

# **CITY OF MARCO ISLAND, FLORIDA**

## **ANNUAL BUDGET Fiscal Year 2002 – 2003**

**PREPARED BY:  
OFFICE OF THE CITY MANAGER  
AND THE FINANCE DEPARTMENT**

**Cover Art by Charles Horn  
“Fishing the Caxambas Rocks”**

Mr. Horn resides on Marco Island and is an active member and instructor of acrylic painting for the Art League of Marco Island. He has served two terms as President of that organization and is currently First Vice President. Mr. Horn has studied with nationally known instructors including Charles Sovek, Greg Biolchini and Charles Gruppe. Mr. Horn paints of the beauty of Marco Island in still life, landscape and seascape paintings and does portraits in oil and graphite.

Cover artwork for City of Marco Island reports are provided through the generous cooperation of the Art League of Marco Island and the artist.

# **CITY OF MARCO ISLAND, FLORIDA**

## **ANNUAL BUDGET Fiscal Year 2002 – 2003**

### **PRINCIPAL OFFICIALS:**

E. GLENN TUCKER, CITY COUNCIL CHAIRMAN  
MICHAEL F. MINOZZI, CITY COUNCIL VICE-CHAIRMAN  
JOHN A. ARCERI, COUNCILMAN  
HEYWARD E. BOYCE, COUNCILMAN  
TERRI DISCIULLO, COUNCILWOMAN  
VICKIE KELBER, COUNCILWOMAN  
S. JEANNETTE K. PATTERSON, COUNCILWOMAN

A. WILLIAM MOSS, CITY MANAGER  
KENNETH B. CUYLER, CITY ATTORNEY

WILLIAM P. HARRISON, FINANCE DIRECTOR  
LAURA LITZAN, CITY CLERK  
K. GREG NILES, COMMUNITY DEVELOPMENT DIRECTOR  
MICHAEL MURPHY, FIRE CHIEF  
ROGER REINKE, POLICE CHIEF  
VLADIMIR A. RYZIW, PUBLIC WORKS DIRECTOR

**City of Marco Island**

*Consolidated Budget Summary*

Fiscal Year 2001 ACTUAL	Fiscal Year 2002 PROJECTED	Fiscal Year 2003 APPROVED
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**REVENUES:**

<b>General Fund:</b>			
Taxes	\$ 6,372,006	\$ 9,304,000	\$ 10,157,000
Licenses & Permits	1,147,608	1,378,300	28,000
Intergov't Revenues	1,886,131	2,153,100	2,521,500
Charges for Services	202,721	354,700	248,000
Fines & Forfeitures	79,198	96,300	56,200
Miscellaneous	952,202	618,000	680,000
<b>Sub-Total</b>	<b>10,639,866</b>	<b>13,904,400</b>	<b>13,690,700</b>
<b>Capital Projects Fund:</b>			
Intergov't Revenues	484,428	1,261,000	1,662,500
Impact Fees	724,264	650,000	450,000
Special Assessments	131,566	235,000	228,000
Bond Proceeds	619,393	404,000	1,955,000
Miscellaneous	182,217	-	269,000
<b>Sub-Total</b>	<b>2,141,868</b>	<b>2,550,000</b>	<b>4,564,500</b>
<b>Building Services Fund:</b>	-	-	<b>941,931</b>
<b>Utility Fund:</b>	<b>1,184,765</b>	<b>817,701</b>	<b>856,539</b>
<b>Use of Reserves:</b>	<b>505,397</b>	<b>118,915</b>	-
<b>TOTAL REVENUES:</b>	<b>\$ 14,471,896</b>	<b>\$ 17,391,016</b>	<b>\$ 20,053,670</b>

**EXPENDITURES:**

<b>General Fund:</b>			
Police Department	\$ 1,966,908	\$ 2,379,142	\$ 2,730,872
Fire Department	2,690,619	2,644,441	2,431,563
Community Dev'l	417,073	569,198	574,626
Public Works	911,792	1,137,188	1,214,671
Parks & Rec.	1,160,876	1,401,150	1,500,408
General Gov't	1,234,778	1,623,337	2,398,192
Building Services	656,031	718,510	-
<b>Sub-Total</b>	<b>9,038,077</b>	<b>10,472,966</b>	<b>10,850,332</b>
Less: Admin Allocation	-	-	(318,873)
<b>Sub-Total</b>	<b>9,038,077</b>	<b>10,472,966</b>	<b>10,531,459</b>
<b>Capital Projects Fund:</b>			
General Capital	1,326,888	332,130	100,000
Drainage Projects	693,397	851,850	1,495,000
Transportation	2,566,158	2,860,364	3,137,025
Waterways	-	-	286,200
Parks & Recreation	49,356	943,656	1,724,750
Contingency	-	65,000	200,000
<b>Sub-Total</b>	<b>4,635,799</b>	<b>5,053,000</b>	<b>6,942,975</b>
Restricted - Future CIP	-	1,047,349	730,766
<b>Sub-Total</b>	<b>4,635,799</b>	<b>6,100,349</b>	<b>7,673,741</b>
<b>Building Services Fund:</b>	-	-	<b>941,931</b>
<b>Utility Fund:</b>	<b>798,020</b>	<b>817,701</b>	<b>906,539</b>
<b>TOTAL EXPENDITURES:</b>	<b>\$ 14,471,896</b>	<b>\$ 17,391,016</b>	<b>\$ 20,053,670</b>

**ORDINANCE 02- 25**

**AN ORDINANCE ADOPTING THE 2002 TAX LEVY AND MILLAGE RATE FOR THE CITY OF MARCO ISLAND, FOR THE FISCAL YEAR COMMENCING OCTOBER 1, 2002 AND ENDING SEPTEMBER 30, 2003, FOR THE PURPOSE OF PROVIDING SUFFICIENT FUNDS FOR THE GENERAL FUND OPERATIONS; PROVIDING A SEVERABILITY CLAUSE; PROVIDING A REPEALER PROVISION; AND PROVIDING AN EFFECTIVE DATE.**

WHEREAS, the 2002 Tax Assessment Roll for the City of Marco Island has been prepared, equalized and certified, showing:

Total Assessed Valuation of Real and Personal Property ... \$5,609,400,078.

NOW, THEREFORE, BE IT ORDAINED BY THE CITY COUNCIL OF THE CITY OF MARCO ISLAND, FLORIDA:

**Sec. 1.** That the tax levy and millage rate for the City of Marco Island hereby is fixed and determined to be 1.6900 mils.

**Sec. 2.** That the tax levy and millage rate have been fixed and determined in accordance with the following assessments and findings of the City Council, and making allowances for tax delinquents, discounts and losses therein, show, to-wit:

Total General Fund Operations 1.6900 mils.

**Sec. 3.** The current year's roll-back rate is 1.5092. The increase in the millage rate over the roll-back rate is 11.98%.

**Sec. 4. Incorporation, Conflict, and Severability.**

(a) It is the intention of the City Council and it is hereby ordained that the provisions of this Ordinance shall become and be made a part of the Code of Ordinances of the City of Marco Island, Florida, and that the sections of this Ordinance may be renumbered or re-lettered and that the word "ordinance" may be changed to "section", "article" or other appropriate word.

(b) All sections or parts of sections of the Code of Laws and Ordinances of Collier County, Florida, all Collier County Ordinances or parts of ordinances and all Collier County Resolutions or parts of resolutions made applicable by the City Charter in conflict herewith are hereby repealed to the extent of such conflict.

(c) In the event this Ordinance conflicts with any other Ordinance of the City of Marco Island or other applicable law, the more restrictive shall apply. If any phrase or portion of this Ordinance is held invalid or unconstitutional by any court of competent jurisdiction, such portion shall be deemed a separate, distinct, and independent provision and such holding shall not affect the validity of the remaining portion.

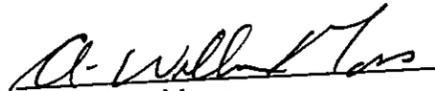
**Sec. 5. Effective Date.**

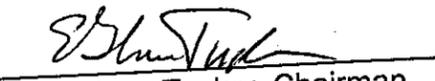
This Ordinance shall take effect immediately upon adoption.

Passed in open and regular session through roll call vote by the City Council of the City of Marco Island, Florida, this 16th day of September, 2002.

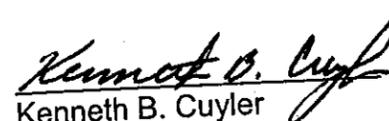
Attest:

CITY OF MARCO ISLAND, FLORIDA

  
A. William Moss  
City Manager/City Clerk

BY:   
E. Glenn Tucker, Chairman

Approved as to form and legal sufficiency:

  
Kenneth B. Cuyler  
City Attorney

**ORDINANCE 02- 26**

**AN ORDINANCE ADOPTING THE FINAL BUDGET FOR THE CITY OF MARCO ISLAND, FOR THE FISCAL YEAR COMMENCING OCTOBER 1, 2002 AND ENDING SEPTEMBER 30, 2003; APPROPRIATING FUNDS FOR OPERATING EXPENSES OF THE CITY OF MARCO ISLAND FOR THE GENERAL OPERATION OF THE SEVERAL DEPARTMENTS OF THE CITY, PROVIDING FOR BUDGET CONTROL POLICIES, PROVIDING A SEVERABILITY CLAUSE, A REPEALER PROVISION, AND AN EFFECTIVE DATE.**

WHEREAS, the City of Marco Island adopts a final budget and appropriates funds on an annual basis for the general operation of the several departments of the City; and

WHEREAS, the City of Marco Island has held several workshops and public hearings on the fiscal year 2002-2003 budget; and

WHEREAS, the 2002 Tax Assessment Roll for the City of Marco Island has been prepared, equalized and certified, showing:

Total Assessed Valuation of Real and Personal Property ... \$5,609,400,078.

NOW, THEREFORE, BE IT ORDAINED BY THE CITY COUNCIL OF THE CITY OF MARCO ISLAND, FLORIDA:

**Sec. 1.** That the budget for the City of Marco Island, a summary of which is attached hereto as Exhibit "A" and made a part hereof, for the fiscal year commencing October 1, 2002 and ending September 30, 2003 is hereby adopted.

**Sec. 2.** That for the payment of expenses and obligations of the City of Marco Island for the fiscal year ending September 30, 2003, there is hereby appropriated out of any monies in the treasury of the City of Marco Island and any accruing revenues of the City available for said purposes to the funds and for the purposes hereinafter set forth, the sums of money shown in attachment "Exhibit A".

**Sec. 3.** Annual expenditures of the City of Marco Island are controlled by a Spending Cap in the City Charter. It is hereby determined that expenditures funded by the proceeds of municipal debt shall not be included in the calculation of expenditures against the Spending Cap; however, all repayment of municipal debt, including principal, interest, costs of issuance, and other related costs, shall be included in the calculation of expenditures against the Spending Cap for the life of the indebtedness.

**Sec. 4.** Capital expenditures budgeted in a prior fiscal year, but unexpended as of the end of that fiscal year, may be brought forward into a subsequent fiscal year and those expenditures shall not be considered in the calculation of expenditures of that subsequent fiscal year against the Spending Cap.

**Sec. 5.** Budgetary control is maintained at the department level in the General Fund and at the fund level in all other funds.

**Sec. 6. Incorporation, Conflict, and Severability.**

(a) It is the intention of the City Council and it is hereby ordained that the provisions of this Ordinance shall become and be made a part of the Code of Ordinances of the City of Marco Island, Florida, and that the sections of this Ordinance may be renumbered or re-lettered and that the word "ordinance" may be changed to "section", "article" or other appropriate word.

(b) All sections or parts of sections of the Code of Laws and Ordinances of Collier County, Florida, all Collier County Ordinances or parts of ordinances and all Collier County Resolutions or parts of resolutions made applicable by the City Charter in conflict herewith are hereby repealed to the extent of such conflict.

(c) In the event this Ordinance conflicts with any other Ordinance of the City of Marco Island or other applicable law, the more restrictive shall apply. If any phrase or portion of this Ordinance is held invalid or unconstitutional by any court of competent jurisdiction, such portion shall be deemed a separate, distinct, and independent provision and such holding shall not affect the validity of the remaining portion.

**Sec. 7. Effective Date.**

This Ordinance shall take effect immediately upon adoption.

Passed in open and regular session through roll call vote by the City Council of the City of Marco Island, Florida, this 16th day of September, 2002.

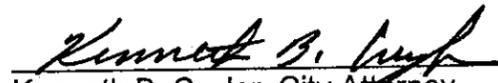
Attest:

CITY OF MARCO ISLAND, FLORIDA

  
A. William Moss  
City Manager/City Clerk

BY:   
E. Glenn Tucker, Chairman

Approved as to form and  
legal sufficiency:

  
Kenneth B. Cuyler, City Attorney

## Exhibit "A"

**Appropriations Ordinance  
Annual Budget for the City of Marco Island, Florida  
for the Fiscal Year 2002-2003**

General Fund	Capital Projects Fund	Building Services Fund	Utility Fund	Total Budget
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*Cash Balances**Forward*

\$ 6,356,469	\$ 2,236,306	\$ 610,743	\$ 511,746	\$ 9,715,264
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*Revenues*

Ad Valorem Property Taxes	9,006,000			9,006,000	
Other Revenues	4,684,700	4,564,500	941,931	856,539	11,047,670
Interfund transfers	(3,109,241)	3,109,241			
<b>TOTAL REVENUES:</b>	<b>\$ 10,581,459</b>	<b>\$ 7,673,741</b>	<b>\$ 941,931</b>	<b>\$ 856,539</b>	<b>\$ 20,053,670</b>
<b>TOTAL AVAILABLE:</b>	<b>\$ 16,937,928</b>	<b>\$ 9,910,047</b>	<b>\$ 1,552,674</b>	<b>\$ 1,368,285</b>	<b>\$ 29,768,934</b>

## APPROPRIATIONS:

Legislative	72,223			72,223	
Executive	396,473			396,473	
Finance	320,754			320,754	
Legal	180,000			180,000	
Debt Service	274,158			274,158	
General Government	1,154,584			1,154,584	
Community Development	375,067			375,067	
Code Compliance	199,559			199,559	
Fire/Rescue	2,431,563			2,431,563	
Police Services	2,730,872			2,730,872	
Public Works	1,214,671			1,214,671	
Parks Maintenance	435,112			435,112	
Recreation Programs	561,336			561,336	
Beautification	503,960			503,960	
Less: Admin. Allocation	(318,873)			(318,873)	
Capital Projects		6,942,975		6,942,975	
Restricted - Future Years CIP		730,766		730,766	
Building Services			941,931	941,931	
Utility Fund				906,539	906,539
<b>APPROPRIATION TOTALS</b>	<b>\$ 10,531,459</b>	<b>\$ 7,673,741</b>	<b>\$ 941,931</b>	<b>\$ 906,539</b>	<b>\$ 20,053,670</b>
<b>RESERVES</b>	<b>50,000</b>	<b>730,766</b>	<b>-</b>	<b>(50,000)</b>	<b>730,766</b>

*Appropriations &**Reserve**Balances*

\$ 16,937,928	\$ 9,910,047	\$ 1,552,674	\$ 1,368,285	\$ 29,768,934
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October 1, 2002

The Honorable City Council  
City of Marco Island, Florida

It is with pleasure that we present to you the approved budget for the City of Marco Island for fiscal year 2002-03.

Earlier this year staff and City Council held intensive workshops dealing with the preparation of the budget. Among the amendments initiated by City Council, two projects are being moved forward in the budget to fiscal year 2003. These were:

- Collier Bay Dredging
- Open Space Acquisition for Parks & Recreation

The City of Marco Island has recognized that infrastructure on the island has suffered from years of deferred maintenance and has adopted an aggressive capital program to address needs for renovation and improvements to our roadway and bridge network, substantial improvements required in the area of stormwater management, and enhancements to the facilities available for parks and recreation.

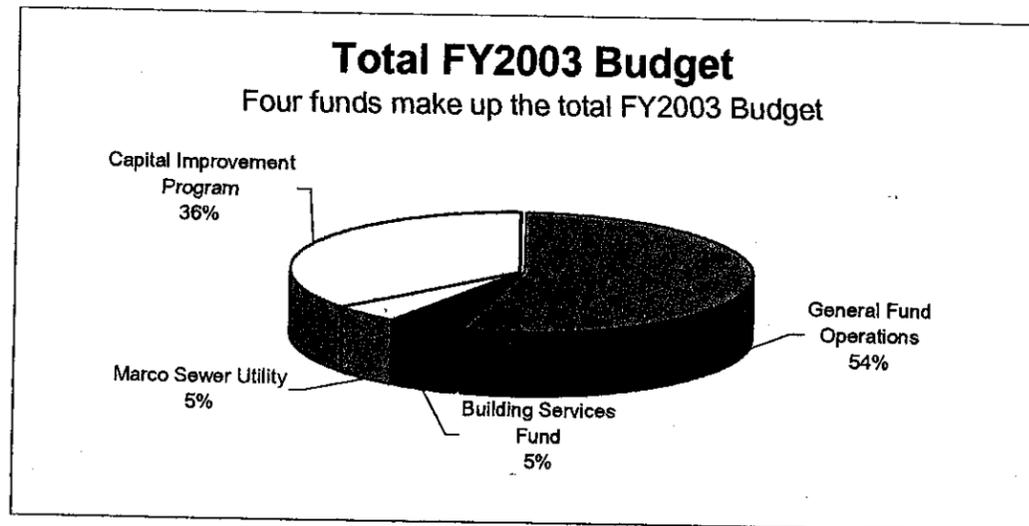
The fiscal year 2003 operating budget is a continuation budget, with limited funds budgeted for new programs or additions to current programs. Two new positions, however, have been added for 2003, a Recreation Coordinator and a Streets & Drainage Coordinator, to enhance operations in those two areas. A Police DUI officer position has been created, and will be filled conditional on receipt of federal grant funds or as otherwise authorized by City Council.

During fiscal year 2002, three-year labor agreements with both the Police Benevolent Association and the International Association of Firefighters were completed. Funds for the first year of these two contracts have been included in the fiscal year 2003 budget. The three-year contracts now in place remove the uncertainty of labor costs for this and the next two budget cycles. Insurance costs have risen dramatically for the new fiscal year. A 35% increase has been budgeted for in the area of property, liability, and workers' compensation insurance. We will need to carefully monitor expenditures in these areas to assure compliance with the City Charter's Spending Cap provision that limits budgeted expenditures each year to 3% plus C.O.L.A.

As required by law, two public hearings were held in the month of September. City Council determined that the City of Marco Island is financially secure and could reduce the tax load on our citizens by dropping the mil levy from 1.7437 mils to 1.6900 mils. That change will not affect our ability to finance an aggressive capital program over the next five years without an increase in the mil levy. At the public hearings, City Council approved budget policies providing for the carry-forward of unexpended capital funds to the new budget without affecting the Spending Cap and a policy providing for the exemption of capital projects financed by debt from the cap, provided that all debt service payments for the life of the debt are counted against the Spending Cap. This latter policy on debt-financed projects will need to go through a bond validation process in District Court.

The proposed budget for all funds is:

General Fund Operations	\$10,531,459
Building Services Fund	941,931
Marco Sewer Utility	906,539
Capital Improvement Program	6,942,975
Restricted: Future CIP	<u>730,766</u>
Total	\$20,053,670



The total proposed budget represents an increase of 13.91% over the amended fiscal year 2002 budget total of \$17,605,282.

**THE SPENDING CAP**

The maximum budget allowed under the provision of the City Charter's spending cap is calculated as follows:

**City of Marco Island**  
*Fiscal Year 2003 Spending Cap*

<i>I Calculation of Spending Cap</i>	
Fiscal Year 2002 Spending Cap	16,454,592
Cost of Living Adjustment (COLA)	1.026
Annual Allowable Increase	1.03
<b>Fiscal Year 2003 Spending Cap</b>	<b>17,388,884</b>

<i>II Expenditures Subject to Cap:</i>	
General Fund Operating	10,531,459
Building Services Fund	941,931
Utility Fund Operating	906,539
Capital Projects Budget (Excludes items below not subject to cap)	4,987,975
<b>Expenditures Subject to Cap</b>	<b>17,367,904</b>

<i>III Reconciliation to Budget:</i>	
Expenditures Subject to Cap	17,367,904
ADD: Debt-Financed Capital Projects	1,955,000
ADD: Funds for Future Years' CIP	730,766

<b>Fiscal Year 2003 Expenditure Budget</b>	<b>20,053,670</b>
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*Note:*

A number of capital projects, authorized in the Fiscal Year 2002 Budget and subject to the Spending Cap in 2002 will not be completed and will be carried forward to 2003. These capital projects will not be subject to the Spending Cap a second time.

**AD VALOREM RATE FOR GENERAL FUND**

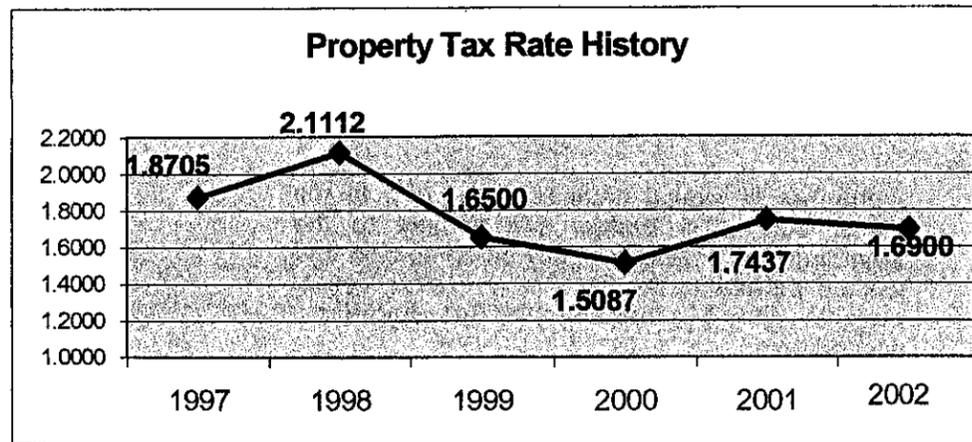
As part of the deliberations on the fiscal year 2002 budget, City Council determined that a tax levy of 1.7437 mils would be sufficient, with the use of long-term debt, to finance operations and the 5-year Capital Improvements Plan without the need for any further tax increases over the five year planning horizon. This year, assessed valuations in the community increased 19.5%. Those valuation increases provided the opportunity to both lower the tax levy to 1.6900 mils and the eliminate the need for a \$4 million debt issue in Fiscal year 2005 to finance the re-building of Collier Boulevard.

Since 1995, owners of homesteaded properties have been protected against increases in the tax valuations of their homes by the "Save Our Homes" constitutional amendment. That amendment limits the annual increase in tax valuations of homesteaded properties to the lower of the rate of inflation or 3%. The modest reduction in the City's tax levy from 1.7437 mils to 1.6900 mils will mean that property owners of homesteaded properties will see no increase in their property taxes due to the City of Marco Island.

For purposes of comparison, the millage rate prior to incorporation was:

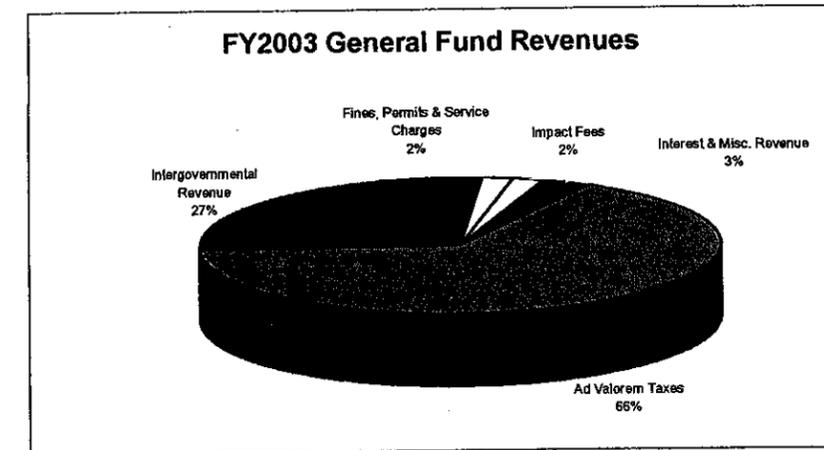
Marco Island Fire Control District	0.8800 mils
Roads MSTU	0.1950 mils
Marco Street Lighting MSTU	0.0564 mils
Marco Beautification MSTU	0.1670 mils
Unincorporated MSTU	<u>0.5721 mils</u>
<b>Total Before Incorporation</b>	<b>1.8705 mils</b>

The property tax rate history, including the adopted millage rate for the year 2002 (fiscal year 2002-03) is as follows:



**REVENUES**

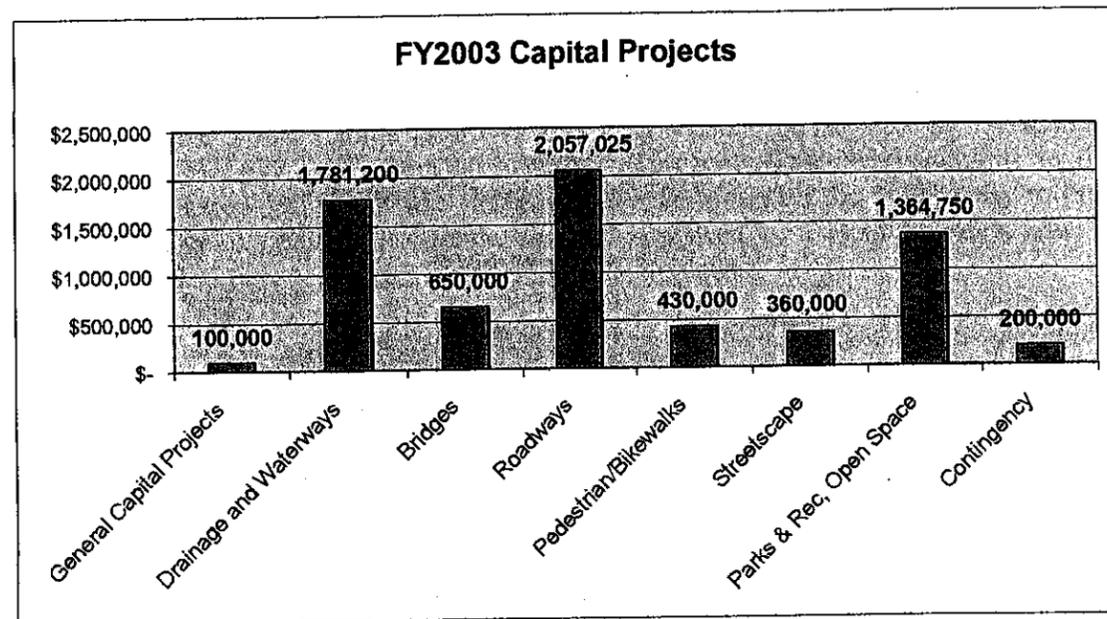
Total General Fund Revenues are \$13,690,700, a 7.5% increase over the fiscal year 2002 budget.



**FIVE-YEAR CAPITAL IMPROVEMENT PROGRAM**

City Council tentatively approved a Five-year Capital Improvement Program in April 2002. The Program provides for forty-seven funded projects and a CIP contingency totaling \$36,392,969 over five years. The approved budget for Fiscal year 2003 is \$6,942,975, including \$100,000 allocated for the engineering and financial services needed for the potential acquisition of the Florida Water Services utility operations on the island and at Marco Shores. Projects fall within nine major categories as follows:

- Stormwater Drainage
- Beach and Waterways
- Bridge Improvements
- Intersections
- Roadways
- Pedestrian / Bicycle Ways
- Streetscape Improvements
- Parks, Recreation, and Open Space
- General Projects and Contingency



**PERSONNEL**

The General Fund budget includes total personnel costs of \$5,719,090. Personal Services budgets are determined as follows:

1. Wages and benefits paid to the members of the International Association of Firefighters Local 2887 and the members of the Police Benevolent Association will be in compliance with contracts currently in place.
3. Vacant and new positions are budgeted at the mid-point salary as provided in the City Pay and Classification Plan.
4. For departments other than Police and Fire covered by collective bargaining agreements, a pay for performance incentive of five percent (5%) of total annual salaries is included in each account.
5. A 20% increase in City contributions for health insurance premiums.

City Council adopted Personnel Rules and Regulations to provide for a classification and pay plan. A "class" is a group of positions similar in duties and responsibilities that justify common treatment in selection, compensation, and other employment processes. Each class is assigned a range for the minimum, mid-point, and maximum salary that is payable for

work in a specific position. Periodic studies are performed to analyze assigned duties and responsibilities that may be used to determine the proper classification of each position.

It is the City's policy to provide a "pay for performance" system for its non-union employees. The performance appraisal is used to determine pay for performance, or salary increases for each employee based on an objective evaluation of performance.

In March 1999 DMG-Maximus, Inc., a nationally recognized municipal consultant, conducted a comprehensive classification and compensation study for the purpose of providing a position classification system with a recommended salary schedule. The firm reviewed the job description of each employee and conducted a job evaluation to determine the relative worth of each position to the City (internal equity). After the analysis and evaluation, wage and salary survey data was gathered and analyzed to determine the City's position in the surrounding labor market (external equity). From the data derived from the wage and salary survey and the job evaluation process, selected benchmark averages were regressed against appropriate job evaluation points for the purpose of determining the proper pay structure for the City. The analysis led to a recommended pay schedule for each of the City's positions. The pay grade represents a way of defining the relative value of each job to the City. Theoretically, all jobs with the same pay grade are of the same relative value to the City. Those with higher or lower pay grades are of greater or lower value to the City and thus have pay ranges equal to that value. The plan is the product of an independent analytical process, and it provides a defensible basis for which to compensate employees. The minimum and maximum salary for each classification has been adjusted upward by 3.3% to reflect increases in the overall labor market. It is recommended that the pay and classification plan with the proposed amendment be incorporated into the City's budget.

The amount that a non-union employee receives for a "pay for performance" following a performance appraisal will depend on a matrix developed for each budget year. Salary increase will depend on the placement of the numerical score from the performance appraisal within the matrix. For instance, an employee meeting expectations for the position may receive a 5% increase in salary, while an employee working below the expectation may receive a 2% increase, or nothing at all. An employee who has exceeded the expectations may receive a 6% increase.

Proposed for the next fiscal year is a matrix that is expected to average 5%. That does not mean, however, that average salaries will increase 5%. The pay for performance will be due upon the anniversary date of the employee. Therefore, the increases will be staggered throughout the year. There is no automatic cost of living increase for non-union employees.

Each departmental budget provides for the base salary of the listed positions as of October 1. Each account also has a reserve for a pay for performance increase, if applicable.

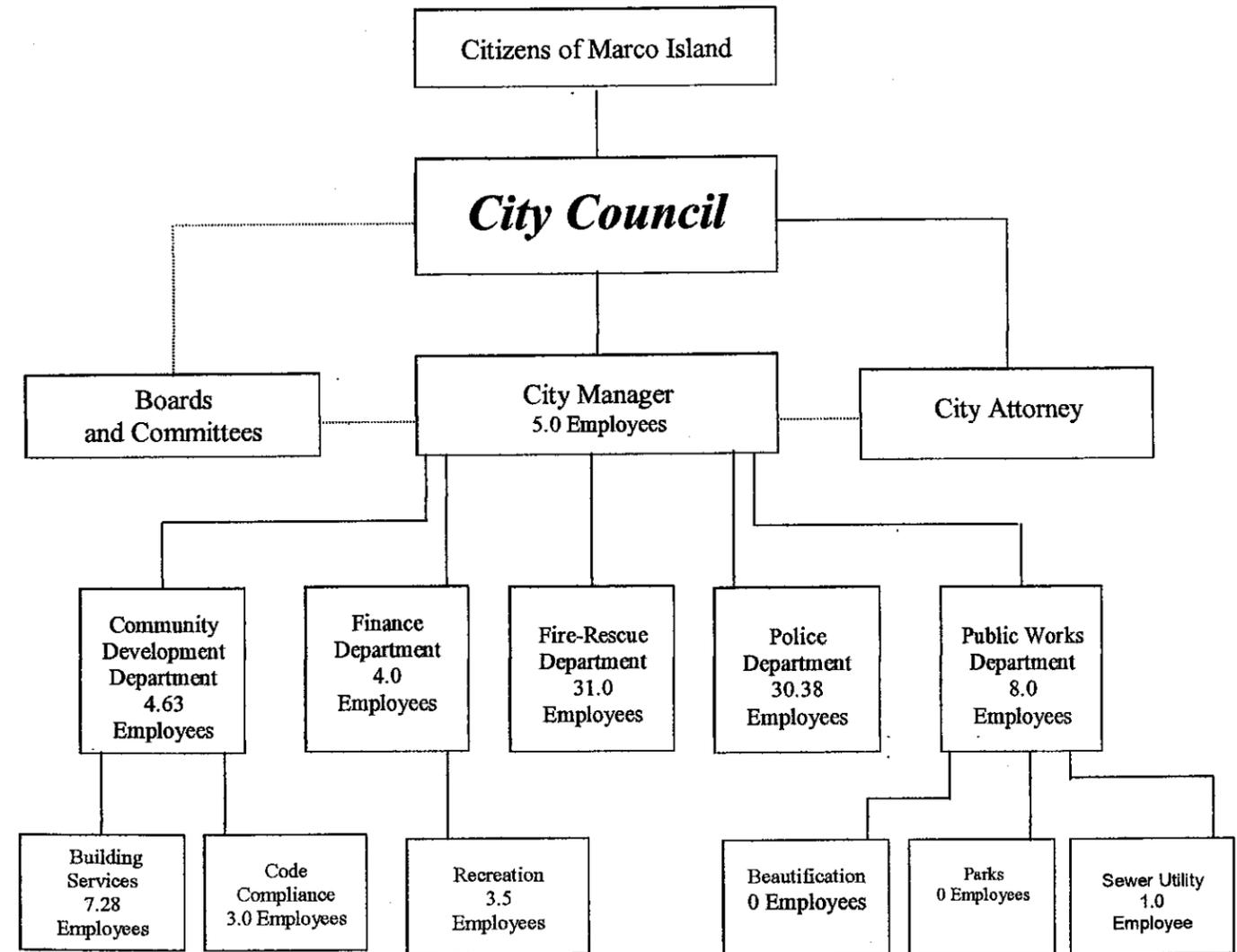
The FY2002 budget provides for 97.79 full-time equivalent (FTE) employees, which is 2.04 more than the prior year's approved employee positions. New full-time positions are: a new full-time position for a Streets & Drainage Coordinator in the Public Works Department (with a corresponding reduction of 0.5 FTE with the elimination of the half-time Transportation Engineer), a new Police Department DUI officer (pending grant approval), a new part-time electrical inspector in Building Services, and additional hours authorized for the Environmental Technician in Community Development and the Crime Victim Advocate in the Police Department. The Recreation Coordinator position was authorized in fiscal year 2002, but not filled.

**NUMBER OF FULL-TIME EQUIVALENT EMPLOYEES**

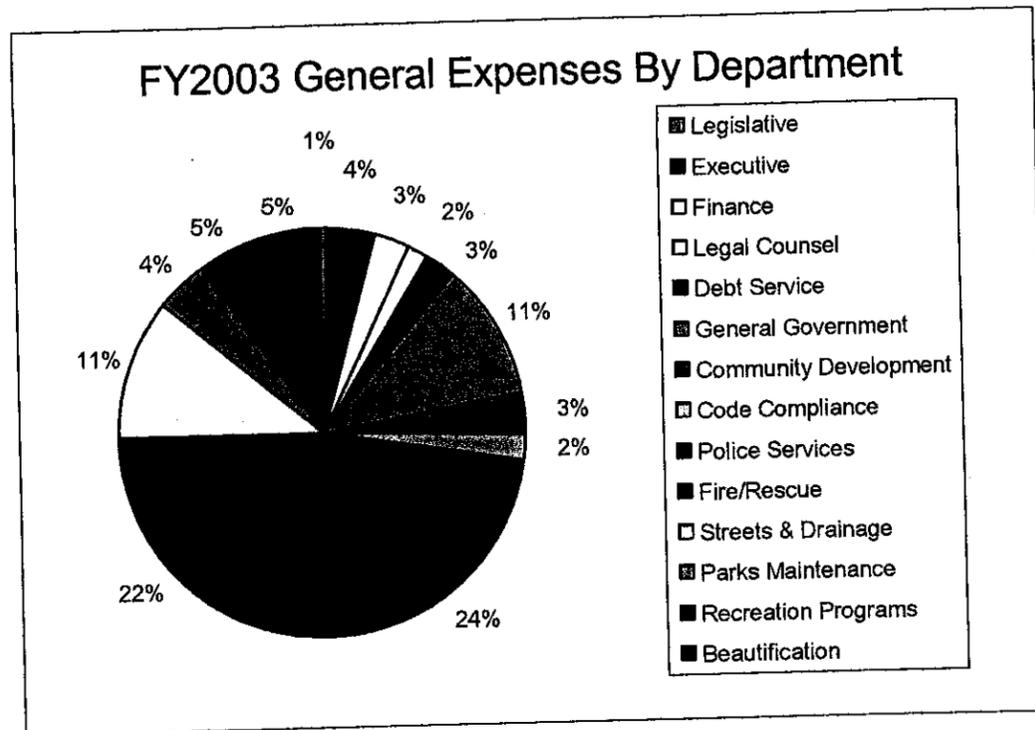
Department/Division	FY2000 Approved	FY2001 Approved	FY2002 Approved	FY2003 Approved
Executive	5.3	5.0	5.0	5.0
Finance	3.0	4.1	4.0	4.0
Community Development	4.1	4.5	4.5	4.63
Code Compliance	3.0	3.0	3.0	3.0
Building Services	7.6	6.9	7.0	7.28
Police Services	22.5	26.0	29.25	30.38
Fire/Rescue	29.5	30.5	31.0	31.0
Public Works	5.7	7.0	7.5	8.0
Parks	0.0	0.0	0.0	0.0
Recreation	2.5	2.5	3.5	3.5
Beautification	0.0	0.0	0.0	0.0
Marco Sewer Utility	0.0	1.0	1.0	1.0
<b>Total</b>	<b>83.2</b>	<b>90.5</b>	<b>95.75</b>	<b>97.79</b>

The number of full time equivalent employees includes both full time and part-time employees. Departments may hire part-time employees from time to time, either on a temporary or a recurring basis. Where zero employees are shown, services are provided through outsourced providers. The attached Organization Chart reflects the proposed full time equivalent positions proposed for the next fiscal year.

**ORGANIZATIONAL CHART**



**BUDGET SUMMARY BY DEPARTMENT**



**EXECUTIVE**

The City Manager is responsible to City Council for the administration of all City affairs by providing sound policy recommendations, leadership, and management of all departmental activities. The City Manager is appointed by, and serves at the pleasure of City Council, and is responsible for executing laws and ordinances and implementing City Council policies.

The City Manager is committed to open and honest communication with City Council and intends to provide sound advice as policies are formulated. The manager intends to encourage and lead the organization, to be responsive to City Council, and to provide the best service possible to the people of Marco Island. The manager intends to build the organization's capacity to provide quality services with a focus on customer satisfaction. The City Manager will pursue the goals and objectives established by City Council.

There are currently 5.0 positions approved for the Executive Division. No changes are proposed. The Division provides City Clerk activities, recording/transcribing and secretarial services for boards and committees, reception and general clerical support, City Hall property management, Human Resource Administration, and management.

The City will continue with a small number of executive positions in the City's organization. The organization is structured to meet City Council's objective of providing a government with a small, flat organization that provides an unbureaucratic, efficient, and effective service to the community and to City Council. The workload expected of City Council and its administration is projected to continue to be at a high level. Added to the aggressive Capital Improvement Program and the regular day-to-day operations, City Council will begin working on the City's own Land Development Code, including new architectural standards for commercial, multi-family, and single-family residential units. Council is expected to make a decision regarding a cooperative agreement with Florida Water Services, a private utility, or proceed with condemnation. New Codes will be introduced to replace Collier County Codes. Council's time will be influenced by the aggressive Five-year Capital Improvement Program and on-going land development issues.

**FINANCE DEPARTMENT**

The primary function of the Finance Department is to oversee the receiving, disbursement, and safekeeping of the City's financial resources. The Department performs these numerous tasks through the use of an integrated computer network with new financial software. The Department is responsible to the City Manager for the sound financial management and integrity of the finance system. The Department provides for all accounting activities, accounts payable, and payroll processing. The Department develops the annual budget, provides the budgetary control system, prepares reports comparing actual revenues and expenditures and monitors the multi-year capital improvement program. The Department will assist in the preparation of grants, and insure the City receives its due share of intergovernmental revenues. The Department is required to obtain the best possible return on all cash investments of the City, maintain a high standard of accounting practices consistent with accepted standards for local government accounting, and will assist an independent public accounting firm who will perform an annual audit and publicly issue a financial opinion. The Department is also responsible for insurance, risk management, and purchasing activities. Four positions have been authorized for the Finance Department.

**COMMUNITY DEVELOPMENT**

The Community Development Department is responsible for all City services relating to growth, development and redevelopment. The Department is responsible for the short and long-range planning, and two divisions – Code Compliance and Building Services. The Department provides staff support to the Planning Board, the Codes Enforcement Board, and the Beach Advisory Committee. The Community Development has four full-time positions and a part-time position

Adoption of all elements of the City's Land Development Code is anticipated in the next fiscal year. Thereafter, the Department will implement time sensitive activities identified in the Comprehensive Plan.

## CODE COMPLIANCE

The Code Compliance Division is responsible for the enforcement of codes and ordinances that directly impact the appearance and public welfare of the community. The Division is responsible for field investigations and enforcement procedures, including those assigned to the Codes Enforcement Board and Circuit Court. One of the City Council's five goals is "preservation of our residential character; through buildout and redevelopment." Three of the components of this goal include: increased code enforcement; balancing the residential character with sufficient commercial development; and preservation of property values for residences. This goal reflects input City Council has received regarding the importance of fair and responsible code enforcement in this community.

Despite the outstanding quality and condition of most properties, the standards and expectations of residents are reflected in the average of two hundred code cases per month. Code Enforcement activities will be administered by three Code Enforcement Officers.

## BUILDING SERVICES

The Building Services Division is charged with providing a full range of services to the development community and the citizens. The Division currently functions with seven full-time employees. Due to the high volume of required electrical inspections based on new construction on the island, a second, part-time, electrical inspector is authorized in the budget.

For Fiscal year 2003, Building Services has been established as a Special Revenue Fund. Revenues from building permits may only be used to support the operations of the Building Services Department; a separate fund provides better financial accountability for this operation.

## POLICE DEPARTMENT

The Police Department is responsible for providing protection of persons and property, the preservation of public peace and order, and the enforcement of the laws of the City and the State. The budget includes three officers funded by the U.S. Justice Department's COPS Grant Program. The Department has submitted grant applications for additional equipment and personnel; a new position for a DUI enforcement officer is contingent on receipt of a grant. For 2003, the hours of the part-time Crime Victim Advocate have been increased to better provide services to those affected by crime.

## FIRE-RESCUE DEPARTMENT

The Fire-Rescue Department provides fire suppression and life safety services. Personnel support and augment emergency medical services. The Department protects and preserves life, health, safety, and property. During FY2001 City Council authorized the creation of three Division Chief positions filled by former department captains. Also approved were six Engine Aerial Captain positions filled by existing Lieutenants. A significant program change is a partnership agreement with Collier County EMS. A Marco Island apparatus will be equipped as an Advanced Life Support (ALS) engine. Qualified Marco Island personnel will man the apparatus/ALS unit with Collier County EMS personnel. EMS personnel will qualify as firefighters and will assist in firefighting activities as required. No new positions were requested for 2003.

## PUBLIC WORKS

The primary function of the Public Works Department is to maintain roads, bridges, sidewalks, public rights-of-way, including landscaped medians, storm drainage system, and the transportation system, including Island waterways. The Department provides engineering review of site development plans and right-of-way permitting services. The Department is responsible for the Beautification Division and the Parks Maintenance Division. Additionally, the Department provides staff support to the Waterways Advisory Committee and the Beautification Committee. The Director also serves on the MPO Technical Committee and will manage most of the capital improvement program. The Department will continue to expand its level of maintenance activities in the next fiscal year.

A Personnel change provides for a new Streets & Drainage Coordinator and the elimination of the part-time Transportation Engineer. Total personnel positions will increase from 7.5 to 8.0 FTEs.

As in previous years, the majority of construction and maintenance activities will be outsourced.

## BEAUTIFICATION

Prior to incorporation, maintenance of right-of-way medians was funded by the Marco Island Beautification MSTU approved by referendum with a maximum of .25 mils. In 1998, management of beautification funds was transferred from Collier County to the City. The proposed budget is equal to a rate of .123 mils.

Enhancement grants will be submitted to the MPO for streetscape and landscape improvements. The Division will coordinate landscaping improvements on the north side of

Jolley Bridge and those projects contained in the Capital Improvement Plan, including roadside border landscaping, newspaper arbors, and cul-de-sac trees.

**PARKS MAINTENANCE**

The Parks Maintenance Division maintains five of the seven park properties owned by the City of Marco Island. The total land area of park facilities owned by the City is 53 acres. The Beautification Division maintains the Jane Hittler Park and the Recreation Division maintains the Marco Island Racquet Club.

**RECREATION**

Recreation programs are outsourced through a contract with the Marco Island YMCA. The YMCA manages program activities at the Mackle Park Community Center, the Winterberry Park and baseball field, and the Tommie Barfield Elementary School ball field. The City provides for the physical maintenance of the major components of the buildings, all grounds maintenance, and the management of the Marco Island Racquet Club facilities. Part-time employees are used to operate the Racquet Club and maintain the courts. Grounds maintenance is outsourced.

This Division funds the Racquet Club. Part-time employees manage the club and perform basis daily maintenance. Other maintenance activities are outsourced.

A new position for a full-time Recreation Coordinator was approved in the 2002, but was not filled during the year. We are currently moving forward with the hiring of that person, scheduled for October 2002. During 2002, the Parks & Recreation Advisory Committee was re-activated to provide guidance in expanding the recreational opportunities on the island, either directly through the City or in partnership with other local agencies, such as the YMCA, the schools, and local churches.

During 2002, the Recreation Division was placed under the supervision of the Finance Director.

**MARCO SEWER UTILITY**

Soon after incorporation, the Collier County Board of Commissioners transferred the Marco Island Water/Sewer District to the City of Marco Island at no cost to the City. The utility provides sewer collection services for just over 1,000 residential customers. The wastewater is collected and delivered to the Florida Water Services wastewater treatment plant on Elkcam Circle through a series of transmission lines and lift stations owned by the City. While the City provides for billing services, all maintenance is outsourced.

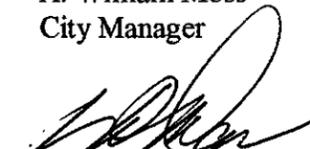
**CONCLUSION**

In September 2002, Marco Island voters went to the polls and approved a number of referendums which will affect in a positive way the operations of local government. From a budgetary standpoint, the most important of these referendums was voter approval to exempt from the Spending Cap the operations of enterprise funds. That approval opens the door for the City of Marco Island to move forward with plans for the acquisition of the water and sewer operations currently owned and operated by Florida Water Services. Funds have been included in this budget for the continuation of the planning process for that acquisition; the ultimate acquisition of the utility is undetermined at this time.

This Fiscal year 2003 budget provides for a continuation of the basic services provided by our municipal government: highly trained and professional Police and Fire/Rescue services, maintenance and upgrades to the City's basic infrastructure and system of parks and open space, Building Services, and administrative services. For this year, we have adopted an aggressive capital improvements program to upgrade the community. The current ad valorem tax levy of 1.69 mils is projected to finance the operations of the government at this level for the next five years.

Sincerely,

  
A. William Moss  
City Manager

  
William P. Harrison  
Finance Director

# City of Marco Island Revenue Budget Report

## *General Fund*

Actual Fiscal Year 2000	Actual Fiscal Year 2001	Budget Fiscal Year 2002	Projected Fiscal Year 2002	Approved Fiscal Year 2003
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### *General Fund Revenues*

Ad Valorem Taxes	5,525,098	5,642,805	7,771,332	7,900,000	9,006,000
Delinquent Ad Valorem Taxes	14,273	4,735	1,000	4,000	1,000
Local Option Gas Tax	619,616	654,994	597,050	675,000	700,000
Cable Franchise Fees	213,019	261,550	0	75,000	0
Communications Service Tax	0	0	250,000	650,000	450,000

<b>Taxes</b>	<b>6,372,006</b>	<b>6,564,084</b>	<b>8,619,382</b>	<b>9,304,000</b>	<b>10,157,000</b>
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County Occupational Licenses	28,171	29,601	16,000	25,000	25,000
Beach Vendor Permits	3,500	3,000	3,000	3,000	3,000
Building Permit Fees	1,115,187	1,110,767	1,000,000	1,350,000	0
Special Fire Permits	750	150	0	300	0

<b>Licenses &amp; Permits</b>	<b>1,147,608</b>	<b>1,143,518</b>	<b>1,019,000</b>	<b>1,378,300</b>	<b>28,000</b>
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Justice Dept Federal Grant	3,000	98,276	0	0	0
FEMA Disaster Relief	10,491	-287	0	2,600	0
State Grant - Comp Plan	40,000	40,000	0	0	0
Law Enforcement Block Grant	0	0	0	10,000	0
Highway Safety Grant	0	0	0	80,000	109,300
Victims of Crime Assist Grant	0	0	0	15,000	15,700
Emergency Management Grant	0	0	0	35,000	0
Fire Act Grant	0	0	0	0	28,000
State of Florida Grants	0	16,344	4,636	3,500	5,000
Municipal Cigarette Tax	96,480	0	0	0	0
Municipal Revenue Sharing	235,021	308,652	318,087	302,000	290,000
1/2 Percent Sales Tax	1,439,279	1,523,954	1,714,249	1,700,000	1,800,000
Firefighters' Supplemental	5,484	5,056	5,200	5,000	5,000
C.O.P.S. Federal Grant	0	95,287	110,000	110,000	26,500
C.O.P.S. More Grant	0	0	0	0	185,400
Fire: Fees-in-Lieu Taxes	56,376	56,376	56,376	56,400	56,600

<b>Intergovernmental Revenue</b>	<b>1,886,131</b>	<b>2,143,658</b>	<b>2,208,548</b>	<b>2,153,100</b>	<b>2,521,500</b>
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**City of Marco Island  
Revenue Budget Report**

*General Fund*

(Continued)

	Actual Fiscal Year 2000	Actual Fiscal Year 2001	Budget Fiscal Year 2002	Projected Fiscal Year 2002	Approved Fiscal Year 2003
Certification & Copying	2,324	2,608	2,000	2,000	2,000
Land Use Fees	65,915	64,382	30,000	50,000	50,000
Haz-Mat Cost Recovery	0	0	0	16,000	0
Fire Prevention Fees	63,074	78,991	110,000	200,000	110,000
Raquet Club Fees	71,408	77,351	86,000	86,000	86,000
Public Education Classes	0	772	0	700	0
<b>Charges for Services</b>	<b>202,721</b>	<b>224,104</b>	<b>228,000</b>	<b>354,700</b>	<b>248,000</b>
Court Fines	16,055	19,274	10,000	25,000	25,000
Violations of Local Ordinances	1,400	4,445	0	1,200	1,200
Code Compliance Service Fees	61,743	60,185	18,000	70,000	30,000
Criminal Justice Education	0	68	0	100	0
<b>Fines &amp; Forfeitures</b>	<b>79,198</b>	<b>83,972</b>	<b>28,000</b>	<b>96,300</b>	<b>56,200</b>
Interest Earned	494,412	468,109	300,000	220,000	350,000
Interest on Ad Valorem Taxes	5,863	7,608	5,000	5,000	5,000
Interest on Impact Fees	111,159	113,616	80,000	48,000	50,000
Police Impact Fees	0	0	0	0	100,000
Fire Impact Fees	251,193	232,688	148,000	260,000	150,000
Insurance Claim Proceeds	0	6,547	0	10,000	0
Miscellaneous Revenues	89,575	66,069	25,000	75,000	25,000
<b>Miscellaneous Revenues</b>	<b>952,202</b>	<b>894,637</b>	<b>558,000</b>	<b>618,000</b>	<b>680,000</b>
<b>GRAND TOTAL</b>	<b>10,639,866</b>	<b>11,053,973</b>	<b>12,660,930</b>	<b>13,904,400</b>	<b>13,690,700</b>

General Fund Revenues

Total General Fund revenues budgeted for fiscal year 2003 are \$13,690,700.

Each revenue source is described as follows:

Ad Valorem Taxes.....	\$9,006,000
Delinquent Ad Valorem Taxes.....	\$ 1,000

Chapter 166, Florida Statutes, provides for the levy of Ad Valorem taxes on real and tangible personal property. The definition in Section 192.001 states, "the term 'property tax' may be used interchangeably with the term 'Ad Valorem tax'." The Florida Constitution limits local governments to a maximum of 10 mils of Ad Valorem taxation.

Revenue from property taxes is the City's primary source of income, and accounts for 66% of General Fund revenue.

The City's 2001 taxable value for Fiscal Year 2002 tax revenue from the Collier County Property Appraiser was \$4,599,465,219. This was an increase in taxable value of 21% over the prior year. For tax year 2002 (Fiscal Year 2003), the Property Appraiser has reported that assessed valuations have increased to \$5,609,400,078, representing an 19.5% increase over the final values of 2001. Last year, the City projected that a mil levy of 1.7437 mils would provide funding for operations and contributions to the Capital Improvements Program at a level which would not require any increase in the mil levy for the 5-year planning horizon. With the continued increases in valuations this year, the mil levy was reduced to 1.6900 mils. Funds in excess of those needed to finance Fiscal Year 2003 operations, in the amount of \$730,766, are recommended to be added to the funds currently available to finance future years CIP budgets. This action will allow us to move closer to pay-as-you-go financing of capital improvements.

Residential property with a Homestead Exemption is covered by the "Save Our Homes" constitutional amendment. This limits the increase in taxable value to the lower of 3% or the cost of living increase. When a residence with a Homestead Exemption is sold, the taxable assessed value is raised to market value.

Truth In Millage (TRIM) State of Florida legislation requires that we budget ad valorem tax revenues at 95%. This is done to allow for uncollectible revenue from prompt payment discounts of up to 4%, and other adjustments in accordance with Florida Statutes. An additional \$1,000 is expected to be received from prior years' delinquent ad valorem taxes.

Local Option Gas Tax.....	\$700,000
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Local governments are authorized, pursuant to Section 206.41(1)(e) and Section 206.87(1)(c), Florida Statutes, to levy up to 11 cents of local option fuel taxes in the form of two separate levies. The first is a tax of one to six cents on every net gallon of motor and

diesel fuel sold in the County, pursuant to Section 336.025(1)(a), Florida Statutes. Collier County adopted a tax of six cents in March 1987. The proceeds may be used to fund transportation expenditures. County Ordinance 99-40 extended the six-cent local option fuel tax to August 31, 2015. In 1999, Collier County entered into an agreement with the City of Naples to provide for a distribution formula for all municipalities. The agreement, effective 9/1/99 to 8/31/03, provides that Marco Island will receive 4.97% of the gas tax.

The second tax is a one to five cent levy upon every net gallon of motor fuel sold in a County, pursuant to Section 366.025(1)(b), Florida Statutes. Diesel fuel is not subject to this tax. This additional tax was adopted by Collier County effective January 1994. The City of Marco Island currently receives 5.26% of the total tax for the County. These funds must be used to meet the capital element of the comprehensive plan.

Local Option Gas Tax is one of the three taxes which combine to provide the City with State Revenue Sharing. The formula for calculating Gas Tax is provided by the Florida Department of Revenue annually.

**Communications Services Tax.....\$450,000**

The City had previously collected revenue under franchise fee agreements equal to 5% of revenues from Comcast and Marco Island Cable. Beginning in fiscal year 2002 the Communications Services Tax (CST) legislation replaces franchise fee revenue. The City authorized a levy of a 5.3% tax rate effective October 1, 2001.

**County Occupational Licenses .....\$25,000**

In 1972, the Legislature amended Chapter 205, F.S. to allow a local occupational license tax. Tax revenues collected in all areas of the County are apportioned to municipalities and the unincorporated areas of the County according to a population-based ratio.

In 1993, new occupational license tax statutes were enacted. The distribution method was changed so that counties were no longer required to share County occupational license tax revenues collected in unincorporated areas with municipalities if the County established a new rate structure. Collier County did not establish a new rate structure. The City is entitled to 8% of occupational license tax revenues collected.

**Beach Vendor Permits.....\$3,000**

An annual permit fee is charged to authorized vendors who operate business on the beach.

**Highway Safety Grant.....\$109,300**

The Police Department first received a Highway Safety Grant in 2002. For fiscal year 2003, funding has been requested for an additional police officer, dedicated to D.U.I. enforcement. If approved, the grant will also cover equipment.

**Victim of Crime Act Grant.....\$15,700**

Fiscal Year 2003 will be the second year for this Police Department grant. The budget proposes increasing the available hours for the position to 15 hours per week.

**Fire Act Grant.....\$28,000**

Fire Department grant application for C.E.R.T. training and equipment.

**State of Florida Grant.....\$5,000**

Ongoing grant program for turtle monitoring.

**Municipal Revenue Sharing Proceeds.....\$290,000**

Chapter 72-360, Laws of Florida, created the Revenue Sharing Act of 1972, providing for general revenue sharing. This Act was amended in 1999 to substitute sales taxes for two cigarette taxes. Approximately 36.2% of Revenue Sharing proceeds is derived from the Municipal Fuel Tax.

Municipal Revenue Sharing is one of three taxes that combine to provide the City with State Revenue Sharing proceeds. The estimate of receipts for Municipal Revenue Sharing is determined by the Florida Legislative Committee on Intergovernmental Relations and the Florida Department of Revenue. Future receipts from Municipal Revenue Sharing Proceeds are expected to decrease over time as each share becomes smaller with the addition of newly incorporated cities.

**Half-Cent Sales Tax .....\$1,800,000**

Chapter 82-154, Laws of Florida, created the local government half-cent sales tax program. The primary purpose of the tax was to provide relief from Ad Valorem taxes in addition to providing counties and municipalities with revenues for local programs. Current revenues for this fund come from 9.653% of the state sales tax (which is shared by both counties and cities). The distribution formulas are population-oriented but not directly proportional to population increase. Municipalities can use these funds for municipal-wide programs. These funds can also be pledged towards repayment of bonds or used for capital projects.

Half-Cent Sales Tax is one of three taxes that combine to provide the City with State Revenue Sharing proceeds. The estimate of receipts for Half-Cent Sales Tax is determined

General Fund Revenues

City of Marco Island, Florida

General Fund Revenues

by the Florida Legislative Committee on Intergovernmental Relations and the Florida Department of Revenue.

Firefighter's Supplemental Compensation.....\$5,000

The state requires municipalities to compensate firefighters with the payment of an educational incentive of \$600 per year upon attainment of an Associate Degree. Payment is reimbursed by the State of Florida.

C.O.P.S. Grant Revenue.....\$26,500

The City received a U.S. Department of Justice Grant through the Community Oriented Police Service program. The Grant, a total of \$375,000 over 3 years, funds the salaries of 3 police officers. This is the last year of the grant period and will provide funding for the first quarter of fiscal year 2002-03.

C.O.P.S.-more Grant Revenue.....\$185,400

The Marco Island Police Department has been awarded a major technology grant to install computers in police vehicles. Total grant is for technology valued at \$247,213, with a \$61,803 match required from the City.

Fire Service Fees in Lieu of Taxes.....\$56,600

The City and Collier County entered into a Fire Protection Agreement where the City will provide fire protection services to the unincorporated areas of Goodland and Horr's Island. This amount is calculated based on the value of the area served multiplied by an equivalent millage rate proportional to the cost of fire protection services to Marco Island residents.

Certification and Copying.....\$2,000

These fees are charged to produce copies of City documents, including the City council agenda.

Land Use Fees.....\$50,000

Fees are charged to offset expenses associated with processing land use petitions.

Fire Prevention Fees .....\$110,000

The City charges for inspections of the construction of new multi-family dwellings and businesses. These inspections are performed by Building Services and Fire/Rescue personnel. The revenue assumes City Council will adopt a new Fire Prevention Fee.

City of Marco Island, Florida

General Fund Revenues

Racquet Club Fees .....\$86,000

The Marco Island Racquet Club offers tennis, handball, and racquetball facilities. User fees partially offset the operating costs.

Court Fines .....\$25,000

Fines from traffic violations provide local governments with additional revenue as per Chapters 316 and 318 of the Florida Statutes. This revenue may be distributed to municipalities as provided in Section 318.21, Florida Statutes.

Violations of Local Ordinances.....\$1,200

In addition to funds received from violations of State Statutes, the City receives a portion of the Collier County Court fines for violations of local ordinances.

Code Compliance Service Fees .....\$30,000

To enforce the overgrowth of vegetation on vacant lots, the City will enter into contracts with licensed firms to mow lots in violation. The City intends to recapture all out-of-pocket expenses through fines and penalties paid by the violator. This revenue source offsets the contracted expense in the Code Compliance Division.

Interest Earned .....\$350,000

The City earns interest on daily cash balances through overnight repositories and other contractual arrangements with the City's banking vendor, AmSouth Bank. Funds are invested with the Surplus Trust Funds Investment Pool with the State Board of Administration, and purchases of certificates of deposit from other federal or state guaranteed institutions.

Interest on Ad Valorem.....\$5,000

This is interest earned on the taxes collected and held by the Collier County Tax Collector prior to being received by the City.

Interest on Impact Fees.....\$50,000

Interest earned on impact fees are used for authorized capital expenditures.

General Fund Revenues

City of Marco Island, Florida

General Fund Revenues

**Police Impact Fees.....\$100,000**

A 2002 ordinance established a Police Impact Fee. Fees are assessed on new development built within the City limits. Police Impact Fees may only be spent on equipment and capital facilities necessary to provide services caused by new development.

**Fire Impact Fees .....\$150,000**

These fees are assessed on new development built within the City limits. Ordinance revised 2002. Fire impact fees may only be spent on equipment and capital facilities necessary to provide services caused by new development. This revenue is currently being used to offset the capital lease for the fire department building and minor capital equipment purchases.

**Miscellaneous Revenues.....\$25,000**

General Fund revenues not otherwise classified.

DESCRIPTION	ACTUAL FY2001	BUDGET FY2002	YTD ACTUAL FY2002	PROJECTED FY2002	PROPOSED % OF FY2003 FY2002
<b>GENERAL FUND REVENUES</b>					
AD VALOREM TAXES	5,642,805	7,771,332	7,904,341	7,800,000	9,006,000 116 %
DELINQUENT AD VALOREM TAXES	4,735	1,000	3,370	4,000	1,000 100 %
LOCAL OPTION GAS TAX	654,994	597,050	657,528	675,000	700,000 117 %
CABLE FRANCHISE FEES	261,550	0	74,829	75,000	0 0 %
COMMUNICATIONS SERV TAX	0	250,000	605,066	350,000	450,000 180 %
<b>TAXES:</b>	<b>6,564,084</b>	<b>8,619,382</b>	<b>9,245,133</b>	<b>8,904,000</b>	<b>10,157,000 118 %</b>
COUNTY OCCUPATIONAL LICENSES	29,601	16,000	22,253	25,000	25,000 156 %
BEACH VENDOR PERMITS	3,000	3,000	3,500	3,000	3,000 100 %
BUILDING PERMIT FEES	1,110,767	955,000	1,450,626	1,200,000	0 0 %
SPECIAL FIRE PERMITS	150	0	450	300	0 0 %
<b>LICENSES &amp; PERMITS:</b>	<b>1,143,518</b>	<b>974,000</b>	<b>1,476,829</b>	<b>1,228,300</b>	<b>28,000 3 %</b>
BULLETPROOF VEST FEDERAL GRANT	2,989	0	0	0	0 0 %
LAW ENF BLOCK GRANT	0	0	40,397	10,000	0 0 %
TRAFFIC SAFETY GRANT	0	0	974	80,000	109,300 0 %
EMERGENCY MGMT GRANT	0	0	0	35,000	0 0 %
FIRE ACT GRANT	0	0	0	0	28,000 0 %
C.O.P.S. MORE GRANT	0	0	0	0	185,400 0 %
FEMA DISASTER RELIEF	(287)	0	2,609	0	0 0 %
STATE DCA GRANT FOR COMP PLAN	40,000	0	0	0	0 0 %
VICTIMS OF CRIME GRANT	0	0	0	15,000	15,700 0 %
ISLAND DRUG REDUCTION GRANT	0	0	10,000	0	0 0 %
STATE MARINE TURTLE EDUCATION	0	4,636	4,326	3,600	5,000 108 %
MUNICIPAL REVENUE SHARING PROC	308,652	318,087	287,111	302,000	290,000 91 %
HALF-CENT SALES TAX	1,523,954	1,714,249	1,540,216	1,700,000	1,800,000 105 %
FIREFIGHTER'S SUPPLEMENTAL COM	5,056	5,200	3,950	5,000	5,000 96 %
STATE R-O-W MOWING CONTRIBUTIO	16,344	0	12,258	3,500	0 0 %
C.O.P.S. FEDERAL GRANT REVENUE	95,287	110,000	57,281	110,000	26,500 24 %
FIRE SERVICE FEES IN LIEU OF T	56,376	56,376	56,376	56,400	56,600 100 %
<b>INTERGOVERNMENTAL REVENUE:</b>	<b>2,048,371</b>	<b>2,208,548</b>	<b>2,015,498</b>	<b>2,320,500</b>	<b>2,521,500 114 %</b>
CERTIFICATION & COPYING	2,608	2,000	1,041	2,000	2,000 100 %
LAND USE FEES	64,382	30,000	53,829	60,000	50,000 167 %
HAZ-MAT COST RECOVERY	0	0	14,753	16,000	0 0 %
FIRE PREVENTION FEES	78,991	110,000	265,292	130,000	110,000 100 %
RACQUET CLUB FEES	77,351	86,000	85,105	86,000	86,000 100 %
PUBLIC EDUCATION CLASSES	772	0	1,285	700	0 0 %
<b>CHARGES FOR SERVICES:</b>	<b>224,105</b>	<b>228,000</b>	<b>421,305</b>	<b>294,700</b>	<b>248,000 109 %</b>
COURT FINES	19,274	10,000	31,119	25,000	25,000 250 %
VIOLATIONS OF LOCAL ORDINANCES	4,445	0	1,655	1,200	1,200 0 %
CODE COMPLIANCE SERVICE FEES	60,185	18,000	93,027	50,000	30,000 167 %
CRIMINAL JUSTICE EDUCATION FIN	68	0	238	100	0 0 %
<b>FINES &amp; FORFEITURES:</b>	<b>83,972</b>	<b>28,000</b>	<b>126,039</b>	<b>76,300</b>	<b>56,200 201 %</b>
INTEREST EARNED	468,109	300,000	192,329	250,000	350,000 117 %
INTEREST ON AD VALOREM TAXES	7,608	5,000	2,838	5,000	5,000 100 %
INTEREST ON IMPACT FEES	113,616	80,000	40,130	48,000	50,000 63 %
FIRE IMPACT FEES	232,688	148,000	293,717	250,000	150,000 101 %
POLICE IMPACT FEES	0	0	4,439	0	100,000 0 %
SALE OF FIXED ASSETS	0	0	31,887	0	0 0 %
INSURANCE CLAIM PROCEEDS	6,547	0	8,567	10,000	0 0 %
DONATIONS	0	0	550	0	0 0 %
MISCELLANEOUS REVENUE	59,990	25,000	47,376	25,900	25,000 100 %
POLICE MISCELLANEOUS REVENUE	416	0	272	0	0 0 %
FIRE MISCELLANEOUS REVENUE	1,555	0	897	0	0 0 %
RECREATION MISCELLANEOUS REVEN	4,106	0	676	0	0 0 %
<b>MISCELLANEOUS REVENUE:</b>	<b>894,636</b>	<b>558,000</b>	<b>623,678</b>	<b>588,900</b>	<b>680,000 122 %</b>

100% Yr Complete

DESCRIPTION	ACTUAL FY2001	BUDGET FY2002	YTD ACTUAL FY2002	PROJECTED FY2002	PROPOSED % OF FY2003 FY2002
FIRE IMPACT FUND BAL TRANSFER-	0	76,000	0	76,000	0 0 %
NON-REVENUES:	0	76,000	0	76,000	0 0 %
GRAND TOTAL OF REVENUE:	10,958,686	12,691,930	13,908,483	13,488,700	13,690,700 108 %

**City of Marco Island  
Annual Budget Summary  
Fiscal Year 2002-03**

*General Fund*

Fiscal 2003 Annual Budget
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**CITY ADMINISTRATION  
EXPENDITURES:**

Legislative	\$ 72,223
Executive Administration	396,473
Finance	320,754
Debt Service	274,158
Recreation	561,336
Legal Counsel	180,000
General Government	1,154,584
Administrative Cost Allocation Transfer from Building Services	(318,873)

<b>TOTAL EXPENDITURES</b>	<b>\$ 2,640,655</b>
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**MISSION STATEMENT**

*To uphold the upscale residential community atmosphere, with sufficient commercial development to serve the needs of the residents, to enhance its natural beauty, to promote architectural harmony, and to provide for the safety and welfare of its residents, through cost-effective government, with prompt and courteous service to all.*

**DESCRIPTION**

Marco Island operates under a council-manager form of government in accordance with its Charter. Legislative authority is vested in a seven (7) member City Council elected at-large and on a non-partisan basis. Members of Council serve a term of four years on a staggered basis. The Council elects a chairman, who shall preside, and a vice-chairman. The chairman and vice-chairman serve in that capacity for one (1) year.

The Council, as the legislative body of the City, determines policy and appoints a City Manager, who is responsible for administration of that policy and managing the City's departments and services. The Council also appoints a City Attorney. The Council is responsible for legislation and policies of the City.

In fiscal year 2003, the Legislative Division will aspire to advance the following five-year goals:

**OBJECTIVES**

City Council Goals are as follows:

- A financially sound government with quality services.
- Quality infrastructure and amenities.
- A safe community for the people of Marco Island.
- Citizens involved as active partners with the City.
- Preservation of our residential character through build-out and redevelopment.

**ACCOMPLISHMENTS**

- Developed revisions to the City Charter for the September 2002 election and a 2003 special election.
- Initiated action to provide Marco Island residents and businesses with a future source of safe drinking water and a efficient wastewater system by beginning condemnation of Florida Water Services, Inc. assets, while negotiating acquisition through the Florida Government Utility Authority.
- Continued to pursue the Judge Jolley Bridge expansion project as a community priority. Project re-prioritized to #2 on the MPO project priority list.
- Maintained the millage rate for the second year in a row while expanding the capital improvement program.
- Adopted architectural standards for commercial and residential structures.
- Implemented the Post-Redevelopment Plan and Associated Build-Back Policies.
- Participated in negotiations for the City's first contract with the Police Benevolent Association.
- Obtained a \$2,500,000 funding commitment from Massachusetts Mutual for the South Collier Roadway Project.
- Considered and authorized ordinances to protect the Island's sea turtles, burrowing owls and other endangered or threatened species.
- Conducted numerous public meetings and public hearings to explain proposed policies and to receive public input, and to serve as the Zoning Board of Appeals and Construction board of Adjustment and Appeals.
- Developed strategy for the City's second 5-year Capital Improvement Program.
- Considered and adopted more than 35 amendments to the Marco Island Land Development Code.
- Provided more services and infrastructure improvements with a lower property tax rate than that available prior to incorporation in 1997.

**DETAIL OF PERSONNEL SERVICES**

Position:	FY2002 Budget:	FY2003 Budget:	Salary:
Council Chairman	1.0	1.0	\$9,000
Council Members	6.0	6.0	<u>36,000</u>
<b>Total</b>	<b>7.0</b>	<b>7.0</b>	<b>\$45,000</b>

**DETAIL OF CAPITAL PURCHASES**

Description:	Total Cost:
Computer	<u>\$2,500</u>
<b>Total Capital Outlay</b>	<b>\$2,500</b>

**BUDGET SUMMARY**

Council Stipend Expenditures	\$48,443
Operating Expenses	21,280
Capital Outlay	<u>2,500</u>
<b>Total for FY2003</b>	<b>\$72,223</b>

DESCRIPTION	ACTUAL FY2001	BUDGET FY2002	YTD ACTUAL FY2002	PROJECTED FY2002	PROPOSED FY2003	% OF FY2002
<b>LEGISLATIVE</b>						
COUNCIL STIPENDS	38,250	40,000	42,024	43,000	45,000	113 %
FICA TAXES	2,926	3,060	3,215	4,000	3,443	113 %
WORKERS COMPENSATION	381	2,778	4,053	2,778	0	0 %
<b>TOTAL PERSONNEL SERVICES:</b>	<b>41,557</b>	<b>45,838</b>	<b>49,292</b>	<b>49,778</b>	<b>48,443</b>	<b>106 %</b>
TRAVEL & PER DIEM	3,411	15,300	4,056	15,300	15,300	100 %
TELEPHONE AND COMMUNICATIONS	1,475	1,368	2,006	1,600	2,400	175 %
OFFICE SUPPLIES	574	1,200	609	1,200	1,200	100 %
POSTAGE	688	0	0	0	0	0 %
TRAINING & EDUCATION	1,679	2,380	2,615	0	2,380	100 %
<b>TOTAL OPERATING EXPENSES:</b>	<b>7,827</b>	<b>20,248</b>	<b>9,287</b>	<b>18,100</b>	<b>21,280</b>	<b>105 %</b>
EQUIPMENT PURCHASES	0	2,500	0	0	2,500	100 %
<b>TOTAL CAPITAL OUTLAY:</b>	<b>0</b>	<b>2,500</b>	<b>0</b>	<b>0</b>	<b>2,500</b>	<b>100 %</b>
<b>GRAND TOTAL FOR DEPARTMENT:</b>	<b>49,384</b>	<b>68,586</b>	<b>58,579</b>	<b>67,878</b>	<b>72,223</b>	<b>105 %</b>

**MISSION STATEMENT**

*To be responsible to City Council for the administration of all City affairs by providing sound policy recommendations, leadership and management of all departmental activities, and to strive for excellence in the provision of City services at a reasonable cost with an organization committed to good customer service for the citizens we serve.*

**DESCRIPTION**

Section 4.01 of the City Charter provides that there shall be a City Manager who shall be the chief administrative officer of the City. The City Manager shall be responsible to the City Council for the administration of all City affairs placed in the Manager's charge by the City Charter. The City Manager is appointed by, and serves at the pleasure of the City Council, and is directly responsible for executing laws and ordinances and implementing City Council policies. The City Manager appoints all employees of the City with the exception of the City Attorney.

The City Manager is responsible for providing and exercising overall supervision of administrative and operating departments in order to provide the level of service and capital improvement programs approved by City Council. The City Manager prepares the annual budget for review and adoption by City Council, develops and recommends alternative solutions to community problems, and plans and implements programs to meet the health, safety, and welfare needs of the community.

The City Manager may represent City Council before other governmental agencies, provides public information, and advances policy initiatives of City Council. The City Manager provides organizational leadership which fosters teamwork and builds the organization's capacity to provide quality City services, prepares for the City's future through strategic planning and sound financial management, encourages all employees to maintain a focus on customer satisfaction, and works to ensure that those directly affected by our decisions have an opportunity to participate in the decision making process.

There are no proposed changes in personnel or programs for fiscal year 2003.

In fiscal year 2003, the City Manager will aspire to achieve the following:

**OBJECTIVES**

- To provide sound advice to City Council as it develops and reviews policy decisions.
- To represent the City in intergovernmental activities and to facilitate the exchange of information.
- To communicate City Council policy and other legislative initiatives to the public and to the organization.
- To recruit, hire, and train employees required to provide the programs and services established by City Council.
- To develop administrative codes and ordinances required for the City.
- To provide timely distribution of agenda documentation to City Council, and provide an accurate summary of the issues before Council with recommended alternatives.
- To evaluate alternatives for the provision of services either through outsourcing or with City employees. To provide a proposed budget which sufficiently meets the level of services while including a capital component designed to meet the infrastructure needs of the City.
- To attain the community's goals as established by City Council.

**ACCOMPLISHMENTS**

During fiscal year 2002, this department provided leadership to the City's organization and assisted City Council toward the achievement of the goals set in the previous budget:

**A FINANCIALLY SOUND GOVERNMENT WITH QUALITY SERVICES.**

- Provided a budget with services sufficient to meet community needs while enhancing the investment in the infrastructure through an aggressive and balanced capital improvements program. Provided services and capital improvements with a property tax millage 7% below the "pre-incorporation" millage rate of 1.8705.

- Initiated acquisition of Florida Water Services, Inc. assets, concurrently providing state-wide leadership with on-going negotiations for FWS assets by the Florida Government Utility Authority.
- Developed a 5-year Capital Improvement Program that provides infrastructure improvements totaling \$36 million.
- Sought and received grant funding for Police, Fire-Rescue, storm drainage, transportation, and CDBG eligible projects.

QUALITY INFRASTRUCTURE AND AMENITIES.

- Completed the City's Comprehensive Plan and the significant Land Development Code.
- Prepared City Charter amendments for a special referendum.
- Completed fourth year of a citywide street resurfacing program and the third sidewalk construction program.
- Prepared and implemented a comprehensive 5-year Capital Improvement Program to address diversified infrastructure improvements.
- Replaced or repaired storm drainage outfalls throat inlets, and constructed new outfalls. Completed installation of new street identification signs unique to Marco Island
- Managed the Marco Island Water/Sewer District.
- Successfully advocated for a permanent seat for Marco Island on the Collier County Coastal Advisory Committee and Tourist Development Council.
- Renovated the first floor of City Hall to accommodate Community Development, Building Services and Code Enforcement Departments.
- Improved two major intersections and replaced one bridge.
- Worked with the MPO and the City Council's representative to ensure priority funding for the Jolley Bridge expansion.

A SAFE COMMUNITY FOR THE PEOPLE OF MARCO ISLAND.

- Guided transition of two department directors, the positions of Fire Chief and Police Chief, to the organization and the community.
- Initiated discussions with Collier County EMS to improve medical response protocol.
- Provided a planned and coordinated response to hurricane threats.
- Provided high-quality response to Police and Fire-Rescue emergencies with well-trained personnel and quality equipment.
- Negotiated contracts with the P.B.A. and the I.A.F.F.
- Offered responsive development services and building inspections, code enforcement, and fire inspection and prevention programs.

CITIZENS INVOLVED AS ACTIVE PARTNERS WITH THE CITY.

- Managed an organization committed to quality customer service.
- Followed Council's lead to advance the concept of public hearings and meetings designed to encourage public input and public participation.
- Provided timely response to citizen inquiries, complaints, and expressions of opinion on service and public policy issues.
- Engaged numerous advisory committees to share in the development of public policy, programs, and services.

PRESERVATION OF OUR RESIDENTIAL CHARACTER THROUGH BUILDOUT AND REDEVELOPMENT.

- Submitted the first Comprehensive Plan and received approval from the Department of Community Affairs.
- Implemented standards for commercial and residential structures.
- Prepared for adoption and implemented the new Land Development Code to address on-going community concerns.

- Implemented new sign code as required by the Marco Island Overlay.
- Obtained Federal Community Rating Service of 7 to allow for discounts for flood insurance.
- Provided comprehensive planning, zoning and development services.
- Offered in-house environmental services to address issues of water resources, exotic species, and ecological management. Initiated systematic water quality testing program.
- Offered park and recreational services responsive to the needs of the residents of Marco Island.

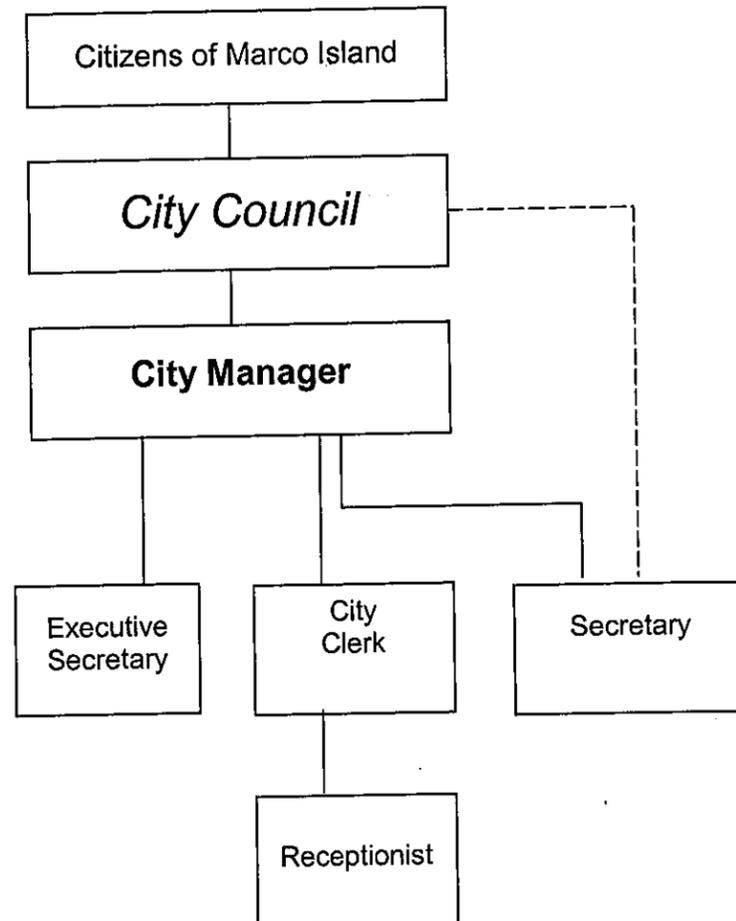
**DETAIL OF PERSONNEL SERVICES**

<u>Position:</u>	<u>FY2002 Budget:</u>	<u>FY2003 Budget:</u>	<u>Salary:</u>
City Manager	1.0	1.0	\$114,473
City Clerk	1.0	1.0	43,368
Executive Secretary	1.0	1.0	33,087
Secretary	1.0	1.0	25,000
Receptionist	1.0	1.0	24,000
<i>Pay for Performance Incentives</i>			<u>11,996</u>
<b>Total Full Time Equivalents</b>	<b>5.0</b>	<b>5.0</b>	<b>\$251,924</b>

**BUDGET SUMMARY**

<u>Description:</u>	<u>Total Cost:</u>
Personnel Services Expenditures	\$379,168
Operating Expenses	17,305
Capital Outlay	<u>0</u>
<b>Total for FY2003</b>	<b>\$396,473</b>

ORGANIZATIONAL CHART



DESCRIPTION	ACTUAL FY2001	BUDGET FY2002	YTD ACTUAL FY2002	PROJECTED FY2002	PROPOSED FY2003	% OF FY2002
<b>EXECUTIVE ADMINISTRATION</b>						
WAGES	208,674	243,107	215,881	243,107	251,924	104 %
OVERTIME	588	1,200	407	1,000	1,200	100 %
BENEFITS	80,455	91,002	78,613	91,002	100,646	111 %
FICA TAXES	15,675	24,659	16,352	21,000	25,398	103 %
WORKERS COMPENSATION	2,114	2,485	3,603	2,485	0	0 %
<b>TOTAL PERSONNEL SERVICES:</b>	<b>307,507</b>	<b>362,453</b>	<b>314,855</b>	<b>358,594</b>	<b>379,168</b>	<b>105 %</b>
TRAVEL & PER DIEM	3,924	9,770	2,129	6,000	9,770	100 %
TELEPHONE & COMMUNICATIONS	781	456	507	1,000	750	164 %
SUPPLIES	0	0	1,558	0	2,000	0 %
PUBLICATIONS & MEMBERSHIPS	2,647	2,435	2,590	2,435	2,435	100 %
TRAINING	1,045	3,350	1,589	1,900	2,350	70 %
<b>TOTAL OPERATING EXPENSES:</b>	<b>8,398</b>	<b>16,011</b>	<b>8,373</b>	<b>11,335</b>	<b>17,305</b>	<b>108 %</b>
EQUIPMENT PURCHASES	2,166	2,250	0	2,250	0	0 %
<b>TOTAL CAPITAL OUTLAY:</b>	<b>2,166</b>	<b>2,250</b>	<b>0</b>	<b>2,250</b>	<b>0</b>	<b>0 %</b>
<b>GRAND TOTAL FOR DEPARTMENT:</b>	<b>318,070</b>	<b>380,714</b>	<b>323,229</b>	<b>372,179</b>	<b>396,473</b>	<b>104 %</b>

**MISSION STATEMENT**

*To advise the City Manager in the administration, development, and monitoring of the operating and capital budgets, to offer technical support within the City of Marco Island government structure, to assist the general public and citizen groups with information requests and to make recommendations to City Council, City Manager and Advisory Committees on all financial and budgetary policies.*

*The members of the Finance Department shall demonstrate and be dedicated to the highest ideals of honor and integrity in all public and personal relationships to merit the respect, trust, and confidence of governing officials, other public officials, employees, and of the public. The members of the Finance Department shall demonstrate integrity in the issuance and management of information.*

**DESCRIPTION**

The Finance Department is the central fiscal control and accounting agency, and the Director of Finance serves as the Chief Financial Officer for the City.

The Finance Department deals with daily finance/accounting activities including purchasing and accounts payable, payrolls and audits, preparation of operating and capital budgets, preparation of comprehensive financial reports, investments, debt management, assessment administration, and cash management. The Finance Department provides financial information to the public, state agencies, grantors, auditors, City Council, and City Manager. In addition to managing the financial functions of the City, the Director also oversees the following activities for the City:

- Risk Management, claims management, and administration of the City's comprehensive insurance program.
- Information Systems Management, computer network installation, maintenance and support to City Hall end-users.
- Utility Billing and customer relations.
- Code Compliance billing, collections and liens, and customer relations.
- Assessment Roll collections and customer relations.
- Processing Estoppel Letters and title clearances for all property transactions within the City.
- Cash remittance from the Building Department and Racquet Center.
- Employee travel.
- Administration of payroll and employee benefits.
- Collective bargaining.
- Electronic Banking, office supplies, printing, and vendor relations.
- Special City Manager issues and projects.

In fiscal year 2003, the Finance Department will work towards achieving the following:

**OBJECTIVES**

- To continue to provide timely, accurate, and up-to-date monthly Financial Reports to citizens, staff, management and City Council. To continue to meet the requirements necessary to issue a Comprehensive Annual Financial Report.
- To assist in the preparation and financing of the Capital Improvement Plan.
- To prepare the Annual Proposed Operating and Capital Budgets as directed by the City Manager, and to administer the Budget as adopted by the City Council.
- To complete the training and cross training of the accounting staff. To improve the workload of the Finance Department in order to provide the most accurate, efficient service possible to other City Departments.
- To manage the City's investments for maximum return on investments with minimum risks, in compliance with the new Investment Policy approved by the City Council in the Spring of 2002.
- To continue professional education and development which benefits the City in contemporary financial practices and state-of-the-art accounting systems.

During fiscal year 2002, the Finance Department achieved the following objectives:

**ACCOMPLISHMENTS**

- Effectively maintained all operations of financial management during the transition to a new department head.
- Assisted the City Manager and City Council in developing budget policies to maintain and enhance municipal services within the spending cap.
- Put into place new budget amendment policies designed to maintain accountability while eliminating unnecessary paperwork.

- Prepared and implemented a new Investment Policy for the City, providing the ability to earn higher rates of return on available funds, while maintaining the safety and liquidity of capital invested.
- Privatized the payroll process, allowing employees access to direct deposit of paychecks and providing extra staff time to meet the financial management needs of the City.
- Assisted the City Manager and City Council on numerous special projects, including the major project dealing with the potential acquisition of Florida Water Services assets on Marco Island.

**DETAIL OF PERSONNEL SERVICES**

<u>Position:</u>	<u>FY2002 Budget:</u>	<u>FY2003 Budget:</u>	<u>Salary:</u>
Director of Finance	1.0	1.0	\$70,000
Accounting Clerk	1.0	1.0	29,576
Accounting Clerk	1.0	1.0	24,000
Accountant	1.0	1.0	41,791
<i>Pay for Performance Incentives</i>			<u>8,268</u>
<b>Total Full Time Equivalents</b>	<b>4.0</b>	<b>4.0</b>	<b>\$173,635</b>

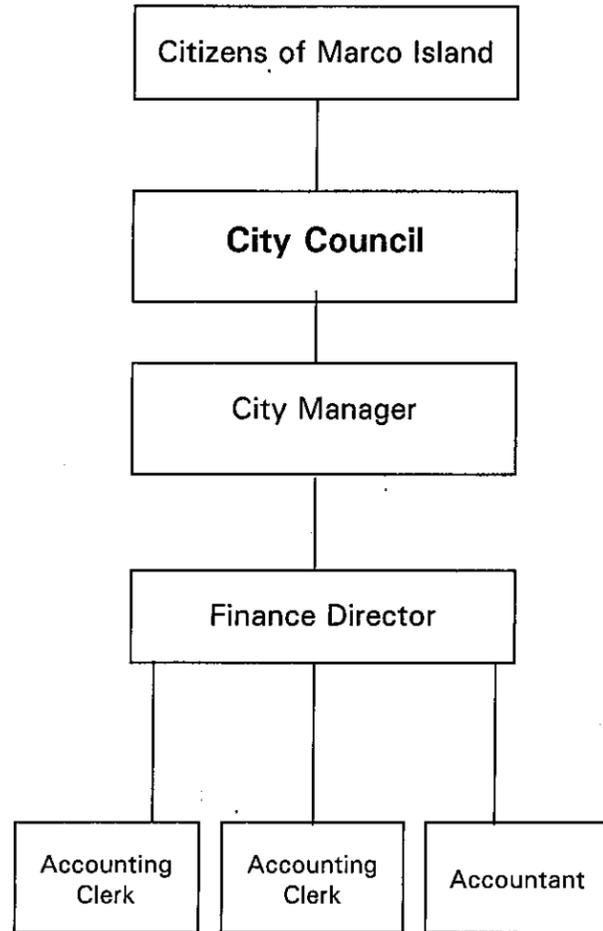
**DETAIL OF CAPITAL PURCHASES**

<u>Description:</u>	<u>Total Cost:</u>
Two Desktop Computers	<u>\$5,000</u>
<b>Total Capital Outlay</b>	<b>\$5,000</b>

**BUDGET SUMMARY**

Personnel Services Expenditures	\$249,158
Operating Expenses	66,596
Capital Outlay	<u>5,000</u>
<b>Total for FY2003</b>	<b>\$320,754</b>

ORGANIZATIONAL CHART



DESCRIPTION	ACTUAL FY2001	BUDGET FY2002	YTD ACTUAL FY2002	PROJECTED FY2002	PROPOSED FY2003	% OF FY2002
<b>FINANCE</b>						
WAGES	130,873	158,307	155,129	158,300	173,635	110 %
OVERTIME	4,589	4,000	3,102	4,000	4,000	100 %
BENEFITS	38,615	52,463	38,412	46,500	55,037	105 %
FICA TAXES	11,865	16,752	13,021	14,500	16,486	98 %
WORKERS' COMPENSATION	1,444	1,723	2,252	1,600	0	0 %
<b>TOTAL PERSONNEL SERVICES:</b>	<b>187,386</b>	<b>233,245</b>	<b>211,915</b>	<b>224,900</b>	<b>249,158</b>	<b>107 %</b>
PROFESSIONAL SERVICES	5,300	5,000	1,370	5,000	5,000	100 %
AUDITING SERVICES	13,500	17,000	15,000	15,000	17,000	100 %
CONTRACTUAL SERVICES	11,538	5,500	8,725	5,500	11,500	209 %
COLLIER COUNTY SERVICES	1,048	1,500	1,300	1,500	1,650	110 %
TRAVEL & PER DIEM	2,919	6,500	2,460	5,000	6,000	92 %
INSURANCE	2,165	2,125	3,456	2,125	0	0 %
PRINTING	3,051	5,000	983	5,000	5,000	100 %
BANK FEES OR MISC. CHARGES	6,149	6,000	7,307	8,000	9,600	160 %
OFFICE SUPPLIES	2,913	3,500	3,366	3,500	3,500	100 %
PUBLICATIONS & MEMBERSHIPS	1,448	2,631	456	2,500	2,806	107 %
TRAINING	1,897	4,540	1,260	3,500	4,540	100 %
<b>TOTAL OPERATING EXPENSES:</b>	<b>51,927</b>	<b>59,296</b>	<b>45,683</b>	<b>56,625</b>	<b>66,596</b>	<b>112 %</b>
EQUIPMENT PURCHASES	1,050	13,000	2,085	3,000	5,000	38 %
<b>TOTAL CAPITAL OUTLAY:</b>	<b>1,050</b>	<b>13,000</b>	<b>2,085</b>	<b>3,000</b>	<b>5,000</b>	<b>38 %</b>
<b>GRAND TOTAL FOR DEPARTMENT:</b>	<b>240,362</b>	<b>305,541</b>	<b>259,683</b>	<b>284,525</b>	<b>320,754</b>	<b>105 %</b>

City Administration

**MISSION STATEMENT**

*To advise the City Manager in the issuance of municipal tax-free debt, the appropriate structure of debt issues, and revenues pledged for the repayment of debt. Monitor outstanding debt to assure that all debt service payments are made on a timely basis and that the City remains in compliance with all bond covenants. Review all outstanding debt to determine if savings may be earned through the refinancing of debt at lower interest rates.*

**DESCRIPTION**

The responsibility for debt management is assigned to the Finance Department. The City of Marco Island currently has two long-term debt issues outstanding:

- Lease-purchase agreement on the Fire Station
- Florida Municipal Bond Pool: Construction of Factory Bay Bridge

For fiscal year 2003, the annual debt service payments on the two above-mentioned debt issues have been transferred from the Fire Department and Public Works, respectively, and a new department created to monitor and account for debt service payments.

**BUDGET SUMMARY**

Debt Service Payments	\$274,158
<b>Total for FY2003</b>	<b>\$274,158</b>

**City of Marco Island, Florida  
Debt Service Schedule**

Lease-Purchase Agreement  
Marco Island Fire Station  
\$1,570,000

Agreement Date: January 23, 1992  
Outstanding Principal September 30, 2002: \$664,826.40  
Interest Rate: 7.600%  
Final Maturity: January 24, 2007  
Revenue Pledged: Fire Impact Fees

Fiscal Year	Payment Date	Principal	Interest	Total Payment
2003	24-Jan-03	63,338.04	25,263.40	88,601.44
	24-Jul-03	65,744.88	22,856.56	88,601.44
2004	24-Jan-04	68,243.19	20,358.25	88,601.44
	24-Jul-04	70,836.43	17,765.01	88,601.44
2005	24-Jan-05	73,528.21	15,073.23	88,601.44
	24-Jul-05	76,322.29	12,279.15	88,601.44
2006	24-Jan-06	79,222.53	9,378.91	88,601.44
	24-Jul-06	82,232.99	6,368.45	88,601.44
2007	24-Jan-07	85,357.84	3,243.60	88,601.44
<b>TOTALS</b>		664,826.40	132,586.56	797,412.96

**City of Marco Island, Florida  
Debt Service Schedule**

Florida Municipal Bond Pool, Series 2000B  
Factory Bay Bridge  
\$985,000

Bond Date: November 15, 2000  
Outstanding Principal September 30, 2002: \$935,000  
Interest Rate: 5.02%  
Final Maturity: November 1, 2015  
Revenue Pledged: Non-Ad Valorem Taxes

Fiscal Year	Payment Date	Principal	Interest	Expenses	Total Payment
2003	1-Nov-02 1-May-03	50,000.00	23,107.50 22,013.75	884.17 859.17	73,991.67 22,872.92
2004	1-Nov-03 1-May-04	50,000.00	22,013.75 20,913.75	859.17 834.17	72,872.92 21,747.92
2005	1-Nov-04 1-May-05	55,000.00	20,913.75 19,690.00	834.17 806.67	76,747.92 20,496.67
2006	1-Nov-05 1-May-06	55,000.00	19,690.00 18,452.50	806.67 779.17	75,496.67 19,231.67
2007	1-Nov-06 1-May-07	60,000.00	18,452.50 17,087.50	779.17 749.17	79,231.67 17,836.67
2008	1-Nov-07 1-May-08	60,000.00	17,087.50 15,707.50	749.17 719.17	77,836.67 16,426.67
2009	1-Nov-08 1-May-09	65,000.00	15,707.50 14,196.25	719.17 686.67	81,426.67 14,882.92
2010	1-Nov-09 1-May-10	65,000.00	14,196.25 12,668.75	686.67 654.17	79,882.92 13,322.92
2011	1-Nov-10 1-May-11	70,000.00	12,668.75 11,006.25	654.17 702.50	83,322.92 11,708.75
2012	1-Nov-11 1-May-12	75,000.00	11,006.25 9,187.50	702.50 665.00	86,708.75 9,852.50
2013	1-Nov-12 1-May-13	75,000.00	9,187.50 7,331.25	665.00 627.50	84,852.50 7,958.75
2014	1-Nov-13 1-May-14	80,000.00	7,331.25 5,031.25	627.50 587.50	87,958.75 5,618.75
2015	1-Nov-14 1-May-15	85,000.00	5,031.25 2,587.50	587.50 545.00	90,618.75 3,132.50
2016	1-Nov-15	90,000.00	2,587.50	545.00	93,132.50
<b>TOTALS</b>		<b>935,000.00</b>	<b>374,855.00</b>	<b>19,315.89</b>	<b>1,329,170.89</b>

DESCRIPTION	ACTUAL FY2001	BUDGET FY2002	YTD ACTUAL FY2002	PROJECTED FY2002	PROPOSED % OF FY2003	% OF FY2002
<b>DEBT SERVICE PAYMENTS</b>						
DEBT SERV PRIN-FL POOLED	0	0	0	0	50,000	0 %
DEBT SERV PRIN-FIRE STATION	0	0	0	0	129,083	0 %
DEBT SERV INT-FL POOL	0	0	0	0	45,212	0 %
DEBT SERV INT-FIRE STATION	0	0	0	0	48,120	0 %
DEBT SERV EXP-FL POOL	0	0	0	0	1,743	0 %
<b>TOTAL DEBT SERV PYTS</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>274,158</b>	<b>0 %</b>

Community Development

Public Safety

Public Works

Capital Projects Revenues

**MISSION STATEMENT**

*To enhance the quality of life of Marco Island residents and visitors by providing exceptional tennis, basketball, soccer, and other recreational programs for a wide range of age and interest groups with special emphasis on fulfilling program needs of City teens.*

**DESCRIPTION**

The Recreation Division manages an array of recreational programs, activities and events for public use and enjoyment. Recreational activities and community programs are available and conducted at several park facilities:

- Marco Island Racquet Club
- Frank E. Mackle, Jr. Community Park
- Winterberry Park
- Tommie Barfield Elementary School (tennis courts)

As a continuation of prior year efforts, the Recreation Division will utilize a combination of employee and contractor resources during fiscal year 2003 to provide a wide variety of recreational services and community programs in a cost-effective manner.

As part of their responsibilities, division employees and contract service providers conduct recreational and leisure activities for adults and special hobby interest groups, schedule and supervise children related activities, and provide and manage various sports activities for youth of the City such as basketball, soccer, lacrosse and teen tennis programs during the summer months. The Marco Island Racquet Club offers year round tennis programs and leagues as well as two indoors racquetball courts.

Under a contractual agreement with the City, the Marco Island YMCA provides program management services at the Frank E. Mackle, Jr. Community Park and also schedules and coordinates field athletic activities at this park as well as at Winterberry Park. The City manages the Marco Island Racquet Club and tennis courts at the Tommie Barfield Elementary School utilizing the services of a part time recreation supervisor, several part time recreation attendants, and two part time maintenance workers.

The Recreation Division generates revenues through program activity fees and merchandise sales, primarily at Mackle Park and the Marco Island Racquet Club. The YMCA retains certain revenues from user fees derived from Mackle Park

recreation programs and use of building space by community groups as compensation for professional services rendered under contract.

The Recreation Division plans to continue with contractual services for fiscal year 2003 to meet its organizational goals and objectives:

**Contractual & Professional Services:**

- Janitorial Services
- Building Pest Control Services
- Court Treatments (Six Courts)
- Full Service Grounds Maintenance
- A/C Preventive Maintenance
- YMCA Program Services
- Ballfield Lining & Dragging
- City Kids Tennis Program
- Landscape Architectural Services

During fiscal year 2002, the City Manager re-commissioned the Parks and Recreation Advisory Committee for the purpose of assessing current services being provided by the City's Recreation Division and the Parks Maintenance Division, including recommendations on long range plans and an array of topics as may arise. An initial evaluation by the Recreation Advisory Committee involved the extent to which the City has sufficient resources to provide effective and efficient program management and facilities maintenance services to the community. The Parks and Recreation Advisory Committee concluded its findings by recommending that the City hire a full time recreation professional. Principal duties and essential functions of the Recreation Coordinator will include the following:

RECREATION COORDINATOR RESPONSIBILITIES

1. Serves as a staff liaison to the Parks and Recreation Advisory Committee and conducts presentations to various community and civic organizations.
2. Provides active management of the recreation programs administered through the YMCA contract.
3. Management of the Racquet Club.
4. Coordinates citizen access to recreation programs offered by other agencies on Marco Island, such as the YMCA, schools, churches, and private

- organizations; actively works with these organizations to expand recreational opportunities.
5. Prepares recreation program brochures and uses the City web site to promote recreation programs; works with local news media to advertise programs.
  6. Works with user groups to meet currently unmet recreation needs.
  7. Develops annual budget for the Recreation Division; assures budget compliance during the year.

During fiscal year 2003, the Recreation Division will aspire to achieve the following:

### OBJECTIVES

- Coordinate with the Parks & Recreation Committee to expand and supplement recreation programs in the community.
- Continue with the City Kids Tennis Program initially offered during fiscal year 2002.
- Prepare a program plan for City Council to award competitive grants to community organizations that sponsor or administrate teen programs within the City.
- Recruit and hire a full time Recreation Coordinator.
- Schedule and complete facility repairs and maintenance at the Racquet Club under a single service contract to remain cost-effective while minimizing disruptions to recreational activities.
- Conduct a questionnaire survey of Racquet Club members to measure improvements to recreational functions, services, and operations during the past two years. Include assessment of program and membership fees.
- Secure a full service maintenance contract for the Mackle Park soccer field, Bocce Ball courts, and basketball courts.
- Develop public/private partnerships for the Racquet Club facility with the YMCA and interested community groups or business enterprises to expand tennis and racquetball activities for teens.
- Establish performance measures for use of recreational facilities at Mackle Park to support future funding requests.

- Plan and host the City of Marco Island Tennis Championships for 2003.
- Offer a variety of tennis and racquetball merchandise for purchase at the Racquet Club in response to membership requests.
- Develop additional tennis program schedules for seasonal residents.
- Plan and implement free tennis lessons for beginners under the auspices of the United States Tennis Association.
- Develop and conduct a family tennis program and a summer camp for kids.

During fiscal year 2002, the Recreation Division achieved the following objectives set in the previous budget:

### ACCOMPLISHMENTS

- Participated in the United States Tennis Association Fall and Winter competitive tennis team events.
- Planned and hosted an annual Marco Island Tennis Championship event at the Racquet Club facility.
- Designed and distributed customer service comment cards for Mackle Park program and facilities management responsibilities.
- Conducted tennis club league programs and social round robins, including men's, women's, and mixed double matches.
- Conducted various clinics for tennis training sessions for beginner and advanced players, including a children's program during the Spring Break weekend.
- Provided an array of customer service enhancements such as the Game Finder Program (which locates potential additional players), and disseminated various brochures and flyers to better communicate program activities to members as well as to the community at large.

- During the summer months, offered free tennis play times for teens on Friday evenings.
- Completed the following facility repair and maintenance activities at the Racquet Club:
  1. Resurfaced tennis courts.
  2. Installed new water fountain at tennis courts.
  3. Completed additional landscape and irrigation improvements.
  4. Replaced 8 wind-screens at tennis courts.
  5. Repaired and painted tennis court light poles.
  6. Completed annual punch list of miscellaneous facility repairs.
  7. Constructed a replacement materials/equipment storage shed.
- Managed the recreation program contract between the City and YMCA within budgeted costs.
- Renewed annual full service grounds maintenance contract.
- Provided professional inspection services for landscape and irrigation improvements by a Landscape Architect.
- Obtained City Council approval for an inaugural City Kids Tennis Program.
- Completed a study report comparing revenues and user fees for a similar Racquet Club facilities within the State of Florida.

**DETAIL OF PERSONNEL SERVICES**

Position:	FY2002 Budget:	FY2003 Budget:	Salary:
Recreation Supervisor	0.7	0.7	\$22,050
Recreation Attendants	1.3	1.3	22,932
Maintenance Workers	0.5	0.5	10,920
Recreation Coordinator	0.0	1.0	45,000
<i>Pay for Performance Incentives</i>			<u>5,045</u>
<b>Total Full Time Equivalents</b>	<b>2.5</b>	<b>3.5</b>	<b>\$105,947</b>

**DETAIL OF CAPITAL OUTLAY**

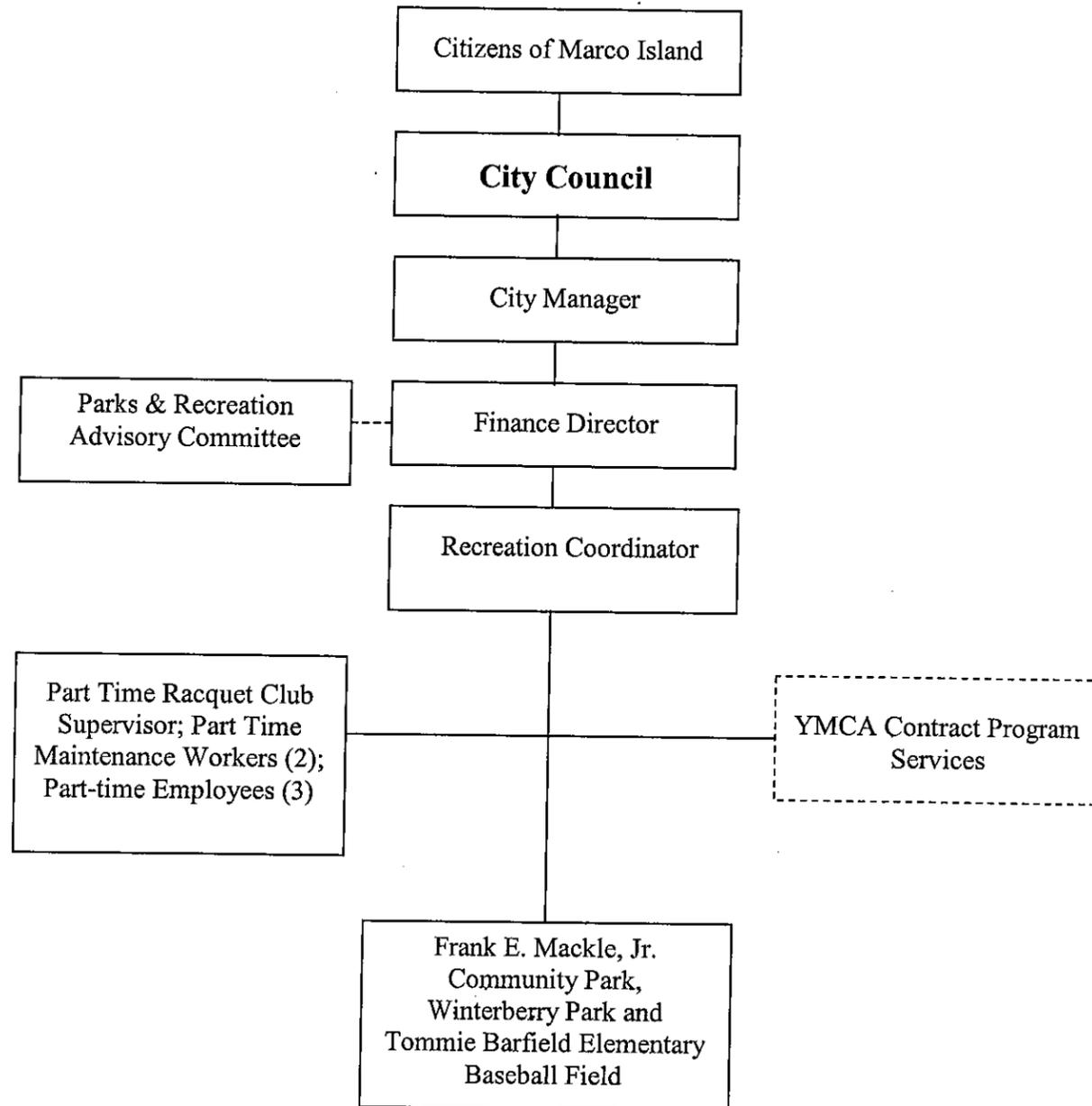
Description:	Total Cost:
Landscape Improvements	8,000
Equipment Purchases	<u>7,500</u>
<b>Total Capital Outlay</b>	<b>\$15,500</b>

**BUDGET SUMMARY**

Personnel Services Expenditures	\$ 127,514
Operating Expenses	418,322
Capital Outlay	<u>15,500</u>
<b>Total for FY2003</b>	<b>\$561,336</b>

City Administration

ORGANIZATIONAL CHART



DESCRIPTION	ACTUAL FY2001	BUDGET FY2002	YTD ACTUAL FY2002	PROJECTED FY2002	PROPOSED % OF FY2003 FY2002
<b>RECREATION</b>					
WAGES	55,791	55,902	54,123	55,902	105,947 190 %
OVERTIME	623	1,000	707	1,000	1,000 100 %
BENEFITS	0	0	0	0	12,259 0 %
FICA TAXES	4,316	4,353	4,195	4,353	8,308 191 %
WORKERS COMPENSATION	3,400	8,556	8,556	5,861	0 0 %
<b>TOTAL PERSONAL SERVICES:</b>	<b>64,129</b>	<b>69,811</b>	<b>67,580</b>	<b>67,116</b>	<b>127,514 183 %</b>
PROFESSIONAL SERVICES	0	0	0	0	6,986 0 %
CONTRACTUAL SERVICES	33,231	46,022	44,046	36,720	64,465 140 %
RECREATION PROGRAMS CONTRACT S	206,483	221,498	219,642	226,800	224,351 101 %
TELEPHONE & COMMUNICATIONS	1,354	1,800	1,515	1,800	3,920 218 %
UTILITIES	20,988	26,618	26,959	22,800	41,900 157 %
FACILITIES REPAIR & MAINTENANC	7,115	12,941	12,941	10,375	29,500 228 %
EQUIPMENT REPAIR & MAINTENANCE	1,257	1,612	2,245	1,875	2,000 124 %
PRINTING	613	463	463	348	600 130 %
OFFICE SUPPLIES	1,337	971	794	750	5,000 515 %
OPERATING SUPPLIES	5,933	5,951	6,041	4,850	13,700 230 %
UNIFORMS	470	464	458	700	700 151 %
POSTAGE	0	0	0	0	200 0 %
PUBLICATIONS & MEMBERSHIPS	0	25	25	0	0 0 %
CONTINGENCY	0	48,590	39,400	41,800	25,000 51 %
<b>TOTAL OPERATING EXPENSES:</b>	<b>278,782</b>	<b>366,955</b>	<b>354,529</b>	<b>348,818</b>	<b>418,322 114 %</b>
CAPITAL IMPROVEMENTS - LAND	5,650	0	0	0	0 0 %
CAPITAL IMPROVEMENTS - BUILDIN	11,869	70,293	10,407	18,000	8,000 11 %
EQUIPMENT PURCHASES	0	633	0	2,133	7,500 1,185 %
<b>TOTAL CAPITAL IMPROVEMENTS:</b>	<b>17,519</b>	<b>70,926</b>	<b>10,407</b>	<b>20,133</b>	<b>15,500 22 %</b>
<b>GRAND TOTAL FOR DEPARTMENT:</b>	<b>360,431</b>	<b>507,692</b>	<b>432,517</b>	<b>436,067</b>	<b>561,336 111 %</b>

**MISSION STATEMENT**

*To serve as the Chief Legal Advisor to the City Council, the City Manager, and the City's boards and commissions and to represent the City in legal proceedings by providing fair, honest, creative and practical legal services.*

**DESCRIPTION**

The office of City Attorney was created by Section 4.07 of the City Charter. In May 2001, City Council renewed a contract with the law firm of Goodlette, Coleman & Johnson to provide primary legal services through May, 2003.

The City Attorney provides legal advice and services in the following areas:

- Drafting or review of contracts.
- Litigation not covered by insurance, including a lawsuit filed by the Royal Seafarer Homeowners Association related to the Marriott PUD.
- Drafting or review of ordinances.
- Legal advice on all public policy issues and administrative issues.
- Legal advice on land use and building matters.
- Legal advisor to the Planning Board.
- Legal advisor to the Code Enforcement Board.

The firm of Allen, Norton & Blue, P.A. of Tampa, Florida, provides legal counsel for matters pertaining to labor issues and collective bargaining. The firm of Lewis, Longman & Walker, P.A. of Tallahassee, Florida, provides legal counsel for matters pertaining to employee pensions. Bond counsel is provided by the firm of Bryant, Miller & Olive, P.A. of Tampa, Florida. City Council has authorized a contract with Rose, Sundstrom, and Bentley, LLP, a firm with experience in the acquisition of utilities, in order to provide legal advice and alternatives relating to the provision of water and sewer services by Florida Water Services. Roetzel & Andress provides legal services related to a lawsuit filed by the Cozumel and Monterrey Homeowners Associations against WCI and the City.

For fiscal year 2003, this account reflects an increase in expenditures due to two on-going lawsuits related to land development decisions.

In fiscal year 2003, Legal Counsel will aspire to achieve the following:

**OBJECTIVES**

- To provide the City with sound legal advice on policy and administrative issues.
- To represent the City in litigation and to assist the City Council, staff, and boards in managing litigation risks.
- To provide legal advice to the City's boards and commissions.
- To provide specialized legal counsel for labor related, utility, and pension matters.

**ACCOMPLISHMENTS**

- Provided responsive legal services to City Council, staff, and boards.

**DETAIL OF PERSONNEL SERVICES**

All legal counsel is provided by a contractual arrangement.

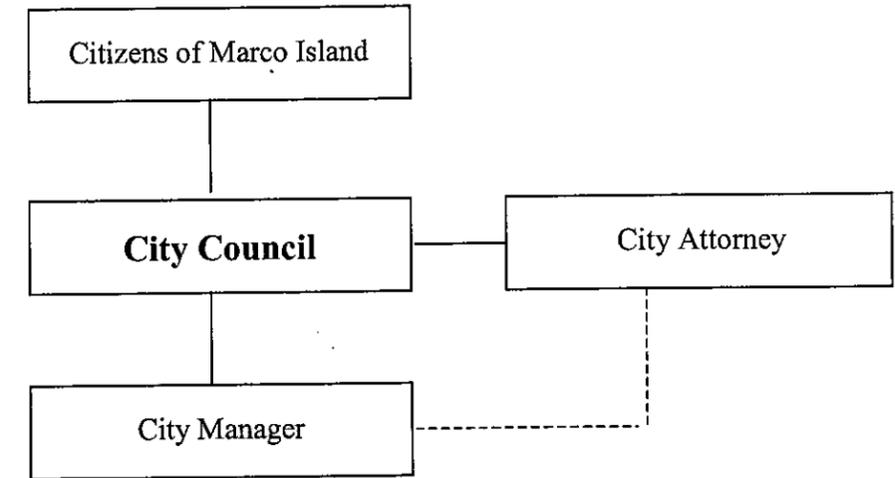
**DETAIL OF CAPITAL PURCHASES**

None

**BUDGET SUMMARY**

Operating Expenses	<u>\$180,000</u>
<b>Total for FY2003</b>	<b>\$180,000</b>

**ORGANIZATIONAL CHART**



DESCRIPTION	ACTUAL FY2001	BUDGET FY2002	YTD ACTUAL FY2002	PROJECTED FY2002	PROPOSED FY2003	% OF FY2002
<b>LEGAL COUNSEL</b>						
PROFESSIONAL SERVICES	139,470	200,000	173,413	160,000	180,000	90 %
<b>TOTAL OPERATING EXPENSES:</b>	<b>139,470</b>	<b>200,000</b>	<b>173,413</b>	<b>160,000</b>	<b>180,000</b>	<b>90 %</b>
<b>GRAND TOTAL FOR DEPARTMENT:</b>	<b>139,470</b>	<b>200,000</b>	<b>173,413</b>	<b>160,000</b>	<b>180,000</b>	<b>90 %</b>

City of Marco Island, Florida

General Government

**MISSION STATEMENT**

*The General Government account provides for the charges for City overhead expenses, such as the City Hall building, computer maintenance, and insurance expenses.*

*This account provides for payment of services not available through City departments, or those charges not easily split or allocated to the various departments. Additionally, this account budgets monies for studies, projects, or consultants that affect the entire City.*

**DESCRIPTION**

The Division maintains expense accounts for the following:

- Office supplies and copy paper.
- General Liability, Property, Errors and Omissions, Workers' Compensation Insurance and Health Insurance.
- Expenses to maintain the City's computer and telephone networks.
- Legal advertising and public notices for all departments.
- Utilities, maintenance, custodial, and landscaping for City Hall.
- Expenses for personnel recruiting and the Human Resources function.
- Expenses for the City's drug-free workplace and safety programs.
- Election expenses.
- Newsletters, brochures, and telephone communications.
- Other expenses related to the operations for the City not specifically accounted for elsewhere.
- Contingency for reasonably expected expenditures not specifically budgeted in departmental accounts.

For fiscal year 2003, this account combines all insurance, including Workers' Compensation Insurance, and those building expenses previously budgeted in the Building Services Department. This account provides for an anticipated 35% increase in insurance premiums, and \$265,000 as a General Fund contingency for unanticipated expenditures.

**DETAIL OF PERSONNEL SERVICES**

No personnel services are funded through this account.

**BUDGET SUMMARY**

Description:	Total Cost:
Personnel Services Expenditures	\$ 0
Operating Expenses	1,154,584
Capital Outlay	0
<b>Total for FY2003</b>	<b>\$1,154,584</b>

DESCRIPTION	ACTUAL FY2001	BUDGET FY2002	YTD ACTUAL FY2002	PROJECTED FY2002	PROPOSED % OF FY2003	FY2002
<b>GENERAL GOVERNMENT</b>						
PROFESSIONAL SERVICES	10,758	16,395	23,873	20,000	4,000	24 %
CONTRACTUAL SERVICES	32,816	77,290	65,808	77,290	101,876	132 %
TELEPHONE & COMMUNICATIONS	21,683	30,846	21,292	25,000	29,782	97 %
UTILITIES	14,642	27,600	25,047	27,600	34,800	126 %
RENTALS & LEASES	43,099	8,836	8,349	9,500	9,436	107 %
INSURANCE	107,124	144,900	181,458	144,900	539,660	372 %
BUILDING REPAIR & MAINTENANCE	14,826	26,524	15,970	20,000	25,000	94 %
EQUIPMENT REPAIR & MAINTENANCE	1,553	3,200	730	1,500	4,000	125 %
PRINTING	11,245	30,005	10,827	12,000	40,000	133 %
ELECTION EXPENSE	19,311	30,000	24,712	24,000	5,000	17 %
GOODWILL	7,880	10,000	15,160	7,500	10,000	100 %
GOODWILL - PIPING PLOVING COMM	30,000	0	0	0	0	0 %
CITY PERSONNEL EXPENSES	16,300	17,400	11,969	12,000	19,300	111 %
LEGAL ADVERTISING	37,257	26,650	34,213	30,000	31,250	117 %
OFFICE SUPPLIES	13,169	13,500	14,508	13,500	14,000	104 %
POSTAGE	9,796	11,000	10,434	11,000	18,700	170 %
SOLID WASTE DISPOSAL	426	2,400	630	630	0	0 %
PUBLICATIONS & MEMBERSHIPS	2,002	1,850	2,123	1,823	2,780	150 %
CONTINGENCY	0	25,000	0	0	265,000	1,060 %
TRANSFER TO SELF-INSURANCE FUN	25,430	0	0	0	0	0 %
<b>TOTAL OPERATING EXPENSES:</b>	<b>419,316</b>	<b>503,396</b>	<b>467,103</b>	<b>438,243</b>	<b>1,154,584</b>	<b>229 %</b>
<b>CAPITAL IMPROVEMENTS - BUILDIN</b>	<b>54,747</b>	<b>58,500</b>	<b>19,418</b>	<b>0</b>	<b>0</b>	<b>0 %</b>
<b>EQUIPMENT PURCHASES</b>	<b>13,429</b>	<b>56,600</b>	<b>29,096</b>	<b>0</b>	<b>0</b>	<b>0 %</b>
<b>TOTAL CAPITAL OUTLAY:</b>	<b>68,176</b>	<b>115,100</b>	<b>48,514</b>	<b>0</b>	<b>0</b>	<b>0 %</b>
<b>GRAND TOTAL FOR DEPARTMENT:</b>	<b>487,492</b>	<b>618,496</b>	<b>515,617</b>	<b>438,243</b>	<b>1,154,584</b>	<b>187 %</b>

General Fund Revenues

City Administration

**City of Marco Island  
Annual Budget Summary  
Fiscal Year 2002-03**

*General Fund*

Fiscal  
2003  
Annual  
Budget

**COMMUNITY DEVELOPMENT  
EXPENDITURES:**

Community Development	\$	375,067
Code Compliance		199,559

<b>TOTAL EXPENDITURES</b>	<b>\$</b>	<b>574,626</b>
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**MISSION STATEMENT**

*To offer Marco Island a thoughtful, professional staff who will provide current and long-range planning services, who will act in a prompt and courteous manner when addressing community needs and City business, and who will endeavor to utilize local resources and encourage community participation to develop a sound, innovative planning program that will complement and enhance the natural, social and economic environment of the Island throughout build-out.*

**DESCRIPTION**

The Community Development Department is charged with providing both current and long-range planning services. Current planning involves working with the development community on proposed projects, site plan review, staff analysis of land use petitions and variance requests, interpretation and enforcement of the Land Development Code, and staff services to the Planning Board and City Council. Long range planning efforts focus on implementing policies contained in the adopted Comprehensive Plan and review and critique of the Land Development Code for changes consistent with the Comprehensive Plan. The Director also manages the Code Compliance and Building Services Divisions.

Additionally, the Community Development Department is involved with several special projects/planning efforts, including a Community Development Block Grant (CDBG) project, development of a Geographic Information System (GIS), water quality testing/monitoring, and beach management/renourishment issues.

Department staff will continue implementation of activities identified in the comprehensive plan, develop architectural standards for multi-family projects, work to improve the City's CRS rating, ensure that environmental concerns are adequately addressed, fully implement our GIS (Geographical Information System) capabilities and provide representation and staff assistance to City boards and committees.

The Department is currently comprised of four salaried positions and one part-time position. The City Planner and Zoning Administrator continually maintain communications and consultations with the public, developers and special interest groups to assist in all aspects of current planning needs, preparation of public petitions, code revisions and site plan review. Additionally, the Zoning Administrator receives assistance from the Code Compliance Coordinator with in-field investigations to ensure compliance with LDC provisions including signage, boat docks, occupational license applications, and site plan/landscaping monitoring. This assistance allows the Zoning Administrator to focus on site

plan review, consultations with the public, boat dock extension and variance petitions, preparation of staff reports, code revisions, and GIS projects.

In fiscal year 2003, the Community Development Department will aspire to achieve the following:

**OBJECTIVES**

- To provide the City Council, Planning Board, and the community at large with superior service.
- Review the adopted Land Development Code, and offer suggestions for enhancements or improvements.
- Continue implementation of year two activities identified in the adopted Comprehensive Plan.
- To finalize development of multi-family architectural standards.
- To implement actions associated with the adopted Concurrency Management System.
- Advocate "opportunity planning" by working with developers to incorporate public amenities and aesthetic upgrades to proposed projects.

During fiscal year 2002, the Community Development Department achieved the following objectives set in the previous budget:

**ACCOMPLISHMENTS**

- Completion of the City's Land Development Code, which involved over 35 separate ordinances.
- Reviewed and approved 16 Site Development Plans for new commercial and multi-family projects, processed 2 PUD rezoning/amendments requests, and 2 conditional use petitions.
- On pace to perform over 1,000 inspections for zoning compliance involving signs, docks, building setbacks, and occupational licenses.

- Provided in-house environmental services to address a multitude of issues involving water resources, exotic species, and ecological management, and established a monthly surface water quality testing/monitoring program.
- Obtained nearly 100% compliance of non-conforming commercial signage.
- Continued efforts associated with the \$750,000 CDBG Tallwood neighborhood project.

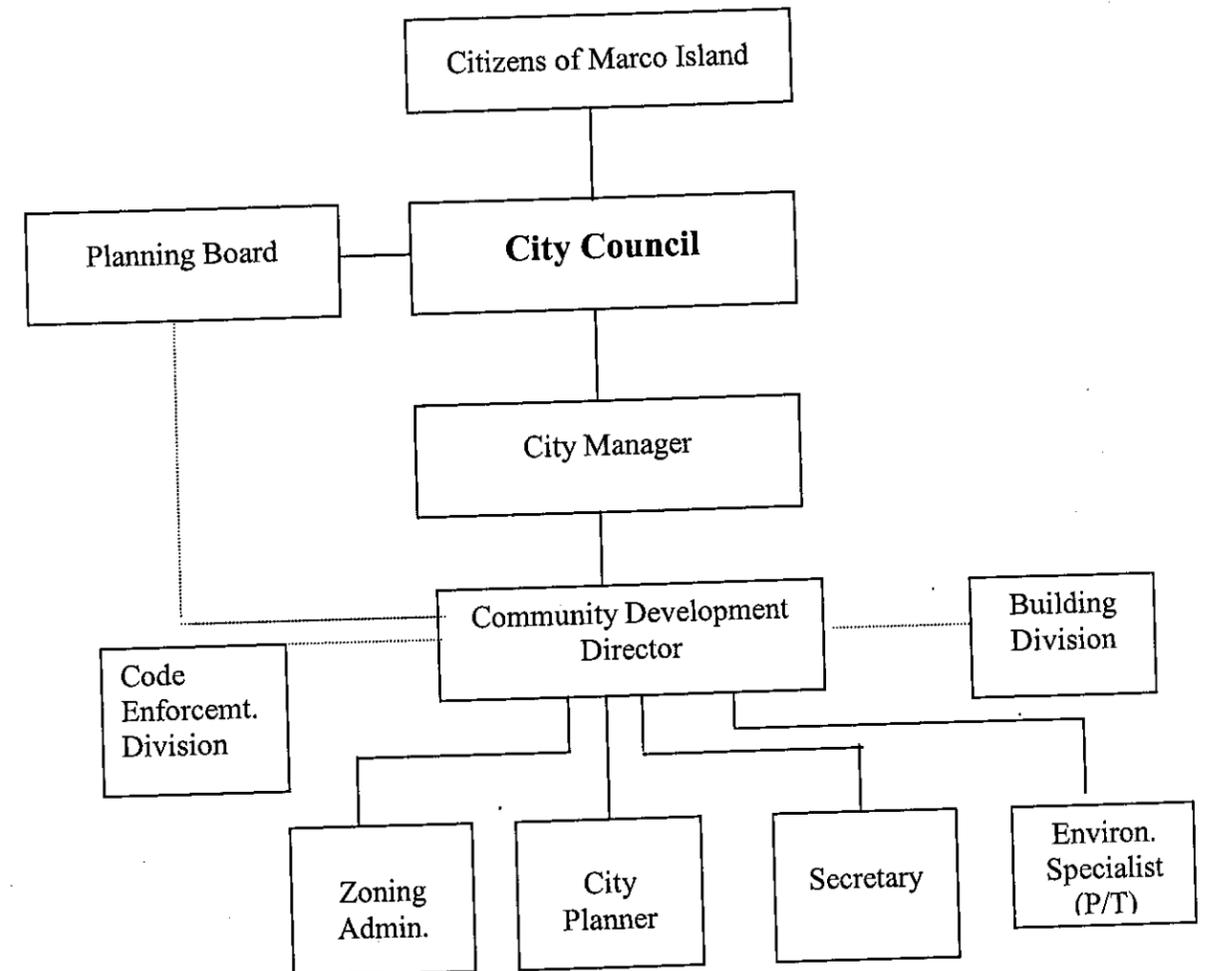
**DETAIL OF PERSONNEL SERVICES**

Position:	FY2002 Budget:	FY2003 Budget:	Salary:
Director	1.0	1.0	\$72,333
City Planner	1.0	1.0	52,607
Zoning Administrator	1.0	1.0	38,831
Secretary	1.0	1.0	29,557
Environmental Tech.	0.5	0.63	23,400
Pay for Performance Incentives			9,666
<b>Total Full Time Equivalents</b>	<b>4.5</b>	<b>4.63</b>	<b>\$226,394</b>

**BUDGET SUMMARY**

Description:	Total Cost:
Personnel Services Expenditures	\$311,037
Operating Expenses	64,030
Capital Outlay	0
<b>Total for FY2003</b>	<b>\$375,067</b>

**ORGANIZATIONAL CHART**



DESCRIPTION	ACTUAL FY2001	BUDGET FY2002	YTD ACTUAL FY2002	PROJECTED FY2002	PROPOSED % OF FY2003 FY2002	
<b>COMMUNITY DEVELOPMENT</b>						
WAGES	162,614	166,257	170,882	166,257	226,394	136 %
OVERTIME	576	2,000	328	500	500	25 %
BENEFITS	41,297	46,041	45,101	46,041	63,113	137 %
FICA TAXES	13,980	16,019	16,003	16,019	21,030	131 %
WORKERS COMPENSATION	1,476	4,143	5,854	4,143	0	0 %
<b>TOTAL PERSONNEL SERVICES:</b>	<b>219,944</b>	<b>234,460</b>	<b>238,169</b>	<b>232,960</b>	<b>311,037</b>	<b>133 %</b>
<b>PROFESSIONAL SERVICES</b>						
PROFESSIONAL SERVICES	23,021	20,000	10,062	15,000	20,000	100 %
CONTRACTUAL SERVICES	1,017	0	0	0	0	0 %
WATER QUALITY TESTING	0	24,000	14,779	27,000	13,500	56 %
COLLIER COUNTY SERVICES	0	2,000	84	2,000	4,500	225 %
TRAVEL PER DIEM	533	4,100	1,470	3,500	5,100	124 %
TELEPHONE & COMMUNICATIONS	2,035	3,000	1,883	2,500	2,760	92 %
RENTALS & LEASES	6,028	6,600	0	0	0	0 %
INSURANCE	400	500	518	500	0	0 %
VEHICLE REPAIR & MAINTENANCE	117	320	25	300	320	100 %
EQUIPMENT REPAIR & MAINTENANCE	0	0	15	0	500	0 %
PRINTING	2,184	5,910	1,308	2,000	2,000	34 %
TURTLE GRANT EXPENSES	0	5,000	4,300	5,000	5,000	100 %
OFFICE SUPPLIES	731	750	2,740	1,000	3,350	447 %
FUEL	571	600	668	350	600	100 %
UNIFORMS	58	300	45	300	300	100 %
POSTAGE	206	600	248	250	600	100 %
PUBLICATIONS & MEMBERSHIPS	1,850	2,275	2,725	2,500	2,400	105 %
TRAINING	963	2,600	3,690	2,600	3,100	119 %
<b>TOTAL OPERATING EXPENSES:</b>	<b>39,714</b>	<b>78,555</b>	<b>44,561</b>	<b>64,800</b>	<b>64,030</b>	<b>82 %</b>
<b>EQUIPMENT PURCHASES</b>						
EQUIPMENT PURCHASES	9,119	20,000	19,284	40,000	0	0 %
<b>TOTAL CAPITAL OUTLAY:</b>	<b>9,119</b>	<b>20,000</b>	<b>19,284</b>	<b>40,000</b>	<b>0</b>	<b>0 %</b>
<b>GRAND TOTAL FOR DEPARTMENT:</b>	<b>268,777</b>	<b>333,015</b>	<b>302,014</b>	<b>337,760</b>	<b>375,067</b>	<b>113 %</b>

City of Marco Island, Florida

Code Compliance

MISSION STATEMENT

*To provide Marco Island with prompt, courteous service in response to code compliance violations, to recognize violations in a proactive manner and seek swift resolution, to thoughtfully pursue the abatement of non-conformities, and to strive to enhance the appearance of the community through sound enforcement practices that meet due process requirements.*

DESCRIPTION

The Code Compliance Division is charged with enforcing various codes and ordinances that directly impact the appearance and public welfare of the community. The Code Compliance Division addresses their duties in response to complaints received, and through diligent surveillance. The Division also reviews existing codes and propose changes that are deemed necessary to further enhance the well being of the community.

The Code Compliance Division currently has three salaried positions, the Chief of Code Compliance, one Code Compliance Officer, and a Code Compliance Coordinator. The Code Compliance Officer spends most of his time in the field responding to citizen complaints and dealing with the most constant, common code violations. The Code Compliance Coordinator serves as the initial point of contact for complaints, walk-in clients, and issuance of over-the counter permits. The Coordinator, who is a certified Code Enforcement Officer, also provides assistance to the Zoning Administrator for Land Development Code violations. The Chief of Code Compliance focuses on more complex violations, case administration, due process and enforcement procedures, cases pending before the Code Enforcement Board, nuisance abatement, and public education. Both the Chief and Compliance Officer are certified Law Enforcement Officers, and are available to assist the Police Department as the need warrants.

Outside services such as lot mowing, vehicle towing, and warrant issuance are paid for via fines and fees imposed on violators. In special circumstances staff undertakes immediate corrective actions, with the City being subsequently reimbursed through fines/fees levied by the Code Enforcement Board.

In fiscal year 2003 the Code Compliance Division will aspire to achieve the following:

**OBJECTIVES**

- Continue to provide the residents and businesses of Marco Island with superior service.
- To enhance interaction with the Zoning Administrator to provide field support for LDC violations.
- To continue prompt enforcement of overgrown vegetation on lots.
- To coordinate enforcement activities with the Zoning, Building and Environmental staff.
- Incorporate Code Compliance case files with new Building Division software system to enhance property information.
- To work with the community to educate the public on common code violations and seek their cooperation in a proactive manner.
- To proactively address failing/aging seawalls to minimize damage both on-site and to adjacent properties.
- To assist the Police Department during emergencies, special events, or as requested by the Police Chief.

During fiscal year 2002, the Code Compliance Division achieved the following objectives set in the previous budget:

**ACCOMPLISHMENTS**

- Continued to investigate an average of 200+ complaints per month.
- Enforcement of procedures to control excess vegetative growth on vacant lots resulting in a marked improvement in the appearance of the Island.
- Continued with efforts to eliminate exotic vegetation that poses a threat to public health, safety, and welfare.
- Provided support to the Community Development Division in regard to non-conforming commercial signage.

- Successful prosecution of several cases before the Code Enforcement Board resulting in Findings of Fact against the respondents, and corrective actions undertaken.
- Focused pro-active activities that impact the appearance of the Island, including:
  - Litter and debris at construction sites.
  - Abandoned vehicles, boats, and trailers.

Public Safety  
Public Works

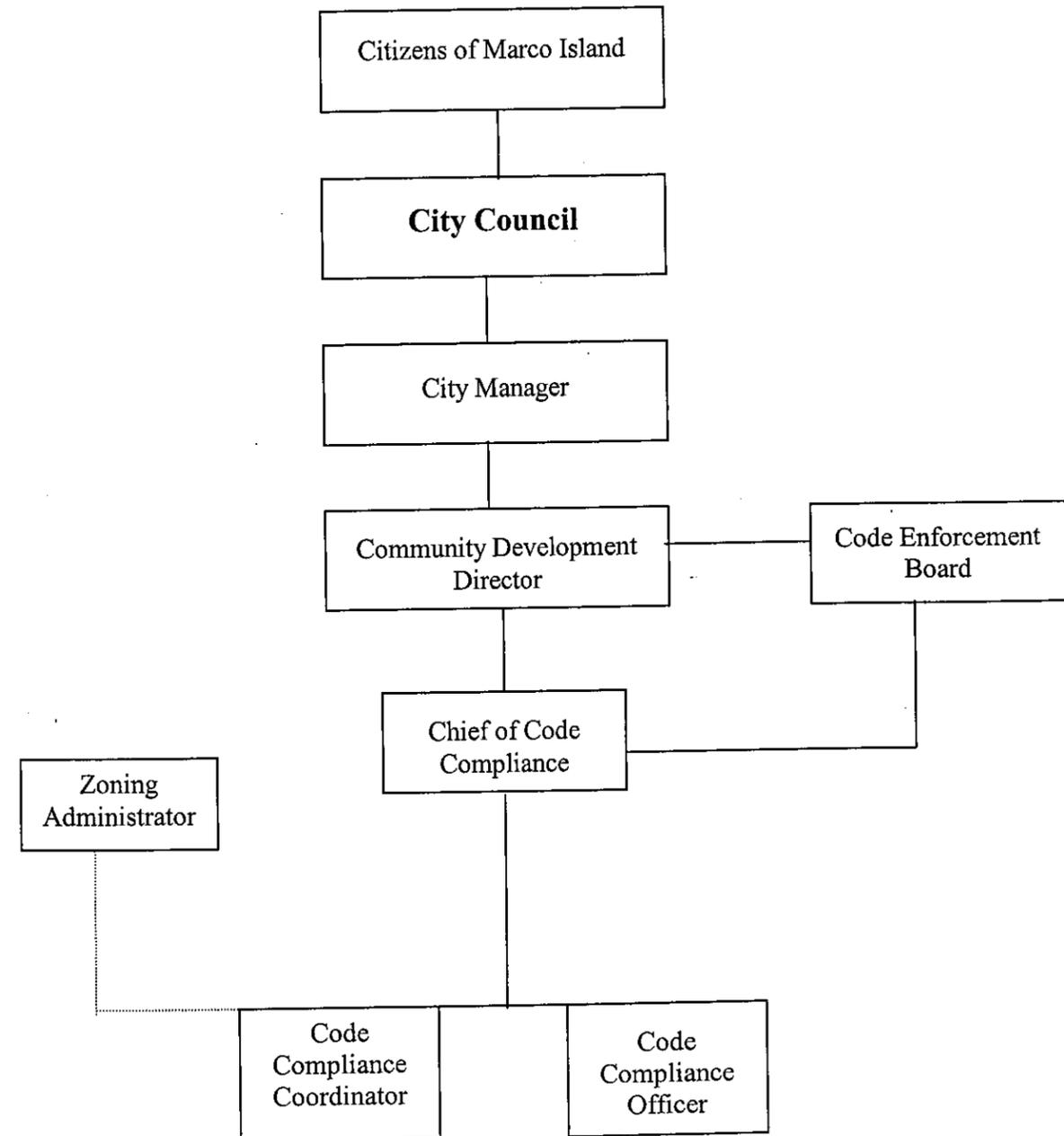
**DETAIL OF PERSONNEL SERVICES**

Position:	FY2002 Budget:	FY2003 Budget:	Salary:
Chief of Code Compliance	1.0	1.0	\$ 42,125
Code Compliance Officers	1.0	1.0	35,042
Zoning Compliance Officer	1.0	1.0	31,000
Pay for Performance Incentives			5,408
<b>Total Full Time Equivalents</b>	<b>3.0</b>	<b>3.0</b>	<b>\$113,575</b>

**BUDGET SUMMARY**

Description:	Total Cost:
Personnel Services Expenditures	\$160,849
Operating Expenses	38,710
Capital Outlay	0
<b>Total for FY2003</b>	<b>\$199,559</b>

**ORGANIZATIONAL CHART**



City of Marco Island  
DEPARTMENTAL BUDGET REPORT

Page  
100% Yr Comp

Community Development

DESCRIPTION	ACTUAL FY2001	BUDGET FY2002	YTD ACTUAL FY2002	PROJECTED FY2002	PROPOSED % OF FY2003 FY2002	
-----						
CODE COMPLIANCE						
WAGES	73,132	111,795	92,782	100,000	113,575	102 %
OVERTIME	1,173	2,500	1,364	1,250	2,000	80 %
BENEFITS	21,110	33,058	26,980	33,058	34,202	103 %
FICA TAXES	6,576	10,930	8,355	10,930	11,072	101 %
WORKERS COMPENSATION	6,759	17,105	24,317	17,105	0	0 %
TOTAL PERSONNEL SERVICES:	108,750	175,388	153,798	162,343	160,849	92 %
-----						
PROFESSIONAL SERVICES	0	5,000	1,348	5,000	2,500	50 %
CONTRACTUAL SERVICES	17,243	25,000	16,289	15,000	20,000	80 %
TRAVEL PER DIEM	35	2,000	1,304	2,000	2,000	100 %
TELEPHONE & COMMUNICATIONS	2,550	2,400	2,328	2,400	2,400	100 %
RENTALS & LEASES	5,368	5,700	1,150	2,700	0	0 %
INSURANCE	1,066	1,500	1,628	1,500	0	0 %
VEHICLE REPAIR & MAINTENANCE	1,075	960	741	960	1,860	194 %
EQUIPMENT REPAIR & MAINTENANCE	0	500	157	500	500	100 %
PRINTING	1,211	2,000	1,278	2,000	2,500	125 %
OFFICE SUPPLIES	1,313	900	3,144	1,200	2,700	300 %
FUEL	1,686	1,800	2,117	1,800	1,800	100 %
UNIFORMS	436	450	305	450	450	100 %
POSTAGE	74	900	83	200	100	11 %
PUBLICATIONS & MEMBERSHIPS	60	135	90	135	400	296 %
TRAINING	470	1,050	1,520	1,500	1,500	143 %
TOTAL OPERATING EXPENSES:	32,585	50,295	33,482	37,345	38,710	77 %
-----						
EQUIPMENT PURCHASES	6,961	10,500	10,361	14,000	0	0 %
TOTAL CAPITAL OUTLAY:	6,961	10,500	10,361	14,000	0	0 %
-----						
GRAND TOTAL FOR DEPARTMENT:	148,296	236,183	197,641	213,688	199,559	84 %
=====						

Capital Projects Expenses

Public Safety

Public Works

Capital Projects Revenues



**City of Marco Island  
Annual Budget Summary  
Fiscal Year 2002-03**

*General Fund*

Fiscal  
2003  
Annual  
Budget

**PUBLIC SAFETY  
EXPENDITURES:**

Police Services	\$	2,730,872
Fire/Rescue		2,431,563

<b>TOTAL EXPENDITURES</b>	<b>\$</b>	<b>5,162,435</b>
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**MISSION STATEMENT**

*The mission for each member of the Marco Island Police Department is to consistently seek and find ways to affirmatively promote, preserve, and deliver a feeling of security, safety, and quality services to all persons within the City of Marco Island.*

**DESCRIPTION**

The Police Department is responsible for providing protection of persons and property, the delivery of emergency medical services in conjunction with Marco Island Fire-Rescue and Collier County EMS, the preservation of public peace and order, the prevention, detection and investigation of crimes, the apprehension of offenders, and enforcement of the laws of the state and the ordinances of the City.

This year's budget includes provisions necessary to provide appropriate staffing levels to deliver quality police services to the community. Staff will be used in a variety of ways to enhance citizen services and heighten the feeling of safety within the community. At this time all budget-authorized positions are filled. We will continue to monitor our needs and may use government grant programs to fund programs targeting identified areas of concern.

In our fiscal year 2003 budget request one full time police officer position is added through funding requested from the Florida Department of Transportation Highway Safety Grant Fund Program. Position will not be filled if grant funds are not received. The hours of a victim advocate hired in fiscal year 2002 with Victims of Crime Act funding obtained from Attorney General Bob Butterworth's office are increased from ten hours per week to fifteen hours per week. All advocate hours are funded through a fiscal year 2003 Victims of Crime Act grant request.

During fiscal year 2003, the Police Department will aspire to achieve the following goals:

**OBJECTIVES**

- To maintain a crime index total less than similar Florida cities. Specifically, these cities are Naples, St. Petersburg Beach, and Punta Gorda.
- To implement a traffic safety program focused on traffic crash reduction and utilizing several strategies including public education campaigns, speed enforcement and drunk driving enforcement.

- To implement several drug abatement strategies including highway interdiction, waterway interdiction, and cooperative efforts with the United States Drug Enforcement Administration, United States Customs, United States Coast Guard, Collier County Sheriff, the Charter Middle School and Tommie Barfield Elementary School.
- To implement a wireless communications network funded with a grant awarded by the federal office of Community Oriented Policing Services and incorporating an automated records management system and having the capability to communicate with our contracted dispatcher, the Florida Department of Transportation, the Florida Crime Information Center and the National Crime Information Center.
- To implement a Crime Prevention Program focusing on educating our residents on the methods of "target hardening" to make it more difficult for criminals to commit crimes in our city.
- To hold two community meetings and survey residents to obtain input to assist in designing community policing programs that will result in crime reduction, fewer traffic crashes and reduce the incidents of illegal drug use in our city.

During fiscal year 2002, the Police Department achieved the following objectives:

**ACCOMPLISHMENTS**

- Total index crimes as measured by the United States Department of Justice Uniform Crime Reports were reduced from 398 in calendar year 2000 to 353 in calendar year 2001. A reduction of 11.3%.
- Total traffic crashes were reduced from 382 in calendar year 2000 to 324 in calendar year 2001. A reduction of 15.2%.
- Implemented a Florida Department of Transportation Highway Safety Grant. This included the hiring of a grant funded police officer and purchase of all required equipment.
- Implemented the provisions of a Victim of Crime Act grant award, hired a victim advocate and provided crime victim advocate services to residents including follow up contact, counseling, support, referral and assistance with crime victim compensation forms.

- Accomplished a complete review of department policies and procedures and instituted changes regarding fleet management, training, purchasing, as well as operational matters.

**DETAIL OF PERSONNEL SERVICES**

Position:	FY2002 Budget:	FY2003 Budget:	Salary:
Chief of Police	1.0	1.0	\$70,000
Secretary	1.0	1.0	26,400
Records Clerk	1.0	1.0	26,444
Police Captain	1.0	1.0	51,010
Police Lieutenants	4.0	4.0	191,500
Police Officers	20.0	21.0	801,952
Investigator	1.0	0	0
D.U.I. Grant Officer	0	1.0	34,000
Crime Victim Advocate Grant	0.25	0.38	11,021
<i>Pay for Performance Incentives</i>			<u>54,347</u>
<b>Total Full Time Equivalents</b>	<b>29.25</b>	<b>30.38</b>	<b>1,266,674</b>

**DETAIL OF CAPITAL OUTLAY**

Description:	Total Cost:
COPS-more Grant Technology	\$247,213
K-9 Equipment	3,000
Portable Radios	6,000
Desktop Computer	3,000
Furniture	2,000
Replacement Vehicles (3)	72,000
Equipment for Replacement Vehicles	22,000
Police Building Design	10,000
<b>Total Capital Outlay</b>	<b>\$365,213</b>

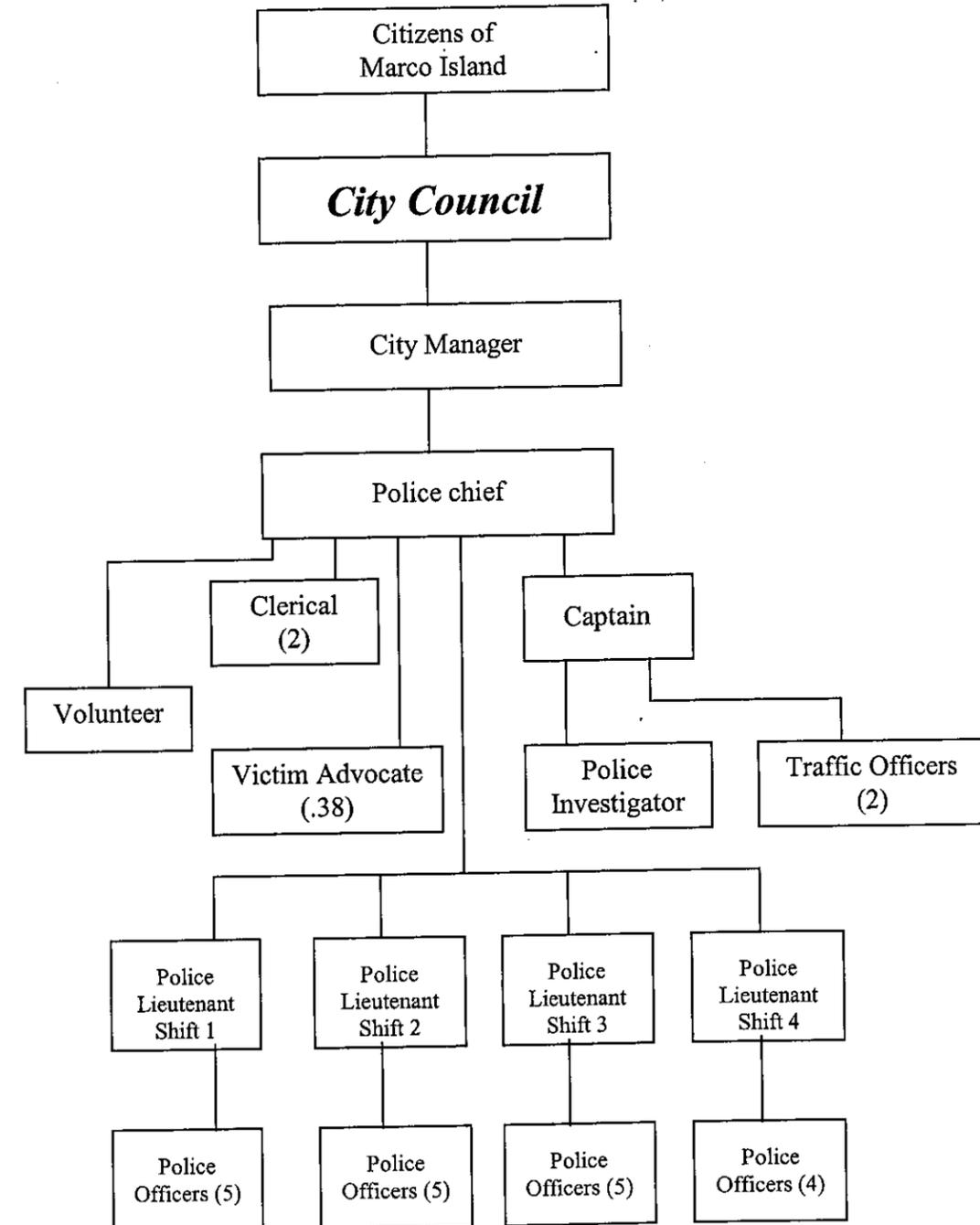
**BUDGET SUMMARY**

Description	Total Cost
Personnel Services Expenditures	\$1,905,804
Operating Expenses	459,855
Capital Outlay	365,213
<b>Total for FY2003</b>	<b>\$2,730,872</b>

**FUNDING SOURCES TO FINANCE PROGRAM**

General Fund	\$2,393,972
C.O.P.S. Federal Grant	26,500
C.O.P.S.-more Grant	185,400
Victims of Crime Grant	15,700
Highway Safety Grant	109,300
<b>Total</b>	<b>\$2,730,872</b>

**ORGANIZATIONAL CHART**



City of Marco Island  
DEPARTMENTAL BUDGET REPORT

DESCRIPTION	ACTUAL FY2001	BUDGET FY2002	YTD ACTUAL FY2002	PROJECTED FY2002	PROPOSED % OF FY2003 FY2002	
<b>POLICE SERVICES</b>						
SUPERVISOR SALARIES	18,750	68,250	62,552	68,000	127,061	186 %
POLICE OFFICER WAGES	945,057	912,121	868,230	880,000	1,072,555	118 %
C.O.P.S. GRANT PERSONNEL	53,860	110,000	82,926	120,000	0	0 %
SUPPORT STAFF WAGES	27,319	55,263	49,072	55,000	67,058	121 %
OVERTIME	32,920	30,000	33,720	40,000	76,850	256 %
BENEFITS	321,027	376,893	309,358	338,000	431,825	115 %
FICA TAXES	97,658	116,706	99,021	106,000	130,455	112 %
WORKERS COMPENSATION	60,416	89,020	125,637	89,000	0	0 %
<b>TOTAL PERSONNEL SERVICES:</b>	<b>1,557,006</b>	<b>1,758,253</b>	<b>1,630,516</b>	<b>1,696,000</b>	<b>1,905,804</b>	<b>108 %</b>
<b>PROFESSIONAL SERVICES</b>						
CONTRACTUAL SERVICES	33,386	49,406	14,555	30,000	38,020	77 %
COLLIER COUNTY SERVICES	6,292	11,000	11,085	11,000	5,720	52 %
INVESTIGATIONS	180,000	191,110	180,000	180,000	191,000	100 %
TRAVEL PER DIEM	0	50	264	400	1,250	2,500 %
TELEPHONE & COMMUNICATIONS	10,944	10,300	11,340	12,000	11,760	114 %
UTILITIES	25,634	17,400	21,015	23,000	30,580	176 %
RENTALS & LEASES	7,500	6,600	7,579	6,600	7,000	106 %
INSURANCE	4,586	6,480	6,275	6,500	6,840	106 %
VEHICLE REPAIR & MAINTENANCE	9,490	10,750	11,807	0	0	0 %
BUILDING REPAIR & MAINTENANCE	16,113	22,200	35,298	20,000	19,950	90 %
EQUIPMENT REPAIR & MAINTENANCE	4,212	5,000	3,096	3,000	4,250	85 %
MARINE EXP-REPAIRS/MAINT	1,849	6,500	6,722	6,500	8,900	137 %
PRINTING	0	0	0	0	4,180	0 %
PUBLIC EDUCATION & GOODWILL	1,270	4,000	807	3,500	4,000	100 %
VOCA GRANT EXPENSES	0	3,000	2,578	3,000	3,600	120 %
DOT DUI GRANT EXPENSES	0	16,230	14,313	15,694	4,673	29 %
ISLAND DRUG REDUCTION GRANT	0	81,884	75,846	81,884	8,715	11 %
OFFICE SUPPLIES	0	0	7,831	0	0	0 %
OPERATING SUPPLIES	8,058	13,450	13,101	12,000	12,000	89 %
FUEL	9,095	13,500	16,117	14,500	16,475	122 %
UNIFORMS	26,426	25,200	25,158	26,000	26,400	105 %
POSTAGE	17,821	22,800	19,197	25,000	23,500	103 %
MARINE EXPENSE-FUEL	1,815	2,000	454	750	750	38 %
SOLID WASTE DISPOSAL	0	0	0	0	2,000	0 %
PUBLICATIONS & MEMBERSHIPS	654	720	967	720	2,207	307 %
TRAINING	1,831	2,665	2,450	2,700	2,785	105 %
	8,558	14,945	12,904	18,500	23,300	156 %
<b>TOTAL OPERATING EXPENSES:</b>	<b>375,534</b>	<b>537,189</b>	<b>500,758</b>	<b>503,248</b>	<b>459,855</b>	<b>86 %</b>
<b>EQUIPMENT PURCHASES</b>						
	34,368	83,700	60,554	83,700	365,213	436 %
<b>TOTAL CAPITAL OUTLAY:</b>	<b>34,368</b>	<b>83,700</b>	<b>60,554</b>	<b>83,700</b>	<b>365,213</b>	<b>436 %</b>
<b>GRAND TOTAL:</b>	<b>1,966,908</b>	<b>2,379,142</b>	<b>2,191,829</b>	<b>2,282,948</b>	<b>2,730,872</b>	<b>115 %</b>

City of Marco Island, Florida

Fire-Rescue Department

MISSION STATEMENT

The mission of the Marco Island Fire-Rescue Department is to provide outstanding fire suppression and life safety services, to support and augment emergency medical services, and deliver a feeling of security, safety, and quality services to all persons within the City of Marco Island. As a Team, We Have, We Currently Are and We Will Continue to, Dedicate our lives to preserve your:

- Life
- Safety and
- Health
- Property

Saving lives and property in paradise since 1965.

DESCRIPTION

The Marco Island Fire-Rescue Department is a community based integrated emergency response service providing: fire suppression, emergency medical services, hazardous materials response, dive rescue, marine service, plan review, permits, inspections of commercial properties, home care and fire/medical community outreach programs. In Fiscal Year 2002 the department entered into regional partnerships for the provisions of hazardous materials response and emergency medical services. These partnerships now allow Marco Island firefighter/paramedics and hazardous materials technicians to utilize their skills in conjunction with other agencies within Collier County. In March of 2002 a new statewide building and fire code went into effect. The implementation of this code will present new challenges to both the City of Marco Island and Collier County. The department is committed to programs that provide cost effective service delivery maximizing limited resources with major community impact. The department will look for new revenue sources. As the department develops new programs a particular emphasis will be placed on overall safety of personnel, citizens and visitors.

During the fiscal year 2003 the Fire-Rescue Department will achieve the following objectives:

OBJECTIVES

- Enhance the partnership with EMS and provide specialized cardiac and stroke care response.
- Work with and educate developers, businesses, and condominiums to the new statewide fire life safety standards and potential retrofit requirements.

- Expand the C.E.R.T. program through a \$28,000.00 grant.
- Train the 300 children at the Charter Middle School in a new prototype first aid class
- Establish a campaign with the Marco Island Area Association of Realtors to ensure operational smoke detectors in all single-family home sales.
- Create a regional plan for immediate necessary fire unit response for both specialized and structural fire requirements.
- Visit or make contact with every condominium association.
- Work with Collier County Fire Marshals to ensure code consistency for any local amendments for construction standards concerning the new statewide fire code.
- Implement an aggressive campaign on automatic external defibrillators procurement and training throughout the island.
- Aggressively seek grants:
  - EMS, Emergency Management, Weapons of Mass Destruction, Private Foundations.
- Enhance ride along program for citizens and students.
- Implement a hotel employee and management education program for health and fire safety.
- Meet 87% response time to emergency calls in 6 minutes or less.
- Hazardous Materials Team to meet District Response Team standard and to seek implementation of countywide regional funding for specialized team operations.
- Continue partnership with NCH Healthcare/Cleveland Clinic and provide:
  - Senior and Pediatric immunizations;
  - Community Vascular Awareness Project, Senior Fall Prevention;
  - Educational materials and brochures;
  - Child Injury Prevention Training.
- Create Fireworks Ordinance.

ACCOMPLISHMENTS

- Created partnership with Collier County Emergency Medical Services that recognizes medical skills of City employees and firefighting skills of county employees.
- Regionalized hazardous materials response for cost effectiveness of service.
- Established first Citizen Emergency Response Team for volunteer mobilization during time of disaster.
- Obtained both an emergency management grant and a weapons of mass destruction grant.
- By mid year Fire Life Safety met all anticipated revenue requirements for 2002.
- Began working on regional approaches to fire and rescue issues on a countywide basis.
- Increased community presence through attendance at local civic and association meetings.
- Proposed and passed the rewrite of the Fire Impact Fee Ordinance.
- Created contacts and building address database on residential structures containing management companies, individual building associations and owners.
- Updated Fire Prevention Codes in accordance to state and implemented local amendments.
- Occupational Licenses and fire inspection fees are now collected for all new businesses.
- Exceeded fiscal year 2002 budget objectives.

**DETAIL OF PERSONNEL SERVICES**

<b>Position:</b>	<b>FY2002 Budget:</b>	<b>FY2003 Budget:</b>	<b>Salary:</b>
Fire Chief	1.0	1.0	\$70,000
Deputy Chief	1.0	1.0	57,576
Secretary	1.0	1.0	26,749
Plans Examiner	1.0	1.0	35,000
Division Chiefs	3.0	3.0	154,281
Captains	6.0	6.0	282,840
Firefighters	18.0	18.0	663,648
Pay for Performance Incentives			64,505
<b>Total Full Time Equivalents</b>	<b>31.0</b>	<b>31.0</b>	<b>\$1,354,599</b>

**DETAIL OF CAPITAL OUTLAY**

<b>Description:</b>	<b>Total Cost:</b>
Pump for Fire Boat	\$ 13,000
Mobile Data Terminal (3)*	12,000
Ice Maker	3,000
Emergency Management Equipment*	3,000
Light Bar*	2,500
Thermal Imaging Camera*	20,000
Extrication Tool*	25,000
Night Vision (Boat)*	3,000
SCBA RIT Pack	2,100
Kaizer Sled/Manikin*	2,500
Physical Education Equipment*	5,000
Simulaids/Training Manikin*	3,700
Computer/Projector (CERT)	8,000
<b>Total Capital Outlay</b>	<b>\$102,800</b>

\* Purchased with Fire Impact Fees

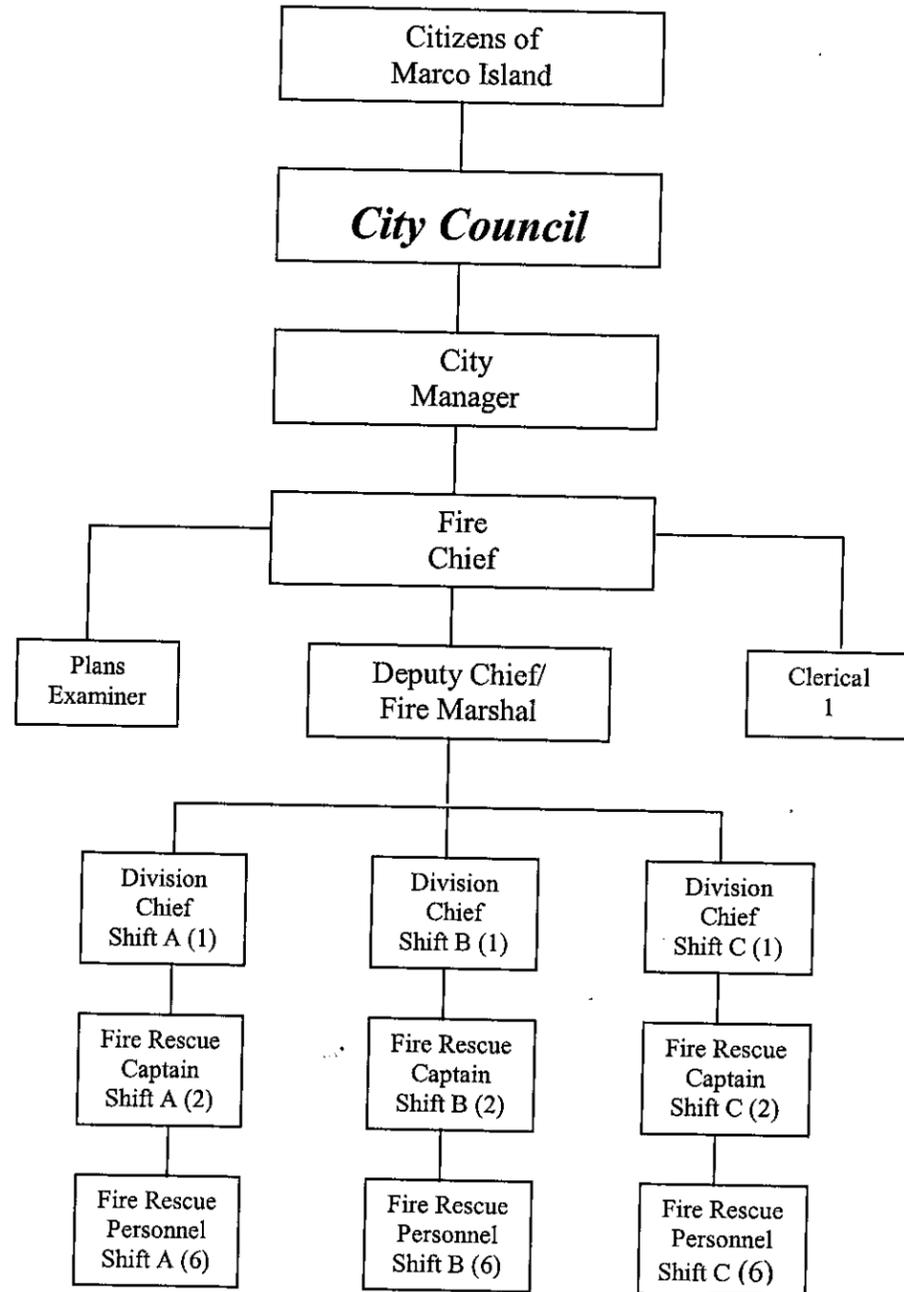
**BUDGET SUMMARY**

Personnel Services	\$2,023,554
Operating Expenses	305,209
Capital Outlay	102,800
<b>Total for FY2003</b>	<b>\$2,431,563</b>

**FUNDING SOURCES TO FINANCE PROGRAM**

General Fund	\$2,188,263
Fire Inspection and Plan Review	110,000
Fees-in-Lieu Taxes	56,600
Fire Impact Fee Funds	76,700
<b>Total for FY 2003</b>	<b>\$2,431,563</b>

ORGANIZATIONAL CHART



FY2003 Budget

09/24/02

100% Yr Complete

DESCRIPTION	ACTUAL FY2001	BUDGET FY2002	YTD ACTUAL FY2002	PROJECTED FY2002	PROPOSED % OF FY2003 FY2002
<b>FIRE/RESCUE</b>					
SUPERVISOR SALARIES	117,868	160,966	130,737	154,250	170,705 106 %
FIREFIGHTER WAGES	1,181,905	1,154,397	1,114,286	1,165,000	1,155,807 100 %
SUPPORT STAFF WAGES	26,548	26,632	25,096	26,000	28,086 105 %
OVERTIME	47,002	46,000	54,642	60,500	86,000 187 %
BENEFITS	205,477	225,531	226,770	236,000	227,731 101 %
FICA TAXES	108,206	114,716	106,230	120,000	118,185 103 %
RETIREMENT	199,023	275,139	141,486	200,000	237,040 86 %
WORKERS COMPENSATION	77,067	121,611	171,118	120,900	0 0 %
<b>TOTAL PERSONNEL SERVICES:</b>	<b>1,963,096</b>	<b>2,124,992</b>	<b>1,970,366</b>	<b>2,082,650</b>	<b>2,023,554 95 %</b>
PROFESSIONAL SERVICES	14,629	13,250	15,552	13,250	16,865 127 %
CONTRACTUAL SERVICES	5,245	9,100	5,060	5,100	6,600 73 %
COLLIER COUNTY SERVICES	14,623	0	0	0	0 0 %
TRAVEL & PER DIEM	4,022	11,340	4,011	11,340	11,540 102 %
TELEPHONE & COMMUNICATIONS	13,990	13,180	16,681	18,580	16,300 124 %
UTILITIES	16,189	18,732	18,171	17,500	18,732 100 %
RENTALS & LEASES	2,205	300	302	500	602 201 %
INSURANCE	11,726	12,483	14,189	12,500	0 0 %
VEHICLE REPAIR & MAINTENANCE	37,588	43,672	33,592	57,700	44,572 102 %
BUILDING REPAIR & MAINTENANCE	10,240	21,087	18,531	21,100	22,650 107 %
EQUIPMENT REPAIR & MAINTENANCE	15,675	14,100	13,401	14,100	15,100 107 %
PRINTING	386	3,150	518	3,150	3,300 105 %
PUBLIC EDUCATION & GOODWILL	5,577	7,000	5,936	7,000	19,950 285 %
OFFICE SUPPLIES	5,003	5,000	5,539	5,000	7,900 158 %
OPERATING SUPPLIES	22,127	23,300	21,005	23,300	43,500 187 %
FUEL	9,808	11,000	8,607	11,000	11,000 100 %
UNIFORMS	10,624	21,262	21,229	21,200	21,462 101 %
BUNKER GEAR	0	3,000	7,505	5,000	12,500 417 %
POSTAGE	607	900	327	900	900 100 %
MEDICAL SUPPLIES	0	15,000	6,574	9,000	10,000 67 %
SOLID WASTE DISPOSAL	1,863	1,250	2,041	2,100	3,281 262 %
PUBLICATIONS & MEMBERSHIPS	1,548	3,955	3,291	4,000	3,955 100 %
TRAINING	5,267	14,542	15,618	14,500	14,500 100 %
<b>TOTAL OPERATING EXPENSES:</b>	<b>208,942</b>	<b>266,603</b>	<b>237,682</b>	<b>277,820</b>	<b>305,209 114 %</b>
CAPITAL IMPROVEMENTS - BUILDIN	24,225	5,000	0	3,000	5,000 100 %
EQUIPMENT PURCHASES	348,403	151,846	158,663	153,800	97,800 64 %
DEBT SERVICE PRINCIPAL	91,584	84,000	98,677	84,000	0 0 %
DEBT SERVICE INTEREST	54,368	62,000	47,276	62,000	0 0 %
<b>TOTAL CAPITAL OUTLAY:</b>	<b>518,580</b>	<b>302,846</b>	<b>304,616</b>	<b>302,800</b>	<b>102,800 34 %</b>
<b>GRAND TOTAL:</b>	<b>2,690,619</b>	<b>2,694,441</b>	<b>2,512,664</b>	<b>2,663,270</b>	<b>2,431,563 90 %</b>

Capital Projects Expenses

Building Fund

Public Works

Capital Projects Revenues

**City of Marco Island  
Annual Budget Summary  
Fiscal Year 2002-03**

*General Fund*

<b>Fiscal 2003 Annual Budget</b>
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**PUBLIC WORKS  
EXPENDITURES:**

Streets & Drainage	\$	1,214,671
Parks Maintenance		435,112
Beautification		503,960
<b>TOTAL EXPENDITURES</b>	<b>\$</b>	<b>2,153,743</b>

**MISSION STATEMENT**

*To provide infrastructure maintenance and construction services to the City of Marco Island in the most cost-effective and timely manner, resulting in the safe and efficient public use of roads, bridges, traffic signals, streetlights, sidewalks, and related facilities.*

**DESCRIPTION**

The Public Works Department is responsible to plan, design, construct, operate and maintain all public infrastructure and related facilities for the City of Marco Island. Principal infrastructure under the jurisdiction of the City includes:

- 383 roads ( or 254 lane miles of arterial, collector, and local streets);
- 7 signalized intersections;
- More than 525 stop controlled intersections;
- More than 2,000 streetlights;
- More than 100 miles of waterways;
- 12 City bridges (16 total);
- Underground and surface drainage systems;
- Public sidewalk network; and
- Sanitary Sewer System (18 miles of gravity lines and 32 pump stations).

Organizationally, the Public Works Department is comprised of six Divisions (Streets and Drainage, Parks Maintenance, Recreation, Beautification, Capital Projects, and Sewer Utility) that are charged with the responsibility to provide fiscally sound and technically responsive services to the citizens of Marco Island.

In addition to maintaining and extending the service life of existing infrastructure listed above, the Department maintains eight (8) public park properties and over seven (7) miles of landscaped roadway medians through its Parks Maintenance, Beautification, and Recreation Divisions.

This budget narrative focuses on the Department's Streets and Drainage personnel, which provide essential infrastructure maintenance and repair services. Daily actions of Streets and Drainage personnel are focused on preserving the safety, welfare, and quality of life of City residents and visitors. Essential maintenance and construction services include:

- Roadway and bridge repairs, street resurfacing, right-of-way debris removal, pavement restoration work, and sidewalk repairs;

- Replacement of failed storm sewer pipes and drainage inlets, installation of additional storm sewer outfalls, de-silting pipe networks, and regrading drainage swales;
- Traffic control and roadway safety improvements, replacing informational and regulatory roadway signs, installing new street name signs, repairing streetlights and traffic signals; and
- An array of other incidental tasks in response to public requests.

Minor repairs and maintenance activities are undertaken by two full-time maintenance workers and a new full-time position of Streets & Drainage Coordinator. The majority of infrastructure work and related support services are provided by numerous contractors through annual construction agreements and work orders. Engaging the skills of qualified contractors ensures that infrastructure construction and maintenance objectives are achieved cost-effectively, in a timely manner, and at minimal risk to the City. Contractual service providers perform major roadway and bridge rehabilitation projects and undertake critical maintenance functions for traffic signals, roadway pavement markings, buoy and channel marker replacements, drainage repairs, new storm sewer installations, and utility repairs.

Expanded or new services for fiscal year 2003 include activities under the professional service and contractual service categories. The Department plans to outsource the following primary services:

- |   |  |
|---|--|
| <p><b>Professional Services:</b></p> <ul style="list-style-type: none"> <li>• Signal Warrant Analysis</li> <li>• Engineering / Surveying Services</li> <li>• Maintenance Engineering Designs</li> </ul> | <p><b>Contractual Services:</b></p> <ul style="list-style-type: none"> <li>• Storm Sewer Clean Out Services</li> <li>• Street Sweeping Contract</li> <li>• Streetlight Repairs</li> <li>• Tree / Hazards Removal</li> <li>• Roadway Pavement Markings</li> <li>• Traffic Signal Repairs and Upgrades</li> <li>• Debris Pick Up / Mowing of ROW</li> <li>• Aerial Electrical Services</li> <li>• Janitorial Services</li> <li>• Temporary Worker Support Services</li> <li>• Miscellaneous Drainage Repairs</li> <li>• Roadway / ROW Repairs</li> </ul> |
|---|--|

In addition to managing the design, construction, and maintenance functions for public infrastructure, the Public Works Department also provides direct support to the Community Development Department involving review and inspection of engineering site development plans and right-of-way permit applications.

For fiscal year 2003, the Public Works Department will manage all services with an increase of 0.5 full-time equivalent employees (FTE). The FY02 budget includes a 0.5 FTE for a part-time Transportation Engineer whose responsibility includes monitoring and adjusting traffic signal timings and coordinating street lighting repairs. To effectively accomplish the planned workload, the function and duties of the Transportation Engineer position will be expanded with an additional 0.5 FTE and the position will be reclassified to a Streets and Drainage Coordinator. The new position will assume the prior duties and responsibilities held by the part time Transportation Engineer and will be expanded to include support activities to the Public Works Superintendent principally in the area of roadway maintenance, drainage reconstructions, right-of-way permitting for single family and commercial development projects, oversight supervision and inspections of the City's sanitary sewer system, operational and maintenance related repairs of City park facilities, and various similar duties. The Streets and Drainage Coordinator will also be responsible to administer maintenance activities and repairs for the City's traffic signal installations, roadside street lighting, street name and regulatory signs, pedestrian and bicycle pathways, bridge weight restriction signs, waterway traffic signs, Adopt-a-Road and Bike Route signs. Additionally, the Streets and Drainage Coordinator will assist other staff in the review of Site Development Plan submittals and capital design projects. The Streets and Drainage Coordinator will report to the Public Works Superintendent. Contractual Services for right-of-way drainage designs, previously budgeted in Building Services in the amount of \$15,000, will be eliminated due to this position.

During fiscal year 2003, the Public Works Department will aspire to achieve the following:

### OBJECTIVES

- Maintain a "can do" attitude and team orientated relationship with City Council, vendor contractors, public members, and City associates to accomplish public works goals and objectives.
- Commence with and complete construction of the District IV sidewalk assessment project.

- To the extent feasible and suitable, use alternate project delivery systems, such as "fast track" and "design-build" techniques to expedite high priority capital improvements.
- Increase emphasis on street sweeping, debris removal, and mowing and edging of City right-of-ways along arterial and collector roadways.
- Complete new maintenance and repair projects such as storm sewer clean out, reconstruction of alley pavements, and minor renovations to the public works maintenance building.
- Initiate planning activities to establish an asset management computer program in conjunction with a Geographical Information System to inventory City infrastructure for effective database management of capital projects, maintenance activities, street lighting, roadway regulatory signs, waterway markers and buoys, sidewalks, and other public works functions.
- Further quantify capacity and performance deficiencies of City roadways, bridges, and drainage systems, resulting in the cost-effective determination of work priorities and sequences for capital projects in the Five-Year Capital Improvement Program.
- Computerize major public works functions through database applications such as: annual FDOT bridge inspections, quarterly traffic signal and roadway sign inspections, semi-annual highway lighting inspections, semi-annual channel marker inspections, roadway serviceability surveys, disaster recovery contracts, construction contract administration functions, and public requests for information and assistance.
- Improve and expand upon the current master contract database and enhance the Department's contract management reporting and control system using state of the art procedures, practices, and techniques.
- Establish a program schedule system for timely implementation of capital and maintenance projects set forth in the adopted Capital Improvement Program.
- Commence with and complete resurfacing of City streets programmed for fiscal year 2003.
- Continue to investigate opportunities for grant application submittals to County and State governing authorities.

- Plan, design, bid, and construct capital projects to minimize disruption to peak season and off-season traffic and adverse impacts to businesses.
- Proactively interface with the Waterways Advisory Committee, Beautification Advisory Committee, and the Parks and Recreation Advisory Committee to result in productive outputs of study and evaluation efforts.
- Plan, design, and construct authorized projects listed in the Five Year Capital Improvement Program under the categories of: I) Stormwater Drainage; II) Beach and Waterways; III) Bridge Improvements; IV) Intersections; V) Roadways; VI) Pedestrian / Bicycle Ways; VII) Streetscape Improvements; VIII) Parks, Recreation and Open Space; and IX) Civic Facilities.
- Complete engineering designs for several roadway intersection capacity projects (Bald Eagle Drive/San Marco Road and Heathwood Drive/San Marco Road).
- Provide technical and management training to public works employees, resulting in direct and measurable on the job application of improved skills.
- Continue efforts to finalize Interlocal Agreements with FDOT for the transfer of North Collier Boulevard to the City, including negotiations on cost sharing.
- Complete a rewrite of the City's right-of-way construction handbook.

During fiscal year 2002, the Public Works Department achieved the following objectives set forth in the previous budget:

**ACCOMPLISHMENTS**

- Utilized computer bidding services provided by Demandstar.com at no cost to the City.
- Completed the annual street resurfacing project for fiscal year 2002 on schedule.
- Provided technical support services to the Community Development Department. Completed detailed design reviews of numerous Site Development Plan proposals, including the Marriott Resort PUD, Wings, Provence, Barge Marina PUD, Roman Plaza, Addison Estates, South Beach Terrace, etc.

- Completed installation of new Adopt-A-Road signs for litter pick-up and processed agreements for individual road sponsors.
- Completed construction of the District III sidewalk assessment project under budget, resulting in a cost reduction to assessed levies against abutting property owners.
- Completed all budgeted drainage projects within the Five-Year Capital Improvement Program, including reconstruction of swale throat inlets, replacement of failed storm sewers, regrading of restricted drainage swales, installation of new outfalls, and various storm sewer capacity improvements such as the major outfall at Bald Eagle Drive and Elkcam Circle.
- Continued with and completed the City's second year water quality testing program for waterways.
- Completed Phase II landscaping irrigation improvements at Winterberry Park.
- Installed Sable Palm trees at approximately 60 street Cul-De-Sacs, with prior oversight reviews and advisement from the Beautification Advisory Committee.
- Achieved final completion and contract closeout of consulting and contractor services for construction of the Factory Bay Bridge replacement project.
- Achieved substantial completion of roadway and drainage capacity improvements at the North Collier Boulevard/Kendall Drive intersection.
- Provided responsible and responsive customer services for streetlight and traffic signal outages, stop sign replacements, right-of-way debris/tree removal, swale grading, and various minor roadway and drainage repairs.
- Completed planning activities for the upcoming District IV sidewalk assessment project, including approval of an Authorizing Resolution by City Council.
- Completed installation of specialty street name signs along arterial and collector roadways for the entire City. This project is complete.
- Monitored and maintained the signed bike route system along City streets which was installed in fiscal year 2001.

- Completed preliminary engineering designs and land surveys for on-street parking facilities along the industrial segment of Elkcam Circle.
- Completed installation of numerous marine signs, piling, and buoy markers within City waterways. Filed permits for marker replacements within Factory Bay and Collier Bay.
- Substantially completed major waterway revetment work and critical bridge repairs to several City bridges.
- Completed the design of a new traffic signal system at the Bald Eagle Drive / Elkcam Circle intersection for installation in fiscal year 2003.
- Completed miscellaneous roadway repairs, including reconstruction and resurfacing of several alleyways (i.e., alleyway between North Barfield Drive and San Marco Road and alleyway east of North Collier Boulevard south of Kendall Drive).
- Participated in and provided staff support for the Waterways Advisory Committee, the Beautification Advisory Committee, the Parks and Recreation Advisory Committee, and the Technical Advisory Committee of the Collier County Metropolitan Planning Organization.
- Completed construction of a critical sidewalk project along Cushing Lane north of San Marco Road leading to the Tommie Barfield School.
- Renewed annual contracts for full service ground and facility maintenance contracts at several City parks (Mackle Park, Racquet Club, Winterberry Park).
- Concluded initial proposal discussions with the Florida Department of Transportation (FDOT) for transfer of ownership, maintenance, and operation of North Collier Boulevard to the City. Processed an Interlocal Agreement with FDOT for a \$300,000 grant award for preliminary engineering for North Collier Boulevard.
- On April 29, 2002, obtained a preliminary status City Council approval of the City's first update to its first Five-Year Capital Improvement Program.
- Prepared and submitted the City's proposed Local Agency Program to FDOT. Certification in the Local Agency Program would authorize the City to design and construct grant projects in advance of receiving actual awarded funds.

- Awarded numerous capital and maintenance contracts during fiscal year 2002.
- Received and responded to over 180 written and verbal public inquiries concerning repairs to street lighting and requests for additional lights.
- Renewed 17 annual maintenance and professional service contracts.
- Awarded 3 annual contracts for roadway and alley maintenance.
- Awarded 5 annual contracts for landscape architectural services.
- Repaired and/or installed approximately 60 streetlights.
- Repaired several major sinkholes Citywide and reconstructed swale and drainage systems at approximately 20 locations.
- Finalized the design of the Collier Bay dredging project including submittal of environmental permit applications to State agencies.
- Implemented demonstration peanut grass projects at the intersection of Heathwood Drive and Bald Eagle Drive and also along North Collier Boulevard immediately south of North Barfield Drive.
- Implemented new fiber reinforced concrete storm sewer technology at several storm sewer repair projects along developed residential properties.
- Secured a \$50,000 grant from the South Florida Water Management District for reconstruction of existing throat inlets along swale systems.
- Commenced construction of the Tallwood Street storm sewer project.
- Completed preliminary engineering design stage activities for the reconstruction of North Collier Boulevard between San Marco Road and the S.S. Judge Jolley Bridge.
- Conditionally selected a consultant to design the reconstruction of South Collier Boulevard between Spruce Avenue and San Marco Road (new request for proposals to be pursued due to legal challenge and appeal).
- Completed the design of the capital CR92A pathway project in Goodland.

- Completed the design and substantial completion of tree installations along Winterberry Drive as part of the City's Phase I Roadway Border Landscaping Project.
- Completed construction of Bocce Ball Courts at Mackle Park.
- Continued with land acquisition activities for six lots along Tracts "C" and "D" along Winterberry Drive.

**DETAIL OF PERSONNEL SERVICES**

Position:	FY2002 Budget:	FY2003 Budget:	Salary:
Public Works Director (1)	0.5	1.0	\$72,411
Public Works Superintendent	1.0	1.0	46,530
Project Manager	1.0	1.0	44,077
Streets/Drainage Coordinator (2)	0.5	1.0	40,000
Executive Secretary	1.0	1.0	33,100
Contracts Officer	1.0	1.0	41,600
Maintenance Workers	2.0	2.0	59,868
Pay for Performance Incentives			16,879
<b>Total Full Time Equivalents</b>	<b>7.0</b>	<b>8.0</b>	<b>\$354,465</b>

(1) 50% of Director's salary recovered from the Building Services Fund.

(2) 0.5 FTE for FY 2002 was for a Transportation Engineer position, which has been re-classified to a Streets/Drainage Coordinator position with a net increase of 0.5 FTE for FY 2003.

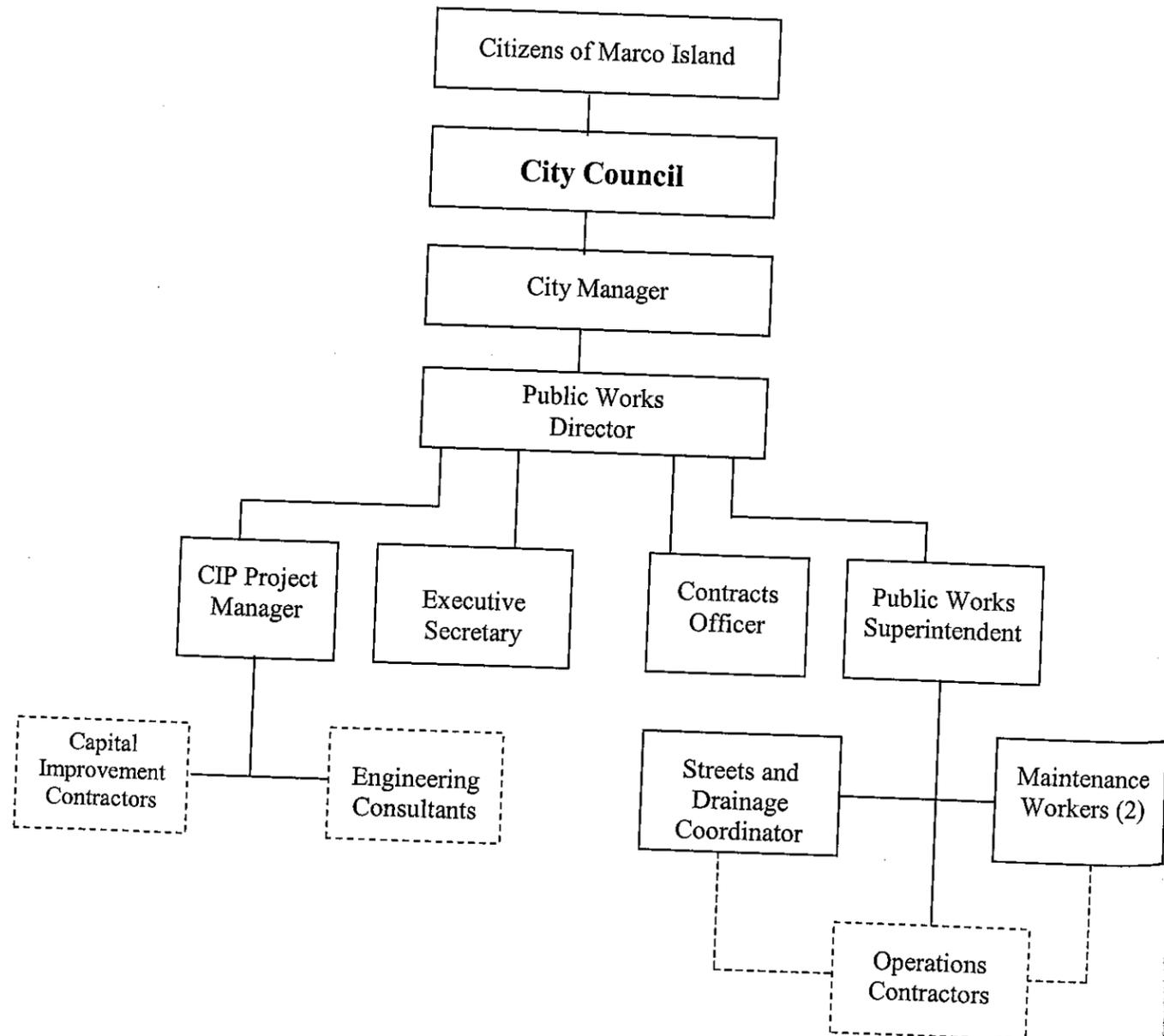
**DETAIL OF CAPITAL OUTLAY**

Description:	Total Cost:
-	\$0
<b>Total Capital Outlay</b>	<b>\$0</b>

**BUDGET SUMMARY**

Personnel Services Expenditures	\$513,563
Operating Expenses	701,108
Capital Outlay	0
<b>Total for FY2003</b>	<b>\$1,214,671</b>

ORGANIZATIONAL CHART



FY2003 Budget

09/24/02

DESCRIPTION	ACTUAL FY2001	BUDGET FY2002	YTD ACTUAL FY2002	PROJECTED FY2002	PROPOSED % OF FY2003 FY2002	
<b>STREETS &amp; DRAINAGE</b>						
WAGES	264,324	272,364	273,283	272,364	354,465 130 %	
OVERTIME	18,878	19,141	20,430	19,500	15,000 78 %	
BENEFITS	62,860	89,339	71,700	89,339	108,770 122 %	
FICA TAXES	24,159	27,754	26,436	27,754	35,328 127 %	
WORKERS COMPENSATION	15,299	48,183	48,183	34,346	0 0 %	
<b>TOTAL PERSONNEL SERVICES:</b>	<b>385,520</b>	<b>456,781</b>	<b>440,032</b>	<b>443,303</b>	<b>513,563 112 %</b>	
PROFESSIONAL SERVICES	10,148	13,531	13,531	15,000	11,000 81 %	
CONTRACTUAL SERVICES	181,487	230,690	220,365	230,340	335,440 145 %	
COLLIER COUNTY SERVICES	9,404	6,650	6,650	6,650	7,000 105 %	
TRAVEL PER DIEM	1,327	1,634	1,045	2,000	1,500 92 %	
TELEPHONE & COMMUNICATIONS	6,078	6,271	6,278	6,040	6,120 98 %	
UTILITIES	221,696	226,188	202,763	226,188	226,188 100 %	
RENTALS & LEASES	8,523	0	0	2,000	5,000 0 %	
INSURANCE	1,913	3,479	3,479	3,200	0 0 %	
VEHICLE REPAIR & MAINTENANCE	1,436	4,826	4,627	4,050	6,000 124 %	
BUILDING REPAIR & MAINTENANCE	4,389	(228)	127	2,700	8,000 (3,509) %	
EQUIPMENT REPAIR & MAINTENANCE	451	2,000	2,820	1,300	2,000 100 %	
PRINTING	2,362	562	562	1,500	1,500 267 %	
WATERWAYS EXPENSES	4,507	7,832	7,832	10,000	15,000 192 %	
OFFICE SUPPLIES	2,449	3,300	2,979	2,500	12,000 364 %	
ROADS & STREETS MATERIALS	49,239	62,577	59,414	65,000	49,000 78 %	
FUEL	2,007	1,911	1,919	3,800	4,200 220 %	
UNIFORMS	1,973	3,000	2,220	3,000	3,000 100 %	
POSTAGE	50	138	138	300	180 130 %	
SOLID WASTE DISPOSAL	1,350	1,500	1,500	2,400	3,480 232 %	
PUBLICATIONS & MEMBERSHIPS	2,578	1,241	1,508	1,500	2,000 161 %	
TRAINING & EDUCATION	3,023	3,359	2,247	1,500	2,500 74 %	
<b>TOTAL OPERATING EXPENSES:</b>	<b>516,391</b>	<b>580,461</b>	<b>542,002</b>	<b>590,968</b>	<b>701,108 121 %</b>	
EQUIPMENT PURCHASES	9,880	1,175	0	3,500	0 0 %	
<b>TOTAL CAPITAL OUTLAY:</b>	<b>9,880</b>	<b>1,175</b>	<b>0</b>	<b>3,500</b>	<b>0 0 %</b>	
DEBT SERVICE PRINCIPAL	0	50,000	50,000	50,000	0 0 %	
DEBT SERVICE INTEREST	0	48,771	48,771	48,771	0 0 %	
<b>TOTAL DEBT SERVICE:</b>	<b>0</b>	<b>98,771</b>	<b>98,771</b>	<b>98,771</b>	<b>0 0 %</b>	
<b>GRAND TOTAL FOR DEPARTMENT:</b>	<b>911,792</b>	<b>1,137,188</b>	<b>1,080,806</b>	<b>1,136,542</b>	<b>1,214,671 107 %</b>	

Capital Projects Expenses

Building Fund

Unity Fund

Capital Projects Revenues

**MISSION STATEMENT**

*To enhance the quality of life of Marco Island residents and visitors by beautifying, expanding, and maintaining an aesthetically pleasing and functionally effective park system for various age and interest groups.*

**DESCRIPTION**

As its principal duty and mission, the Parks Maintenance Division provides operational and facilities management services for City parks on a continual annual basis.

City parks are utilized for both active and passive recreational enjoyment, and are generally comprised of one or more of the following three sub-facility components that are continuously maintained and periodically repaired:

- Landscaped grounds and open space;
- Site recreational improvements and equipment; and
- Park buildings and athletic and related recreational structures.

It is the responsibility of the Parks Maintenance Division to ensure that park facilities are cost-effectively beautified, expanded, and maintained for public enjoyment in a safe manner with minimal disruption of usage. The total land area of eight City owned parks is approximately 53 acres. The Parks Maintenance Division maintains seven of the eight City park properties. The City's Beautification Division maintains Hittler Park, which is a small passive roadside linear park along North Collier Boulevard at Smokehouse Bay.

The Parks Maintenance Division provides comprehensive facilities management services for the following seven parks:

- Frank E. Mackle, Jr. Community Park;
- Leigh Plummer Park;
- Winterberry Park;
- Tommie Barfield Ball Field Park;
- Tracts "C" and "D" (undeveloped property on Winterberry Drive);
- Neighborhood Park at North Collier Boulevard / North Barfield Drive; and
- Marco Island Racquet Club.

The Parks Maintenance Division, as part of the Public Works Department, carries out its responsibilities primarily through the use of contract service providers. Minor repairs that do not require specialty materials and trade skills are generally

performed by two staff maintenance workers under the Streets and Drainage Division. A key contract management objective and focus of the Parks Maintenance Division is to ensure that qualified contractors perform repair and maintenance activities in a timely and coordinated manner.

A critically important responsibility of the Parks Maintenance Division concerns the determination of, and timely responses to, community needs and special requests for services. Communication with community representatives for park operational and facility management services is the responsibility of the Public Works Director, who collaborates with the City's Parks and Recreation Advisory Committee to formulate park maintenance standards, to refine capital improvement plans, and to establish operational and recreational needs.

Continuing or new park maintenance services for fiscal year 2003 include activities under the professional and contractual service categories. The Division plans to outsource the following primary services:

- |   |  |
|---|--|
| <p><b>Professional Services:</b></p> <ul style="list-style-type: none"> <li>• Landscape Architect Services</li> <li>• Interior Design Services</li> </ul> | <p><b>Contractual Services:</b></p> <ul style="list-style-type: none"> <li>• Pest Control Services</li> <li>• Racquet Club Maintenance</li> <li>• Full Service Maintenance (Leigh Plummer Park)</li> <li>• Full Service Maintenance (Mackle Park)</li> <li>• Full Service Maintenance (Winterberry Park &amp; Tommie Barfield Park)</li> <li>• Soccer Field Special Maintenance</li> <li>• Portable Toilets (Winterberry Park &amp; Tommie Barfield Park)</li> <li>• Air Conditioner Preventive Maintenance (Mackle Park)</li> <li>• Lake Management (Mackle Park &amp; Leigh Plummer Park)</li> </ul> |
|---|--|

For fiscal year 2003, the Parks Maintenance Division will continue to provide operational and facilities management services principally through outsourced contract services. Oversight supervision and assistance will be provided by staff in the Street and Drainage Division.

In fiscal year 2003, the Parks Maintenance Division will aspire to achieve the following:

**OBJECTIVES**

- Continue to improve upon the quality and functionality of existing improvements through planned repairs and replacement of components to minimize facility reconstruction costs.
- Procure full service ground maintenance contracts for Mackle Park, Leigh Plummer Park, and Winterberry Park to integrate landscaping, irrigation, lighting, pesticide and related functions under single point responsibilities.
- Increase and improve upon maintenance activities for the Mackle Park soccer field to result in enhanced quality of play.
- Attend and provide staff support services at monthly meetings of the Parks and Recreation Advisory Committee.
- Provide, purchase and install miscellaneous park amenities such as park benches, playground equipment, multi-purpose park tables, trash receptacles, and related items.
- Provide a high level of responsiveness to public requests for maintenance services.
- Install a toddler playground facility at Mackle Park.
- Continue to evaluate the Park, Recreation, and Open Space Study to ensure that long-term capital improvements are planned and designed in consideration of community needs and operational goals.
- Replace a portion of floor tiles at Mackle Park.
- Process available grant applications to state agencies, such as the Florida Communities Trust Fund, for various City parks and open space programs including capital and maintenance costs.
- Include park facilities and site improvements in the City's near-term Geographical Information System database and mapping functions to enhance overall management capabilities for on-going repair and maintenance.

- Continue to develop and implement long-term plans for an interconnected system of pedestrian and bicycle pathways to operationally link the City's park network.
- Amend the YMCA program services contract to clarify and expand responsibilities for maintaining facilities and providing programs at Mackle Park.
- Complete park projects listed in the Five-Year CIP for fiscal year 2003.
- Contract for professional landscape architecture services for landscape and irrigation inspections and technical consultations.
- Commence with planning and design activities for permanent restroom facilities at Winterberry Park.

During fiscal year 2002, the Parks Maintenance Division achieved the following objectives set in the previous budget:

**ACCOMPLISHMENTS**

- Received, evaluated and rectified operational problems at park restrooms and related facilities.
- Submitted schedules for repair and renovation work at Mackle Park to the YMCA for coordination of impacts to on-going recreational activities.
- Completed Phase II landscape improvements at Winterberry Park.
- Completed budgeting of master site and building improvements at Mackle Park for the Five-Year CIP having a total proposed budget of \$1,485,750 through fiscal year 2007.
- Through the assistance and recommendations of the Marco Island Rod and Gun Club, coordinated and approved stocking of fish in the Leigh Plummer Park lake for "hook and release" pleasure fishing.
- Completed budgeting of master site and restroom facility improvements at Winterberry Park for the Five-Year CIP having a total proposed budget of \$1,157,000 through fiscal year 2007.

- Completed design and construction of Bocce Ball Court facilities at Mackle Park.
- Submitted a surface transportation enhancement grant through the Collier County Metropolitan Planning Organization for funding part of the design and right-of-way acquisition stages for the Tracts "C" and "D" trail system project (\$92,000). Received a grant award in this amount.
- Designed and distributed customer service comment cards for Mackle Park program and facilities management responsibilities.
- Completed numerous repairs, facility replacements, and maintenance activities at several parks:

MACKLE PARK:

1. Maintained soccer field.
2. Constructed building entrance canopy.
3. Resurfaced shuffleboard courts.
4. Installed new spectator stands at soccer field.
5. Replaced community room lighting and ceiling tiles.
6. Installed supplemental landscaping.
7. Installed basketball scoreboard.
8. Installed new sliding glass in room A.
9. Replaced A/C air handler unit.
10. Purchased new tables for community center.
11. Purchased new inventory of picnic tables.
12. Repaired roof leaks.
13. Reconstructed Chickee Hut damaged by fire and vandalism.
14. Renewed annual full service grounds maintenance contract.

WINTERRBERRY PARK:

1. Renovated dugouts and score booths.
2. Installed new aluminum spectator stands.
3. Installed new scoreboard.
4. Renewed annual full service grounds maintenance contract.

LEIGH PLUMMER PARK:

1. Awarded full service maintenance contract.

2. Designed and proposed installation of new entrance park sign.

TOMMIE BARFIELD BALL FIELD:

1. Renovated dugouts and score booths.
2. Replaced electrical contactors at tennis courts.
3. Renewed annual grounds maintenance contract.

NEIGHBORHOOD PARK (COLLIER BLVD./N.BARFIELD DRVE):

1. Installed floodlights for illumination of trees and landscaping.

**DETAIL OF PERSONNEL SERVICES**

None. All Parks Maintenance services are outsourced.

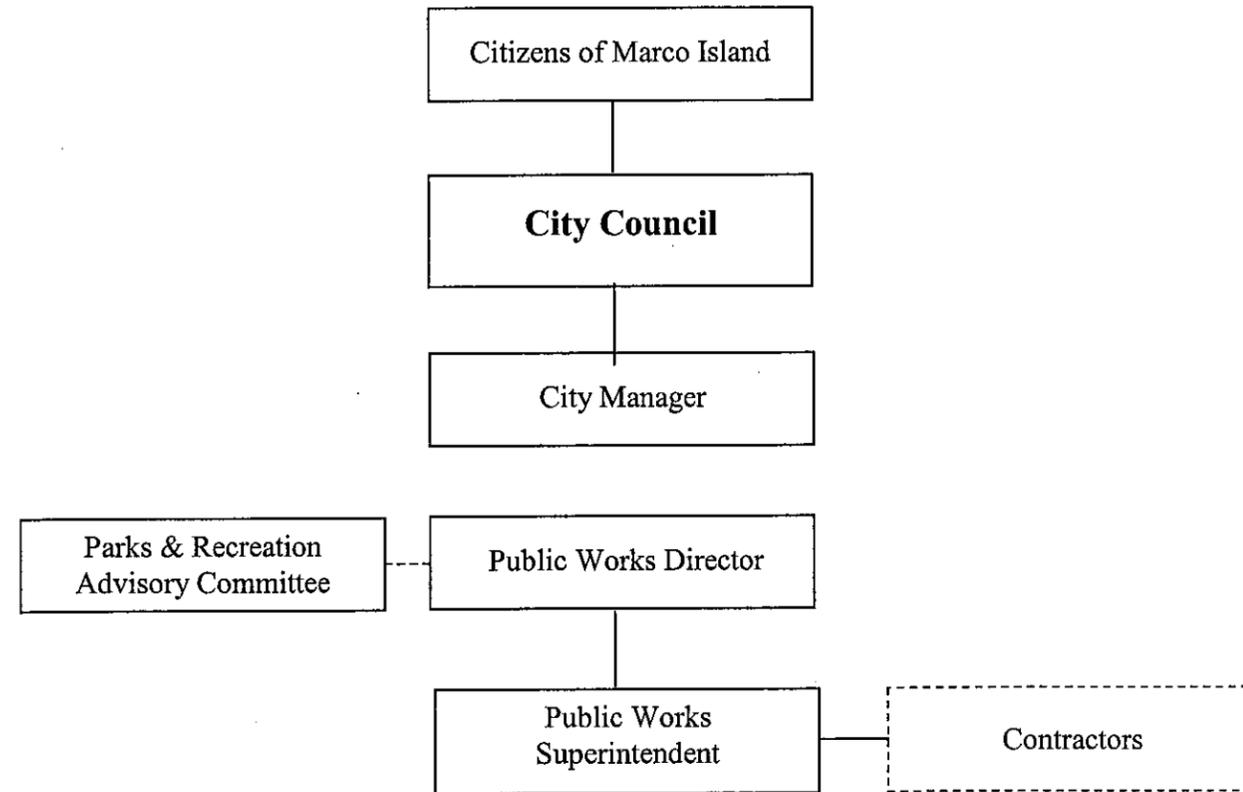
**DETAIL OF CAPITAL OUTLAY**

Description:	Total Cost:
Replace Winterberry Park Fence	\$17,000
Upgrade Mackle Park Interior Lighting	10,400
Replace Mackle Park Flooring	25,000
Replace Mackle Park Ceiling Tiles	7,000
Renovate Mackle Park Interior	25,000
Replace Three Mackle Park A/C Units	<u>30,000</u>
<b>Total Capital Outlay</b>	<b>\$114,400</b>

**BUDGET SUMMARY**

Operating Expenses	\$320,712
Capital Outlay	<u>114,400</u>
<b>Total for FY 2003</b>	<b>\$435,112</b>

**ORGANIZATIONAL CHART**



Capital Projects Expenses

Building Fund

Utility Fund

Capital Projects Revenues

## City of Marco Island, Florida

Beautification

## MISSION STATEMENT

*To enhance and compliment the tropical character and natural beauty of Marco Island through expansion and maintenance of quality landscape and streetscape improvements within and adjacent to public road rights-of-way.*

## DESCRIPTION

As its principal duty and mission, the Beautification Division maintains over seven miles of landscaped medians and adjacent roadside areas along arterial and collector street rights-of-way on Marco Island. These maintenance responsibilities include the landscaped portions of:

- North Collier Boulevard and South Collier Boulevard.
- Neighborhood Park at North Collier Boulevard / North Barfield Drive.
- Intersection of North Collier Boulevard / San Marco Road.
- Intersection of South Collier Boulevard / Winterberry Drive.
- Intersection of San Marco Road / South Barfield Drive.
- South Barfield Drive (South of San Marco Road).
- Jane Hittler Park.
- S.S. Judge Jolley Bridge.

The Beautification Division carries out its landscape maintenance responsibilities exclusively through the use of annual service agreements. A landscape contractor performs all required maintenance / replacement work and a professional Landscape Architect provides oversight inspection services and also prepares minor designs and support specifications as requested by City staff. This contractual arrangement continues to yield a quality landscape system for the City. Moreover, as a result of a comparative cost analysis undertaken by staff during fiscal year 2002, such outsourcing continues to be cost-effective for the current scope of work and length of landscaped roadways.

The Beautification Division is part of the Public Works Department with its Director collaborating with the City's Beautification Advisory Committee in developing future landscape and streetscape projects, improving approaches to maintenance techniques, establishing beautification goals and objectives beyond traditional landscape improvements and coordinating annual landscape budget requirements for operational and capital needs. These collaborative actions have resulted in numerous enhancements to the tropical character and natural beauty of Marco Island. It is through the special educational efforts and recommendations of the Beautification Advisory Committee that have afforded citizens to gain a

DESCRIPTION	ACTUAL FY2001	BUDGET FY2002	YTD ACTUAL FY2002	PROJECTED FY2002	PROPOSED FY2003	% OF FY2002
<b>PARKS MAINTENANCE</b>						
PROFESSIONAL SERVICES	2,480	10,305	10,305	9,083	14,636	142 %
CONTRACTUAL SERVICES	132,188	197,256	181,238	198,478	183,560	93 %
UTILITIES	34,400	40,717	41,270	38,008	38,016	93 %
FACILITIES REPAIR & MAINTENANC	71,032	45,396	49,388	61,766	52,800	116 %
PRINTING	0	626	626	800	500	80 %
OPERATING SUPPLIES	6,596	7,760	8,036	2,700	26,500	341 %
SOLID WASTE DISPOSAL	1,779	4,302	4,302	4,302	4,200	98 %
PUBLICATIONS & MEMBERSHIPS	0	28	28	500	500	1,786 %
<b>TOTAL OPERATING EXPENSES:</b>	<b>248,475</b>	<b>306,390</b>	<b>295,194</b>	<b>315,637</b>	<b>320,712</b>	<b>105 %</b>
<b>CAPITAL IMPROVEMENTS - LAND</b>						
CAPITAL IMPROVEMENTS - LAND	111,225	46,000	41,017	46,000	17,000	37 %
<b>CAPITAL IMPROVEMENTS - BUILDIN</b>						
EQUIPMENT PURCHASES	3,627	31,856	31,856	17,651	0	0 %
<b>TOTAL CAPITAL OUTLAY:</b>	<b>114,852</b>	<b>107,856</b>	<b>90,392</b>	<b>93,651</b>	<b>114,400</b>	<b>106 %</b>
<b>GRAND TOTAL FOR DEPARTMENT:</b>	<b>363,327</b>	<b>414,246</b>	<b>385,586</b>	<b>409,288</b>	<b>435,112</b>	<b>105 %</b>

much greater community awareness of the landscaped environment and an informed knowledge of planned expansions to the City's landscaping program as part of the Five-Year Capital Improvement Program (CIP).

Through the assistance of a Landscape Architect, the Beautification Division also coordinates its maintenance responsibilities with property owners, utility owners, and land development contractors on an as needed basis to safeguard landscape areas and to optimize the City's expenditure of maintenance funds.

For fiscal year 2003, the Beautification Division will continue to utilize contract services for landscape and irrigation system maintenance work, for specialty plant replacement activities, for landscape design needs and on-site inspections and for professional consulting services to advise on various technical landscaping problems that arise during an annual budget cycle. No personnel are proposed for hire during fiscal year 2003 to support the responsibilities and activities of the Beautification Division.

Expanded or new landscape maintenance services for fiscal year 2003 include activities under the professional service and contractual service categories. The Beautification Division plans to outsource the following primary services:

**Professional Services**

- Landscape Architect Services
- Landscape Inspections

**Contractual Services**

- Annual Median Landscape Maintenance Services
- Extra Work On Medians
- Street Tree and Plantings Maintenance
- Landscape Materials and Replacements (Damage or Disease)

In fiscal year 2003, the Beautification Division will aspire to achieve the following:

**OBJECTIVES**

- Submit a surface transportation enhancement grant through the Collier County Metropolitan Planning Organization for streetscape and landscape improvements at select locations. Example locations include the Factory Bay Bridge and City roadway corridors such as Bald Eagle Drive.
- Plan for landscape needs for a five-year horizon in conjunction with the CIP.

- Conduct public landscape information workshops through planning efforts and direct volunteer assistance of the Beautification Advisory Committee.
- Coordinate implementation of the Streetscape Improvements category planned for fiscal year 2003 in the Five-Year CIP (comprised of Roadside Border Landscaping, Cul-De-Sac Tree Installations, and three intersection landscape projects) with the City's Beautification Advisory Committee.
- Obtain oversight reviews by the City's Beautification Advisory Committee on landscape and irrigation improvements planned as part of the reconstruction of North Collier Boulevard and South Collier Boulevard.
- Complete installation of landscaping and irrigation improvements at the gateway to the City on the north side of the Jolley Bridge, including permitting and maintenance agreements with the State of Florida Department of Transportation. (Footnote: In consideration of the future Jolly Bridge four laning project, this landscaping project may need to be deferred until bridge construction activities are under way).
- Coordinate plans to implement peanut grass demonstration projects within public road right-of-way and/or on City properties with the Beautification Advisory Committee.
- Focus on and plan for long-range beautification goals and objectives with the assistance of the Beautification Advisory Committee, including beautification endeavors above traditional landscape efforts.
- Continue to assess the cost effectiveness of the City's watering truck and opportunities for phasing in use of effluent water for irrigation purposes.
- Investigate feasibility of implementing a subsurface drip irrigation system and other best management practices for landscaped median areas that are difficult to effectively irrigate using the City's watering truck.
- Explore opportunities for securing grant funds for landscaping North Collier Boulevard north of San Marco Road as part of the future roadway reconstruction project.
- Plan for and prepare a master plan for installation of roadside border trees along the City's 24 miles of arterial and collector roadways.

- Administer provisions for obtaining donated landscape easements along arterial and collector roadways as part of the Site Development Plan review processes through the Community Development Department.
- Using the initial 2002 staff report, prepare an updated comparative cost analysis for outsourcing the City's maintenance program for landscaped roadways.

During fiscal year 2002, the Beautification Division achieved the following objectives set in the previous budget:

### ACCOMPLISHMENTS

- Assisted the Beautification Advisory Committee in writing a formal committee mission statement and long-range committee goals and objectives.
- Designed and prepared an information brochure concerning citizen endeavors for installing trees and related landscaping materials within Cul-De-Sac areas, including safety guidelines and permitting requirements.
- Submitted a surface transportation enhancement grant through the Collier County Metropolitan Planning Organization for streetscape and landscape improvements for 1.3 miles of S. R. 951 (Collier Boulevard) north of the S.S. Judge Jolley Bridge (\$207,512). Received a grant award in the amount of \$207,512.
- Submitted a surface transportation enhancement grant through the Collier County Metropolitan Planning Organization for funding part of the design and right-of-way acquisition stages for the Tracts "C" and "D" trail system project (\$92,488). Received a grant award in the amount of \$92,488.
- Through the planning and volunteer efforts of the Beautification Advisory Committee, conducted a "Water Wise" community information workshop at Mackle Park to promote water conservation in landscaping endeavors.
- Completed the Phase II Cul-De-Sac tree installation project authorized for fiscal year 2002.
- Assisted the Community Development Department in reviewing, revising and expanding the Land Development Code for landscape buffers for commercial, residential, and industrial properties. Final amended document as reviewed

- and recommended by the Beautification Advisory Committee was presented to the Planning Board during May 2002.
- Renewed the City's annual landscape maintenance contracts and effectively managed contractor activities with no work rejections and no contract claims.
  - Developed a Streetscape Improvement category valued at \$1,227,000 through fiscal year 2007 as part of the City's Five-Year CIP.
  - Recommended that the Beautification Advisory Committee submit a Florida 2002 Tree Award application commending efforts of its Chairperson. City staff planned, organized, prepared and submitted the final award application on behalf of the Beautification Advisory Committee.
  - Installed remaining trees within landscaped medians along South Collier Boulevard as a completion of project efforts launched in fiscal year 2002.
  - Prepared formal project tracking forms and an Executive Summary format for use by members of the Beautification Advisory Committee to improve productivity and management results.
  - Staff and the Beautification Advisory Committee completed a conceptual evaluation of the City's need for active and/or passive park related uses at the S.S. Judge Jolley Bridge. Staff forthwith submitted recommendations for final park planning and funding as part of the bridge expansion project to the State of Florida Department of Transportation.
  - Through the assistance and recommendations of the Beautification Advisory Committee, completed the City's first peanut grass demonstration project at the Bald Eagle Drive / Heathwood Drive intersection and in the median of North Collier Boulevard just south of North Barfield Drive.
  - Through oversight reviews and recommendations of the Beautification Advisory Committee, completed designs and installations of governmental ground mounted and building mounted signs at City Hall.
  - Maintained the City's "Welcome to Marco Island" signs and landscape improvements, and replaced trees and plantings due to damages by storm events and errant motor vehicles.
  - Provided monthly budget status overviews to the Beautification Advisory Committee in an effort to effectively track expenditures through citizen input.

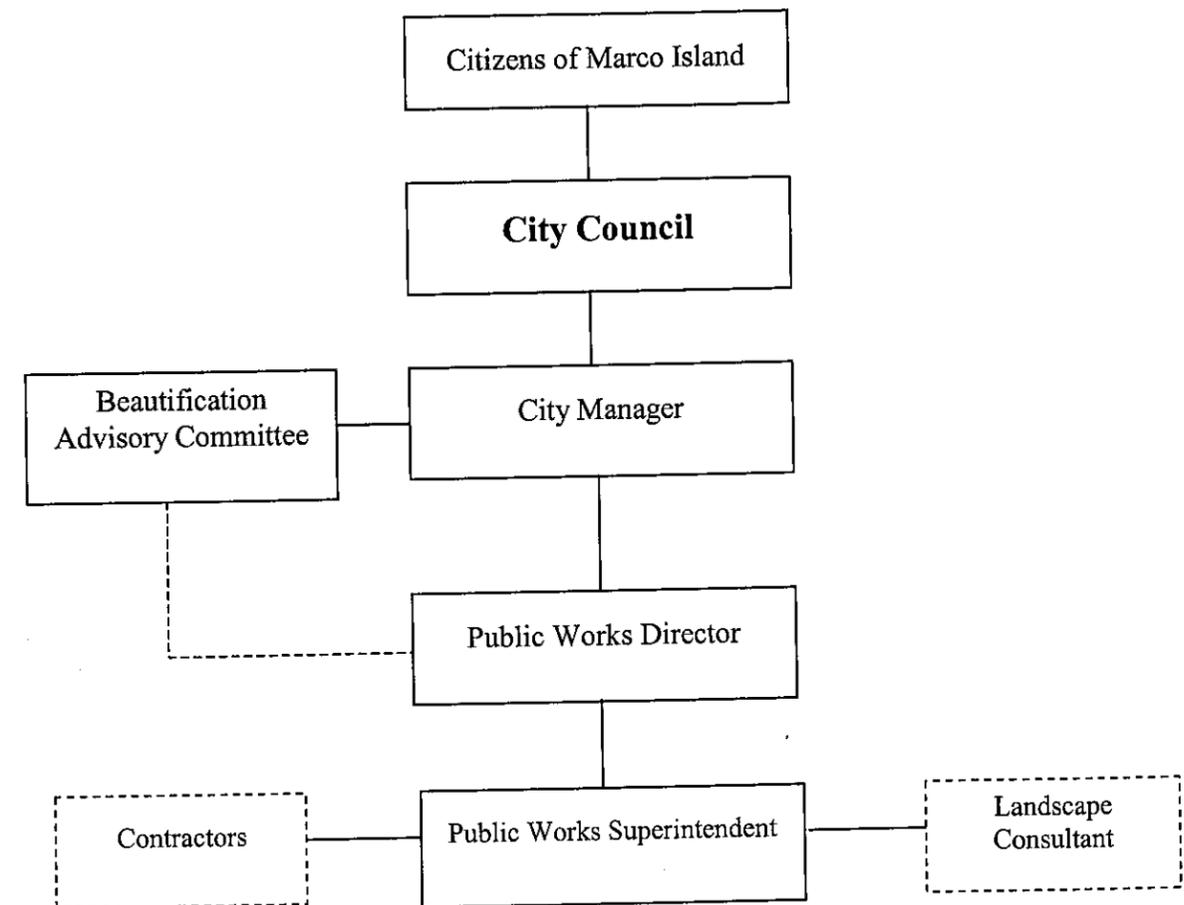
**DETAIL OF PERSONNEL SERVICES**

None: All beautification maintenance services are outsourced.

**BUDGET SUMMARY**

Operating Expenses	<u>\$503,960</u>
<b>Total for FY2003</b>	<b>\$503,960</b>

**ORGANIZATIONAL CHART**



City of Marco Island  
DEPARTMENTAL BUDGET REPORT

100% Yr Complete

DESCRIPTION	ACTUAL FY2001	BUDGET FY2002	YTD ACTUAL FY2002	PROJECTED FY2002	PROPOSED FY2003	% OF FY2002
-----						
BEAUTIFICATION						
PROFESSIONAL SERVICES	12,200	11,400	11,400	11,900	11,400	100 %
CONTRACTUAL SERVICES	369,549	441,343	433,724	438,164	465,960	106 %
UTILITIES	7,255	11,608	9,422	11,608	11,604	100 %
INSURANCE	1,279	1,295	1,295	1,200	0	0 %
VEHICLE REPAIR & MAINTENANCE	3,672	9,856	9,866	9,904	9,996	101 %
FUEL	4,961	3,710	4,010	5,000	5,000	135 %
TOTAL OPERATING EXPENSES:	398,916	479,212	469,717	477,776	503,960	105 %
-----						
CAPITAL IMPROVEMENTS - LAND	38,202	0	0	0	0	0 %
TOTAL CAPITAL OUTLAY:	38,202	0	0	0	0	0 %
-----						
GRAND TOTAL FOR DEPARTMENT:	437,118	479,212	469,717	477,776	503,960	105 %
=====						

Capital Projects Expenses

Building Fund

County Fund

Capital Projects Revenues

# City of Marco Island Revenue Budget Report

## *Capital Improvements Program*

	PROJECTED Fiscal Year 2002	Budget Fiscal Year 2003	Budget Fiscal Year 2004	Budget Fiscal Year 2005	Budget Fiscal Year 2006	Budget Fiscal Year 2007
CDBG Grant for Drainage	250,000	500,000	0	0	0	0
State DOT Contribution	117,000	112,500	231,500	4,184,000	0	112,500
SFWMD Drainage Improvements	50,000	50,000	50,000	50,000	50,000	50,000
Collier Transportation Grant	594,000	0	0	0	0	0
County Impact Fee Contribution	250,000	0	0	0	0	0
Parks Grant	0	0	0	0	157,000	500,000
Collier County Grant	0	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000
<b>Intergovernmental Revenue</b>	<b>1,261,000</b>	<b>1,662,500</b>	<b>1,281,500</b>	<b>5,234,000</b>	<b>1,207,000</b>	<b>1,662,500</b>
Roadway Impact Fees	500,000	200,000	200,000	200,000	200,000	200,000
Community Park Impact Fees	150,000	250,000	250,000	250,000	250,000	250,000
Sidewalk Assessments - Phase II	0	0	0	0	0	0
Sidewalk Assessments - Phase III	235,000	0	0	0	0	0
Sidewalk Assessments - Phase IV	0	228,000	0	0	0	0
Contributions - Private Sector	0	269,000	92,000	2,194,000	0	0
Bond Proceeds	404,000	1,955,000	2,266,500	0	0	0
<b>Other Revenues</b>	<b>1,289,000</b>	<b>2,902,000</b>	<b>2,808,500</b>	<b>2,644,000</b>	<b>450,000</b>	<b>450,000</b>
<b>Total Revenues before Transfers</b>	<b>2,550,000</b>	<b>4,564,500</b>	<b>4,090,000</b>	<b>7,878,000</b>	<b>1,657,000</b>	<b>2,112,500</b>
<b>General Fund Transfers &amp; Use of Reserve Funds</b>	<b>2,503,000</b>	<b>2,378,475</b>	<b>1,812,725</b>	<b>7,723,419</b>	<b>2,476,250</b>	<b>1,799,500</b>
<b>Total CIP Revenues</b>	<b>5,053,000</b>	<b>6,942,975</b>	<b>5,902,725</b>	<b>15,601,419</b>	<b>4,133,250</b>	<b>3,912,000</b>

Total revenues for the Capital Projects Fund for fiscal year 2003 are \$6,942,975.

Each revenue source is described as follows:

Community Development Block Grant.....\$500,000

The City and Collier County have entered into an interlocal agreement that recognizes Collier County as the CDBG sponsor. Collier County has agreed to permit the City to submit CDBG applications for eligible projects and project areas (low-moderate income) for \$250,000 per year over three years. A grant application has been approved for the Tallwood Street Storm Sewer Project to the U.S. Department of Housing and Urban Development.

State Department of Transportation Contributions In Lieu of Taxes..... \$112,500

The Metropolitan Planning Organization (MPO) and the State of Florida Department of Transportation (FDOT) are being requested to assist in Fiscal Year 2003 in the engineering for the reconstruction of North Collier Boulevard. This grant request is in compliance with an Interlocal agreement.

South Florida Water Management District Drainage Improvements Grant.....\$50,000

The City will seek to secure \$50,000 in grant funding from the South Florida Water Management District (SFWMD) for FY2003 projects. This grant revenue will be used to offset the cost for reconstruction of Deltona throat inlet drainage structures.

Collier County Grant ..... \$1,000,000

In 2002, the City of Marco Island and Collier County entered into an interlocal agreement whereby Collier County would remit annually to the City the amount of \$1,000,000 each of the next fifteen years, beginning in Fiscal Year 2003. Those funds are designed to reimburse the City for deferred maintenance on City roadways prior to incorporation.

Road Impact Fees .....\$200,000

As a companion issue to the Collier County Grant, discussed above, the City of Marco Island and Collier County entered into a new Road Impact Fee Interlocal Agreement in 2002. Under the new agreement, the City of Marco Island will retain the first \$200,000 annually in Road Impact Fees and remit all collections in excess of that amount to Collier County.

Community Park Impact Fees.....\$250,000

Ordinance No. 98-21 adopted a Community Park Impact fee. An impact fee is charged to new construction to allow contributions for community park improvement. The impact fee is \$399.00 per dwelling unit. Collier County increased impact fees in 2002. Revenue projection is based on the City of Marco Island adopting this new fee schedule.

Special Assessments Revenue ..... \$228,000

The City of Marco Island has established the first three phases of the Sidewalk Assessment Project that will be funded in part from special assessments to be placed on the property tax bills. The fourth and possibly final phase is budgeted for fiscal year 2003. This revenue will be collected by prepayment, or in payments of one-third on the property tax bills starting in fall 2003.

Contributions – Private Sector.....\$269,000

Private sector developers will be assisting financially in two projects scheduled for next year:

- A development agreement with the Marco Marriott for the reconstruction of South Collier Boulevard requires the payment of \$2.5 million towards the project. \$214,000 has been budgeted in 2003 as a contribution towards engineering costs.
- A traffic signal will be installed at Bald Eagle Drive and Elkcam Circle. A local developer has agreed to contribute \$55,000 towards that project.

Proceeds of Bond Issue.....\$1,955,000

Two bond issues will be used during the current 5-year Capital Improvements Plan to finance those projects which cannot be paid for using pay-as-you-go financing. The bond issue scheduled for Fiscal Year 2003 will be used to assist in the financing of the following projects:

- \$ 143,000 North Collier Boulevard/Seaview Court Storm Sewer
- 112,000 South Collier Boulevard/Valley Avenue Storm Sewer

- 280,000 Caxambas Court Bridge over Roberts Bay
- 120,000 North Barfield Drive Bridge over Tarpon Waterway
- 250,000 Blackmore Court Bridge over Clam Bay
- 1,050,000 Open Space Acquisition: 3 vacant lots for waterway access

General Fund Balance Transfer-In .....\$2,378,475

In order to balance the \$6.9 million of expenses budgeted in the Capital Projects Fund for FY2003, General Fund revenues in excess of those funds needed to support operations and maintenance responsibilities will be transferred to the Capital Projects Fund.

DESCRIPTION	ACTUAL FY2001	BUDGET FY2002	YTD ACTUAL FY2002	PROJECTED FY2002	PROPOSED % OF FY2003 FY2002	
<b>CAPITAL PROJECTS REVENUES</b>						
CDBG GRANT FOR DRAINAGE	0	250,000	85,201	250,000	500,000	200 %
STATE DOT CONTRIBUTIONS ILOT	0	117,000	0	117,000	112,500	96 %
SFWM DRAINAGE IMPROVEMENTS GR	73,473	50,000	0	50,000	50,000	100 %
COLLIER COUNTY TRANSPN GRANT	0	594,000	0	594,000	1,000,000	168 %
COUNTY IMPACT CONTRIBUTIONS IL	410,956	250,000	67,993	250,000	0	0 %
<b>INTERGOVERNMENTAL REVENUE:</b>	<b>484,428</b>	<b>1,261,000</b>	<b>153,193</b>	<b>1,261,000</b>	<b>1,662,500</b>	<b>132 %</b>
ROAD IMPACT FEES	565,623	400,000	433,793	400,000	200,000	50 %
COMMUNITY PARK IMPACT FEES	158,641	121,000	150,024	121,000	250,000	207 %
SIDEWALK ASSESSMENTS PHASE I	44,939	0	0	0	0	0 %
SIDEWALK ASSESSMENTS PHASE II	86,627	0	(241)	0	0	0 %
SIDEWALK ASSESSMENTS PHASE III	0	185,000	0	235,000	0	0 %
SIDEWALK ASSESSMENTS PHASE IV	0	0	0	0	228,000	0 %
CONTRIBUTIONS FROM PRIVATE SOU	182,217	0	6,597	6,600	269,000	0 %
<b>SPECIAL REVENUES:</b>	<b>1,038,048</b>	<b>706,000</b>	<b>590,173</b>	<b>762,600</b>	<b>947,000</b>	<b>134 %</b>
TRANSFER FROM GENERAL FUND	1,017,794	1,216,615	0	1,216,615	2,378,475	196 %
GENERAL FUND BAL TRANSFER-IN	1,476,138	1,141,385	0	1,141,385	0	0 %
ROAD IMPACT BAL TRANSFER-IN	0	319,000	0	319,000	0	0 %
PARK IMPACT BAL TRANSFER-IN	0	409,000	0	409,000	0	0 %
DEBT PROCEEDS	619,393	0	404,348	335,600	1,955,000	0 %
<b>NON-REVENUES:</b>	<b>3,113,324</b>	<b>3,086,000</b>	<b>404,348</b>	<b>3,421,600</b>	<b>4,333,475</b>	<b>140 %</b>
<b>TOTAL CIP REVENUE:</b>	<b>4,635,800</b>	<b>5,053,000</b>	<b>1,147,714</b>	<b>5,445,200</b>	<b>6,942,975</b>	<b>137 %</b>

Capital Projects Expenses

Building Fund

Utility Fund

# City of Marco Island Annual Budget Summary Fiscal Year 2002-03

## *Capital Improvements Fund*

<b>Fiscal 2003 Annual Budget</b>
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### Expenditures:

Water Utility Acquisition Analysis	100,000
<b>GENERAL CAPITAL PROJECTS</b> <span style="float: right;"><b>100,000</b></span>	
Tallwood Street Storm Sewer	625,000
Repair/Replace Existing Drainage	190,000
Reconstruct Throat Inlets	100,000
ROW Swale Drainage Grading	150,000
N. Collier/S'view Court Storm Sewer (1)	143,000
S. Collier/Valley Ave. Storm Sewer (1)	112,000
City-wide Drainage Improvements	150,000
NPDES/GIS Water Quality Engr.	25,000
<b>DRAINAGE PROJECTS</b> <span style="float: right;"><b>1,495,000</b></span>	
Collier Bay Dredging	286,200
<b>BEACH &amp; WATERWAYS</b> <span style="float: right;"><b>286,200</b></span>	
Caxambas Court over Roberts Bay (1)	280,000
N. Barfield Dr. over Tarpon W'Way (1)	120,000
Blackmore Ct. over Clam Bay (1)	250,000
<b>BRIDGE IMPROVEMENTS</b> <span style="float: right;"><b>650,000</b></span>	
San Marco/Bald Eagle Intersection	182,250
San Marco/Heathwood Intersection	192,375
Elkcam/Bald Eagle Traffic Signal	140,000
Intersection Improvements	150,000
<b>INTERSECTION IMPROVEMENTS</b> <span style="float: right;"><b>664,625</b></span>	

Capital Improvements  
Budget Summary - Page 2

	Fiscal 2003 Annual Budget
N. Collier Blvd. Project	578,400
S. Collier Blvd. Project	214,000
Misc. Street/Alley Projects	200,000
Road Re-Surfacing	350,000
Bald Eagle Drive LOS Study	50,000
<b>ROADWAY PROJECTS</b>	<b>1,392,400</b>
Sidewalk Project - District IV	400,000
Leland Way Pathway to YMCA	30,000
<b>PEDESTRIAN/BIKEWAY PROJECTS</b>	<b>430,000</b>
Cul-de-sac Improvements	25,000
Bald Eagle/Elkcam Circle L'Scape	45,000
SanMarco/B'field; S.Collier/W'berry	65,000
Roadside Border Landscaping	225,000
<b>STREETSCAPE IMPROVEMENTS</b>	<b>360,000</b>
Open Space Acquisition (1)	1,050,000
RacquetClub-W'Berry Park Pathway	75,000
Mackle Park Expansion	110,000
Winterberry Park Expansion	129,750
<b>PARKS, REC. &amp; OPEN SPACE</b>	<b>1,364,750</b>
<b>CONTINGENCY</b>	<b>200,000</b>
<b>TOTAL CIP EXPENSES</b>	<b>6,942,975</b>

(1) Capital Improvement Revenue  
Bonds, Series 2003

*City of Marco Island, Florida*

Capital Improvement Program

**MISSION STATEMENT**

*To plan, design, and construct public infrastructure and facilities for the City of Marco Island in a timely and cost-effective manner so as to meet or exceed community expectations for safe and efficient operations of roads, waterways, bridges, drainage systems, street lights, traffic control systems, community parks, public buildings, and beautification improvements.*

**DESCRIPTION**

The Public Works Department staff manages the City's Capital Projects Fund, with engineering design and construction of projects being provided by consultants and contractors, respectively.

This project management responsibility involves extensive coordination and control efforts for public infrastructure improvements through all life cycle stages from planning and designs through construction and maintenance. Rehabilitation of existing infrastructure and the development and construction of expansions and additions are undertaken as individual capital projects. Almost all capital projects result in an increase to infrastructure capacity, level of service, performance, life span, and operational and functional effectiveness. Public safety is always a key objective. Capital projects are authorized by City Council as part of a Five-Year Capital Improvement Program (CIP).

In recognition that infrastructure is commonly viewed as public assets that must be constructed and maintained for desired levels of serviceability, the CIP represents major financial investments by the citizens of Marco Island. Expenditure of capital funds provides City residents with infrastructure capacity projects such as roadways, bridges and stormwater drainage improvements.

The CIP also provides for non-capacity related projects, which are equally important improvements in order for citizens and visitors to enjoy an environmentally and recreationally pleasing quality of life style. Three categories of the CIP comprise of projects designated to expand upon the value and community use of public amenities such as landscape and streetscape improvements, parks and open space facilities, pedestrian sidewalks and bicycle path installations.

Revenue to finance the City's CIP is derived from private sector developer contributions, the General Fund, various impact fees, state and federal grants, special assessment districts and public bonds. The Capital Projects Fund provides adequate financial resources for the planning, design, permitting, construction and project management stages of both major and minor improvement and expansion

projects. Land acquisition and major renovation work is also undertaken as part of the City's on-going CIP.

In February 2001 City Council adopted the City's first Five-Year CIP spanning fiscal years 2002-2006. The first annual update of the CIP occurred on April 29, 2002 in which City Council tentatively adopted a revised CIP for the ensuing five-year period ending fiscal year 2007. The amended Five-Year CIP totals the amount of \$36,392,369 but does not include expenditures and revenue associated with the City's on-going endeavors to acquire water distribution and sanitary sewer facilities presently owned by Florida Water Services, Inc.

The Five-Year CIP for fiscal years 2003-2007 is conveniently grouped into ten program categories comprising of 70 planned projects.

For fiscal year 2003, a sequential listing of the CIP categories and associated number of projects (in parenthesis) is presented below in an outline format:

- (I) Stormwater Drainage (8 Projects).
- (II) Beach and Waterways (1 Project).
- (III) Bridge Improvements (3 Projects).
- (IV) Intersections (4 Projects).
- (V) Roadways (5 Projects).
- (VI) Pedestrian / Bicycle Ways (3 Projects).
- (VII) Streetscape Improvements (4 Projects).
- (VIII) Parks, Recreation and Open Space (4 Projects).
- (IX) Civic Facilities (1 Projects).
- (X) CIP Contingency (Funds Only).

Noting that some capital projects are implemented over several years and thus may be listed throughout the five-year period, the CIP for fiscal year 2003 contains 33 capital projects within nine program categories. A CIP contingency is also included as program category ten for each year of the five-year period to fund unanticipated changes or additions to the scope of work. The 32 capital projects for fiscal year 2003 represent the City's commitment to provide its citizens with safe and efficient roadways, waterways, bridges, stormwater drainage systems, park facilities and similar infrastructure and facility improvements.

A tabular listing of the 33 capital projects planned for commencement during fiscal year 2003, including funding sources, is presented below along with descriptions in a narrative format that set forth the purpose and scope of work for each project. All listed projects are not planned for completion during fiscal year 2003; multi-year projects will continue into fiscal year 2004 and subsequent years.

**FY2003 Capital Improvement Program**

<u>ID#</u>	<u>PROJECT</u>	<u>BUDGET</u>	<u>FUNDING SOURCE</u>
<b>CATEGORY I - STORMWATER DRAINAGE</b>			
1	(1) Tallwood Street Storm Sewer	\$625,000	General Fund - \$125,000; CDBG - \$500,000
2	(2) North Collier Boulevard/ Seaview Court Storm Sewer	143,000	Bonds - \$143,000
3	(3) South Collier Boulevard/Valley Avenue Storm Sewer	112,000	Bonds - \$112,000
6	(4) Citywide Drainage Improvements	150,000	General Fund - \$150,000
7	(5) Repair/Replace Existing Storm Sewers	190,000	General Fund - \$190,000
8	(6) Reconstruct Existing Throat Inlets	100,000	General Fund - \$50,000; SFWMD Grant-\$50,000
9	(7) Right-of-Way Swale Drainage	150,000	General Fund - \$150,000
10	(8) NPDES/GIS Water Quality Engineering	25,000	General Fund - \$25,000
<b>Category Total =</b>		<b>\$1,495,000</b>	

<b>CATEGORY II - BEACH AND WATERWAYS</b>			
12	(9) Collier Bay Dredging	\$286,200	General Fund - \$286,200
<b>Category Total =</b>		<b>\$286,200</b>	

<b>CATEGORY III - BRIDGE IMPROVEMENTS</b>			
14	(10) Caxambas Court Bridge Over Roberts Bay (034112)	\$280,000	Bonds- \$280,000
17	(11) North Barfield Drive Bridge Over Tarpon Waterway (034115)	120,000	Bonds - \$120,000
21	(12) Blackmore Court Bridge Over Clam Bay (034119)	250,000	Bonds - \$250,000
<b>Category Total =</b>		<b>\$650,000</b>	

Capital Projects Expenses

**CATEGORY IV - INTERSECTIONS**

26	(13) San Marco Road/Bald Eagle Drive	\$182,250	Road Impact Fee - \$182,250
27	(14) San Marco Road/Heathwood Drive	192,375	Road Impact Fee - \$192,375
28	(15) Bald Eagle Drive/Elkcam Circle Traffic Signal	140,000	General Fund - \$15,000; Road Impact Fee - \$70,000; Developer Contribution - \$55,000
30	(16) Local Street/Collector Intersection Improvements	150,000	General Fund - \$150,000
<b>Category Total =</b>		<b>\$664,625</b>	

**CATEGORY V - ROADWAYS**

32	(17) Street Resurfacing and Milling Program	\$350,000	General Fund - \$350,000
33	(18) Street and Alley Improvements	200,000	General Fund - \$200,000
34	(19) North Collier Boulevard (San Marco Road-Jolley Bridge)	578,400	Road Impact Fee - \$ 28,400 FDOT Grant - \$300,000 CCCIF - \$250,000
35	(20) South Collier Boulevard (San Marco Road-Spruce Avenue)	214,000	Developer Contribution - \$214,000 (Plus \$394,000 As Prior Year Carry Over To Be Expended For Fiscal Years 2003 & 2004)
37	(21) Bald Eagle Drive LOS Capacity Analysis	50,000	Road Impact Fee - \$50,000
<b>Category Total =</b>		<b>\$1,392,400</b>	

**CATEGORY VI - PEDESTRIAN / BICYCLE WAYS**

49	(22) District IV Sidewalk Program	\$400,000	General Fund - \$172,000; Assessments - \$228,000
52	(23) Racquet Club/Mackle Park/Tracts "C" and "D" Trail (Phase I)	Prior Funds	Prior Year Funds (Carry Over \$300,000 From Fiscal Year 2002 To Be Used To Fund This Project)
55	(24) Leland Way Pathway to YMCA	30,000	Bonds - \$30,000
<b>Category Total =</b>		<b>\$430,000</b>	

**CATEGORY VII - STREETSCAPE IMPROVEMENTS**

56	(25) Roadside Border Landscaping (Phases II thru VI)	\$225,000	General Fund - \$225,000
58	(26) Cul-De-Sac Tree Installations	25,000	General Fund - \$25,000
61	(27) Bald Eagle Drive/Elkcam Circle Landscaping	45,000	General Fund - \$45,000
62	(28) San Marco Road/Barfield Drive And Winterberry Drive/South Collier Boulevard Landscaping Phase II	65,000	General Fund - \$65,000
<b>Category Total =</b>		<b>\$360,000</b>	

**CATEGORY VIII - PARKS, RECREATION & OPEN SPACE**

64	(29) Open Space Land Acquisition	\$1,050,000	Bonds - \$1,050,000
65	(30) Acquire 6 Lots Tracts "C" & "D"	75,000	Park Impact Fee - \$75,000
66	(31) Mackle Park Expansions	110,000	Park Impact Fee - \$110,000
67	(32) Winterberry Park Expansions	129,750	Park Impact Fee - \$129,750
<b>Category Total =</b>		<b>\$1,364,750</b>	

**CATEGORY IX - CIVIC FACILITIES**

68	Feasibility-Water/Sewer Acquisition	\$100,000	General Fund - \$100,000
<b>Category Total =</b>		<b>\$100,000</b>	

**CATEGORY X - CIP CONTINGENCY**

69	Capital Projects Contingency	\$200,000	General Fund - \$200,000
<b>Category Total =</b>		<b>\$200,000</b>	

**Total Amount For FY2003 = \$6,942,975**

A description of each project by category follows:

**CATEGORY I – STORMWATER DRAINAGE:**

**ID #1: TALLWOOD STREET STORM SEWER.....\$625,000**

An important objective established and achieved by the Marco Island Master Drainage Study concerns the identification of locations that are subject to critical flooding of roadways and habitable structures. Critical flooding pertains to localized but high water levels that reach or exceed floor slab elevations, therein also inundating roadways and pedestrian ways. Such localized flooding has been visually verified and documented in the vicinity of Tallwood Street, Marco Lake Drive, Sixth Avenue and Second Avenue. Stormwater stages in several homes have exceeded finish floor elevations resulting in damages to real and personal property. There are three primary reasons for present day flooding in the Tallwood Street area and neighboring regions: (1) low topography and finish floor slab elevations; (2) lack of adequate stormwater conveyance systems (i.e., ditches and/or storm sewers); and (3) lack of adequate final outfalls to receiving water bodies. Some areas are essentially landlocked.

This Tallwood Street storm sewer project is one of five (priority level one) drainage improvements recommended in the Marco Island Master Drainage Study. The storm sewer route exceeds 0.60 miles in length and begins and terminates at the intersection of Elkcam Circle and Sixth Avenue and the receiving waterway on the west side of Bald Eagle Drive, respectively.

The City's Community Development Block Grant (CDBG) funding in the total amount of \$750,000 was awarded in fiscal year 2001, and will be received over a three-year period in approximate equal amounts of \$250,000. A final grant payment to the City is planned for fiscal year 2004. An initial funding allocation of \$250,000 was authorized by City Council as part of the fiscal year 2002 budget for engineering designs and partial construction. Storm sewer construction will commence in fiscal year 2002 with completion in fiscal year 2003.

**ID #2: NORTH COLLIER BOULEVARD/SEAVIEW COURT STORM SEWER .....\$143,000**

The North Collier Boulevard/Seaview Court intersection and neighboring side street areas are subject to repetitive flooding to critical levels and, therefore, require storm sewer and outfall improvements. Critical roadway flooding is due to the impoundment of urban runoff because of hydraulic limitations. This results in water spread on roadway pavement surfaces frequently exceeding one-half of an outside lane width. Safety of motorists may be jeopardized as hydroplaning can result along with congestion and vehicular accidents. Such localized flooding has been visually verified and documented. The North Collier Boulevard/Seaview Court area flooding is attributable to insufficient drainage inlets to

intercept pavement runoff and a lack of adequate storm sewer conveyance and outfall systems. This drainage improvement project is one of five (priority level one) drainage improvements recommended in the Master Drainage Study. Proposed work consists of approximately 8 drainage inlets and 0.30 miles of storm sewer discharging into a waterway east of North Collier Boulevard and Greenbrier Street. Design and construction is planned over a two-year period with completion of construction activities scheduled for fiscal year 2004.

**ID #3: SOUTH COLLIER BOULEVARD/VALLEY AVENUE STORM SEWER .....\$112,000**

Certain locations of existing storm sewer pipes along South Collier Boulevard lack sufficient flow capacity to convey design year rainfall events from roadway right-of-way and adjacent contributory drainage basins within developed properties. A hydraulic overloading clearly occurs at the South Collier Boulevard / Valley Avenue intersection areas resulting in short term but repetitive flooding. Level of service parameters for positive drainage are exceeded, exposing motorists to potential hydroplaning and possible pedestrian and vehicular accidents. Such localized flooding typically results in water spread on roadway pavement exceeding one-half of an outside travel lane width. As documented and emphasized in the Master Drainage Study, engineering design criteria warrants additional flow capacity through the installation of a supplemental storm sewer and outfall system.

The South Collier Boulevard / Valley Avenue storm sewer project is necessary to maintain the adopted LOS standard. The drainage study identified this drainage improvement as a level one priority deserving of immediate corrective actions. Proposed work consists of 7 drainage inlets and 0.29 miles of a storm sewer discharging into a waterway east of South Collier Boulevard and Swan Drive. Design and construction is planned over a two-year period with completion of construction activities scheduled for fiscal year 2004.

**ID #6: CITYWIDE DRAINAGE IMPROVEMENTS.....\$150,000**

The Master Drainage Study geographically divides the City into 14 drainage regions or basins (i.e., San Marco-Sunset Region). Within each drainage basin, various types of maintenance and capital improvements are designated. This project primarily accounts for new / additional storm sewers and outfall pipes that are required to eliminate or aid in reducing inundation of local streets, collector streets and private properties along public drainage easements. Citywide drainage improvements include replacement of primary and secondary storm sewer systems along roadways and downstream discharge points due to undersized pipes or a lack of conveyance to final outfalls. Moreover, land development activities in the City over the past two decades have increased runoff rates, and supplemental storm sewers and outfalls that result in additional flow capacity are necessary to maintain an adequate LOS between road rights-of-way and adjacent waterways.

As documented and emphasized in the Master Drainage Study, land development activities during the Deltona era for numerous reasons did not result in a complete drainage system as originally designed and depicted by record engineering plans. The Master Drainage Study identifies 171 locations that require new outfalls. An annual allocation of \$150,000 will require 15 years to complete this element of stormwater drainage infrastructure.

**ID #7: REPAIR/REPLACE EXISTING STORM SEWERS. ....\$190,000**

The repair and/or replacement of existing storm sewers, including routine maintenance related work, is equally important to the City as the installation of new / additional storm sewers and outfall pipes under Project ID #6 which increase system capacity. Repair and replacement work is necessary to maintain an effective and efficient drainage system. In some instances the repair and/or replacement of existing storm sewers (including outfall pipes and culverts) is more important than adding a new or supplemental outfall since resulting adverse impacts from collapsed or structurally failed storm sewers in residential areas are measurable in terms of public safety and welfare.

Existing storm sewer systems classified under this project typically comprise of corrugated metal and reinforced concrete pipe conduits, which deteriorate due to corrosion. They are generally located within easements between developed properties. Occasionally, structural overloading due to improper installation or insufficient earthen cover occurs distinctly from or in combination with corrosion. Pipe failures are generally not known or monitored in advance, but rather come to light by direct notification from affected property owners. Remedial work typically involves partial or full replacement of failed sewer segments with new pipe, or relining existing pipe interiors with high-density polyethylene storm sewer sleeves to achieve equivalent design flows and structural carrying capacity.

New pipe materials and construction repair technologies will be evaluated to improve benefit / cost parameters and to minimize real property disruptions during construction. Fiber reinforced concrete pipe and thermo set resin liners installed by water pressurized flexible sleeves are examples of alternate pipe materials and non-destructive means of repairing and strengthening failed storm sewers.

Based on field experience and knowledge of existing drainage conditions, an allocation of \$250,000 per year is expected to provide a responsive level of service to the community. For fiscal year 2003, an amount of \$190,000 is allotted.

**ID #8: RECONSTRUCT EXISTING THROAT INLETS.....\$100,000**

Reconstruction of existing throat type drainage inlets, as another important work component outlined in the Master Drainage Study, is required for both safety and maintenance reasons. A construction crane or similar lifting device is needed to remove existing concrete inlet tops for direct access to accomplish the removal of debris and soil sediments. The existing

throat inlets are generally large and protrude 1 to 3 feet above the swale bottom, posing a potential hazard to pedestrians and vehicles. The recommended annual budget of \$100,000 will support replacement of approximately 50 throat inlets utilizing FDOT grated ditch bottom inlets. There are an estimated 738 throat inlets in the City. Replacement is scheduled over a 15-year period based on an allocation of \$100,000 per year.

**ID #9: RIGHT-OF-WAY SWALE DRAINAGE.....\$150,000**

Annual re-grading of roadside drainage swales is required to minimize nuisance ponding of stormwater runoff, and to maintain adequate flows along local streets to achieve efficient discharges to receiving water bodies. This project is prioritized each fiscal year so as to address the most critical swale segments that require re-grading efforts through the use of traditional or specialized construction equipment. A typical swale segment exhibits flow restrictions due to sedimentation and improper flow line elevations. Occasionally, driveways need to be reconstructed and associated culverts replaced to achieve positive drainage. In consideration of limited annual funds, swale-re-grading activities shall be prioritized to address areas that receive the most public complaints along streets having high vehicular and pedestrian traffic volumes.

Based on the actual costs of prior work, the proposed budget amount of \$150,000 per year will yield approximately 1.5 miles of swale re-grading efforts on an annual basis. There are approximately 240 miles of swales.

**ID #10: NPDES/GIS WATER QUALITY ENGINEERING .....\$25,000**

Long-term efforts to design and construct drainage infrastructure will result in the elimination or reduction of localized flooding along roadways and developed properties. Engineering and construction activities will primarily focus on attaining minimum LOS standards. The emphasis is on achieving effective and efficient collection and discharge of urban runoff. From a stormwater management perspective, increasing flow capacity in conveyance and outfall systems results in measurable improvements to the quantity side of drainage.

However, of equal and increasing importance is the water quality component of stormwater management. In this regard, the United States Environmental Protection Agency (EPA) is charged with the regulatory responsibility of protecting water resources on a national basis. Pursuant to Section 402 of the Clean Water Act (Title 33, Chapter 26, § 1342, USC), EPA has promulgated regulations for Phase II of the National Pollution Discharge Elimination System (NPDES) program. The NPDES stormwater quality program addresses three types of point source discharges of stormwater: (1) stormwater associated with industrial activity; (2) stormwater associated with construction activity disturbing 5 acres or more; and, (3) discharges from municipal separate storm sewer systems. EPA and state agencies issue general and individual permits for these discharges, which emphasize source controls to

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manage the discharge of pollutants. The City of Marco Island is required to comply with Phase II of the NPDES program.

The NPDES program is designed to track point sources and requires the implementation of controls to minimize the discharge of pollutants. Initial efforts to improve water quality under the Phase I NPDES program primarily focused on reducing pollutants from industrially processed wastewater and municipal sewage. These discharge sources were easily identified as responsible for poor water quality. As pollution control measures for these two pollution sources were implemented and refined, it became increasingly evident that more diffuse sources of water pollution were also significant causes of water quality impairment. Specifically, stormwater runoff was found to be a major cause of water quality impairment. The second phase of the stormwater program requires permits for stormwater discharges from certain small municipal separate storm sewer systems and construction activities that generally disturb between 1 and 5 acres.

This NPDES/GIS Water Quality Engineering project is recommended in order to comply with the Phase II water quality requirements.

The City's consultant shall provide water quality consultation and administrative services during a two-year period ending in fiscal year 2004. Consultant responsibilities shall include identification of existing and proposed storm sewer outfalls that must be modified using best management practices to attain water quality thresholds. Such services shall be provided on an as needed basis. The consultant shall also provide the City with stormwater database management services. Existing citywide drainage infrastructure and repair and replacement work undertaken by the City the past four years will be inventoried utilizing Geographical Information System (GIS) technology. Further, the consultant shall also serve as the City's representative to effectuate submittal of a formal NPDES application to the EPA jointly with Collier County government.

A budget allocation of \$25,000 per year for fiscal years 2003 and 2004 is expected to result in formal submission of a Phase II permit application to EPA, and will also yield a GIS stormwater database management program for tracking and controlling drainage improvements.

**CATEGORY II - BEACH AND WATERWAYS:**

**ID #12: COLLIER BAY DREDGING.....\$286,200**

Identified by the Waterways Advisory Committee as an urgent capital improvement, implementation of the Collier Bay dredging project will result in the re-establishment of a safe and efficient waterway navigation channel, which extends from the Big Marco River through Collier Bay and the south to Smokehouse Bay. This primary navigation channel in

Collier Bay was originally dredged in the 1970's and over recent years has developed extensive shoals as a result of prior expansions of the flood shoal and side-cast spoil piles from original dredging activities.

The existing channel spanning between the Big Marco River and Smokehouse Bay is generally 100 feet wide and over 9 feet deep and is utilized for safe navigation by a majority of vessels using the overall waterway system in Collier Bay. However, the channel segment that approaches Collier Creek has been noticeably constricted through progressive shoaling over the past five years. This exception to a safe and efficient navigation channel has been addressed by the Esplanade developer through a consulting engineering service contract at no cost to the City. The consulting firm of Coastal Engineering Consultants, Inc. has been authorized by the Esplanade developer to complete engineering design plans for channel dredging including the submittal and processing of environmental permits. Through these efforts, it has been determined that the existing channel approaching Collier Creek has been reduced in standard cross section from 100 feet wide to a width varying between 60 to 70 feet. Existing channel conditions adversely affect navigation.

Proposed improvements, if funded, are designed to match the existing channel dimensions with a slight realignment to provide physical safety separation from the area subject to shoaling. A project schedule has been developed to enable the City to begin dredging in the second quarter of calendar year 2003 if funds are authorized by City Council. Milestone dates for the project are as follows:

Updated Design Plans and Surveys:	Completed November, 2001
Draft Engineering Cost Estimates and Plans:	Completed January, 2002
Final Developer Review of Designs and Costs:	Scheduled Completion May, 2002
City Review of Permit Application:	Scheduled Completion May, 2002
Submittal of Environmental Permits:	Scheduled Completion June, 2002
Authorized Environmental Permits:	Scheduled Completion June, 2003
Construction Stage Activities:	Scheduled Completion September, 2003

In recognition that the Waterways Advisory Committee has evaluated the navigation route for the past two years and has formally recommended an urgent need for dredging in a recent Executive Summary, the dredging improvements have been listed as an unfunded project for City Council in the Five-Year CIP.

*Footnote: During the April 29, 2002 CIP workshop, City Council authorized funding this project in fiscal year 2003 in the staff recommended budget amount of \$286,200.*

**CATEGORY III – BRIDGE IMPROVEMENTS:**

**ID #14: CAXAMBAS COURT BRIDGE OVER ROBERTS BAY (034112).....\$280,000**

The City's initial Five-Year Bridge Plan dated March, 1999 has been updated and expanded, in draft form, in the second quarter of calendar year 2002 to address current day needs for operational and structural repair work based on modified bridge inspection procedures and policies mandated by FDOT. A program approach has been adopted for the 2002 Five-Year Bridge Plan in order to better classify operational and structural repair work in a cost effective manner. Future contracting practices will include bid proposal requests for multiple bridge repair projects so as to maximize contractor resources at least costs. The 2002 Five-Year Bridge Plan consists of the following classifications:

**Group A** – Low vertical clearance and low traffic volume bridges (three bridges)

**Group B** – High vertical clearance and moderate to high traffic volume bridges (eight bridges)

**Group C** – Moderate vertical clearance and low traffic volume bridges (one bridge)

For the past four years since Cityhood, minimal funds have been authorized for minor and major repair work for the City's twelve bridges. In order to attain a normalized annual maintenance schedule for the City's twelve bridges extensive upfront repairs are needed. The City's twelve bridges were constructed between years 1967 and 1986 and in general have not been maintained and repaired on a consistent basis. Hence, a number of the bridges have substantial deficiencies from an operational, functional, and structural perspective. The proposed Five-Year CIP through fiscal year 2007 has been structured to account for only the most critical deficiencies in order to promptly comply with FDOT bridge standards. As such, the Five-Year CIP at this time does not include annual funds for routine maintenance and operational activities.

The Caxambas Court Bridge, built in 1973, is the City's only bridge within the Group C classification listed above. The budgeted amount of \$280,000 for fiscal year 2003 will fund construction services to correct existing deficiencies in designated Category 2, which comprises of operational safety and repair items.

**ID #17: NORTH BARFIELD DRIVE BRIDGE OVER TARPON WATERWAY (034115).....\$120,000**

Both the March 1999 and the 2002 Five Year Bridge Plan reports (as supported with inspections conducted by FDOT) identified this bridge as a candidate for replacement based on a series of technical and economic factors or criteria, including: (1) repair costs amortized over remaining life cycle; (2) aesthetic and geometric compatibility with long range roadway and streetscape improvements; (3) decreasing magnitude of load carrying capacity;

(4) obsolescence due to operational limitations; (5) documented evidence of imminent structural failure; (6) safety concerns such as sight distance restrictions; and (7) environmental induced deterioration of materials. The most critical factors of load carrying capacity and structural integrity of the pilings have been previously addressed during fiscal year 2000. A repair project, consisting of the installation of specialty designed "pile jackets", was implemented to extend the bridge service life thereby avoiding immediate replacement costs.

However, pursuant to a post-repair inspection conducted on 27 January 2001 by FDOT's bridge engineer, the bridge over Tarpon Waterway has been officially designated as being functionally obsolete. Additional repairs of structural and safety elements such as expansion joints, deck slabs, seawalls, and guardrails are required.

A sufficiency rating assigned to this bridge incorporates FDOT recommendations to replace the deck geometry in conjunction with the foregoing stated repairs, and reconstruction of the roadway approaches to comply with current day design safety criteria. These evaluations of the current bridge condition coupled with near term required repairs result in a staff recommendation that the City fund replacement of this bridge during fiscal year 2004 with design being initiated in year 2003.

The continuing structural deterioration of the piling and deck system in combination with major recommended repairs (and operational and functional obsolescence of the bridge) clearly justifies a replacement project within the Five-Year CIP.

**ID #21: BLACKMORE COURT BRIDGE OVER CLAM BAY (034119).....\$250,000**

The Blackmore Court Bridge, built in 1972, is listed within the Group A classification listed above for Project ID #14. The budgeted amount of \$250,000 for fiscal year 2003 will fund construction services to correct existing deficiencies in designated Category 2, which comprises of operational safety and repair items.

**CATEGORY IV – INTERSECTIONS:**

**ID #26: SAN MARCO ROAD/BALD EAGLE DRIVE.....\$182,250**

This intersection capacity improvement project for fiscal years 2003-2004 is proposed as a result of a Traffic Circulation Study accomplished by Wilson Miller during September 2001.

Planned improvements tentatively consist of an eastbound left turn lane, a southbound right turn lane and a westbound right turn lane. A traffic analysis during design of the roadway improvements will be undertaken to determine the warrants for installation of a traffic signal. The scope of work also includes sidewalks, drainage improvements, utility relocations and pedestrian crossings. Architectural lighting and / or landscaping may be

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Utility Fund

included if construction bid proposals do not exceed the allocated budget for roadway construction. Urban design features may also be adopted to contain the roadway expansion work to existing right-of-way. The roadway design will be coordinated and integrated with reconstruction of the San Marco Road/Heathwood Drive intersection proposed under Project ID #27. Both intersection projects will be designed and constructed concurrently, with design and permitting for each intersection being completed prior to October 2003 and a bid letting and possibly construction start also occurring towards the end of fiscal year 2003.

**ID #27: SAN MARCO ROAD/HEATHWOOD DRIVE.....\$192,375**

This intersection capacity improvement project for fiscal years 2003-2004 will be designed and constructed concurrently with Project ID#26 above. Roadway capacity as well as safety improvements at both intersections will be undertaken as a result of a Traffic Circulation Study accomplished by Wilson Miller during September 2001.

Existing roadway conditions at the San Marco Road/Heathwood Drive intersection comprise of a total of 10 lanes:

- Four exclusive through lanes;
- Four combined through and right turn lanes; and
- Two exclusive left turn lanes.

Proposed capacity improvements are expected to result in built-out conditions for the intersection. The planned roadway configuration or typical roadway section consists of a total of twenty lanes, or the construction of ten additional lanes. Intersection improvements will reflect built-out conditions through the construction of a four lane divided roadway section along San Marco Road with exclusive eastbound and westbound left and right turn lanes, and through the construction of exclusive left and right turn lanes along Heathwood Drive for both northbound and southbound approaches to the San Marco Road intersection.

The scope of work also includes sidewalks, drainage improvements, traffic signal upgrades, utility relocations and pedestrian crossings. Architectural lighting and / or landscaping may be included if construction bid proposals do not exceed the allocated budget for roadway construction. Urban design features may also be adopted to contain the roadway expansion work to existing right-of-way.

The roadway design will be coordinated and integrated with reconstruction of the San Marco Road/Bald Eagle Drive intersection proposed under Project ID #26. Both intersection projects will be designed and constructed concurrently, with design and permitting for each intersection being completed prior to October 2003 and a bid letting and possibly construction start also occurring towards the end of fiscal year 2003.

*Footnote: During the April 29, 2002 CIP workshop, City Council disapproved the original staff recommended budget amount of \$563,000 for build-out intersection improvements and directed staff to proceed with interim capacity improvements as set forth in the City Right-of-Way Master Study. The original project budget of \$563,000 for fiscal years 2003 and 2004 has been decreased to \$475,000 over the same two-year period (with allocated amounts of \$192,375 and \$282,625 designated for fiscal years 2003 and 2004, respectively).*

**ID #28: BALD EAGLE DRIVE/ELKCAM CIRCLE TRAFFIC SIGNAL.....\$140,000**

The four-way Bald Eagle Drive/Elkcam Circle intersection operates under a stop control feature on each approach leg and is supplemented for added emphasis with flashing beacons. The intersection has met or exceeded minimum federal level warrants both justifying and requiring a traffic signal installation in accordance with the Manual on Uniform Traffic Control Devices (MUTCD).

A formal traffic engineering analysis meeting the procedures and criteria established by FDOT and the MUTCD was performed and certified by Traffic Engineer Mr. Reed Jarvi, P.E. during the latter part of fiscal year 2000. The proposed traffic signal consists of a mast arm configuration similar to existing installations along South and North Collier Boulevard, and would include aesthetically pleasing characteristics to complement the existing landscape and streetscape improvements at the Orion Bank property. Moreover, as part of the signal installation work scheduled for fiscal year 2003, additional landscape and irrigation improvements at this intersection shall be undertaken in accord with Project ID #61 (Bald Eagle Drive/Elkcam Circle Landscaping).

The design work for this signal started in fiscal year 2001, and will be fully completed in fiscal year 2002. Due to a prolonged period of time required to place a shop order and have the mast arm systems manufactured and delivered to a job site, the City may need to process an advanced purchase of the mast arms directly with the manufacturer in lieu of a construction contractor under formal bids to the City.

**ID #30: LOCAL STREET / COLLECTOR INTERSECTION IMPROVEMENTS.....\$150,000**

This project involves and is generally limited to the partial or full reconstruction of roadway intersection areas to resolve drainage problems, to replace raveled asphalt pavement, to resolve inadequate turning radii, to correct miscellaneous safety concerns, to rebuild vertical curves due to unsafe conditions and excessive ponding of stormwater, and to construct or reconstruct paved shoulders and sidewalk improvements.

The scope of work could also include reconstruction and resurfacing of deteriorated asphaltic pavements caused by repetitive truckloads, failed sub-base stratum due to water table fluctuations, and shoulder distress and raveling. Storm sewer installations may also be

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required to eliminate drainage problems. Intersection improvements under this project are consistent with the recommendations outlined in the City's Master Drainage Study.

**CATEGORY V - ROADWAYS:**

**ID #32: STREET RESURFACING AND MILLING PROGRAM.....\$350,000**

This on-going roadway improvement project represents the City's continuing efforts to resurface local and collector streets in a prioritized sequence based on a pavement serviceability rating system. There are over 248 lane miles of roads within the City limits, exclusive of North Collier Boulevard and San Marco Road, which are operated and maintained by FDOT and Collier County, respectively.

Consistent with City Council's adoption of a resurfacing priority list for the past four years (FY 99-02), this project will continue with annual resurfacing efforts of approximately 18-20 road miles of local/collector streets. This project may also include some minor reconstruction, widening, and resurfacing of localized failed pavements (i.e., intersection and cul-de-sac areas) as well as milling of existing pavements to extend and maximize the pavement design life. Milling of pavements particularly at driveway locations may be required in order to provide for smooth connections and transitions to driveway approaches.

**ID #33: STREET AND ALLEY IMPROVEMENTS.....\$200,000**

This street and alley improvement project involves the reconstruction and resurfacing of deteriorated asphaltic pavements caused by repetitive truckloads, failed sub-base stratum due to water table fluctuations and shoulder distress and raveling. Since failed or deteriorated pavement conditions are usually verified upon visual inspection, individual maintenance projects for streets and alleys will not be selected for repair in a prioritized sequence based on a pavement serviceability rating system. However, repair work along alleys may need to be accomplished first due to the extensive loss of pavements and negative economic impacts to commercial business enterprises that depend on alleys for delivery of goods and products. The scope of work may also include some minor reconstruction, widening, and resurfacing of localized failed pavements as well as milling of existing pavements to extend and maximize the pavement design life. Typically, asphaltic resurfacing is accomplished with a one-inch pavement overlay but alternate pavement strengthening techniques such as geotextiles or petromat fabrics may be employed if determined practicable and cost-effective.

**ID #34: NORTH COLLIER BOULEVARD (SAN MARCO ROAD - JOLLEY BRIDGE).....\$578,400**

This project involves the reconstruction of North Collier Boulevard from a rural four lane divided roadway to an urban four lane divided roadway, an approximate distance of 2.7

miles. Roadway safety and drainage requirements form an economic basis for justifying the conversion of Collier Boulevard to an urban roadway with curb and gutter systems.

North Collier Boulevard lies within an existing right-of-way corridor width of 100 feet. The existing curbed median is not of a sufficient width to provide refuge pavement areas at mid block locations and side street intersections for safe-cross over of vehicles and left turn movements. In conjunction with the preparation of an access management plan to determine optimum locations of median openings, a wider median will be adopted which in addition to enhancing operational safety will also provide for an increase in service capacity along the corridor. In order to upgrade safety and drainage features for this roadway to comply with current day design criteria, acquisition of additional right-of-way or easements will be required but will be avoided and minimized to the greatest extent practicable through engineering design strategies. Additional right-of-way may also be necessary for sidewalk improvements and to achieve water quality provisions mandated by law by the South Florida Water Management District. The planned scope of work includes preferred 8-foot wide sidewalks, additional left and right turn lane bays, bicycle lanes, storm sewer systems, architectural lighting, streetscape and landscape improvements, major relocation and upgrades of underground and surface utilities and signalization upgrades or new mast arm systems.

Depending on schedule impacts imposed on the project by environmental permit agencies and right-of-way acquisitions, the project time line will span a period between four to five years to reach construction completion. During fiscal 2002, through the assistance of a \$300,000 grant from FDOT, City Council approved an engineering contract with Tindale Oliver Associates, Inc. for the preliminary design stage of the project. Such preliminary design efforts along with oversight planning activities by FDOT will establish conceptual cross section features for the urban roadway, include land surveying of existing road features, provide for public information workshops, entail evaluations of alternate drainage design schemes, and will result in a set of base design drawings sufficient to immediately commence with final engineering designs during fiscal year 2003.

Since North Collier Boulevard is presently owned, operated and maintained by FDOT and is planned for transfer to the City of Marco Island upon completion of construction, additional funding sources above the forecast \$3,778,000 FDOT allocation will need to be pursued with state and federal agencies either as grants or through direct capital appropriations.

**ID #35: SOUTH COLLIER BOULEVARD (SAN MARCO ROAD-SPRUCE AVENUE).....\$214,000**

Similar to the North Collier Boulevard project listed under ID #34, this project provides for the reconstruction of South Collier Boulevard between the side street intersections of San Marco Road and Spruce Avenue from a rural four lane divided roadway to an urban four lane divided roadway, a distance of approximately 1.09 miles.

The scope of work for South Collier Boulevard is also similar to that described for the North Collier Boulevard reconstruction project as more particularly set forth in the transportation section of the Marco Beach Resort PUD Ordinance and the City's Right-of-Way Master Study. Critical roadway improvements such as preferred 8-foot wide sidewalks, additional left and right turn lane bays, bicycle lanes, storm sewer systems, architectural lighting, streetscape and landscape improvements, major relocation and upgrades of underground and surface utilities, signalization upgrades or new mast arm systems, median openings, drainage outfalls, stormwater management facilities, and related improvements such as pedestrian crosswalks at the Marriott Beach Resort Hotel will be addressed. The existing right-of-way corridor for South Collier Boulevard is 100 feet wide, and given the intent to increase the width of the existing curbed median, is not sufficient to provide refuge pavement areas at mid block locations and side street intersections for safe cross over of vehicles and left turn movements. In conjunction with the preparation of an access management plan to determine optimum locations of median openings, a wider median will be adopted which in addition to enhancing operational safety will also provide for an increase in service capacity along the corridor. In order to upgrade safety and drainage features for this roadway to comply with current day design criteria, acquisition of additional right-of-way or easements will be required but will be avoided and minimized to the greatest extent practicable through engineering design strategies. Additional right-of-way may also be necessary for sidewalk improvements and to achieve water quality provisions mandated by law by the South Florida Water Management District.

Financing to fund the design and construction contracts will be budgeted through a combination of City contributions in the amount of \$841,819 and developer committed funds in the amount of \$2,500,000 by Massachusetts Mutual Life Insurance Company pursuant to the Marco Beach Resort PUD Ordinance approved by City Council in September 2001. Massachusetts Mutual Life is also responsible to donate right-of-way and temporary construction easements to the City at no cost on both sides of South Collier Boulevard along the Marriott Beach Resort Hotel.

As established in a recently executed Joint Project Agreement, management of all project stages including right-of-way acquisitions and construction will be the responsibility of the City's Public Works Department.

**ID #37: BALD EAGLE DRIVE LOS CAPACITY ANALYSIS.....\$50,000**

The City's Right-of-Way Master Study recommends that Bald Eagle Drive between the intersections of North Barfield Drive and San Marco Road be reconstructed from a two lane undivided rural roadway to a four lane divided urban roadway having curb and gutter features along with elimination of roadside swale drainage through installation of subsurface storm sewer pipe systems. The need to eventually reconstruct Bald Eagle Drive to a four lane divided roadway has been evaluated and reaffirmed under the Collier County 2025

Transportation Needs Plan which was prepared in 2001 through the oversight efforts of the Metropolitan Planning Organization. Warrants for four lane needs strictly from a service capacity viewpoint is forecast to occur after year 2008.

Although the current two-lane roadway has been forecast to provide adequate through lane capacity to carry increases in traffic volumes for a number of years, the LOS for existing Bald Eagle Drive is presently affected by and will continue to be impacted by daily operational characteristics. Passing maneuvers in the opposing lane are limited due to the roadway length and proximity of intersections. High-density conditions occur on segments of Bald Eagle Drive because of mid block and intersection turning movements from the through lanes. Intermittent delays result in a decreased operating speed and an increased travel time.

Interrupted flow on two lane undivided roadways such as Bald Eagle Drive can be decreased through operational improvements, including:

- Access control;
- Localized roadway widening for mid block turning movements;
- Roadway widening resulting in a three lane undivided facility;
- Constructing partial four lane divided sections (i.e., North Collier Boulevard to Elkcam Circle; and
- Intersection improvements, primarily consisting of new left and right turn lanes.

The Bald Eagle Drive LOS capacity analysis project will initially provide traffic engineering data and planning information to identify specific roadway locations needing operational improvements. After the data collection and capacity evaluation phases, various geometric designs in a schematic format will be developed along with order of magnitude budget estimates.

The \$50,000 budget for fiscal year 2003 does not include funds for final engineering designs and preparation of construction plans.

**CATEGORY VI - PEDESTRIAN / BICYCLE WAYS:**

**ID #49: DISTRICT IV SIDEWALK PROGRAM.....\$400,000**

To date City Council has authorized three sidewalk assessment projects, with the District III project constructed in fiscal year 2002. As consistently administered for the prior three sidewalk projects, special assessments will be levied against property owners to fund the construction of District IV sidewalks along selected collector streets and critical local streets. Drainage improvements are part of the scope of work, and will be paid by the City as a matching fund commitment without additional costs to property owners.

Building Fund

Utility Fund

It is anticipated that completion of District IV improvements will conclude the City's sidewalk assessment program.

**ID #52: RACQUET CLUB/MACKLE PARK/TRACTS "C" AND "D" TRAIL (PHASE I); CARRY OVER FUNDS FROM FISCAL YEAR 2003.....\$300,000**

Two important topics addressed in the Master Park, Recreation and Open Space Study is the concept of the Marco Island Community Recreation Complex, and the need to provide pedestrian/bicycle connectivity throughout the Recreation Complex. The Marco Island Community Recreation Complex is considered to be the "Heart of the Island" since it provides the majority of active recreation services and the programming of community meeting space in a central location. Mackle Park will serve as the hub and organizational center of the Complex.

Community park related facilities included in the "Recreation Complex" include:

- Mackle Park;
- YMCA;
- Racquet Club; and
- Winterberry Ball Park

In addition, there are other support public facilities and locations that enhance and compliment these active recreational sites, including the Collier County Library, Tommie Barfield School, the Charter Middle School, the Fire Station, the new City Hall and Tracts "C" and "D".

As stated in the Master Park, Recreation and Open Space Study, a pedestrian/bicycle connection to these facilities would add to the functionality as a true "Recreation Complex", including accessibility and recreation opportunities for all residents.

In furtherance of this recommendation to provide connectivity throughout the Community Recreation Complex, a three phase program is proposed which will result in a 1.5 mile multipurpose trail system that will provide off-street bicycle and pedestrian access to the primary recreational facilities. The multipurpose trail system will extend from the Racquet Club to Tracts "C" and "D", passing through both Mackle Park and Winterberry Park.

This Phase I project involves design and engineering, and the acquisition of access easements from Lee County Electric Cooperative and other property owners. The design is planned to include an 8-foot meandering trail with associated drainage facilities, landscaping and streetscape improvements. Since the trail will be located along existing easements and some private property, this Phase I project is crucial to the success of the three-phased project.

**ID #55: LELAND WAY PATHWAY TO YMCA.....\$30,000**

In furtherance of the City's goal of achieving Community Recreation Complex connectivity, on-street bicycle lanes are proposed between Mackle Park and the YMCA along Leland Way and Sandhill Street. The design of these on-street bicycle lanes will meet FDOT standards for width and pavement markings, and will be constructed adjacent to the existing pavement along shoulder areas. The roads have 100 feet and 80 feet of total existing right-of-way width, so this project can be accommodated without the need for additional right-of-way.

This pathway facility will connect onto existing bicycle lanes along San Marco Road, thereby providing another access point into the Community Recreation Complex and facilitating the movement of bicyclists between the YMCA and Mackle Park, as well as between public schools and recreational centers. FDOT has awarded a grant for this project to the City in the amount of \$172,500.

**CATEGORY VII - STREETScape IMPROVEMENTS:**

**ID #56: ROADSIDE BORDER LANDSCAPING (PHASES II THRU VI).....\$225,000**

The design team for the Right-of-Way Master Study set forth a recommended landscape palette for the installation of trees and understory plant material within roadway right-of-way. This project is primarily intended to provide street trees along the fringe or border areas of right-of-way near sidewalks, although some understory plantings are anticipated at points of special emphasis to accentuate a land use or to complement a related streetscape element such as benches or informational signs. High visual impact and shade are key objectives of this project. However, use of understory plantings will be selective and minimal because of the need for continual irrigation.

Installation of street trees will generally be prioritized along two lane roadways that lack continuous landscaped segments. Permanency of the street tree installations, safety designs, and efficient maintenance are other important factors that will be considered in determining a final listing of streets and specific locations for landscaping. A variety of tree sizes and species will be used depending on the roadway classification (arterial, major collector, minor collector, etc.) and physical constraints such as overhead power lines and underground utilities. Large trees such as Gumbo-Limbo and Live Oak could be used (approximately 40 feet on center) if spatial constraints and site conflicts are minimally encountered. Small trees such as Black Olive and Holly (at approximate 35-foot centers) are anticipated to be used to a much higher degree than large trees because of spatial flexibility and the objective of minimizing loss and relocation of trees during future roadway expansion projects.

An annual expenditure of \$150,000 during the Five-Year CIP period through fiscal year 2007 is estimated to provide for installation of an average of 250 trees per year depending on selected tree species and size. It is noted that a Phase I project will be completed during fiscal year 2002 along Winterberry Drive, which was recommended by the City's Beautification Advisory Committee.

Footnote: During the April 29, 2002 CIP workshop, City Council authorized a budget of \$225,000 for fiscal year 2003 which is intended to also include tree installations along Bald Eagle Drive.

**ID #58: CUL-DE-SAC TREE INSTALLATIONS.....\$25,000**

The Beautification Advisory Committee has recommended that the City proceed with a cost effective installation of Sable Palm trees. Installation of Sable Palms within existing cul-de-sac areas would yield immediate aesthetic benefits, and could serve to initiate voluntary participation by adjacent property owners for supplemental landscaping improvements. An initial Phase I cul-de-sac tree planting project took place in fiscal year 2001 and Phase II will be completed in the current 2002 fiscal year. The annual \$25,000 budget would be utilized to install a maximum of three (3) Sable Palms per cul-de-sac (at a unit cost of \$470) at approximately fifty (53) locations within the City. Irrigation for the Sable Palms will not be required.

**ID #61: BALD EAGLE DRIVE/ELKCAM CIRCLE LANDSCAPING.....\$45,000**

This landscape and streetscape improvement project at the Bald Eagle Drive/Elkcam Circle intersection will be coordinated with the installation of a traffic signal system planned under Project ID #28. Both projects will be undertaken concurrently and completed during fiscal year 2003. A third improvement, although not designated as a City capital project, involves the installation of additional roadway lighting poles by Lee County Electric Cooperative at the intersection quadrants. As an alternative, the landscape project will incorporate architectural specialty lighting should funds be available in the budget.

The scope of work under this project includes landscaping and irrigation improvements, intersection cross-walks consisting of stamped asphalt or brick paver inlays, architectural specialty lighting, park benches, trash receptacles, and landscaped trellis installations. Work is planned within existing roadway right-of-way and also upon private properties at the intersection quadrants. Landscape buffer easements will be pursued in order to fully accomplish the project. At the outset of fiscal year 2003, property owners will be contacted and requested to donate the necessary easements at no cost to the City. Property owners will also be requested to financially participate in the work by undertaking additional landscape improvements on private property. This private/public partnership approach will enable City staff to maximize the aesthetic value at the intersection as envisioned under the City's Right-of-Way Master Study in a cost-effective manner. The project is intended to provide a maximum level of landscaping.

**ID #62: SAN MARCO ROAD/BARFIELD DRIVE AND WINTERBERRY DRIVE/SOUTH COLLIER BOULEVARD LANDSCAPING PHASE II.....\$65,000**

This project involves installation of Phase II landscape and streetscape improvements at the San Marco Road/Barfield Drive and Winterberry Drive/South Collier Boulevard intersections. These two intersections were reconstructed during fiscal year 2001 to add through lane and turn capacity and were also landscaped with initial plantings and trees within public right-of-way. The Phase II project comprises of supplemental landscaping and irrigation improvements, intersection cross-walks consisting of stamped asphalt or brick paver inlays, architectural specialty lighting, park benches, trash receptacles, and landscaped trellis installations. The follow up beautification work is planned within existing roadway right-of-way and also upon private properties at the intersection quadrants. Landscape buffer easements will be pursued in order to fully accomplish the intended Phase II landscape and streetscape work. At the outset of fiscal year 2003, property owners will be contacted and requested to donate the necessary easements at no cost to the City. Property owners will also be requested to financially participate in the Phase II work by undertaking additional landscape improvements on private property. This private/public partnership approach for Phase II beautification work will enable City staff to maximize the aesthetic value of both intersections as envisioned under the City's Right-of-Way Master Study in a cost-effective manner. The Phase II project is intended to provide a maximum level of landscaping.

**CATEGORY VIII - PARKS, RECREATION & OPEN SPACE:**

**ID #64: OPEN SPACE LAND ACQUISITION.....\$1,050,000**

The City's Master Park, Recreation and Open Space Study sets forth a needs analysis for future planning and acquisition of undeveloped land parcels for public recreation and related uses.

For the Five-Year CIP spanning fiscal years 2003-2007, a budget allocation of \$2,050,000 will be expended for the acquisition of undeveloped land within the City limits. Initial activities beginning in fiscal year 2003 will comprise of land planning, land appraisal efforts, legal consultations, title searches, various acquisition support services, and engineering surveys with formal purchase offers and acquisitions occurring during the same year and concluding in 2007. The total budget allocation of \$2,050,000 will serve to acquire open space lands for one or more the following municipal uses:

1. Community park facilities (principally Mackle Park);
2. Neighborhood park facilities;
3. Beach and waterfront access facilities;
4. Bicycle and pedestrian trails;

Building Fund

Utility Fund

- 5. Civic facilities and community meeting places; and
- 6. Waterfront parks.

*Footnote: During the April 29, 2002 CIP workshop, City Council authorized a redistribution of the staff recommended budget of \$2,050,000 (\$150,000 and \$1,900,000 for fiscal years 2006 and 2007, respectively). City Council approved a budget distribution of \$1,050,000 and \$1,000,000 for fiscal years 2003 and 2007, respectively. The \$1,050,000 budget for fiscal year 2003 shall be expended for land acquisition at the new Factory Bay Bridge area for three lots for a waterfront park.*

**ID #65: ACQUIRE 6 LOTS TRACTS "C" AND "D".....\$75,000**

Originally authorized by City Council as a CIP project and commenced by staff in fiscal year 2002, this land acquisition project will afford the City an opportunity to complete lot purchases along Tracts "C" and "D" for the future development of a linear park. The acquisition of several remaining lots will result in a contiguous system of tracts for future implementation of an integrated system of bikeways, trails, and sidewalks. Other potential park elements for this project area include a trailhead with a pavilion, new cross walks along Winterberry Drive, pedestrian connections to neighborhoods, and extensive tree landscaping.

The budget allocation of \$75,000 for fiscal year 2003 is intended to support the previous fiscal year 2002 authorized budget of \$150,000 in consideration of escalating real estate market values as confirmed by certified land appraisal reports.

**ID #66: MACKLE PARK EXPANSIONS.....\$110,000**

Mackle Park has been, and will continue to serve as, the community's flagship recreational facility. As part of the needs analysis under the Master Parks, Recreation, and Open Space Study, the City's consultant appropriately designated Mackle Park as the hub of the Community's Recreational Complex. The study elaborates on schemes and conceptual plans on how Mackle Park should be expanded and improved to serve that purpose many years into the future beyond build-out. Also provided is a conceptual master site plan for Mackle Park that involves both the acquisition of adjacent property and a re-configuration and expansion of existing park amenities and facilities.

Recognizing the high value of vacant property, acquisition of undeveloped properties adjacent to Mackle Park may need to be deleted from further consideration. Therefore, the focus of the Mackle Park expansion project is to optimize existing park attributes and to maximize the remaining open space allocated for active recreational use. The conceptual master site plan outlines three basic improvement categories: (A) re-configuration of playing fields; (B) the expansion of the community building; and (C) installation of a new

amphitheater, fishing pier, and other amenities. These components will be coordinated and integrated in the overall park expansion plan.

Based on public comments received during preparation of the Master Parks, Recreation, and Open Space Study, the study recommends expansion of the community building to accommodate additional meeting space. City Council, community clubs, civic groups, and City boards currently use Mackle Park meeting space. Likewise, the limited space is also needed to support various recreational programs and activities. Additional space will be needed to accommodate the current and future demands placed on this facility. The amphitheater, fishing pier, and other site amenities are intended to enhance and expand the recreational and social opportunities of the park. These amenities will broaden the appeal of the park, and make it a true community resource and asset.

The original Mackle Park development program is comprised of nine site components:

1. Multi-purpose baseball and soccer fields;
2. Multi-purpose field;
3. Land purchase for park expansion;
4. Pavilion and pedestrian gateways;
5. Amphitheater/pier;
6. Bocce courts and shuffle ball courts;
7. Grass parking;
8. Dog run; and
9. Building expansion.

Using the planning guidelines set forth in the Master Parks, Recreation, and Open Space Study, the recommended Mackle Park expansion project for the Five-Year CIP period spanning fiscal years 2003-2007 is set forth below:

- **Fiscal Year 2003:** New toddler playground equipment, child friendly playground ground surfaces, playground shade coverings, and miscellaneous site features. Also, interior renovation of the large Mackle Park meeting room, including new floor coverings, ceiling and lighting systems, and related interior design finishes and furnishings.
- **Fiscal Year 2004 & 2005:** Various additional interior renovations of meeting and game rooms and remodeling of restroom facilities. Also, master site development drawings, planning, concept designs, preliminary designs, final designs, construction documents, and permitting of multi-purpose baseball and soccer fields, multi-purpose field, pavilion and pedestrian gateways, amphitheater, pier facility, additional bocce ball and shuffle ball courts, additional parking bays, dog run, and limited building expansion.
- **Fiscal Year 2006:** Initial construction stage activities for all site and building improvements designed during fiscal years 2004-2005.

Building Fund

- **Fiscal Year 2007:** Final construction stage activities for all site and building improvements designed during fiscal years 2004-2005.

**ID #67: WINTERBERRY PARK EXPANSIONS.....\$129,750**

As with Mackle Park, the use and functionality of Winterberry Park has not been maximized nor optimized. Currently, this facility is used solely for sport activities and is the only lighted ball field owned and managed by the City. The Master Parks, Recreation, and Open Space Study recommends that this park facility be completely redesigned and redeveloped to expand the number of multi-purpose playing fields from one to two, and to relocate and reallocate on-site parking facilities. No additional land is needed to complete this expansion project. The original Winterberry Park development program is comprised of seven site components:

1. Multi-purpose baseball and soccer fields;
2. Tracts "C" and "D" linear park;
3. Pedestrian gateways;
4. New crosswalks;
5. Street trees;
6. Paved multi-purpose trail; and
7. Parking expansions.

The conceptual site plan included in the Master Parks, Recreation, and Open Space Study depicts two multi-purpose (baseball/soccer) fields with additional parking bays. The overall program would also involve the complete reconstruction of regulation size playing fields with proper sodding and irrigation. Other amenities such as dugouts, bleachers, and improved restroom facilities would enhance use of the park. This project would contribute to the overall Community Recreation Complex concept, and would interact well with improvements along Tracts "C" and "D", the bicycle trail system, and the expansion of Mackle Park.

Using the planning guidelines set forth in the Master Parks, Recreation, and Open Space Study, the recommended Winterberry Park expansion project for the Five-Year CIP period spanning fiscal years 2003-2007 is set forth below:

- **Fiscal Year 2003 & 2004:** Permanent restroom facilities including water and sewer utilities, landscaped and irrigated open space rest areas, and pedestrian and bicycle pathway connections to existing roadways.
- **Fiscal Year 2005:** Master site development drawings, planning, concept designs, preliminary designs, final designs, construction documents, and permitting of multi-purpose baseball and soccer fields, pedestrian gateways, crosswalks, street trees, multi-purpose trail, parking expansions, and miscellaneous site features;

- **Fiscal Year 2006:** Construction stage activities for all site improvements designed during fiscal year 2005.

**CATEGORY IX – CIVIC FACILITIES:**

**ID #68 FEASIBILITY – WATER/SEWER ACQUISITION.....\$100,000**

Ongoing financial and engineering consulting services dealing with the proposed acquisition of the Florida Water Services water and sewer operations on Marco Island and at Marco Shores.

**CATEGORY X – CAPITAL PROJECTS CONTINGENCY:**

**ID #69: CAPITAL PROJECTS CONTINGENCY.....\$200,000**

An annual budget allocation of \$200,000 for a contingency account is proposed for each year of the Five-Year CIP. Unless otherwise approved by City Council use and expenditure of each year's contingency budget is strictly limited to authorized capital projects listed in the adopted Five-Year CIP. Contingency amounts are transferred to individual capital projects for expenditure as part of a budget amendment process approved by the City Manager. Contingency funds are set aside amounts for unforeseen or unplanned expenditures during the planning, design, permitting, and construction stages of capital projects

City of Marco Island  
CAPITAL PROJECTS BUDGET

City of Marco Island  
CAPITAL PROJECTS BUDGET

100% Yr Complete

100% Yr Complete

DESCRIPTION	ACTUAL FY2001	BUDGET FY2002	YTD ACTUAL FY2002	PROJECTED FY2002	PROPOSED FY2003	% OF FY2002
<b>CAPITAL PROJECTS FUND</b>						
LAND AND BUILDING PURCHASE	1,278,411	0	0	0	0	0 %
CITY HALL BUILDING IMPROVEMENT	0	107,130	107,105	0	0	0 %
DUE DILIGENCE ENGINEERING-FWS	0	150,000	150,000	0	0	0 %
WATER UTIL ACQUISITION ANALYSI	48,477	75,000	107,941	0	100,000	133 %
<b>GENERAL CAPITAL PROJECTS</b>	<b>1,326,888</b>	<b>332,130</b>	<b>365,046</b>	<b>0</b>	<b>100,000</b>	<b>30 %</b>
NPDES WATER QUALITY ENGINEERIN	8,748	10,830	10,830	0	25,000	231 %
BALD EAGLE/MARCO LAKE STORM SE	87,878	0	0	0	0	0 %
TALLWOOD STREET STORM SEWER	0	250,000	250,078	0	625,000	250 %
N COLL/ SEAVIEW STORM SEWER	0	0	0	0	143,000	0 %
S COLL/ VALLEY STORM SEWER	0	0	0	0	112,000	0 %
REPLACE/REPAIR EXISTING OUTFAL	228,869	268,870	272,698	0	190,000	71 %
RECONSTRUCT EXISTING THROAT IN	150,496	100,450	100,450	0	100,000	100 %
ROW SWALE DRAINAGE GRADING	83,294	160,021	159,865	0	150,000	94 %
NEW DRAINAGE OUTFALL SYSTEMS	134,112	150,000	126,791	0	150,000	100 %
<b>STORMWATER DRAINAGE</b>	<b>693,397</b>	<b>940,171</b>	<b>920,712</b>	<b>0</b>	<b>1,495,000</b>	<b>159 %</b>
COLLIER BAY DREDGING	0	0	0	0	286,200	0 %
<b>BEACH AND WATERWAYS</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>286,200</b>	<b>0 %</b>
FACTORY BAY BRIDGE	761,585	549,049	549,050	0	0	0 %
WINTERBERRY DRIVE BRIDGE/SHENA	269,130	0	0	0	0	0 %
CAXAMBAS CT BRIDGE/ROBERTS BAY	0	0	0	0	280,000	0 %
N BARF BRIDGE OVER TARPON WTRW	0	0	0	0	120,000	0 %
BLACKMORE CT BRIDGE/CLAM BAY	0	0	0	0	250,000	0 %
CITY-WIDE BRIDGE REPAIRS	0	151,372	138,046	0	0	0 %
<b>BRIDGE IMPROVEMENTS</b>	<b>1,030,715</b>	<b>700,421</b>	<b>687,096</b>	<b>0</b>	<b>650,000</b>	<b>93 %</b>
SAN MARCO/HEATHWOOD INTERSECTI	34,737	0	0	0	192,375	0 %
ELKCAM/BALD EAGLE TRAFFIC SIGN	17,826	25,000	9,389	0	140,000	560 %
SAN MARCO/BALD EAGLE INTERSECT	0	0	0	0	182,250	0 %
LOCAL ST/COLLECTOR INTERSECTN I	0	0	0	0	150,000	0 %
COLLIER/KENDALL DRIVE INTERSEC	0	286,365	59,831	0	0	0 %
BARFIELD/SAN MARCO INTERSECTIO	354,358	0	0	0	0	0 %
COLLIER/WINTERBERRY INTERSECTI	303,041	0	0	0	0	0 %
<b>INTERSECTIONS</b>	<b>709,961</b>	<b>311,365</b>	<b>69,220</b>	<b>0</b>	<b>664,625</b>	<b>213 %</b>
ROAD RESURFACING	368,299	359,656	359,656	0	350,000	97 %
MISC STREET/ALLEY MAINTENANCE	6,500	91,576	89,880	0	200,000	218 %
NORTH COLLIER BLVD PROJECT	0	342,635	321,162	0	578,400	169 %
S. COLLIER BLVD/MASS MUTUAL FU	0	0	0	0	214,000	0 %
BALD EAGLE LOS CAPACITY ANALYS	0	0	0	0	50,000	0 %
COLLIER ACCESS MGMT PLAN	1,100	0	0	0	0	0 %
<b>ROADWAYS</b>	<b>375,899</b>	<b>793,867</b>	<b>770,698</b>	<b>0</b>	<b>1,392,400</b>	<b>175 %</b>
SOUTH COLLIER BLVD PROJECT	0	394,000	0	0	0	0 %
ELKCAM CIRCLE REDEVELOPMENT	28,100	30,000	(24)	0	0	0 %
SIDEWALK PROJECT DISTRICT IV	0	0	0	0	400,000	0 %
LELAND WAY PATHWAY TO YMCA	0	0	0	0	30,000	0 %
SIDEWALK PROJECT DISTRICT III	33,902	324,922	325,686	0	0	0 %
TB NEIGHBORHOOD SIDEWALK PROJE	18,824	0	0	0	0	0 %
SIDEWALK PROJECT DISTRICT II	368,758	2,413	2,413	0	0	0 %
<b>PEDESTRIAN/BICYCLE WAYS</b>	<b>449,583</b>	<b>751,335</b>	<b>328,074</b>	<b>0</b>	<b>430,000</b>	<b>57 %</b>

DESCRIPTION	ACTUAL FY2001	BUDGET FY2002	YTD ACTUAL FY2002	PROJECTED FY2002	PROPOSED FY2003	% OF FY2002
CUL DE SAC IMPROVEMENTS	24,255	25,000	24,960	0	25,000	100 %
SN/BRF WB/COLL LANDSCAPING	25,101	54,624	54,624	0	65,000	119 %
JOLLEY BRIDGE LANDSCAPING	0	20,000	0	0	0	0 %
ROADSIDE BORDER LANDSCAPING	0	165,000	144,372	0	225,000	136 %
BALD EAGLE/ELK CIR LANDSCAPING	0	0	0	0	45,000	0 %
<b>STREETScape IMPROVEMENTS</b>	<b>49,356</b>	<b>264,624</b>	<b>223,956</b>	<b>0</b>	<b>360,000</b>	<b>136 %</b>
OPEN SPACE LAND ACQ	0	0	0	0	1,050,000	0 %
MACKLE PARK EXPANSION	0	0	0	0	110,000	0 %
RACQUET CLUB/MACKLE PATHWAY	0	450,000	0	0	75,000	17 %
WINTERBERRY PARK EXPANSION	0	0	0	0	129,750	0 %
CR92 GOODLAND PATHWAY	0	138,000	10,500	0	0	0 %
MACKLE PARK BOCCIE COURTS	0	108,000	105,234	0	0	0 %
AQUISISTION OF LOT COLLIER/CLA	0	500	500	0	0	0 %
<b>PARKS, REC &amp; OPEN SPACE</b>	<b>0</b>	<b>696,500</b>	<b>116,234</b>	<b>0</b>	<b>1,364,750</b>	<b>196 %</b>
CONTINGENCY AND GRANT MATCHES	0	62,587	0	0	200,000	320 %
<b>CONTINGENCY</b>	<b>0</b>	<b>62,587</b>	<b>0</b>	<b>0</b>	<b>200,000</b>	<b>320 %</b>
<b>TOTAL CIP EXPENSES</b>	<b>4,635,800</b>	<b>4,853,000</b>	<b>3,481,037</b>	<b>0</b>	<b>6,942,975</b>	<b>143 %</b>

Building Fund

Utility Fund

# City of Marco Island Annual Budget Summary Fiscal Year 2002-2003

## *Building Services Fund*

2003 Annual Budget
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<b>REVENUES:</b>
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Building Permits	\$	941,931
Miscellaneous Rev.		0

<b>TOTAL REVENUES</b>	<b>\$</b>	<b>941,931</b>
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<b>EXPENDITURES:</b>
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Personal Services	\$	396,299
Collier County Services		93,000
Other Operating		62,759
Central Administration		318,873
Contingency		50,000
Capital Outlay		21,000

<b>TOTAL EXPENDITURES</b>	<b>\$</b>	<b>941,931</b>
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<b>CASH FLOW</b>
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0

**MISSION STATEMENT**

*To provide Marco Island with a comprehensive Building Services Division that is responsive to the needs of the development community and residents, provides the services of trained professionals to ensure strict compliance with building codes, to generate sufficient revenues through the collection of reasonable fees to fully support the division, and to promote the general health, welfare and appearance of Marco Island through diligent plan review and inspection services.*

**DESCRIPTION**

For Fiscal Year 2003, Building Services has been established as an independent Special Revenue Fund of the City. Under Florida Statutes, building permit revenues may only be used to support the operations of the Building Department of the municipality; establishing this function as a separate fund will allow us to better account for the financial operations of Building Services. Functionally, Building Services will continue to operate as a division of the Community Development Department.

The Building Services Division is charged with providing a full range of services to the development community and the citizens of Marco Island. Services include the issuance of permits, the review of plans, and field inspections of projects.

The Division reviews and inspects all projects requiring a permit. The City strives to assemble and maintain a team of well-qualified personnel. The Chief of Building Services and all three building inspectors are either certified inspectors/plans reviewers or undergoing training to obtain such certification. Specialized certifications by the inspectors will allow for coverage and cross training. In addition to a part-time electrical inspector, the City has contracted with a Structural Plan Review Specialist to provide on-call services for commercial and multi-family plan review. Because of the staff's experience, certifications, and contracted services, all plan reviews can be handled in-house.

The permitting section is lead by a clerk with over eight years of permitting experience, a clerk with extensive County experience, and an assistant clerk. The Building Services Division also receives staff support from the Community Development and Public Works staff. This support involves site plan and project review, right-of-way permitting, and FEMA issues. The

Building Fund will be utilized to offset costs associated with this external support to the Building Services Division.

In fiscal year 2001 the City reviewed and permitted 281 new single-family homes. During the first seven months of fiscal year 2002 the City has reviewed and permitted 133 new single-family homes, a pace that could result in a total of 210 homes this year. In addition the City has issued permits for the construction of 168 new multi-family units this fiscal year, with more units pending approval. While there has been an overall slow-down in new housing starts it is anticipated that the division will continue to see around 225 new single-family projects in fiscal year 2003. However, the Division is on pace to issue over 3,000 total permits, and there are several large-scale commercial and multifamily projects under review.

Although the volume of permits has decreased, the amount of work associated with permitted activities has increased. The shift from single family to commercial/multi-family development requires more extensive plan review and inspection services. Application and enforcement of the new Florida Building Code has further increased the volume of work associated with plan review and on-site inspection.

In fiscal year 2003 the Building Services Division will aspire to achieve the following:

**OBJECTIVES**

- To provide the development community and citizens of Marco Island with superior service.
- To maintain the level of service our customers expect, and simultaneously learn and implement the new Florida Building Code.
- Implement strategies to expedite the review and approval of permit applications.
- For inspectors to obtain multiple certifications from the State and project a more professional image.
- Continue implementation of a sensible, cost-effective strategy for records/plans storage and retention.

During fiscal year 2002 the Building Services Division strived to achieve the following objectives set in the previous budget:

**ACCOMPLISHMENTS**

- The Department relocated to the remodeled City Hall, which is friendlier and more convenient to the public, and conducive to enhanced staff interaction.
- Conducted plan review and permitted an estimated 210 new single-family homes.
- Continue to issue over 3,000 permits for new construction and remodeling projects on the Island.
- Perform approximately 12,000 inspections for permitted projects.
- On pace to collect over \$4,000,000 in total permit fees (including impact fees).

**DETAIL OF PERSONNEL SERVICES**

Position:	FY2002 Budget:	FY2003 Budget:	Salary:
Chief of Building Services	1.0	1.0	\$ 52,364
Electrical Inspector	1.0	1.28	52,077
Plumb/Mech. Inspector	1.0	1.0	39,189
Structural Inspector	1.0	1.0	39,375
Senior Permit Clerk	1.0	1.0	32,523
Permit Clerk	1.0	1.0	29,426
Asst. Permit Clerk	1.0	1.0	24,960
<i>Pay for Performance Incentives</i>			<u>12,896</u>
<b>Total Full Time Equivalents</b>	<b>7.0</b>	<b>7.28</b>	<b>\$282,810</b>

**DETAIL OF CAPITAL PURCHASES**

Description:	Total Cost:
Renovate Atrium Entrance	\$15,000
Computer Stations for Staff	<u>6,000</u>
<b>Total Capital Outlay</b>	<b>\$21,000</b>

**BUDGET SUMMARY**

Personnel Services Expenditures	\$396,299
Operating Expenses	205,759
Allocated Administration	318,873
Capital Outlay	<u>21,000</u>
<b>Total for FY2003</b>	<b>\$941,931</b>

**REVENUE SUMMARY**

Building Permits	\$941,931
<b>Total for FY2003</b>	<b>\$941,931</b>

*City of Marco Island*  
*Building Services*  
*Cost Allocation*

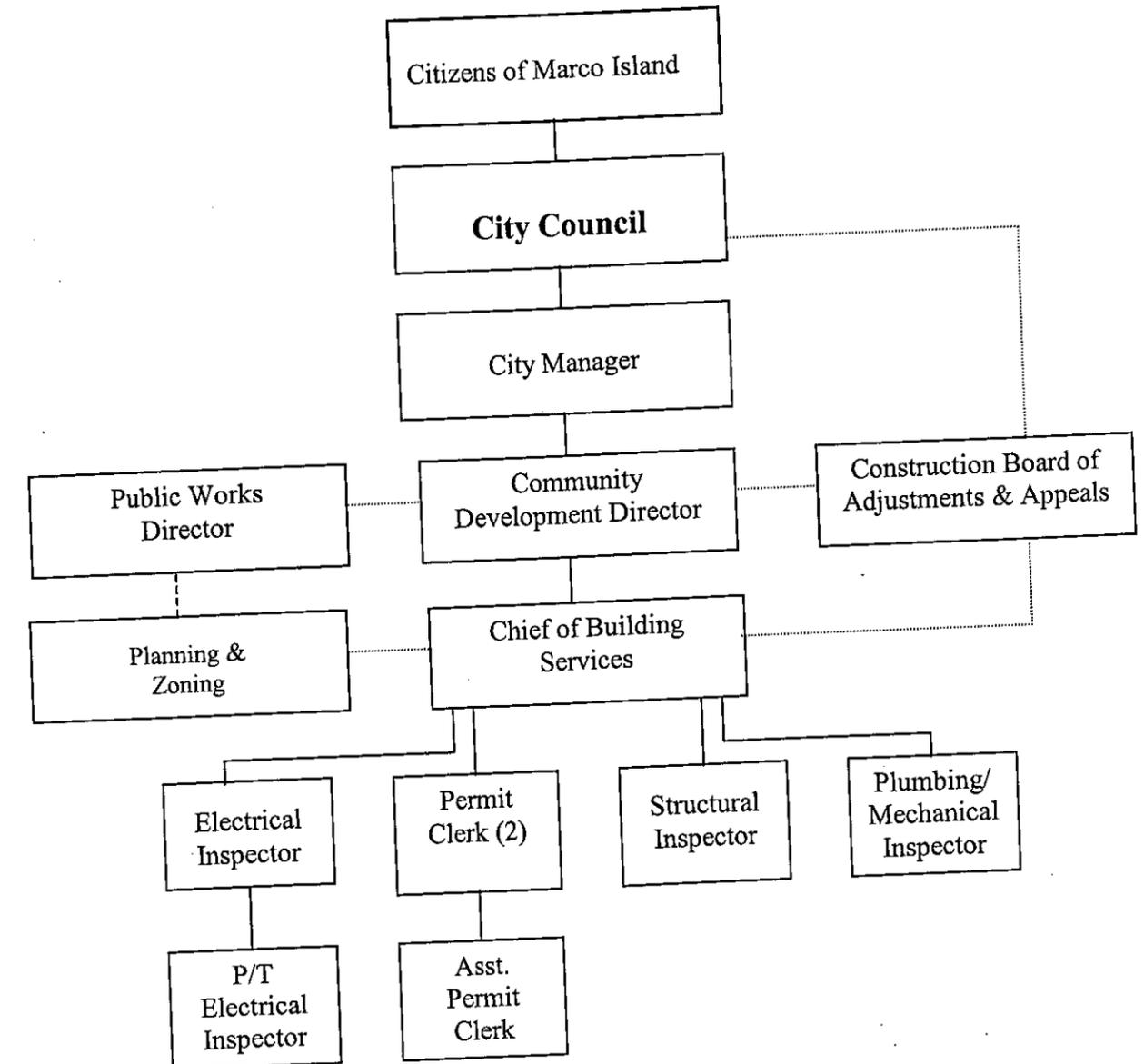
Allocation Percentage	2002 Costs Allocated
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Community Development Director	50.0%	40,600
City Planner	50.0%	31,300
Zoning Administrator	50.0%	22,700
Public Works Director	50.0%	43,100
Public Works Superintendent	40.0%	23,300
Public Works Maint. Worker	30.0%	11,200
City Hall Operations (1):		
Contract Services	25.0%	12,400
Utilities	25.0%	6,900
Repair	25.0%	6,600
Administration (2):		
City Council	7.0%	4,800
City Manager	7.0%	26,700
Finance	7.0%	21,400
City Attorney	7.0%	11,200
Insurance	7.0%	25,700
Other Costs:		
Right-of-Way Surveys	100.0%	15,500
Sub-Total		\$ 303,400
Add for 2003 Expenses		15,473
<b>Total Allocated Costs</b>		<b>\$ 318,873</b>

- (1) Allocated on City Hall square footage  
(2) Allocated on percent of operating budget

BldgServicesCostAllocation

**ORGANIZATIONAL CHART**



100% Yr Comp

100% Yr Complete

DESCRIPTION	ACTUAL FY2001	BUDGET FY2002	YTD ACTUAL FY2002	PROJECTED FY2002	PROPOSED % OF FY2003 FY2002
BLDG SERV REVENUE					
BUILDING PERMIT FEES	0	0	0	0	941,931 0 %
TOTAL REVENUE:	0	0	0	0	941,931 0 %

DESCRIPTION	ACTUAL FY2001	BUDGET FY2002	YTD ACTUAL FY2002	PROJECTED FY2002	PROPOSED % OF FY2003 FY2002
BLDG SERV FUND					
WAGES	0	0	0	0	282,810 0 %
OVERTIME	0	0	0	0	8,000 0 %
BENEFITS	0	0	0	0	77,327 0 %
FICA TAXES	0	0	0	0	28,162 0 %
TOTAL PERSONNEL SERVICES:	0	0	0	0	396,299 0 %
PROFESSIONAL FEES	0	0	0	0	15,000 0 %
CONTRACTUAL SERVICES	0	0	0	0	20,000 0 %
COLLIER COUNTY SERVICES	0	0	0	0	93,000 0 %
TRAVEL PER DIEM	0	0	0	0	2,000 0 %
TELEPHONE & COMMUNICATIONS	0	0	0	0	3,924 0 %
RENTALS & LEASES	0	0	0	0	4,320 0 %
VEHICLE REPAIR & MAINTENANCE	0	0	0	0	1,280 0 %
EQUIPMENT REPAIR & MAINTENANCE	0	0	0	0	500 0 %
PRINTING	0	0	0	0	500 0 %
OFFICE SUPPLIES	0	0	0	0	8,500 0 %
FUEL	0	0	0	0	1,800 0 %
UNIFORMS	0	0	0	0	850 0 %
POSTAGE	0	0	0	0	100 0 %
PUBLICATIONS & MEMBERSHIPS	0	0	0	0	1,585 0 %
TRAINING	0	0	0	0	2,400 0 %
CONTINGENCY	0	0	0	0	50,000 0 %
CENTRAL ADM ALLOCATION	0	0	0	0	318,873 0 %
TOTAL OPERATING EXPENSES:	0	0	0	0	524,632 0 %
CAPITAL IMPROVEMENTS	0	0	0	0	15,000 0 %
EQUIPMENT PURCHASES	0	0	0	0	6,000 0 %
TOTAL CAPITAL OUTLAY:	0	0	0	0	21,000 0 %
GRAND TOTAL FOR DEPARTMENT:	0	0	0	0	941,931 0 %

Utility Fund

**City of Marco Island  
Annual Budget Summary  
Fiscal Year 2002-03**

*Sewer Utility Fund*

Fiscal  
2003  
Annual  
Budget

**REVENUES:**

Sewer Utility Fees	\$	856,539
Miscellaneous Rev.		0

**TOTAL REVENUES** \$ 856,539

**EXPENDITURES:**

Personal Services	\$	44,184
Contractual Services		150,000
Utilities		520,800
Other Operating		14,055
Capital Outlay		177,500

**TOTAL EXPENDITURES** \$ 906,539

**CASH FLOW**

-50,000

**MISSION STATEMENT**

*To manage, operate, upgrade, and maintain the City's sanitary sewer collection system in an efficient and professional manner so as to meet or exceed community expectations for undisruptive and cost-effective conveyance and treatment of wastewater within the easterly part of the City.*

**DESCRIPTION**

At the end of fiscal year 2000, City Council entered into three Interlocal Agreements with Collier County government for transfer of sanitary sewer facilities from the Marco Island Water/Sewer District to the City of Marco Island. Under a facility transfer Interlocal Agreement, the City assumed ownership of a sewer collection system consisting of three primary components:

- Over 18 miles of 8-inch gravity sewer mains and service laterals;
- 18 lift stations on the gravity sewer system; and
- 14 master pump stations and associated force mains (2.5 to 12 inches).

The Utility Division is charged with the responsibility to protect the public health and to ensure minimal impact upon the aquatic environment by adequate collection and treatment of wastewater within the City. This is achieved by utilizing a combination of staff and contractor resources:

***Sanitary Sewer - Administration:***

Guidance for the overall utility O & M functions is provided by the Public Works Director through the Public Works Superintendent and the department's Executive Secretary. An Accounting Clerk in the Finance Department provides billing and fee collection functions as well as general utility customer services.

***Sanitary Sewer - Engineering:***

Minor engineering design services and facility assessments are provided by either contract consultants or engineering personnel of the City's utility management contractor. The City's utility management contractor also provides services to stake and locate existing and proposed sanitary sewer connections. Engineering reviews of sanitary sewer extensions proposed by property owners and developers are undertaken by public works staff.

***Sanitary Sewer - Wastewater Treatment:***

Florida Water Services, Inc., as the primary utility service provider for Marco Island, is responsible for treating wastewater generated by the City's 18-mile sanitary sewer collection system including field operations and plant maintenance functions attendant to such responsibilities.

***Sanitary Sewer - Line Maintenance:***

Routine sewer line maintenance and emergencies related to line blockages and overflows are the responsibility of the Public Works Superintendent, the City's utility management contractor and local plumbing subcontractors. This maintenance function also involves routine cleaning of sanitary sewer pipes, routine internal television inspection of main line sewers, repair and/or replacement of pipe failures and investigation of complaints and correction of identified problems.

***Sanitary Sewer - Capital Improvements:***

The City's utility management contractor provides engineering and construction services for sewer capital improvements. Work generally involves system upgrades and replacements of sub-components for 18 lift stations on the gravity sewer system and 14 master pump stations and associated force mains.

Based on inspections conducted by the City's consultant during fiscal year 2000, major capital improvements to the sewer collection system are not warranted at this time. The Sewer Utility Fund budget for fiscal year 2003, however, does include planned expenditures for routine maintenance measures, corrective repairs, and minor capital improvements in order to achieve a minimum level of service for effective maintainability. Routine work for on-going system maintenance and repair during fiscal year 2003 shall be accomplished through a budgetary provision for contractual services, and minor capital improvements will be completed under the capital improvement line item for facilities.

For fiscal year 2003, the Public Works Department will also continue to provide oversight supervision of the City's utility management contractor who is responsible to plan, organize, schedule, control and implement both maintenance and capital work. Additionally, for fiscal year 2003 an Accounting Clerk in the Finance Department will continue to be responsible for general customer services and processing of monthly utility bills. No additional personnel are proposed for hire during fiscal year 2003.

The City's Sewer Utility Fund is self-supporting. Revenues derived from sewer user fees support expenditures for the administrative, operational and maintenance functions and as well as for necessary minor capital improvements. Planned expenses for fiscal year 2003 are below the forecast total revenues to be generated from the user fee schedule.

For the third year of ownership of the sewer collection system, all maintenance functions shall be outsourced under the professional services and contractual services categories. The Public Works Department plans to outsource the following principal services:

- |   |   |
|---|---|
| <p><b>Professional Services:</b></p> <ul style="list-style-type: none"> <li>• Professional Engineering Services</li> <li>• Collier County Technical Clarifications</li> </ul> | <p><b>Contractual Services:</b></p> <ul style="list-style-type: none"> <li>• Utility Management Contractor</li> <li>• Wastewater Treatment</li> </ul> |
|---|---|

During fiscal year 2003, the Public Works Department will aspire to achieve the following:

**OBJECTIVES**

- Undertake a utility rate schedule and fee study.
- Commence with planning and preparation of standard City of Marco Island utility design and construction specifications.
- Commence with planning and preparation of a utility ordinance for the City of Marco Island, which will in part supercede the Collier County regulations.
- Prepare a utility manual for O & M tasks for internal management purposes.
- Infrastructure mapping activities with consultant to establish an asset management computer program in conjunction with a Geographical Information System to inventory the gravity sanitary sewer lines to reflect as-built conditions.
- Planning activities with consultant and the City's utility management contractor to quantify current capacity and performance deficiencies of the sewer system, resulting in the cost-effective determination of future priorities for capital improvements and sequences for maintenance and repair work.
- Planning activities to computerize the following major public works functions through database applications: quarterly sewer inspections, capital project quality control inspections and construction contract administration functions.

- Maintain a cooperative and team orientated relationship with customers, vendor contractors, and various City departments to result in efficient and cost-effective utility services.
- Investigate opportunities for low interest loans and grant application submittals to state and federal governing authorities for future sewer expansion projects.
- To the extent practicable, schedule and perform sewer maintenance, repair and capital work during non-peak traffic periods to minimize disruption to property owners and motorists.
- Negotiate and process easement agreements as may be required.
- Provide professional development training to public works employees having direct responsibility for operational or administrative aspects of the sewer system.

During fiscal year 2002, the Public Works Department achieved the following objectives set forth in the previous budget:

**ACCOMPLISHMENTS**

- Completed close out transactions with Collier County for full assumption of O & M responsibilities by the Public Works Department.
- Performed 8 clean out services for line blockages and 6 emergency pump replacements at lift stations.
- Contracted for odor control services at selected lift and pump stations.
- Commenced with planning and coordination activities for mapping the City's sanitary sewer infrastructure utilizing Geographical Information System technology.
- Completed a computer based "One-Call" utility notification system for locating City owned utilities during private construction work within public right-of-way.
- Completed transfer of utility stake and locate responsibilities from Collier County to public works staff and the City's utility management contractor.

- Provided responsible and responsive customer services for O & M functions, utility right-of-way permits, odor complaints and home building activities.
- Partially identified system deficiencies through staff inspections.
- Completed pump replacements and miscellaneous other capital improvements to 16 lift stations.
- Provided on-the-job training to the departments' Public Works Superintendent.
- Provided responsible and responsive sewer line repairs / replacements caused by construction damages by private contractors performing unrelated work within public right-of-way.
- Prepared sewer facility maps for use by City staff and contractor personnel for O & M tasks and customer services.
- Coordinated line blockages and sewage overflows with the State of Florida Department of Environmental Regulation.
- Coordinated code enforcement violations for improper and unauthorized disposal of waste materials into the City's sanitary sewer collection system.
- Reviewed engineering design plans for private force main extensions by property owners, including coordination of ownership transfer to Florida Water Services, Inc.
- Inspected residential septic tanks in response to customer service complaints and coordinated the disposition of results and recommended remedial actions with the Collier County Health Department and the City's staff environmentalist.

**DETAIL OF PERSONNEL SERVICES**

<b>Position:</b>	<b>FY2002 Budget:</b>	<b>FY2003 Budget:</b>	<b>Salary:</b>
Accounting Clerk	1.0	1.0	\$26,400
Pay for Performance Incentives			<u>1,320</u>
<b>Total Full Time Equivalents</b>	1.0	1.0	<b>\$27,720</b>

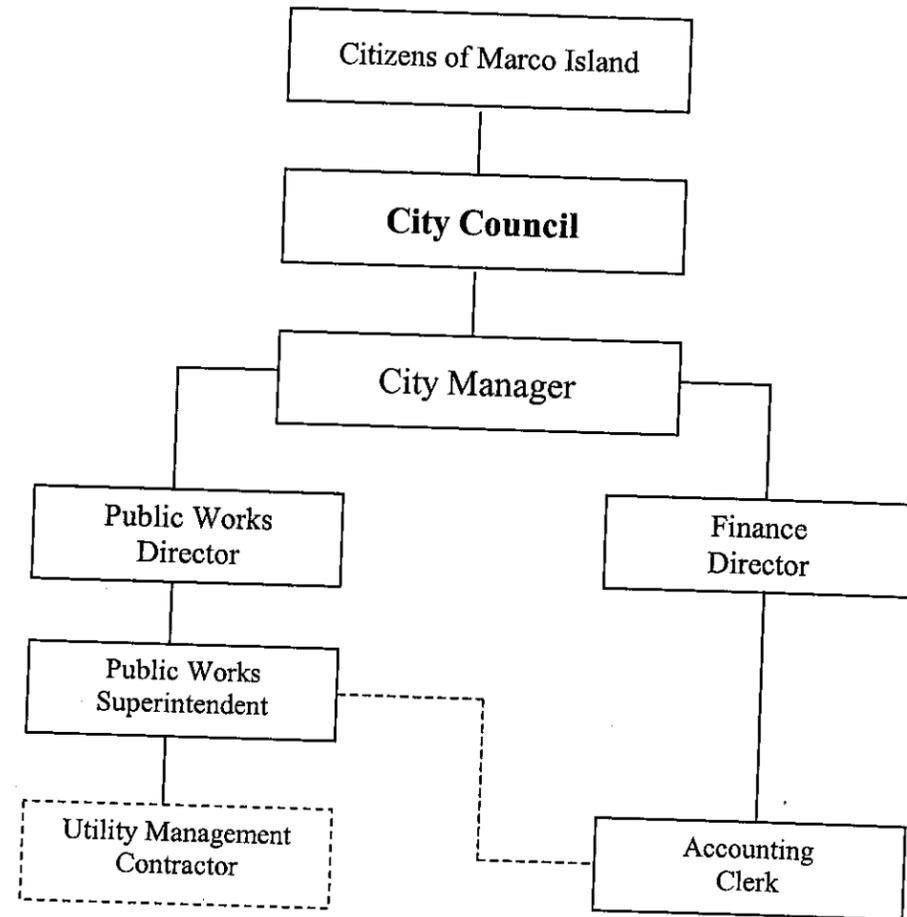
**DETAIL OF CAPITAL OUTLAY**

<b>Description:</b>	<b>Total Cost:</b>
Tallwood Sewer Relocate	\$ 50,000
Lift Station and Pump Station Repairs	124,000
Equipment Purchases	<u>3,500</u>
<b>Total Capital Outlay</b>	<b>\$177,500</b>

**BUDGET SUMMARY**

Personnel Services Expenditures	\$ 44,184
Operating Expenses	684,855
Capital Outlay	<u>177,500</u>
<b>Total for FY2003</b>	<b>\$906,539</b>

ORGANIZATIONAL CHART



DESCRIPTION	ACTUAL FY2001	BUDGET FY2002	YTD ACTUAL FY2002	PROJECTED FY2002	PROPOSED % OF FY2003 FY2002
<b>SEWER UTILITY REVENUE</b>					
SEWER UTILITY FEES	872,567	817,701	780,960	852,000	105 %
INTEREST EARNINGS	10,505	0	3,693	4,000	0 %
SEWER ASSESSMENTS	14,206	0	1,880	9,000	0 %
MISCELLANEOUS REVENUE	478	0	409	400	0 %
NON-OPERATING REVENUE	147,745	0	4,258	4,200	0 %
DEPRECIATION OF FA CONTRIBUTED	139,264	0	0	0	0 %
<b>TOTAL REVENUE:</b>	<b>1,184,765</b>	<b>817,701</b>	<b>791,199</b>	<b>869,600</b>	<b>105 %</b>

DESCRIPTION	ACTUAL FY2001	BUDGET FY2002	YTD ACTUAL FY2002	PROJECTED FY2002	PROPOSED % OF FY2003 FY2002
SEWER UTILITY					
WAGES	19,410	26,400	23,879	26,400	105 %
OVERTIME	887	2,000	909	2,000	100 %
BENEFITS	5,793	11,584	9,698	11,584	100 %
FICA TAXES	1,818	2,716	1,635	2,716	105 %
WORKERS' COMPENSATION	318	284	0	284	0 %
TOTAL PERSONNEL SERVICES:	28,225	42,984	36,121	42,984	103 %
PROFESSIONAL SERVICES	118	0	0	1,500	0 %
CONTRACTUAL SERVICES	29,832	155,275	145,689	140,000	97 %
COLLEGE COUNTY SERVICES-TREATMENT	483,665	0	0	0	0 %
COLLEGE COUNTY SERVICES	93,953	2,000	2,000	2,000	0 %
TRAVEL PER DIEM	62	375	456	435	128 %
TELEPHONE & COMMUNICATIONS	0	204	204	204	0 %
UTILITIES	8,912	519,262	441,436	519,262	100 %
RENTALS AND LEASES	274	275	174	275	100 %
INSURANCE	2,000	275	174	275	100 %
PRINTING	2,250	0	0	10,000	0 %
OFFICE SUPPLIES	982	1,484	813	1,484	135 %
POSTAGE	6,000	5,500	5,500	6,000	109 %
TRAINING	0	488	488	349	0 %
DEPRECIATION EXPENSE	141,748	0	0	0	0 %
TOTAL OPERATING EXPENSES:	769,795	685,622	597,539	681,629	100 %
CAPITAL IMPROVEMENTS - FACILITY	0	89,095	89,095	90,000	195 %
EQUIPMENT PURCHASES	0	0	0	0	0 %
TOTAL CAPITAL OUTLAY:	0	89,095	89,095	90,000	199 %
GRAND TOTAL FOR DEPARTMENT:	798,020	817,701	722,755	814,613	111 %
				906,539	