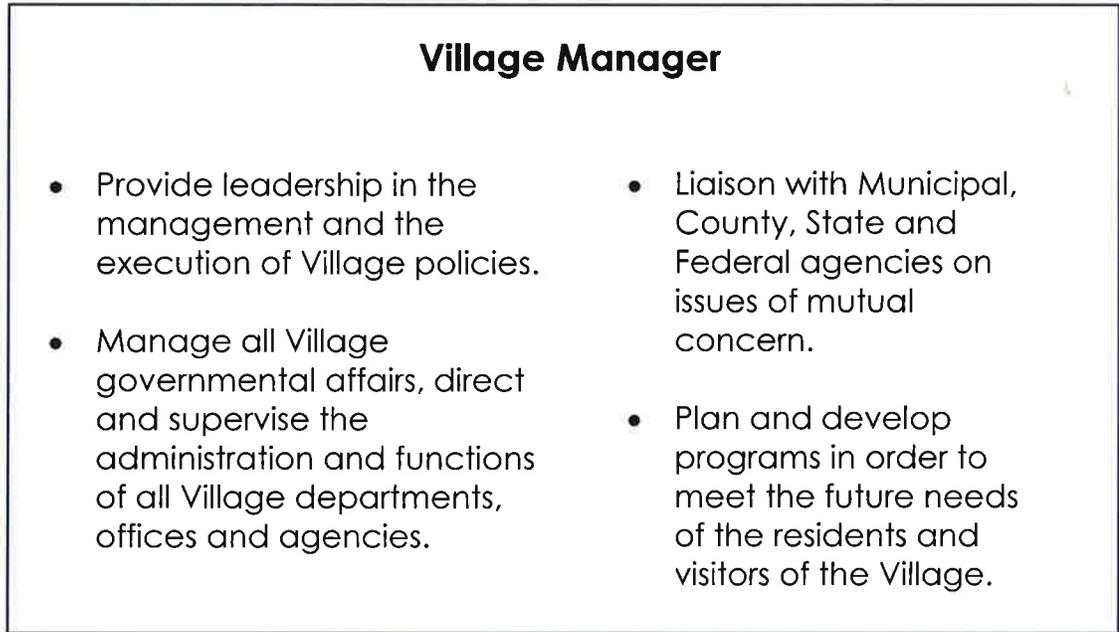


ORGANIZATIONAL CHART



FUNCTIONAL ORGANIZATIONAL CHART



MISSION STATEMENT

To implement Village Council policies and to provide sound leadership and oversee all departmental activities, enabling them to work in the best interests of our community, instill the Village’s mission statement among our employees to foster an outstanding level of service at a reasonable cost, and effectively implement and administer the policies established by the Council.

DEPARTMENTAL DESCRIPTION

The Village Manager is the Chief Executive Officer and Administrative Head of the Village, with the responsibility for planning, organizing, directing, staffing, coordinating and budgeting for the widespread programs and services for the citizens of the Village. The Village Manager is appointed by and serves at the pleasure of the Village Council and is directly responsible for executing Village laws and ordinances and is responsible for implementation of policies set forth by the Village Council. The Village Manager appoints the Director's of all Departments.

As Chief Executive Officer of the Village government, the Village Manager is responsible for providing and exercising overall supervision and disciplinary control over the necessary administrative and operating staff to carry-out official Council policies. The Village Manager assists in adopting a financial plan for Village operations by helping to prepare for Council consideration the Annual Operating

OFFICE OF THE VILLAGE MANAGER

FISCAL YEAR 2017 BUDGET

Budget and Capital Improvements Program. The Village Manager develops and recommends alternative solutions to community problems, as well as, plans and develops programs to meet the future physical, social, and cultural needs of the Village. The Village Manager is responsible for the execution of contracts, deeds and other document on behalf of the Village to the extent provided by Council, and is responsible for the enforcement of all laws, charter and acts of the Council.

PERSONNEL SUMMARY

Authorized Positions	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
Village Manager	1.0	1.0	1.0	1.0	1.0
Executive Assistant Village Manager	1.0	1.0	0.0	0.0	0.0
Chief of Staff/Deputy Clerk	0.0	0.0	1.0	1.0	1.0
Finance Director	1.0	1.0	1.0	1.0	1.0
IT Administrator	1.0	1.0	1.0	1.0	1.0
Assistant to IT Administrator	0.0	0.0	1.0	1.0	1.0
Human Resources Coordinator	1.0	1.0	1.0	1.0	1.0
Procurement Sustainability Director	0.0	0.0	0.0	1.0	1.0
Special Projects Coordinator	0.25	0.25	0.25	0.0	0.0
Total Full-Time	5.25	5.25	6.25	7.00	7.00

FY 2017 DEPARTMENTAL GOALS, OBJECTIVES & MANAGEMENT OVERVIEW

- To satisfactorily relay Village Council policy decisions to the organization and administer the decisions in day-to-day operations.
- To maintain administrative control of all departments by reports, and verbal and written communications on all matters involving daily operation of the Village.

OFFICE OF THE VILLAGE MANAGER

FISCAL YEAR 2017 BUDGET

- To conduct any special studies, information gathering and reports as may be necessary and/or requested by the Village Council.
- To attend and participate in intergovernmental activities by attending meetings and facilitating the exchange of information within different jurisdictions.
- To prepare and submit a Village budget by June of each year.
- To increase the level of Village services by increasing the amount of grant-in-aid revenues.
- To revitalize productivity programs to reduce costs through improved methods and procedures.
- To support and promote State legislation in the Village's interest while actively opposing legislation that is detrimental to the Village.
- To coordinate, plan, control, and monitor the activities of agencies reporting to the Village Manager to insure that all policies and actions of the council and administration are carried out, including the attainment of budget objectives and adherence to assigned deadlines for completion of projects and studies.
- To communicate all requests for service, referral and information to appropriate Village departments and to provide necessary follow-up to ensure that a response or resolution to the request is provided.
- To maintain a cooperative working relationship with State agencies and other local governments to resolve problems of mutual concern.
- To continue to emphasize and encourage organization and departmental efforts in identifying and implementing changes to improve efficiency and reduce cost.

PERFORMANCE INDICATORS

The following indicators are relevant to the office's objectives and provide the performance measurements that will be utilized by this office to assess the effectiveness and quality of the services it provides.

Indicator	FY 2014-15 Actual	FY 2015-16 Year-To-Date	FY 2016-17 Proposed
Reports & agenda backup items prepared	106	108	110
Comprehensive Annual Financial Plan submitted to Village Council by April	Submitted 4/14/15	Submitted 4/12/16	Submit April 2017
Budget submitted to Council by July 1 st	Submitted 6/16/15	Submitted 6/21/16	Submit June 2017

PRIOR YEAR OBJECTIVES STATUS

The following section lists the objectives developed by the Office of the Village Manager for Fiscal Year 2015-16 and includes an explanatory paragraph detailing the activities.

- Implement, administer and enforce the laws, policies, Charter and Code of Ordinances of the Village of Key Biscayne.

This is an on-going responsibility for the Village Manager's Office. As the Village Council develops new policies and laws, the Village Manager is responsible for ensuring their implementation.

- Administer and supervise all departments, divisions and agencies of the Village government.

The Village Manger supervises five departments. The Manager held a total of 44 departmental level staff meetings.

- Prepare and submit a proposed annual budget and capital program to the Village Council.

OFFICE OF THE VILLAGE MANAGER

FISCAL YEAR 2017 BUDGET

The Village Manager submitted the Fiscal Year 2015-16 Budget to the Village Council on June 16, 2015. The Budget and Capital Program were adopted by the Village Council at its September 28, 2015 meeting.

- Advise the Village Council as to the financial condition and future needs of the Village and make recommendations to the Village Council concerning affairs of the Village.

The objective is an on-going responsibility of the Manager's Office. During Fiscal Year 2015-16, the Village applied for several grants for the Village of Key Biscayne, one for the Parks & Recreation Department and one to improve safe routes to school.

- Submit to the Council a comprehensive annual financial report.

In accordance with the requirement set forth in the Village Charter, the 2014-2015 Comprehensive Annual Financial Report covering period October 1, 2014 through September 30, 2015 was submitted to the Village Council on April 12, 2016.

DIVISIONAL DESCRIPTION

The Division of Finance works under the Office of the Village Manager and is the central fiscal control, record keeping, and accounting body of the Village government. The Division deals with the daily finance/accounting activities including payroll, accounts payable, accounts receivable, revenue collection, cash management, debt management, risk management and financial reporting. Furthermore, the Finance Division works closely with the Financial Advisor (Estrada Hinojosa, Inc.) and the Investment Committee. The Finance Division is also responsible for all Human Resources functions. This Division provides vital support in the development of the Comprehensive Annual Financial Report and is responsible for the preparation of the Annual Budget. In addition, the Division is responsible for the billing and collection of the Solid Waste Utility Fees.

PRIOR YEAR OBJECTIVES STATUS

The following section lists the objectives developed by the Finance Division for Fiscal Year 2015-2016 and includes an explanatory paragraph detailing the activities.

- Provide accurate and timely budget and financial reports on a monthly basis to the Village Manager.

During the first six months of Fiscal 2015-2016, the Finance Division compiled and submitted budget and financial reports to the Village Manager and Department Directors on a monthly basis.

- Process payroll and associated Federal and State reports.

For the first six months of Fiscal Year 2015-2016, the Division processed a total of 13 payrolls for 180 budgeted positions. The Finance Division issued approximately 2,340 checks and coordinated direct deposit transfers totaling \$4,758,000.

- Process account payables, account receivable and reconciliation of all accounts.

During the first six months of Fiscal Year 2015-2016, the Division processed approximately 2000 vendor checks totaling \$10,787,229.

- Assist the Village Manager in the preparation of the annual Operating and Capital Budget.

The Finance Division is responsible for the preparation of the preliminary budget figures. All Department's must submit their budget requests to the Finance Division, which prepares worksheets containing the prior year expenditures, current year's budget figures, current year's 12 month estimates and department requests. These figures are then submitted to the Village Manager for consideration.

- Collect and monitor revenues.

The Finance Division received \$16,400,000 for the first six months of Fiscal Year 2015-2016. The Division processed a total of 3,100 deposits.

- Coordinate and assist the independent auditors in the preparation of the Comprehensive Annual Financial Report.

The Finance Division assisted representatives of Marcum LLP, the Village's independent auditors, with the audit and preparation of the Comprehensive Annual Financial Report. The CAFR for the Fiscal Year ending September 30, 2015 was prepared and presented to the Village Council for consideration at its April meeting. The Village received the Certificate of Achievement for Excellence in Financial Reporting for the Fiscal Year ending September 30, 2015 from the Government Finance Officers Association and anticipates receiving the award for the year ending September 30, 2016. This is the twenty second consecutive award received by the Village since the inception.

- Coordinate the investment of the Village's funding when applicable.

Approximately 90% of the Village's funds are invested in CDs. The remainder is invested through a sweep account with Suntrust Bank, which invests the available funding nightly.

- Procure and maintain insurance coverage at appropriate levels.

Key Biscayne currently has General/Professional Liability, Property and Allied Coverages, Worker's Compensation, Health and Life and other insurances through Brown and Brown and other private entities with premiums of \$1,860,000.

- Manage and account for Village debt.

The Finance Division coordinated the principal and interest debt payments for the Villages Revenue Bonds, Series 1999, 2006, 2011, 2011A, 2011B, 2012, and 2014 Series.

- Maintain the capital assets program in compliance with GASB.

The Finance Division maintains depreciation records as well as tracks capital assets valued over \$94,000,000, which includes roadways, sidewalks, buildings improvements, land, construction in progress, and equipment.

PERFORMANCE INDICATORS

The following indicators are relevant to the Division's objectives and provide the performance measurements that will be utilized by this office to assess the effectiveness and quality of the services it provides.

Indicator	FY 2013-14 Actual	FY 2014-15 Projected	FY 2016-17 Proposed
Issue the Comprehensive Annual Financial Report by April	Completed	Completed	Completed 3/31/16
Obtain the GFOA Certificate of Achievements for Excellence in Financial Reporting CAFR	Received	Received	March 2017

ACTIVITY REPORT

ACTIVITY	FY 2013-14 Actual	FY 2014-15 (PROJECTED)	FY 2016-17 (PROJECTED)
Payrolls Processed	26	26	26
Checks Issued (A/P)	2889	4203	4200
Solid Waste Accounts	1300	1300	1300

**FY 2017 DIVISIONAL GOALS,
OBJECTIVES & MANAGEMENT OVERVIEW**

The following objectives were developed to provide a description of the anticipated accomplishments for this office as they relate to the Village Council's Goals and Objectives.

- Provide accurate and timely budget and financial reports on a monthly basis to the Village Manager.
- Process payroll and associated Federal and State reports.

- Process accounts payable, accounts receivable and reconciliation of all accounts.
- Assist the Village Manager in the preparation of the Annual Operating and Capital Budget.
- Collect and monitor revenues.
- Coordinate and assist the independent auditors in the preparation of the Comprehensive Annual Financial Report.
- Coordinate the investment of the Village's available funding, when applicable.
- Procure and maintain insurance coverage at appropriate levels.
- Manage and account for Village debt.
- Maintain the capital assets program in compliance with Governmental Accounting Standard Board (GASB) 34.
- Maintain all personnel records.
- Create and update all employee policies and procedures.
- Process new hires.

DIVISIONAL DESCRIPTION

The Division of Information Technology (IT) works under the Office of the Village Manager and is responsible for all information technology policy and management. These duties include providing administrative overview, guidance, and foundation in the areas of planning, recommending, installing and supporting all computing and telecommunication technology resources utilized in the Village municipal functions.

FY 2016 DIVISIONAL ACCOMPLISHMENTS

1. Council Chamber upgrade: Complete upgrade of the Council Chamber's video and audio systems. Upgrade of the villages Video on Demand (VOD) and live video streaming services.
2. Telephone System upgrade: Complete upgrade of Village telephone system to a state of the art Voice over IP (VOIP) system.
3. Continuity of Operations (COOP) Storage: Implementation of a robust Storage Area Network (SAN) and backup system (Data Domain) to enhance the Villages current back up strategy as well as provide storage and redundancy for the Village's virtual machines (VMs).
4. WESTNET: Assisted Fire Department with implementation of WESTNET system.
5. Maintenance and replacement: Continued support and enhancement of computer systems and software systems village wide.

PERFORMANCE INDICATORS

The following indicators are relevant to the office's objectives and provide the performance measurements that will be utilized by this office to assess the effectiveness and quality of the services it provides.

Indicator	FY 2015-16
Projects Completed	4
Computers replaced/Installed	10

**FY 2017 DIVISIONAL GOALS,
OBJECTIVES & MANAGEMENT OVERVIEW**

1. Provide an IT environment that enhances communication among Village employees and their customers.
2. Oversee and assist in the day to day operation of the Villages television station.
3. Oversee and assist in the day to day operations of the Village website.
4. Research and leverage new and existing technologies to increase the speed and productivity of the Village of Key Biscayne's business processes.
5. Provide a reliable, predictable, secure and efficient infrastructure.
6. Increase online service and information offerings and make them more accessible through mobile devices.
7. Streamline Village servers by using virtualization technology to reduce hardware and energy costs.
8. Provide an IT infrastructure that is secure, robust, reliable, and responsive to changing business needs.
9. The expansion of public Wi-Fi from Village Hall to the Village Green.
10. Implementation of Open Data portal to view Village budget and Capital Improvement projects via the Village website.

Manager

General Ledger Code/Description	FY 2016 Adopted	YTD @07/31/16	FY 2017 Proposed	VARIANCE			
				Budget 2016 VS 2017	2016 Actual VS Budget	Remaining	
NON-DISCRETIONARY EXPENSES:							
001.02.512.12100 F/T SALARIES - VILLAGE MANAGER	\$191,228	\$155,925	\$193,906	\$2,678	1.4%	\$35,303	18%
001.02.512.12200 F/T SALARIES - FINANCE DIRECTOR	\$129,720	\$104,831	\$138,113	\$8,393	6.5%	\$24,889	19%
001.02.512.12300 F/T SALARIES - CHIEF OF STAFF/DEPUTY CLERK	\$95,480	\$77,853	\$101,099	\$5,619	5.9%	\$17,627	18%
001.02.512.12400 F/T SALARIES - HUMAN RESOURCES COORDINATOR	\$84,690	\$69,056	\$85,877	\$1,187	1.4%	\$15,634	18%
001.02.512.12500 F/T SALARIES - IT ADMINISTRATOR	\$88,395	\$72,075	\$89,632	\$1,237	1.4%	\$16,320	18%
001.02.512.12600 F/T SALARIES - PROCUREMENT/SUSTAINABILITY DIR.	\$66,032	\$54,051	\$73,116	\$7,084	10.7%	\$11,981	18%
001.02.512.12700 F/T SALARIES - ASSISTANT TO IT ADMINISTRATOR	\$39,436	\$32,416	\$41,588	\$2,152	5.5%	\$7,020	18%
001.02.512.12800 F/T SALARIES - RECEPTIONIST	\$22,500	\$0	\$0	(\$22,500)	-100.0%	\$22,500	100%
001.02.512.21100 PAYROLL TAXES	\$54,887	\$38,921	\$55,335	\$448	0.8%	\$15,966	29%
001.02.512.22100 RETIREMENT CONTRIBUTIONS	\$86,098	\$70,673	\$86,800	\$702	0.8%	\$15,425	18%
001.02.512.23100 LIFE, HEALTH, DISABILITY INSURANCE	\$57,147	\$40,116	\$61,236	\$4,089	7.2%	\$17,031	30%
001.02.512.24100 WORKERS COMPENSATION	\$1,511	\$1,450	\$1,662	\$151	10.0%	\$61	4%
001.02.512.45000 INSURANCE PROPERTY & LIABILITY	\$11,272	\$8,409	\$11,272	\$0	0.0%	\$2,863	25%
TOTAL NON-DISCRETIONARY EXPENSES	\$928,396	\$725,776	\$939,636	\$11,240	1.2%	\$202,620	22%
DISCRETIONARY EXPENSES:							
001.02.512.31100 PROFESSIONAL SERVICES	\$15,000	\$21,061	\$65,000	\$50,000	333.3%	(\$6,061)	-40%
001.02.512.32100 ACC. & AUD. - INDEPENDENT AUDIT	\$58,000	\$57,900	\$58,000	\$0	0.0%	\$100	0%
001.02.512.32200 ACC. & AUD. - ACCOUNTING & PAYROLL	\$114,737	\$95,614	\$114,737	\$0	0.0%	\$19,123	17%
001.02.512.32300 ACC. & AUD. - FINANCIAL ADVISOR	\$50,000	\$37,500	\$50,000	\$0	0.0%	\$12,500	25%
001.02.512.34100 CONTRACT SERVICES - FACILITY MAINTENANCE	\$6,108	\$5,593	\$7,310	\$1,202	19.7%	\$515	8%
001.02.512.34200 CONTRACT SERVICES - KEY RIDE	\$0	\$0	\$252,000	\$252,000	100.0%	\$0	0%
001.02.512.40100 TRAVEL & PER DIEM	\$20,275	\$20,192	\$29,275	\$9,000	44.4%	\$83	0%
001.02.512.41100 COMMUNICATIONS - WEBSITE MAINTENANCE	\$30,000	\$22,312	\$30,000	\$0	0.0%	\$7,688	26%
001.02.512.41200 COMMUNICATIONS	\$16,550	\$16,577	\$17,950	\$1,400	8.5%	(\$27)	0%
001.02.512.42100 FREIGHT & POSTAGE	\$3,000	\$3,346	\$3,000	\$0	0.0%	(\$346)	-12%
001.02.512.43000 UTILITIES	\$8,500	\$6,534	\$8,500	\$0	0.0%	\$1,966	23%
001.02.512.44100 RENTALS & LEASES	\$8,645	\$5,687	\$9,620	\$975	11.3%	\$2,958	34%
001.02.512.46100 REPAIR & MAINTENANCE - VILLAGE HALL	\$5,915	\$5,146	\$6,000	\$85	1.4%	\$769	13%
001.02.512.47100 PRINTING & BINDING	\$2,840	\$2,619	\$2,840	\$0	0.0%	\$221	8%
001.02.512.48100 CHAMBER OF COMMERCE	\$77,500	\$58,125	\$77,500	\$0	0.0%	\$19,375	25%
001.02.512.48200 25TH YEAR ANNIVERSARY	\$50,000	\$0	\$0	(\$50,000)	-100.0%	\$50,000	100%
001.02.512.48300 KEY BISCAYNE COMMUNITY FOUNDATION	\$125,000	\$103,200	\$125,000	\$0	0.0%	\$21,800	17%
001.02.512.49100 OTHER CURR. CHARGES & OBLIGATIONS	\$79,000	\$57,416	\$79,000	\$0	0.0%	\$21,584	27%
001.02.512.51100 OFFICE SUPPLIES	\$10,000	\$6,315	\$10,000	\$0	0.0%	\$3,685	37%
001.02.512.52000 OPERATING SUPPLIES	\$10,730	\$11,255	\$10,730	\$0	0.0%	(\$525)	-5%
001.02.512.54100 SUBSCRIPTIONS & MEMBERSHIPS	\$20,573	\$18,817	\$30,000	\$9,427	45.8%	\$1,756	9%
001.02.512.64100 CAPITAL OUTLAY - EQUIPMENT	\$3,000	\$0	\$3,000	\$0	0.0%	\$3,000	100%
001.02.512.64200 CAPITAL OUTLAY - FURNITURE & FIXTURES	\$1,000	\$649	\$1,000	\$0	0.0%	\$351	35%
001.02.512.64300 CAPITAL OUTLAY - I.T. EQUIPMENT	\$0	\$0	\$25,000	\$25,000	100.0%	\$0	0%
001.02.512.82000 GRANTS - EDUCATIONAL INITIATIVES	\$60,000	\$60,000	\$60,000	\$0	0.0%	\$0	0%
001.02.512.99100 CONTINGENCY	\$55,000	\$30,654	\$55,000	\$0	0.0%	\$24,346	44%
TOTAL DISCRETIONARY EXPENSES	\$831,373	\$646,512	\$1,130,462	\$299,089	36.0%	\$184,861	22%
GRAND TOTAL MANAGER'S OFFICE	\$1,759,769	\$1,372,288	\$2,070,098	\$310,329	17.6%	\$387,481	22%

Revenues:

001.00.316.00300 LOCAL BUSINESS TAX RECEIPT	\$135,000	\$139,883	\$135,000	\$0	0%
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BUDGET WORKSHEET

Legal, medical, dental, engineering, architectural, appraisal, and other services procured by the local unit as independent professional assistance. Includes such financial services as bond rating, etc., where the service received is not directly involved with accounting and/or auditing. Includes fees paid for competency and/or psychiatric evaluations and court appointed attorneys.

PROFESSIONAL SERVICES

OBJECT CODE 31.000

DESCRIPTION	ADOPTED FY 2016	YTD @07/31/16	Proposed FY 2017
(31.100) Professional Services	\$15,000		\$15,000
Actuary		\$2,500	
Utility Undergrounding (HPF Associates)		\$9,215	
1095 Reporting		\$396	
Other		\$150	
Appraisal (85 W. Enid Dr.)		\$7,500	
Budgeting Best Practice Workshop		\$1,300	
911 System Feasability Study			\$50,000
PROFESSIONAL SERVICES TOTAL	\$15,000	\$21,061	\$65,000

BUDGET WORKSHEET

Includes books, or sets of books if purchased by set, and not purchases for use by libraries, educational institutions, and other institutions where books and publications constitute capital outlay. This object also includes subscriptions, memberships, professional data costs, and training and educational costs.

SUBSCRIPTIONS & MEMBERSHIPS

OBJECT CODE 54.000

DESCRIPTION	ADOPTED FY 2016	YTD @07/31/16	Proposed FY 2017
(54.100) Subscriptions & Memberships			
Florida League of Cities (Mgr)	\$1,300		
Florida Shore & Beach Preservation (Mgr)	\$500	\$500	
ICMA (Mgr)	\$1,400		
MDCCMA (Mgr & Chief of Staff)	\$600	\$600	
Miami Dade League of Cities (Mgr)	\$1,500	\$1,500	
National League of Cities (Mgr)	\$1,000		
Progressive Business Publications	\$310	\$299	
International Institute Municipal Clerks (Chief of Staff)	\$180	\$180	
Florida Association of City Clerks (Chief of Staff)	\$125		
FGFOA (Mgr & Finance Director)	\$200	\$190	
Miami Dade Broadband (IT Administrator)	\$750	\$741	
Hurrtrack	\$258	\$1,940	
GFOA Conference	\$560	\$400	
Annual Software Renewals	\$10,000	\$6,967	
CAFR Award Submission	\$450	\$450	
FAPPO Membership	\$50		
NGIP Membership	\$190	\$190	
Smart Procure License	\$1,200	\$2,700	
Miami Dade Cty League of Cities Meeting Sponsorship		\$2,000	
Miami Herald Subscription		\$160	
Other			
EDUCATION & TRAINING TOTAL	\$20,573	\$18,817	\$30,000

