

*CITY OF MARCO ISLAND,  
FLORIDA*

ANNUAL BUDGET  
Fiscal Year 2003 – 2004

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

Aerial Provided by:  
**Kimley-Horn & Associates, Inc.**

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

A. WILLIAM MOSS, CITY MANAGER  
RICHARD YOVANOVICH, CITY ATTORNEY

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

**PRINCIPAL OFFICIALS:**

*OWN OF MARCO ISLAND  
#10274*

City of Marco Island

*Consolidated Budget Summary*

Fiscal Year	Fiscal Year	Fiscal Year
2004	2003	2002
Year	Year	Year
BUDGET	BUDGET	AUDITED

General Fund:	2002	2003	2004
Ad Valorem Taxes	7,908,375	9,007,000	\$ 9,928,000
Intergovt Revenues	3,644,046	3,671,500	3,707,700
Other Revenues	1,401,655	1,012,200	974,000
<b>Sub-Total</b>	<b>12,954,076</b>	<b>13,690,700</b>	<b>14,609,700</b>
Capital Projects Fund:			
Intergovt Revenues	277,763	1,662,500	1,523,500
Impact Fees	612,205	450,000	400,000
Bond Proceeds	365,607	1,955,000	3,818,000
Other Revenues	210,446	497,000	2,068,400
<b>Sub-Total</b>	<b>1,466,021</b>	<b>4,564,500</b>	<b>7,809,900</b>
Building Services Fund:			
Other Revenues	1,503,759	941,931	928,377
Utility Fund:			
825,633	856,539	825,000	
Recreation Enterprise Fund:			
-	-	100,000	
Use of Reserves:	(2,321,499)	(730,766)	254,680
<b>TOTAL REVENUES:</b>	<b>\$ 14,427,990</b>	<b>\$ 19,322,904</b>	<b>\$ 24,527,667</b>

General Fund:	2002	2003	2004
Police Department	2,297,618	2,730,872	2,659,455
Fire Department	2,683,913	2,431,563	2,645,111
Community Devl	522,157	574,626	614,411
Public Works	1,105,974	1,214,671	1,262,237
Parks & Rec	1,215,340	1,500,408	1,567,373
General Govt	1,372,799	2,398,192	2,543,570
Sub-Total	9,197,801	10,850,332	11,292,157
Less: Admin Allocation	-	(318,873)	(433,125)
<b>Sub-Total</b>	<b>9,197,801</b>	<b>10,531,459</b>	<b>10,859,032</b>
Capital Projects Fund:			
General Capital	392,677	100,000	468,000
Drainage Projects	885,177	1,495,000	1,833,000
Transportation	1,859,992	3,137,025	7,946,000
Waterways	-	286,200	40,000
Parks & Recreation	530,882	1,724,750	1,200,000
Contingency	-	200,000	200,000
<b>Sub-Total</b>	<b>3,668,728</b>	<b>6,942,975</b>	<b>11,687,000</b>
Building Services Fund:			
763,441	941,931	928,377	
Utility Fund:			
798,020	906,539	953,248	
Recreation Enterprise Fund:			
-	-	100,000	
<b>TOTAL EXPENDITURES:</b>	<b>\$ 14,427,990</b>	<b>\$ 19,322,904</b>	<b>\$ 24,527,667</b>

**ORDINANCE 03- 17**

**AN ORDINANCE ADOPTING THE FINAL BUDGET FOR THE CITY OF MARCO ISLAND, FOR THE FISCAL YEAR COMMENCING OCTOBER 1, 2003 AND ENDING SEPTEMBER 30, 2004; 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 2003-2004 budget, specifically:

Five-Year Capital Improvement Program budget workshop held on May 9, 2003;  
Fiscal Year 2004 Proposed Budget workshop held on June 18, 2003; and

WHEREAS, the 2003 Tax Assessment Roll for the City of Marco Island has been prepared, equalized and certified, showing:

Total Assessed Valuation of Real and Personal Property ... \$6,372,123,299; and

WHEREAS, the process of the adoption of the annual budget is governed by Chapter 200, Florida Statutes "Truth in Millage" (TRIM) legislation, requiring calculation of the Rolled-Back Tax Rate and percentage increase over the Rolled-Back Rate, certain public notices, public hearings, and format of required resolutions and ordinances.

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, 2003 and ending September 30, 2004 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, 2004, there is hereby appropriated 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.

A.. Resolution No. 03-03, adopted by the City Council on January 13, 2003, determined that "operating expenditures" would be interpreted on a budget-to-budget basis. The resolution further determined that expenditures funded by the proceeds of municipal debt would 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, would be included in the calculation of expenditures against the Spending Cap for the life of the indebtedness.

B. 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.

C. The electorate of the City of Marco Island approved a charter referendum on September 10, 2002 dealing with the Spending Cap. Voters determined that expenditures financed by grants, gifts, and impact fees were not subject to the Spending Cap and that all expenditures of utilities and other self-supporting Enterprise Fund operations were likewise exempt from the Spending Cap.

**Sec. 4.** Budgetary control is maintained at the department level in the General Fund and at the fund level in all other funds. Budget amendments are approved from time to time during the course of the fiscal year through the approval of the City Council by voice vote. A Budget Re-Appropriation Ordinance, consolidating all budget amendments approved during the course of the fiscal year, is prepared and presented to the City Council near the end of the fiscal year to officially amend the Annual Budget.

**Sec. 5. 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.

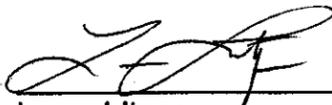
C. In the event this Ordinance conflicts with any other Ordinance of the City of Marco Island or other applicable law, the more restrictive shall apply. If any phrase or portion of this Ordinance is held invalid or unconstitutional by any court of competent jurisdiction, such portion shall be deemed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

**Sec. 6. Effective Date.**

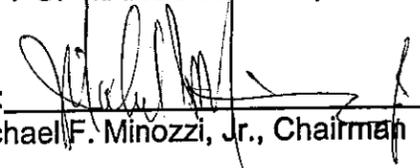
This Ordinance shall take effect immediately upon adoption.

Passed in open and regular session through roll call vote by the City Council of the City of Marco Island, Florida, this 15th day of September, 2003.

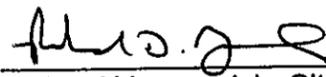
Attest:

  
 Laura Litzen  
 City Clerk

CITY OF MARCO ISLAND, FLORIDA

BY:   
 Michael F. Minozzi, Jr., Chairman

Approved as to form and legal sufficiency:

  
 Richard Yovanovich, City Attorney

**Exhibit "A"**

**Appropriations Ordinance  
 Annual Budget for the City of Marco Island, Florida  
 for the Fiscal Year 2003 - 2004**

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

*Forward* \$ 7,828,989 \$ 2,274,586 \$ 670,533 \$ 564,983 \$ - \$ 11,339,091

*Revenues*

Ad Valorem Property Taxes	9,807,000				9,807,000
Other Revenues	4,681,700	7,809,900	928,377	825,000	14,344,977
Interfund transfers	(3,231,623)	3,231,623			
<b>TOTAL REVENUES:</b>	<b>\$ 11,257,077</b>	<b>\$ 11,041,523</b>	<b>\$ 928,377</b>	<b>\$ 825,000</b>	<b>\$ 24,051,977</b>

**TOTAL AVAILABLE:** \$ 19,086,066 \$ 13,316,109 \$ 1,698,910 \$ 1,389,983 \$ 100,000 \$ 35,391,068

**APPROPRIATIONS:**

Legislative	62,713				62,713
Executive	417,709				417,709
Finance	330,115				330,115
Legal	165,000				165,000
Debt Service	521,223				521,223
General Government	1,046,810				1,046,810
Community Development	407,414				407,414
Code Compliance	206,997				206,997
Fire/Rescue	2,645,111				2,645,111
Police Services	2,659,455				2,659,455
Public Works	1,262,237				1,262,237
Parks Maintenance	421,877				421,877
Recreation Programs	647,609				647,609
Beautification	497,887				497,887
Less: Admin. Allocation	(433,125)				(433,125)
					11,687,000
Capital Projects		11,687,000			11,687,000
Building Services			928,377		928,377
Utility Fund				953,248	953,248
Recreation Fund					100,000
					100,000
<b>APPROPRIATION TOTALS</b>	<b>\$ 10,859,032</b>	<b>\$ 11,687,000</b>	<b>\$ 928,377</b>	<b>\$ 953,248</b>	<b>\$ 24,527,657</b>
<b>RESERVES</b>	<b>398,045</b>	<b>(645,477)</b>		<b>(128,248)</b>	<b>(375,680)</b>

*Appropriations &*

*Reserve*

*Balances*

\$ 19,086,066 \$ 13,316,109 \$ 1,698,910 \$ 1,389,983 \$ 100,000 \$ 35,391,068

October 1, 2003

The Honorable City Council  
City of Marco Island, Florida

Ladies and Gentlemen:

It is with pleasure that we present to you the approved budget for the City of Marco Island for fiscal year 2003-2004. As of the start of this fiscal year, we continue to move closer to the reality of the City owning the operating the water and sewer utility operations on the island, purchased from Florida Water Services, Inc. for \$85 million. This acquisition will allow the City to change the focus of the utilities from short-term profits to one of addressing long-term issues of supply availability and maintenance and upgrading of facilities. Once the acquisition has been finalized, both an operating and capital budget for 2004 will be adopted by City Council as an amendment to this budget.

The City 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 2004 operating budget is a continuation budget, with limited funds budgeted to expand service levels. Seven new positions, however, have been added for 2004, two new police officer positions (funded 75% through a grant), a new position of Fire Inspector, and four new positions in Parks Maintenance. The new police positions will allow us to maintain service levels with a rising population and demand for services. The Fire Inspector will perform annual business inspections. The new positions in Parks Maintenance will replace functions formerly handled through privatization contracts.

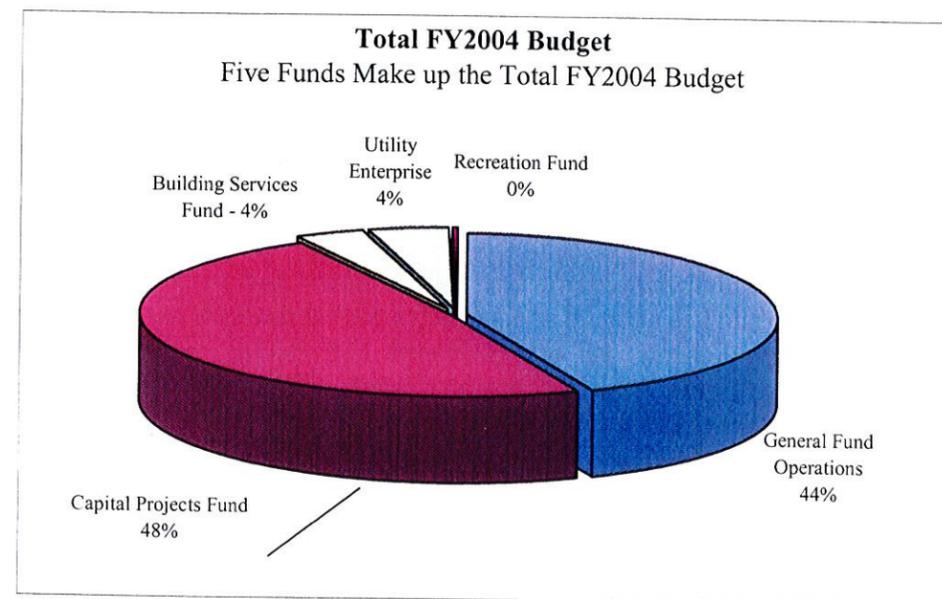
During fiscal year 2002, three-year labor agreements with both the Police Benevolent Association and the International Association of Firefighters were completed. Funds for the second year of these two contracts have been included in the fiscal year 2004 budget. The three-year contracts now in place remove the uncertainty of labor costs for this budget cycle.

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 1.69 mils to 1.62 mils. That change assures that our homesteaded property owners will pay less in City taxes than

they paid last year, while at the same time allowing the City to increase unrestricted reserves to keep pace with debt issued by the City.

The approved budget for all funds is:

General Fund Operations	\$10,859,032
Capital Improvement Program	11,687,000
Marco Sewer Utility	953,248
Building Services Fund	928,377
Recreation Fund	100,000
<b>TOTAL</b>	<b>\$24,527,657</b>



The total budget represents an increase of 26.9% over the fiscal year 2003 budget total of \$19,322,904. The rebuilding of Collier Boulevard is the single project accounting for most of this increase in budget.

**THE SPENDING CAP**

On June 2, 2003, the City Council established the Fiscal Year Spending Cap at \$14,835,420. This proposed budget is in compliance with that cap:

**EXPENDITURES SUBJECT TO THE SPENDING CAP: \$14,833,023**

ADD: Expenditures Exempt From Cap:

- Sewer Utility Enterprise Fund: 953,248
- Recreation Enterprise Fund: 100,000
- Bond Projects & Lease Purchase: 3,363,000
- Grants, Gifts, & Impact Fees: 5,281,250

**TOTAL PROPOSED BUDGET 2004: \$24,527,657**

**AD VALOREM RATE FOR GENERAL FUND**

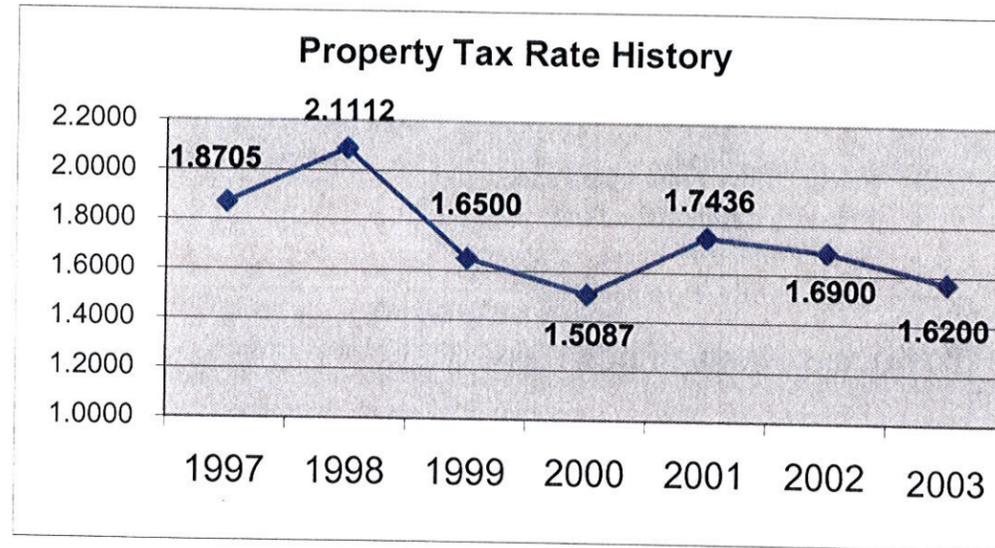
As part of the deliberations on the fiscal year 2003 budget, City Council determined that a tax levy of 1.69 mils would be sufficient, with the use of long-term debt, to finance operations and the 5-year Capital Improvements Plan without the need for any further tax increases over the five year planning horizon. This year, assessed valuations in the community increased 13.6%. Those valuation increases provided the opportunity to lower the tax levy to 1.62 mils.

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 1.69 mils to 1.62 mils will mean that property owners of homesteaded properties will see a slight increase in their property taxes due to the City of Marco Island.

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

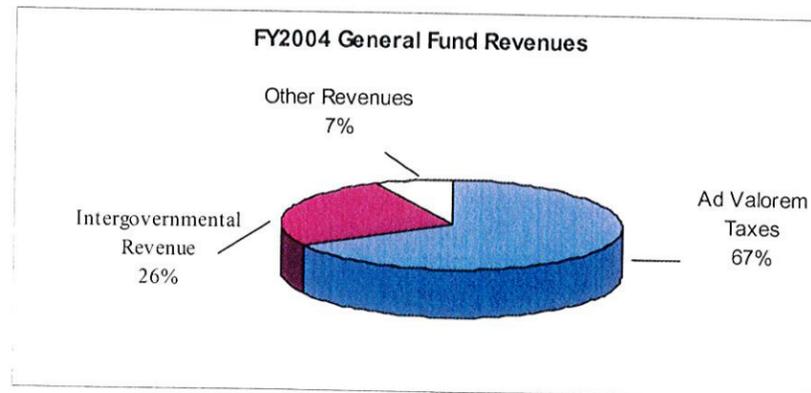
Marco Island Fire Control District	0.8800 mils
Roads MSTU	0.1950 mils
Marco Street Lighting MSTU	0.0564 mils
Marco Beautification MSTU	0.1670 mils
Unincorporated MSTU	<u>0.5721 mils</u>
<b>Total Before Incorporation</b>	<b>1.8705 mils</b>

The property tax rate history, including the adopted millage rate for the year 2003 (fiscal year 2003-04) is as follows:



**REVENUES**

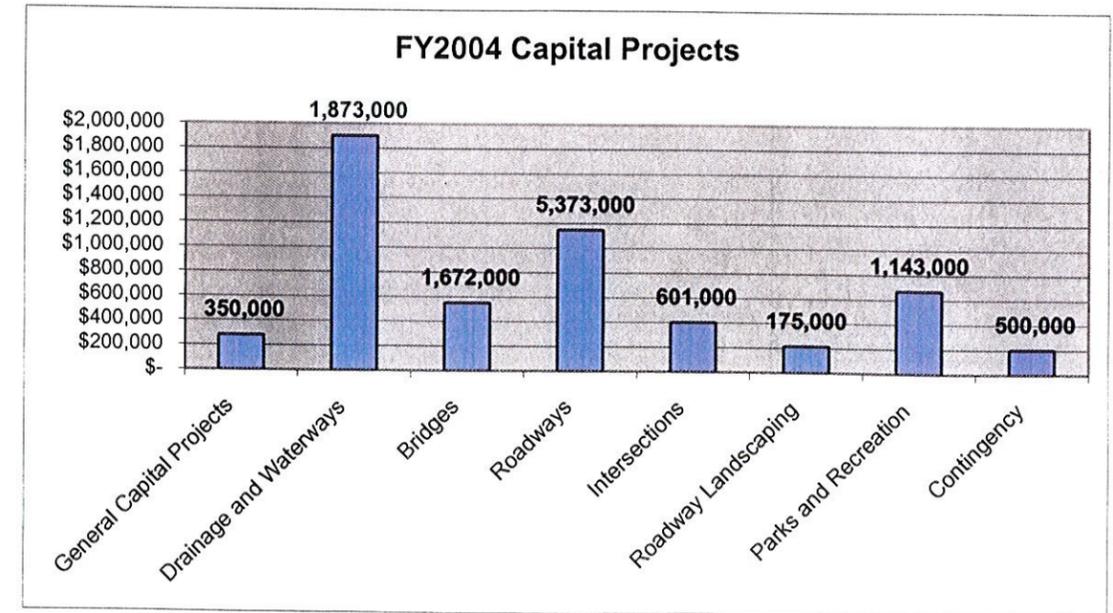
Total General Fund revenues are projected at \$14,488,700, a 6% increase over the fiscal year 2003 budget.

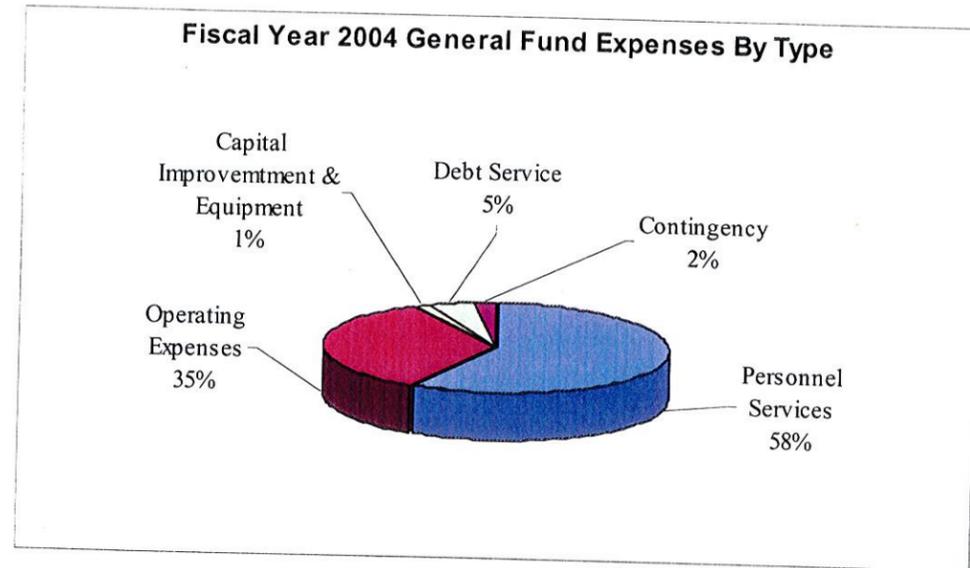


**FIVE-YEAR CAPITAL IMPROVEMENT PROGRAM**

The Program provides for 69 funded and unfunded projects and a CIP contingency totaling \$37,631,400 over five years. The approved budget for fiscal year 2004 is \$11,687,000. Projects fall within eight major categories as follows:

- General Capital Projects
- Drainage and Waterways
- Bridge Improvements
- Intersections
- Roadways
- Roadway Landscaping
- Parks, Recreation, & Open Space
- Capital Contingency





**PERSONNEL**

The proposed General Fund budget includes total personnel services costs of \$6,531,608. That total includes salaries, overtime, the City's portion of social security, and allowances for fringe benefits. This budgeted amount is based on the following assumptions:

1. Wages and Benefits paid to the members of the Police Benevolent Association are based on the collective bargaining agreement currently in force. The current agreement, our first agreement with this bargaining unit, was approved in the summer of 2002, retroactive to October 1, 2001. This proposed budget for fiscal year 2004 includes salary increases contained in that agreement. This is a three-year contract and will expire on September 30, 2004.
2. The City and the International Association of Firefighters agreed to a new three-year contract beginning on October 1, 2002. Salary increases for the second year of the contract have been included in this budget document.
3. For all non-bargaining positions, an average pay for performance increase of 5% is budgeted.
4. Vacant and new positions are budgeted at the projected starting salary for the position, consistent with the City Pay and Classification Plan.

City Council has 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.

A classification and compensation study was first performed in March 1999 by DMG-Maximus, Inc., a nationally recognized municipal consultant. Utilizing its Human Resource Management Division, the firm 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 was adjusted upward by 2.4% for fiscal year 2003 to reflect increases in the overall labor market. The pay and classification plan will be audited by the consultant for any necessary adjustments, with their recommendations included in the final budget.

The amount that each 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.

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 fiscal year 2004 budget provides for 106.29 full-time equivalent positions, reflecting the increase in positions based on using City employees for parks maintenance. The following is a listing of employee positions by department, including part-time positions and positions for elected officials. Significant changes in positions have been highlighted for review:

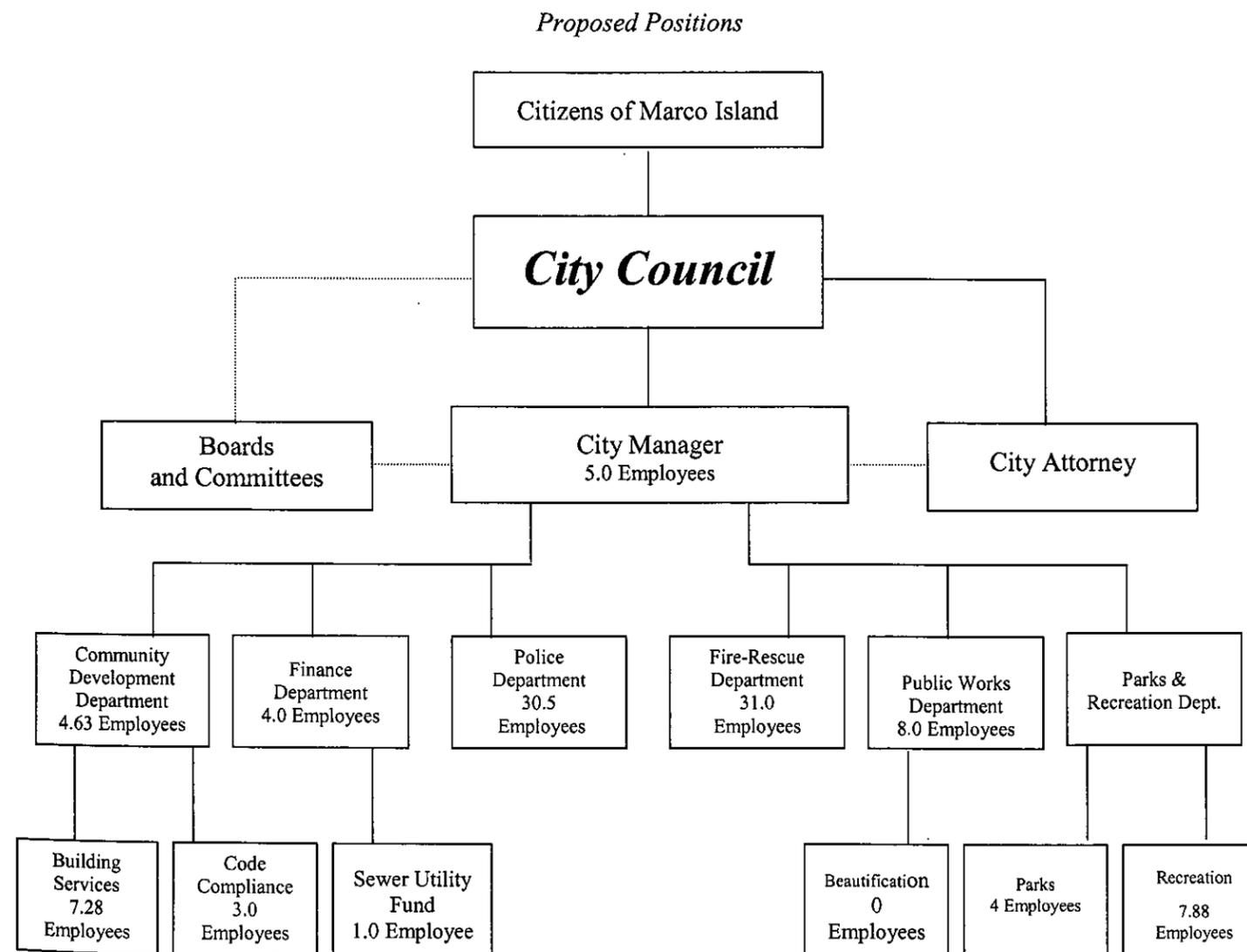
**City of Marco Island, Florida  
Employee Position Summary**

Department	Authorized Positions 2002	Authorized Positions 2003	Requested Positions 2004
<b>GENERAL FUND:</b>			
<b>Executive Administration:</b>			
City Manager	1.00	1.00	1.00
City Clerk	1.00	1.00	1.00
Executive Secretary	1.00	1.00	1.00
Administrative Support	2.00	2.00	2.00
<b>Total</b>	<b>5.00</b>	<b>5.00</b>	<b>5.00</b>
<b>Finance:</b>			
Finance Director	1.00	1.00	1.00
Accountant	1.00	1.00	1.00
Account Clerks	2.00	2.00	2.00
<b>Total</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>
<b>Community Development:</b>			
Community Development Director	1.00	1.00	1.00
City Planner	1.00	1.00	1.00
Zoning Administrator	1.00	1.00	1.00
Secretary	1.00	1.00	1.00
Environmental Technician	0.50	0.63	0.63
<b>Total</b>	<b>4.50</b>	<b>4.63</b>	<b>4.63</b>

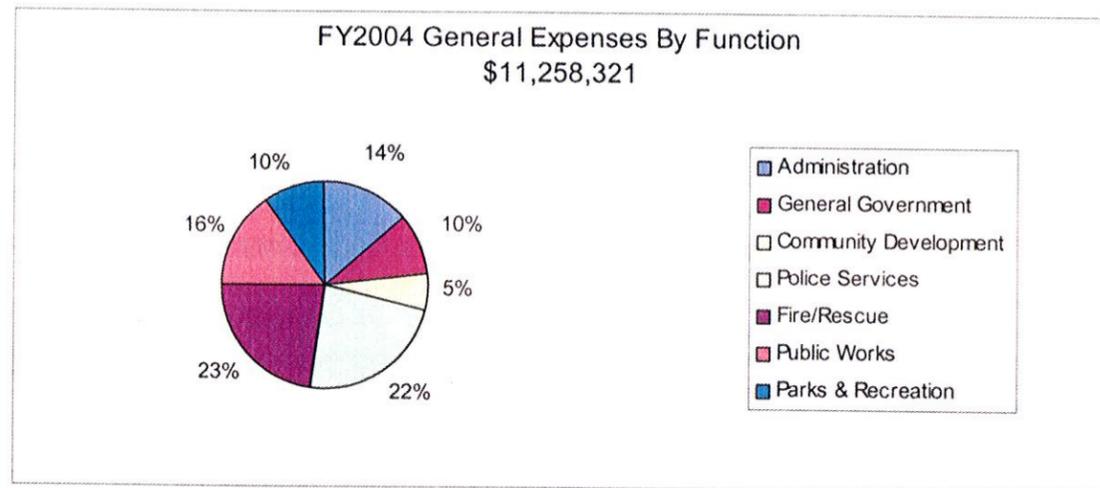
Department	Authorized Positions 2002	Authorized Positions 2003	Authorized Positions 2004
<b>Code Compliance:</b>			
Chief of Code Compliance	1.00	1.00	1.00
Code Officer	1.00	1.00	1.00
Zoning Compliance Officer	1.00	1.00	1.00
<b>Total</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>
<b>Fire/Rescue:</b>			
Fire Chief	1.00	1.00	1.00
Fire Marshal	1.00	1.00	1.00
Division Chiefs	3.00	3.00	3.00
Fire Captains	6.00	6.00	6.00
Firefighters	18.00	18.00	18.00
Plans Examiner	1.00	1.00	1.00
Secretary	1.00	1.00	1.00
<b>Total</b>	<b>31.00</b>	<b>31.00</b>	<b>31.00</b>
<b>Police:</b>			
Chief of Police	1.00	1.00	1.00
Police Captain	1.00	1.00	1.00
Police Lieutenants	4.00	4.00	4.00
Investigator	1.00	0.00	0.00
Police Officers	20.00	21.00	21.00
DUI Officer (Grant)	0.00	1.00	1.00
Crime Victim Advocate	0.25	0.38	0.50
Secretary	1.00	1.00	1.00
Records Clerk	1.00	1.00	1.00
<b>Total</b>	<b>29.25</b>	<b>30.38</b>	<b>30.50</b>
<b>Public Works:</b>			
Public Works Director	1.00	1.00	1.00
Public works Superintendent	1.00	1.00	1.00
Project Manager	1.00	1.00	1.00
Streets & Drainage Coordinator	0.00	1.00	1.00
Transportation Engineer	0.50	0.00	0.00
Contracts Officer	1.00	1.00	1.00
Secretary	1.00	1.00	1.00
Maintenance Workers	2.00	2.00	2.00
<b>Total</b>	<b>7.50</b>	<b>8.00</b>	<b>8.00</b>
<b>Recreation:</b>			
Parks & Recreation Director	0.00	1.00	1.00
Recreation Supervisor	0.70	0.70	0.70
Recreation Attendants	1.30	1.30	1.30
Mackle Park Supervisor	0.00	1.00	1.00

Department	Authorized	Authorized	Requested
	Positions	Positions	Positions
	2002	2003	2004
Recreation Leader	0.00	2.38	2.38
Maintenance Workers	0.50	1.50	1.50
<b>Total</b>	<b>2.50</b>	<b>7.88</b>	<b>7.88</b>
<b>Parks Maintenance:</b>			
Parks Superintendent	0.00	0.00	1.00
Parks Maintenance Worker	0.00	0.00	3.00
<b>Total</b>	<b>0.00</b>	<b>0.00</b>	<b>4.00</b>
<b>TOTAL GENERAL FUND</b>	<b>86.75</b>	<b>93.89</b>	<b>98.01</b>
<b>BUILDING SERVICES FUND:</b>			
Chief of Building Services	1.00	1.00	1.00
Electrical Inspector	1.00	1.28	1.28
Plumbing-Mechanical Inspector	1.00	1.00	1.00
Structural Inspector	1.00	1.00	1.00
Permit Clerks	3.00	3.00	3.00
<b>Total</b>	<b>7.00</b>	<b>7.28</b>	<b>7.28</b>
<b>SEWER UTILITY:</b>			
Utility Billing Clerk	1.00	1.00	1.00
<b>Total</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>
<b>GRAND TOTAL</b>	<b>94.75</b>	<b>102.17</b>	<b>106.29</b>

**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 five positions approved for the Executive Department. No changes are proposed. The Executive Department provides City Clerk activities, recording/transcribing and secretarial services for boards and commissions, City Hall reception and general clerical support, property management, Human Resources, 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 a non-bureaucratic, 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.

**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 financial software specifically designed for municipalities. 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 issues a monthly financial report to management and City Council as a guide to monitoring compliance with the legally established budget. The Department is required to obtain the best possible return on all cash investments of the City, maintain high standards of accounting practices consistent with accepted standards for local government accounting, and will assist the independent public accounting firm who performs an annual audit and publicly issues an opinion as to the accuracy and completeness of our financial records. The Department is also responsible for the City's insurance and risk management functions, debt management, and purchasing activities.

Four positions have been authorized for the Finance Department. No changes are proposed.

**GENERAL GOVERNMENT**

The General Government Department is used to account for those expenses that are not allocated to individual department. Examples of these types of expenses are maintenance and utilities for City Hall, general office supplies and postage, and telephone charges.

All costs for the purchase of insurance under our Risk Management program were consolidated into General Government in 2003. The City of Marco Island purchases property, liability, and workers' compensation from the Florida League of Cities insurance program. These insurance coverages have been under pressure from cost increases in recent years. We are aggressively monitoring our workers' compensation exposures and have been able to reduce our level of incidents. With this more favorable rating, we project that our better loss rating will offset premium increases.

The General Fund contingency is budgeted in General Government. We are proposing that the contingency budget be established at \$240,000 in 2004. Funds may only be used with the express approval of the City Council.

**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 Department has four full-time positions and a part-time position. The positions of Director, City Planner, and Zoning Administrator are partially funded by an administrative allocation to the new Building Services Fund.

Anticipated for next year is discussion on proposed architectural and site design regulations for multi-family and re-evaluation of design criteria for single-family residential units. The department intends to implement year two and three activities as provided in the Comprehensive Plan. GIS capabilities will be expanded. Proposed are adjustments to Land Development Code fees to make them comparable to other local jurisdictions and to offset actual costs.

**BUILDING SERVICES**

Florida State Statutes require that revenues from building permit fees be used only to support the operations of the City's Building Department. To more accurately monitor and account for building-related revenues and expenses, Building Services was established as a special revenue fund in 2003.

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 7 full-time employees, with an additional .28 full-time equivalent position requested as a new part-time electrical inspector. The Division is operating with the new Florida Building Code, which went into effect in March 2002.

**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 build out and

redevelopment." Three of the components of this goal include: increased code enforcement; balance of residents and business to residents; 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 two Code Enforcement Officers and a Zoning Compliance Officer.

**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. A significant program is the partnership agreement with Collier County EMS. A Marco Island apparatus is equipped as an Advanced Life Support (ALS) engine. Qualified Marco Island personnel staff the apparatus/ALS unit with Collier County EMS personnel.

The Fire-Rescue Department has authorized staffing of 31 full-time personnel. This provides for department management and administration and provides for 9 firefighters for each 24-hour shift: one Division Chief, two Captains, and six Firefighters. No changes to personnel are requested in this 2004 budget.

**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 of Florida. For 2003, the City of Marco Island Police Department has authorized staffing for certified officers of 21 Police Officers, 4 Lieutenants, 1 Captain, and a Chief of Police. This budget does not address staffing increases to support a growing community; however, the department has applied for a grant that will fund an additional two officers. If we are not successful in this grant application, we will need to re-visit the issue of police staffing.

The City has also been awarded a significant COPS-more technology grant, which will allow us to install computers in all police vehicles. The City's 25% match to grant funds is being funded through the new Police Impact Fee in 2003. For fiscal year 2004, we are proposing to replace and equip three new police vehicles to maintain an effective rotation policy. The proposed capital budget includes funds for final building design and construction drawings, financed with Police Impact Fees.

OFFICIAL FUND REVENUES

## **PUBLIC WORKS DEPARTMENT**

### **(Streets & Drainage)**

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 provides staff support to the Waterways Advisory Committee and the Beautification Committee. The Director also serves as chairman of the MPO Technical Committee. The Department will continue to expand its level of maintenance activities in the next fiscal year.

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

## **PARKS & RECREATION DEPARTMENT**

The establishment of a Parks & Recreation Department completes another important step in the City's organizational development. Management of the Parks Maintenance Division has been transferred from the Public Works Department, while Recreation has been transferred from the Finance Department. Dedicating staff to this new department translates into improved services for our residents. Removing these responsibilities from Public Works and Finance will allow those departments to better serve the customers in their areas of responsibility. Priorities for fiscal year 2004 are:

- Complete Master Plan for Mackle Park
- Complete Improvement plan for Winterberry Park
- Develop cohesive staff with a focus on customer service
- Foster existing partnerships and develop new partnerships with other Marco Island organizations and resources
- Update the Open Space Plan with the Parks & Recreation Advisory Committee
- Develop Standard Operating Procedures manual for staff in both divisions

## **RECREATION**

Recreation programs have been outsourced through a contract with the Marco Island YMCA, where they managed program activities at the Mackle Park Community Center, the Winterberry Park and baseball field, and the Tommie Barfield Elementary School ball field. Effective in June 2003, through a contract amendment with the YMCA and a budget amendment authorizing the hiring of staff for Mackle Park, the City has assumed the responsibilities for providing programs at City facilities. Budgeted staffing for 2004 is for a Parks & Recreation Director, a Mackle Park Supervisor, two full-time and one

part-time Recreation Leaders, and a Maintenance Worker. Staffing is unchanged from the budget amendment approved by the Council earlier this year.

## **RECREATION ENTERPRISE FUND**

City Council has approved the creation of a Recreation Enterprise Fund to account for the receipt of recreation fees for the new programs administered by the City and associated costs of the programs. Each new program is designed to be run on a "break-even" basis, with participants paying all of the direct costs of the programs. This new enterprise fund will efficiently account for revenues and costs of these programs.

## **PARKS MAINTENANCE**

The Parks Maintenance Division maintains six 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. Analysis indicates that this maintenance work, currently performed by outside contractors, may more efficiently be performed by City employees. In addition, the use of City employees will allow us to better monitor the quality of our landscaped areas and turf. Recommendation in this budget is for the City to hire a Parks Superintendent and three Parks Maintenance Workers to maintain City parks and to assume the responsibilities for landscape maintenance at the City Hall/ Fire Station complex.

## **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 mills. In 1998, management of beautification funds was transferred from Collier County to the City.

Nearly all maintenance services are being outsourced to private contractors. A landscape architect is on retainer to provide consulting services. Enhancement grants are submitted to the Metropolitan Planning Organization (MPO) for streetscape and landscape improvements. The Beautification Division will coordinate landscaping improvements at the Jolley Bridge and those projects contained in the Capital Improvement Plan and the proposed grant application to fund median landscaping on SR 951 approach to Marco Island.

## **WATER AND SEWER UTILITY**

The Collier County Board of Commissioners has 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 transferred to the Florida Water Services wastewater treatment plant on Elkcam Circle.

The Sewer Utility Fund is staffed with one full-time Utility Billing Clerk, located in the Finance Department. All maintenance is outsourced. For 2004, \$130,000 in capital improvements to the sewer distribution system is proposed.

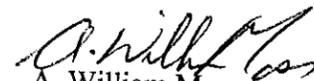
**CONCLUSION**

The proposed budget provides for a continuation of the current service levels provided to the community and significant upgrades to the infrastructure on the island at a property tax levy less than is currently paid by our residents. The single major change in the operating budget is to bring Parks Maintenance in-house with City employees replacing the current contracted services.

Funding for the Capital Improvements Program is based on a combination of pay-as-you-go financing and the use of tax-exempt municipal bonds. We have laid out an aggressive program to address infrastructure deficiencies on the island in the areas of roadways, storm drainage and bridges. Using a combination of City staff and outside engineering support, we are confident that the programs can be completed on time and on budget.

The City Manager extends his appreciation to the management team and staff for their contributions in the preparation of this proposed budget, and to City Council for their extensive and time-consuming involvement in the budget process.

Sincerely,

  
A. William Moss  
City Manager

**City of Marco Island, Florida  
2004 Spending Cap**

**FISCAL YEAR 2004 SPENDING CAP PER  
JUNE 2, 2003 COUNCIL DETERMINATION \$14,835,420**

**EXPENDITURES SUBJECT TO SPENDING CAP:**

**GENERAL FUND:**

Legislative	62,713
Exec. Administration	417,709
Finance	330,115
Debt Service	344,023
Recreation	647,609
Parks Maintenance	421,877
Legal Counsel	165,000
General Government	1,046,810
Community Development	407,414
Code Compliance	206,997
Police Services	2,586,355
Fire/Rescue	2,581,661
Streets & Drainage	1,262,237
Beautification	497,887
Less: Cost Allocation	(433,125)

**GENERAL FUND 10,545,282**

**BUILDING SERVICES FUND: 928,377**

**CAPITAL IMPROVEMENTS FUND:**

**PROJECTS SUBJECT TO SPENDING CAP:**

Utility Acquisition	200,000
Stormwater Drainage	1,553,000
Collier Bay Dredging	40,000
Pedestrian/Bikeways	453,000
Bridges	558,000
Park Improvements	200,000
Streetscape	152,500
CIP Contingency	200,000
	<b>3,356,500</b>

**TOTAL 2004 BUDGET SUBJECT TO SPENDING CAP: 14,830,159**

# City of Marco Island, Florida 2004 Spending Cap

PAGE 2

**TOTAL 2004 BUDGET SUBJECT TO SPENDING CAP: 14,830,159**

**2004 EXPENDITURES EXEMPT FROM CAP:**

**SEWER UTILITY ENTERPRISE FUND:**

Operations	953,248	
Utility Acquisition	-	953,248

**RECREATION PROGRAMS ENTERPRISE FUND: 100,000**

**2004 BOND PROJECTS:**

N.Barfield Dr/Tarpon Bridge	1,414,000
N. Collier Boulevard	601,000
S. Collier Boulevard	1,000,000
S.Collier/Valley Storm Sewer	230,000
	3,245,000

**2004 LEASE-PURCHASE:**

Parks Maint Equipment	118,000	
		3,363,000

**FINANCED BY GRANTS, GIFTS, & IMPACT FEES:**

Police Officer (DOT Grant)	36,400	
2 Police Officers (COPS-more)	36,700	
Fire Capital Expenditures	240,650	
Throat Inlets (SFWMD)	50,000	
San Marco Intersections	601,000	
S. Collier (Mass Mutual) (1)	2,286,000	
S. Collier Boulevard	1,486,000	
Leland Pathway	172,000	
Roadside Border landscaping	22,500	
Mackle Park	200,000	
Police Bldg Final Design	150,000	5,281,250

(1) Includes Pre-pymt by Mass Mutual in 2003;  
Funds carried forward to 2004 budget.

**TOTAL FISCAL YEAR 2004 BUDGET 24,527,657**

## City of Marco Island Revenue Budget Report

### *General Fund*

Audited Fiscal Year 2001	Audited Fiscal Year 2002	Budget Fiscal Year 2003	Projected Fiscal Year 2003	Approved Fiscal Year 2004
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### *General Fund Revenues*

Ad Valorem Taxes (1.62 mils)	5,642,805	7,904,281	9,006,000	9,006,000	9,807,000
Delinquent Ad Valorem Taxes	4,735	4,094	1,000	4,000	2,000
Local Option Gas Tax	654,994	709,178	700,000	725,000	735,000
Cable Franchise Fees	261,550	74,829	0	0	0
Communications Service Tax	0	672,835	450,000	840,000	840,000
<b>Taxes</b>	<b>6,564,084</b>	<b>9,365,217</b>	<b>10,157,000</b>	<b>10,575,000</b>	<b>11,384,000</b>
County Occupational Licenses	29,601	30,960	25,000	25,000	25,000
Beach Vendor Permits	3,000	3,750	3,000	3,000	3,000
Building Permit Fees (1)	1,110,767	1,503,759	0	0	0
Special Fire Permits	150	450	0	1,000	0
<b>Licenses &amp; Permits</b>	<b>1,143,518</b>	<b>1,538,919</b>	<b>28,000</b>	<b>29,000</b>	<b>28,000</b>
FEMA Disaster Relief	-287	2,609	0	0	0
State Grant - Comp Plan	40,000	0	0	0	0
Law Enforcement Block Grant	16,344	10,000	0	10,000	0
Dept of Justice Grants	193,563	200,395	135,800	91,500	73,100
Victims of Crime Assist Grant	0	0	15,700	0	0
Fire Act Grant	0	0	28,000	30,000	0
FL Marine turtle Grant	0	4,326	5,000	5,000	0
Municipal Revenue Sharing	308,652	313,232	290,000	312,000	290,000
1/2 Percent Sales Tax	1,523,954	1,654,801	1,800,000	1,728,000	1,700,000
Firefighters' Supplemental	5,056	3,950	5,000	5,000	5,000
C.O.P.S. More Grant	0	0	185,400	185,400	0
Fire: Fees-in-Lieu Taxes	56,376	56,376	56,600	56,600	56,600
State R.O.W. Mowing	0	16,344	0	8,000	8,000
<b>Intergovernmental Revenue</b>	<b>2,143,658</b>	<b>2,262,033</b>	<b>2,521,500</b>	<b>2,431,500</b>	<b>2,132,700</b>

**City of Marco Island  
Revenue Budget Report**

*General Fund*

(Continued)

	Actual Fiscal Year 2001	Actual Fiscal Year 2002	Budget Fiscal Year 2003	Projected Fiscal Year 2003	Approved Fiscal Year 2004
Certification & Copying	2,608	1,101	2,000	2,000	2,000
Land Use Fees	64,382	56,706	50,000	60,000	50,000
Haz-Mat Cost Recovery	0	14,753	0	0	0
Fire Prevention Fees	78,991	275,186	110,000	225,000	200,000
Raquet Club Fees	77,351	90,459	86,000	80,000	80,000
Public Education Classes	772	1,435	0	1,500	0
<b>Charges for Services</b>	<b>224,104</b>	<b>439,640</b>	<b>248,000</b>	<b>368,500</b>	<b>332,000</b>
Court Fines	19,274	32,022	25,000	45,000	30,000
Violations of Local Ordinances	4,445	1,655	1,200	7,000	2,000
Code Compliance Service Fees	60,185	77,320	30,000	35,000	30,000
Criminal Justice Education	68	238	0	200	0
<b>Fines &amp; Forfeitures</b>	<b>83,972</b>	<b>111,235</b>	<b>56,200</b>	<b>87,200</b>	<b>62,000</b>
Interest Earned	589,333	342,284	405,000	300,000	275,000
Police Impact Fees	0	6,659	100,000	50,000	100,000
Fire Impact Fees	232,688	296,762	150,000	120,000	150,000
Insurance Claim Proceeds	6,547	8,567	0	2,000	0
Miscellaneous Revenues	66,069	86,519	25,000	75,000	25,000
<b>Impact Fees &amp; Misc Revenues</b>	<b>894,637</b>	<b>740,791</b>	<b>680,000</b>	<b>547,000</b>	<b>550,000</b>
<b>GRAND TOTAL</b>	<b>11,053,973</b>	<b>14,457,835</b>	<b>13,690,700</b>	<b>14,038,200</b>	<b>14,488,700</b>

(1) Building Services established as Special Revenue Fund fiscal year 2003

Budget2004GenIFundRevenues  
Updated 9/17/03

*City of Marco Island, Florida*

General Fund Revenues

Total General Fund revenues budgeted for fiscal year 2004 are \$14,488,700.

Each revenue source is described as follows:

Ad Valorem Taxes..... \$9,807,000  
Delinquent Ad Valorem Taxes..... \$ 2,000

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 68% of General Fund revenue.

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 \$2,000 is expected to be received from prior years' delinquent ad valorem taxes.

Local Option Gas Tax..... \$735,000

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.

General Fund Revenues

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.....\$840,000**

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.

**Department of Justice Grants.....\$73,100**

The Police Department first received a Highway Safety Grant in 2002. For fiscal year 2004, funding has been approved for two additional police officers, to be hired mid-year, with the grant reimbursing the City for 75% of the first year expenses.

**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 .....\$1,700,000**

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 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.

**State Right-of-Way Mowing.....\$8,000**

The City is reimbursed by the State of Florida for maintenance of greenways in the rights-of-way under State responsibility.

**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 .....\$200,000**

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.

**Racquet Club Fees .....\$80,000**

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

**Court Fines .....\$30,000**

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.....\$2,000**

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 .....\$275,000**

The City earns interest on daily cash balances and funds are invested with the Surplus Trust Funds Investment Pool with the State Board of Administration. The City maintains an investment portfolio of U.S Government Treasury and Agency securities to earn market rates of interest on the available cash balances.

**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.

FISCAL YEAR 2004 APPROVED BUDGET

100% Yr Complete

DESCRIPTION	ACTUAL FY2002	BUDGET FY2003	YTD ACTUAL FY2003	PROJECTED FY2003	PROPOSED FY2004	% OF FY2003
<b>GENERAL FUND REVENUES</b>						
AD VALOREM TAXES	7,904,281	9,006,000	9,151,646	9,006,000	9,807,000	109 %
DELINQUENT AD VALOREM TAXES	4,094	1,000	6,383	2,000	2,000	200 %
LOCAL OPTION GAS TAX	709,178	700,000	671,542	745,000	735,000	105 %
CABLE FRANCHISE FEES	74,829	0	0	0	0	0 %
COMMUNICATIONS SERV TAX	672,835	450,000	818,630	800,000	840,000	187 %
<b>TAXES:</b>	<b>9,365,217</b>	<b>10,157,000</b>	<b>10,648,201</b>	<b>10,553,000</b>	<b>11,384,000</b>	<b>112 %</b>
COUNTY OCCUPATIONAL LICENSES	30,960	25,000	30,289	25,000	25,000	100 %
BEACH VENDOR PERMITS	3,750	3,000	2,750	3,000	3,000	100 %
BUILDING PERMIT FEES	1,503,759	0	0	0	0	0 %
SPECIAL FIRE PERMITS	450	0	950	0	0	0 %
SOLICITATION PERMITS	0	0	150	0	0	0 %
<b>LICENSES &amp; PERMITS:</b>	<b>1,538,920</b>	<b>28,000</b>	<b>34,139</b>	<b>28,000</b>	<b>28,000</b>	<b>100 %</b>
BULLETPROOF VEST FEDERAL GRANT	0	0	2,570	0	0	0 %
DOT DUI GRANT	69,075	0	25,082	0	0	0 %
TRAFFIC SAFETY GRANT	13,580	63,800	0	65,000	73,100	115 %
FIRE ACT GRANT	0	28,000	25,637	28,000	0	0 %
C.O.P.S. MORE GRANT	0	185,400	0	185,400	0	0 %
FEMA-FIREFIGHTER GRANT	0	30,105	30,105	0	0	0 %
FEMA DISASTER RELIEF	2,609	0	0	0	0	0 %
ISLAND DRUG REDUCTION GRANT	10,000	0	0	10,000	0	0 %
ISLAND DRUG GRANT-'03	0	10,000	10,000	0	0	0 %
STATE MARINE TURTLE EDUCATION GRANT	4,326	5,000	5,544	0	0	0 %
MUNICIPAL REVENUE SHARING PROCEEDS	313,232	290,000	287,331	312,000	290,000	100 %
HALF-CENT SALES TAX	1,654,801	1,800,000	1,664,966	1,728,000	1,700,000	94 %
FIREFIGHTER'S SUPPLEMENTAL COMP	3,950	5,000	5,400	5,000	5,000	100 %
STATE R-O-W MOWING CONTRIBUTIONS	16,344	0	8,172	8,000	8,000	0 %
STATE TRAFF SIGNAL MAINT	0	0	907	0	0	0 %
C.O.P.S. FEDERAL GRANT REVENUE	117,740	26,500	28,539	26,500	0	0 %
FIRE SERVICE FEES IN LIEU OF TAXES	56,376	56,600	56,564	56,600	56,600	100 %
<b>INTERGOVERNMENTAL REVENUE:</b>	<b>2,262,033</b>	<b>2,500,405</b>	<b>2,150,817</b>	<b>2,424,500</b>	<b>2,132,700</b>	<b>85 %</b>
CERTIFICATION & COPYING	1,101	2,000	2,045	2,000	2,000	100 %
LAND USE FEES	56,706	50,000	68,130	60,000	50,000	100 %
HAZ-MAT COST RECOVERY	14,753	0	4,143	0	0	0 %
FIRE PREVENTION FEES	275,186	110,000	366,134	225,000	200,000	182 %
RACQUET CLUB FEES	90,459	86,000	93,495	80,000	80,000	93 %
PUBLIC EDUCATION CLASSES	1,435	0	2,407	1,000	0	0 %
<b>CHARGES FOR SERVICES:</b>	<b>439,641</b>	<b>248,000</b>	<b>536,353</b>	<b>368,000</b>	<b>332,000</b>	<b>134 %</b>
COURT FINES	33,915	25,000	47,858	35,000	30,000	120 %
VIOLATIONS OF LOCAL ORDINANCES	1,855	1,200	7,100	3,000	2,000	167 %
CODE COMPLIANCE SERVICE FEES	75,209	30,000	76,277	30,000	30,000	100 %
CRIMINAL JUSTICE EDUCATION FINES	256	0	322	200	0	0 %
<b>FINES &amp; FORFEITURES:</b>	<b>111,235</b>	<b>56,200</b>	<b>131,557</b>	<b>68,200</b>	<b>62,000</b>	<b>110 %</b>
INTEREST EARNED	222,326	350,000	327,141	275,000	275,000	79 %
INTEREST ON AD VALOREM TAXES	2,869	5,000	3,281	0	0	0 %
INTEREST ON IMPACT FEES	47,429	50,000	4,444	0	0	0 %
NET INC/DECR IN FV OF INV	69,660	0	(98,847)	0	0	0 %
FIRE IMPACT FEES	296,762	150,000	127,950	100,000	150,000	100 %
POLICE IMPACT FEES	6,659	100,000	48,845	60,000	100,000	100 %
COMMUNITY PARK IMPACT FEES	0	0	(399)	0	0	0 %
SALE OF FIXED ASSETS	31,887	0	0	0	0	0 %
INSURANCE CLAIM PROCEEDS	8,567	0	2,311	2,000	0	0 %
DONATIONS	550	0	1,075	0	0	0 %
MISC GRANTS & GIFTS	0	6,150	6,150	0	0	0 %
MISCELLANEOUS REVENUE	49,853	25,000	85,013	75,000	25,000	100 %
POLICE MISCELLANEOUS REVENUE	282	0	1,016	0	0	0 %

FISCAL YEAR 2004 APPROVED BUDGET

100% Yr Complete

DESCRIPTION	ACTUAL FY2002	BUDGET FY2003	YTD ACTUAL FY2003	PROJECTED FY2003	PROPOSED FY2004	% OF FY2003
FIRE MISCELLANEOUS REVENUE	897	0	286	0	0	0 %
RECREATION MISCELLANEOUS REVENUE	3,050	0	1,142	0	0	0 %
<b>MISCELLANEOUS REVENUE:</b>	<b>740,792</b>	<b>686,150</b>	<b>509,409</b>	<b>512,000</b>	<b>550,000</b>	<b>80 %</b>
USE OF RESERVES	0	224,255	0	0	0	0 %
<b>NON-REVENUES:</b>	<b>0</b>	<b>224,255</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0 %</b>
<b>GRAND TOTAL OF REVENUE:</b>	<b>14,457,837</b>	<b>13,900,010</b>	<b>14,010,476</b>	<b>13,953,700</b>	<b>14,488,700</b>	<b>104 %</b>

**City of Marco Island  
Annual Budget Summary  
Fiscal Year 2003-04**

*General Fund*

<b>Fiscal Year 2004 Annual Budget</b>
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**CITY ADMINISTRATION  
EXPENDITURES:**

Legislative	\$ 62,713
Executive Administration	417,709
Finance	330,115
Debt Service	521,223
Legal Counsel	165,000
General Government	1,046,810
Administrative Transfer Allocation Transfer from Other Funds	(433,125)
<b>TOTAL EXPENDITURES</b>	<b>\$ 2,110,445</b>

**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 2004, 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**

- Initiated action to provide Marco Island residents and businesses with a future source of safe drinking water and an efficient wastewater system by beginning condemnation of Florida Water Services, Corporation assets, while negotiating acquisition through agreement.
- Continued to pursue the Judge Jolley Bridge expansion project as a community priority. Project re-prioritized to #2 on the MPO project priority list.
- Lowered the millage rate to ensure that homesteaded properties paid less property tax than the prior year while expanding the capital improvement program.
- Adopted policies for the budget application of the "spending cap."
- Continued to emphasize protection of 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 third 5-year Capital Improvement Program.
- Responded to citizen requests for additional recreational opportunities by creating the Parks and Recreation Department.
- Provided more services and infrastructure improvements with a lower property tax rate than that available prior to incorporation in 1997. [The millage rate of 1.62 mils remains below the pre-incorporation rate of 1.8705.]
- Represented community interests on Metropolitan Planning Organization, Tourist Development Committee, and Coastal Advisory Committee.
- Authorized the purchase of several vacant lots for utilization as park and open space.
- Established a committee to investigate the opportunity to purchase a seven-acre tract of land for future development.

- Finalized the adoption of the City's first Land Development Code consistent with the Comprehensive Plan.
- Addressed major development and redevelopment issues.

**DETAIL OF PERSONNEL SERVICES**

<u>Position:</u>	<u>FY2003 Budget:</u>	<u>FY2004 Budget:</u>	<u>Salary:</u>
Council Chairman	1.0	1.0	\$9,000
Council Members	6.0	6.0	36,000
<b>Total</b>	<b>7.0</b>	<b>7.0</b>	<b>\$45,000</b>

**DETAIL OF CAPITAL PURCHASES**

<u>Description:</u>	<u>Total Cost:</u>
No Capital Requests	\$0
<b>Total Capital Outlay</b>	<b>\$0</b>

**BUDGET SUMMARY**

Council Stipend Expenditures	\$48,443
Operating Expenses	14,270
Capital Outlay	<u>0</u>
<b>Total for FY2003</b>	<b>\$62,713</b>

City of Marco Island  
DEPARTMENTAL BUDGET REPORT

FISCAL YEAR 2004 APPROVED BUDGET

100% Yr Complete

DESCRIPTION	ACTUAL FY2002	BUDGET FY2003	YTD ACTUAL FY2003	PROJECTED FY2003	PROPOSED FY2004	% OF FY2003
<b>LEGISLATIVE</b>						
COUNCIL STIPENDS	42,024	45,000	41,250	45,000	45,000	100 %
FICA TAXES	3,215	3,443	3,047	3,443	3,443	100 %
WORKERS COMPENSATION	4,053	0	0	0	0	0 %
<b>TOTAL PERSONNEL SERVICES:</b>	<b>49,292</b>	<b>48,443</b>	<b>44,297</b>	<b>48,443</b>	<b>48,443</b>	<b>100 %</b>
TRAVEL & PER DIEM	3,834	15,300	3,302	7,500	8,750	57 %
TELEPHONE AND COMMUNICATIONS	2,293	2,400	1,880	2,400	3,000	125 %
OFFICE SUPPLIES	609	1,200	69	500	1,500	125 %
PUBLICATIONS & MEMBERSHIPS	0	0	39	0	0	0 %
TRAINING & EDUCATION	2,435	2,380	2,555	2,380	1,020	43 %
<b>TOTAL OPERATING EXPENSES:</b>	<b>9,171</b>	<b>21,280</b>	<b>7,845</b>	<b>12,780</b>	<b>14,270</b>	<b>67 %</b>
EQUIPMENT PURCHASES	0	5,000	0	2,500	0	0 %
<b>TOTAL CAPITAL OUTLAY:</b>	<b>0</b>	<b>5,000</b>	<b>0</b>	<b>2,500</b>	<b>0</b>	<b>0 %</b>
<b>GRAND TOTAL FOR DEPARTMENT:</b>	<b>58,463</b>	<b>74,723</b>	<b>52,141</b>	<b>63,723</b>	<b>62,713</b>	<b>84 %</b>

*City of Marco Island, Florida*

Executive Administration

### 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 2004. The duties of the Secretary/Receptionist will be expanded to provide clerical and customer service support to the Streets and Drainage Division.

In fiscal year 2004, 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 2003, 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 that is 87% of the "pre-incorporation" millage rate of 1.8705.

- Initiated condemnation proceedings of Florida Water Services, Inc. assets, concurrently providing state-wide leadership with on-going negotiations for FWS assets.
- Successfully defeated an attempt by cities of Gulf Breeze and Milton to acquire the assets of Florida Water Services, Inc.
- Developed a 5-year Capital Improvement Program that provides infrastructure improvements totaling \$38 million.
- Established policies for the budget application of the "spending cap."
- Sought and received grant funding for Police, Fire-Rescue, storm drainage, transportation, and CDBG eligible projects.

**QUALITY INFRASTRUCTURE AND AMENITIES.**

- Implemented the City's Comprehensive Plan and the significant Land Development Code.
- Completed the fifth year of a citywide street resurfacing program and the fourth 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 the initial design for significant improvements planned for North Collier Boulevard and South Collier Boulevard.
- Managed the Marco Island Water/Sewer District.
- Completed the conceptual design of a new building to accommodate City Council meetings and the Police Department.
- Installed the traffic signal at Bald Eagle and Elkcam Circle.
- 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.

- 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.
- 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.
- Coordinated the activities of six citizen boards and committees.

PRESERVATION OF OUR RESIDENTIAL CHARACTER THROUGH BUILDOUT AND REDEVELOPMENT.

- Implemented door-to-door solicitation regulations.
- Implemented the new Land Development Code to address on-going community concerns.
- Participated in opposing legislation to establish a dock building moratorium.
- Implemented new FEMA Flood Maps resulting in 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.
- Recruited a highly qualified Recreation Coordinator to lead the newly created Parks and Recreation Department.
- Acquired a collection of historical photographs currently on display at City Hall.
- Prepared and distributed first "City Directory" publication.
- Developed and implemented "gifting" program for memorial contributions.
- Successfully transitioned from the YMCA to the City the operational responsibilities of the Mackle Park Community Center.

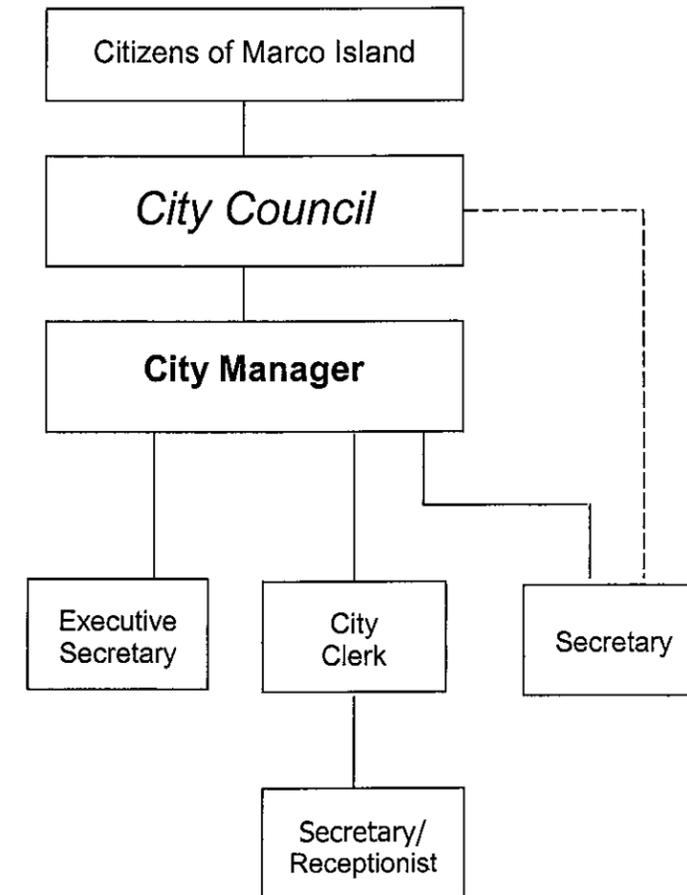
**DETAIL OF PERSONNEL SERVICES**

<b>Position:</b>	<b>FY2003 Budget:</b>	<b>FY2004 Budget:</b>	<b>Salary:</b>
City Manager	1.0	1.0	\$119,510
City Clerk	1.0	1.0	47,241
Executive Secretary	1.0	1.0	35,256
Secretary	1.0	1.0	28,881
Secretary/Receptionist	1.0	1.0	26,626
<i>Pay for Performance Incentives</i>			<u>12,684</u>
<b>Total Full Time Equivalents</b>	<b>5.0</b>	<b>5.0</b>	<b>\$270,198</b>

**BUDGET SUMMARY**

<b>Description:</b>	<b>Total Cost:</b>
Personnel Services Expenditures	\$402,354
Operating Expenses	15,355
Capital Outlay	<u>0</u>
<b>Total for FY2004</b>	<b>\$417,709</b>

**ORGANIZATIONAL CHART**



## FISCAL YEAR 2004 APPROVED BUDGET

100% Yr Complete

DESCRIPTION	ACTUAL FY2002	BUDGET FY2003	YTD ACTUAL FY2003	PROJECTED FY2003	PROPOSED FY2004	% OF FY2003
<b>EXECUTIVE ADMINISTRATION</b>						
WAGES	230,528	251,924	243,354	255,000	270,198	107 %
OVERTIME	428	1,200	407	750	1,200	100 %
BENEFITS	83,539	100,646	80,275	100,646	110,500	110 %
FICA TAXES	17,155	25,398	17,343	25,398	20,456	81 %
WORKERS COMPENSATION	3,603	0	0	0	0	0 %
<b>TOTAL PERSONNEL SERVICES:</b>	<b>335,252</b>	<b>379,168</b>	<b>341,379</b>	<b>381,794</b>	<b>402,354</b>	<b>106 %</b>
<b>TRAVEL &amp; PER DIEM</b>						
TRAVEL & PER DIEM	1,709	9,770	1,728	5,000	7,670	79 %
TELEPHONE & COMMUNICATIONS	581	750	891	1,200	900	120 %
SUPPLIES	1,558	2,000	993	2,000	2,000	100 %
PUBLICATIONS & MEMBERSHIPS	2,590	2,435	2,254	2,435	2,435	100 %
TRAINING	1,589	2,350	1,690	1,750	2,350	100 %
<b>TOTAL OPERATING EXPENSES:</b>	<b>8,027</b>	<b>17,305</b>	<b>7,556</b>	<b>12,385</b>	<b>15,355</b>	<b>89 %</b>
<b>EQUIPMENT PURCHASES</b>						
EQUIPMENT PURCHASES	0	2,250	0	2,250	0	0 %
<b>TOTAL CAPITAL OUTLAY:</b>	<b>0</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>343,279</b>	<b>398,723</b>	<b>348,936</b>	<b>396,429</b>	<b>417,709</b>	<b>105 %</b>

## City of Marco Island, Florida

Finance

## 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 2004, the Finance Department will work toward 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 manage the City's investments for maximum return on investments with minimum risks, in compliance with the Investment Policy approved by the City Council.
- To continue professional education and development which benefits the City in contemporary financial practices and state-of-the-art accounting systems.

During fiscal year 2003, the Finance Department achieved the following objectives:

**ACCOMPLISHMENTS**

- Effectively maintained all operations of financial management.
- Successfully completed the audit of the City's financial records with no management letter comments from the auditors.
- Served on the management team for union negotiations, successfully completing new three-year contracts with both Police and Fire, assuring the City of known labor costs in the largest two departments for the next three years.
- Obtained approval from the Fire Pension Board to transfer the accounting responsibilities to the Finance Department to provide enhanced safety and security of the assets.

- Assisted the City Manager and City Council in developing budget policies to maintain and enhance municipal services within the spending cap.
- 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**

<b>Position:</b>	<b>FY2003 Budget:</b>	<b>FY2004 Budget:</b>	<b>Salary:</b>
Director of Finance	1.0	1.0	\$73,675
Accounting Clerk	1.0	1.0	31,360
Accounting Clerk	1.0	1.0	25,561
Accountant	1.0	1.0	45,000
<i>Pay for Performance Incentives</i>			<u>8,780</u>
<b>Total Full Time Equivalents</b>	<b>4.0</b>	<b>4.0</b>	<b>\$184,376</b>

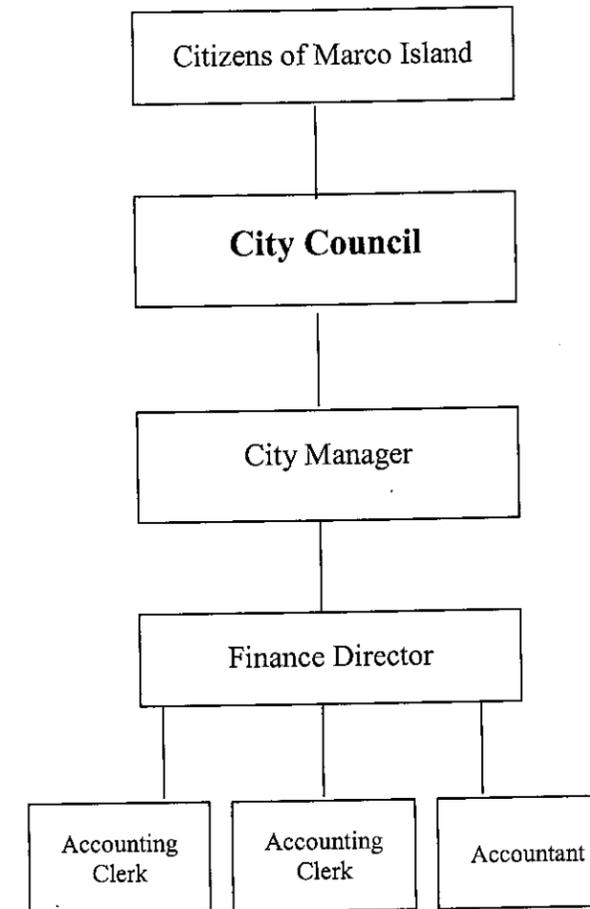
**DETAIL OF CAPITAL PURCHASES**

<b>Description:</b>	<b>Total Cost:</b>
No Capital Requests for 2004	\$0
<b>Total Capital Outlay</b>	<b>\$0</b>

**BUDGET SUMMARY**

Personnel Services Expenditures	\$259,940
Operating Expenses	70,175
Capital Outlay	<u>0</u>
<b>Total for FY2004</b>	<b>\$330,115</b>

**ORGANIZATIONAL CHART**



City of Marco Island  
DEPARTMENTAL BUDGET REPORT

## FISCAL YEAR 2004 APPROVED BUDGET

100% Yr Complete

## City of Marco Island, Florida

Debt Service

DESCRIPTION	ACTUAL FY2002	BUDGET FY2003	YTD ACTUAL FY2003	PROJECTED FY2003	PROPOSED FY2004	% OF FY2003
<b>FINANCE</b>						
WAGES	165,389	173,635	152,397	173,000	181,376	104 %
OVERTIME	3,135	4,000	915	1,000	4,000	100 %
BENEFITS	41,266	55,037	43,096	55,000	57,698	105 %
FICA TAXES	13,933	16,486	13,238	13,500	16,866	102 %
WORKERS' COMPENSATION	2,252	0	0	0	0	0 %
<b>TOTAL PERSONNEL SERVICES:</b>	<b>225,975</b>	<b>249,158</b>	<b>209,646</b>	<b>242,500</b>	<b>259,940</b>	<b>104 %</b>
PROFESSIONAL SERVICES	1,370	5,000	11,114	11,000	10,000	200 %
AUDITING SERVICES	15,000	17,000	21,000	21,000	17,000	100 %
CONTRACTUAL SERVICES	9,015	11,500	14,760	11,500	11,500	100 %
COLLIER COUNTY SERVICES	1,300	1,650	1,502	1,650	1,650	100 %
TRAVEL & PER DIEM	2,460	6,000	1,820	3,000	6,000	100 %
TELEPHONE & COMMUNICATIONS	0	0	382	0	0	0 %
INSURANCE	3,456	0	0	0	0	0 %
PRINTING	983	5,000	3,924	4,000	5,000	100 %
BANK FEES OR MISC. CHARGES	7,873	9,600	10,342	9,600	9,600	100 %
OFFICE SUPPLIES	3,376	3,500	1,325	3,000	3,000	86 %
PUBLICATIONS & MEMBERSHIPS	456	2,806	879	1,000	2,825	101 %
TRAINING	1,260	4,540	1,442	3,000	3,600	79 %
<b>TOTAL OPERATING EXPENSES:</b>	<b>46,549</b>	<b>66,596</b>	<b>68,492</b>	<b>68,750</b>	<b>70,175</b>	<b>105 %</b>
EQUIPMENT PURCHASES	2,085	15,915	7,100	16,000	0	0 %
<b>TOTAL CAPITAL OUTLAY:</b>	<b>2,085</b>	<b>15,915</b>	<b>7,100</b>	<b>16,000</b>	<b>0</b>	<b>0 %</b>
<b>GRAND TOTAL FOR DEPARTMENT:</b>	<b>274,609</b>	<b>331,669</b>	<b>285,237</b>	<b>327,250</b>	<b>330,115</b>	<b>100 %</b>

## 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

Funding for the Fiscal Year 2004 Capital Improvements Program includes a \$3.8 million Sales Tax Revenue Bond to be issued in late calendar 2003 or early 2004. The General Fund Debt Service budget for 2004 includes funding for bond issuance costs and nine months of interest only on the new debt issue.

## BUDGET SUMMARY

Debt Service Payments	\$521,223
<b>Total for FY2004</b>	<b>\$521,223</b>

FISCAL YEAR 2004 APPROVED BUDGET

100% Yr Complete

DESCRIPTION	ACTUAL FY2002	BUDGET FY2003	YTD ACTUAL FY2003	PROJECTED FY2003	PROPOSED % OF FY2004 FY2003	
<b>DEBT SERVICE PAYMENTS</b>						
DEBT SERV PRIN-FL POOLED	0	50,000	50,000	50,000	76,580	153 %
DEBT SERV PRIN-FIRE STATION	0	129,083	106,319	129,083	139,079	108 %
DEBT SERV INT-FL POOL	0	45,212	47,106	45,212	48,248	107 %
DEBT SERV INT-FIRE STATION	0	48,120	39,634	48,120	38,123	79 %
DEBT SVC INT-2003	0	0	0	0	217,500	0 %
DEBT SERV EXP-FL POOL	0	1,743	808	1,743	1,693	97 %
<b>TOTAL DEBT SERV PYTS</b>	<b>0</b>	<b>274,158</b>	<b>243,867</b>	<b>274,158</b>	<b>521,223</b>	<b>190 %</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, 2003: \$535,743.38  
Interest Rate: 7.600%  
Final Maturity: January 24, 2007  
Revenue Pledged: Fire Impact Fees

Fiscal Year	Payment Date	Principal	Interest	Total Payment
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>		<b>535,743.48</b>	<b>84,466.60</b>	<b>620,210.08</b>

**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, 2003: \$885,000  
Interest Rate: 5.02%  
Final Maturity: November 1, 2015  
Revenue Pledged: Non-Ad Valorem Revenues

Fiscal Year	Payment Date	Principal	Interest	Expenses	Total Payment
2004	1-Nov-03	50,000.00	22,013.75	859.17	72,872.92
	1-May-04		20,913.75	834.17	21,747.92
2005	1-Nov-04	55,000.00	20,913.75	834.17	76,747.92
	1-May-05		19,690.00	806.67	20,496.67
2006	1-Nov-05	55,000.00	19,690.00	806.67	75,496.67
	1-May-06		18,452.50	779.17	19,231.67
2007	1-Nov-06	60,000.00	18,452.50	779.17	79,231.67
	1-May-07		17,087.50	749.17	17,836.67
2008	1-Nov-07	60,000.00	17,087.50	749.17	77,836.67
	1-May-08		15,707.50	719.17	16,426.67
2009	1-Nov-08	65,000.00	15,707.50	719.17	81,426.67
	1-May-09		14,196.25	686.67	14,882.92
2010	1-Nov-09	65,000.00	14,196.25	686.67	79,882.92
	1-May-10		12,668.75	654.17	13,322.92
2011	1-Nov-10	70,000.00	12,668.75	654.17	83,322.92
	1-May-11		11,006.25	702.50	11,708.75
2012	1-Nov-11	75,000.00	11,006.25	702.50	86,708.75
	1-May-12		9,187.50	665.00	9,852.50
2013	1-Nov-12	75,000.00	9,187.50	665.00	84,852.50
	1-May-13		7,331.25	627.50	7,958.75
2014	1-Nov-13	80,000.00	7,331.25	627.50	87,958.75
	1-May-14		5,031.25	587.50	5,618.75
2015	1-Nov-14	85,000.00	5,031.25	587.50	90,618.75
	1-May-15		2,587.50	545.00	3,132.50
2016	1-Nov-15	90,000.00	2,587.50	545.00	93,132.50
<b>TOTALS</b>		<b>885,000.00</b>	<b>329,733.75</b>	<b>17,572.55</b>	<b>1,232,306.30</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 4.04 of the City Charter. In May 2003, City Council renewed a contract with the law firm of Goodlette, Coleman & Johnson to provide primary legal services through May 2004.

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

- Drafting or review of contracts.
- Litigation not covered by insurance.
- 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 acquisition of water and sewer utilities owned by Florida Water Services. As part of the formal process of the acquisition, City Council approved a resolution expressing it's intent to include in the upcoming bond issue funds to reimburse the City for legal costs incurred prior to the issuance of the bonds. All legal costs directly related to the utility acquisition, which may be incurred before the bond issue date, will be eligible for reimbursement and will be added to the final bond issue. Legal costs associated with the utility acquisition are not budgeted in this account.

In fiscal year 2004, 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.

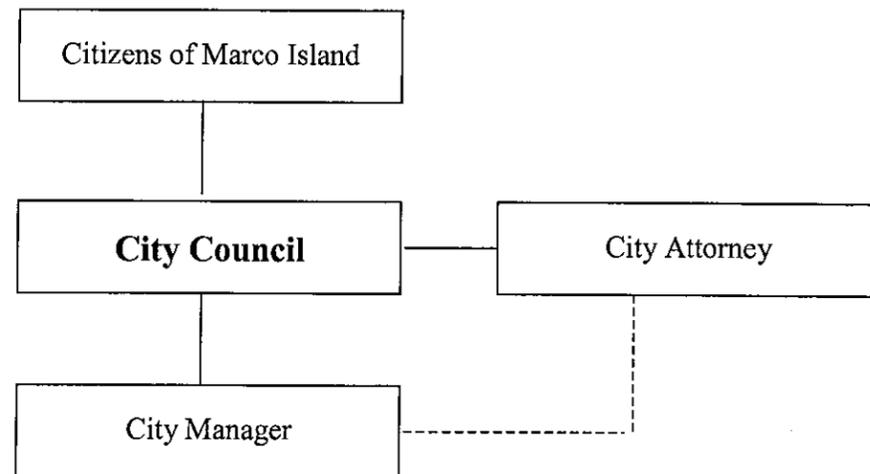
**DETAIL OF CAPITAL PURCHASES**

None

**BUDGET SUMMARY**

Operating Expenses	<u>\$165,000</u>
<b>Total for FY2004</b>	<b>\$165,000</b>

**ORGANIZATIONAL CHART**



09/17/03

FISCAL YEAR 2004 APPROVED BUDGET

100% Yr Complete

DESCRIPTION	ACTUAL FY2002	BUDGET FY2003	YTD ACTUAL FY2003	PROJECTED FY2003	PROPOSED FY2004	% OF FY2003
<b>LEGAL COUNSEL</b>						
PROFESSIONAL SERVICES	197,611	180,000	121,794	165,000	165,000	92 %
CONTRACTUAL SERVICES	0	0	514	0	0	0 %
<b>TOTAL OPERATING EXPENSES:</b>	<b>197,611</b>	<b>180,000</b>	<b>122,309</b>	<b>165,000</b>	<b>165,000</b>	<b>92 %</b>
<b>GRAND TOTAL FOR DEPARTMENT:</b>	<b>197,611</b>	<b>180,000</b>	<b>122,309</b>	<b>165,000</b>	<b>165,000</b>	<b>92 %</b>

**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, and custodial services 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 2004 this account provides \$204,600 in General Fund contingency for unanticipated expenditures.

**DETAIL OF PERSONNEL SERVICES**

No personnel services are funded through this account.

**BUDGET SUMMARY**

<u>Description:</u>	<u>Total Cost:</u>
Personnel Services Expenditures	\$ 0
Operating Expenses	1,046,810
Capital Outlay	<u>0</u>
<b>Total for FY2004</b>	<b>\$1,046,810</b>

FISCAL YEAR 2004 APPROVED BUDGET

100% Yr Complete

DESCRIPTION	ACTUAL FY2002	BUDGET FY2003	YTD ACTUAL FY2003	PROJECTED FY2003	PROPOSED % OF FY2004 FY2003	
GENERAL GOVERNMENT						
PROFESSIONAL SERVICES	21,073	10,000	25,425	10,425	8,000	80 %
CONTRACTUAL SERVICES	65,320	101,876	78,430	101,876	72,957	72 %
TELEPHONE & COMMUNICATIONS	23,187	29,782	19,809	25,000	27,282	92 %
UTILITIES	27,424	34,800	23,078	29,000	27,600	79 %
RENTALS & LEASES	9,541	9,436	6,004	8,000	6,700	71 %
INSURANCE	181,458	539,660	569,699	539,660	528,791	98 %
BUILDING REPAIR & MAINTENANCE	16,121	25,000	3,842	16,000	25,000	100 %
EQUIPMENT REPAIR & MAINTENANCE	730	4,000	2,895	4,000	4,000	100 %
PRINTING	10,827	34,000	8,029	34,000	22,000	65 %
ELECTION EXPENSE	29,752	5,000	0	0	10,000	200 %
GOODWILL	15,292	10,000	16,566	10,000	16,000	160 %
CITY PERSONNEL EXPENSES	12,043	19,300	17,332	19,300	13,400	69 %
LEGAL ADVERTISING	36,838	31,250	43,999	40,000	39,950	128 %
OFFICE SUPPLIES	14,318	14,000	13,624	16,000	16,000	114 %
POSTAGE	10,509	18,700	20,894	21,500	21,750	116 %
SOLID WASTE DISPOSAL	630	0	0	0	0	0 %
PUBLICATIONS & MEMBERSHIPS	2,123	2,780	2,603	2,780	2,780	100 %
CONTINGENCY	0	156,870	0	0	204,600	130 %
<b>TOTAL OPERATING EXPENSES:</b>	<b>477,187</b>	<b>1,046,454</b>	<b>852,227</b>	<b>877,541</b>	<b>1,046,810</b>	<b>100 %</b>
CAPITAL IMPROVEMENTS - BUILDIN	6,993	51,507	12,300	39,207	0	0 %
EQUIPMENT PURCHASES	14,657	38,943	43,302	24,504	0	0 %
<b>TOTAL CAPITAL OUTLAY:</b>	<b>21,650</b>	<b>90,450</b>	<b>55,602</b>	<b>63,711</b>	<b>0</b>	<b>0 %</b>
<b>GRAND TOTAL FOR DEPARTMENT:</b>	<b>498,837</b>	<b>1,136,904</b>	<b>907,829</b>	<b>941,252</b>	<b>1,046,810</b>	<b>92 %</b>

**City of Marco Island  
Annual Budget Summary  
Fiscal Year 2003-04**

*General Fund*

**Fiscal Year 2004  
Annual Budget**

**COMMUNITY DEVELOPMENT  
EXPENDITURES:**

Community Development \$ 407,414

Code Compliance 206,997

**TOTAL EXPENDITURES \$ 614,411**

**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 continued 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, 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 2004, 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 three activities identified in the adopted Comprehensive Plan.
- To initiate efforts in preparation of pending EAR (evaluation and appraisal report), requiring a complete review and critique of the Comprehensive Plan.
- 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 2003, the Community Development Department achieved the following objectives set in the previous budget:

**ACCOMPLISHMENTS**

- Completion of the City's Land Development Code, and subsequent amendments.
- Reviewed and approved 6 site development plans for new commercial and multi-family projects, 5 site improvement plans, processed 2 small scale amendments, 2 rezoning requests, 1 conditional use petition, and issued 4 official interpretations.
- 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.
- Facilitated execution of Interlocal Agreements with Collier County and the District School Board.
- Continued efforts to complete and close out the \$750,000 CDBG Tallwood Street storm sewer project
- Provided project management services for two projects: Phase 1 of the Racquet Center – Mackle Park – Tract "C" & "D" pathway; and the Leland Way to YMCA expanded sidewalk.
- Actively seeking land acquisition opportunities in support of approved projects and as directed by City Council.

**DETAIL OF PERSONNEL SERVICES**

<u>Position:</u>	<u>FY2003 Budget:</u>	<u>FY2004 Budget:</u>	<u>Salary:</u>
Director	1.0	1.0	\$76,738
City Planner	1.0	1.0	55,215
Zoning Administrator	1.0	1.0	41,109
Secretary	1.0	1.0	31,522
Environmental Tech.	0.63	0.63	23,400
<i>Pay for Performance Incentives</i>			<u>10,229</u>
<b>Total Full Time Equivalents</b>	<b>4.63</b>	<b>4.63</b>	<b>\$238,213</b>

**DETAIL OF CAPITAL OUTLAY**

<u>Description:</u>	<u>Total Cost:</u>
Software Upgrade	\$5,000
<b>Total for FY2004</b>	<b>\$5,000</b>

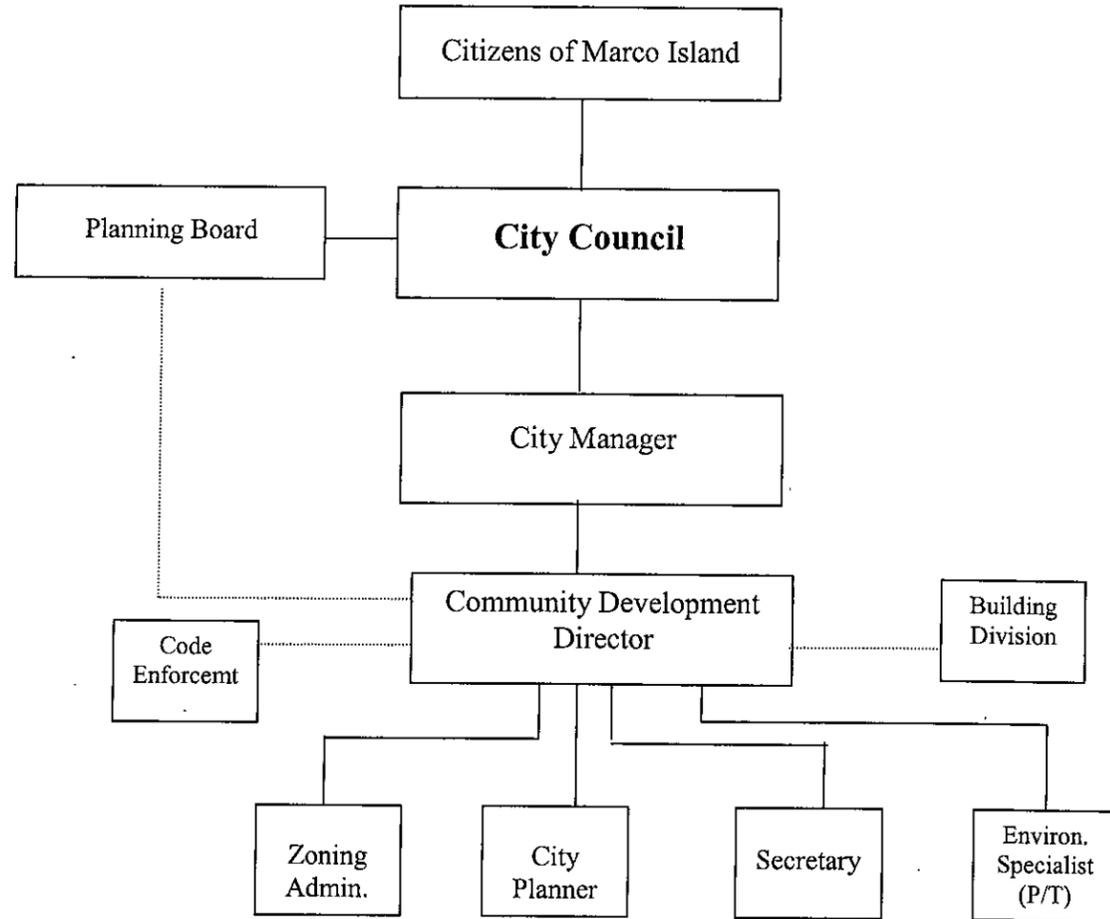
**BUDGET SUMMARY**

<u>Description:</u>	<u>Total Cost:</u>
Personnel Services Expenditures	\$325,044
Operating Expenses	77,370
Capital Outlay	<u>5,000</u>
<b>Total for FY2004</b>	<b>\$407,414</b>

Community Development

City Administration

ORGANIZATIONAL CHART



09/17/03

FISCAL YEAR 2004 APPROVED BUDGET

100% Yr Complete

DESCRIPTION	ACTUAL FY2002	BUDGET FY2003	YTD ACTUAL FY2003	PROJECTED FY2003	PROPOSED % OF FY2004 FY2003	
<b>COMMUNITY DEVELOPMENT</b>						
WAGES	182,496	226,394	216,993	226,394	238,213 105 %	
OVERTIME	328	500	205	200	500 100 %	
BENEFITS	48,263	63,113	52,524	62,000	64,451 102 %	
FICA TAXES	17,159	21,030	18,392	21,030	21,880 104 %	
WORKERS COMPENSATION	5,854	0	0	0	0 0 %	
<b>TOTAL PERSONNEL SERVICES:</b>	<b>254,100</b>	<b>311,037</b>	<b>288,113</b>	<b>309,624</b>	<b>325,044 105 %</b>	
PROFESSIONAL SERVICES	7,928	17,505	21,296	25,000	50,000 286 %	
WATER QUALITY TESTING	13,093	13,500	6,422	7,000	7,500 56 %	
COLLIER COUNTY SERVICES	84	3,000	0	1,000	2,000 67 %	
TRAVEL PER DIEM	1,583	5,100	2,024	2,600	4,400 86 %	
TELEPHONE & COMMUNICATIONS	1,883	2,760	0	0	500 18 %	
INSURANCE	518	0	0	0	0 0 %	
VEHICLE REPAIR & MAINTENANCE	25	320	0	0	320 100 %	
EQUIPMENT REPAIR & MAINTENANCE	15	500	0	200	500 100 %	
PRINTING	1,308	2,000	930	1,000	2,000 100 %	
TURTLE GRANT EXPENSES	4,300	5,000	6,616	5,000	0 0 %	
OFFICE SUPPLIES	2,775	3,350	3,440	4,350	3,500 104 %	
FUEL	716	600	585	600	600 100 %	
UNIFORMS	45	300	0	150	200 67 %	
POSTAGE	248	600	19	100	250 42 %	
PUBLICATIONS & MEMBERSHIPS	2,725	2,400	2,361	2,400	2,500 104 %	
TRAINING	3,690	3,100	1,985	3,000	3,100 100 %	
<b>TOTAL OPERATING EXPENSES:</b>	<b>40,936</b>	<b>60,035</b>	<b>45,678</b>	<b>52,400</b>	<b>77,370 129 %</b>	
EQUIPMENT PURCHASES	19,284	3,995	3,053	3,000	5,000 125 %	
<b>TOTAL CAPITAL OUTLAY:</b>	<b>19,284</b>	<b>3,995</b>	<b>3,053</b>	<b>3,000</b>	<b>5,000 125 %</b>	
<b>GRAND TOTAL FOR DEPARTMENT:</b>	<b>314,321</b>	<b>375,067</b>	<b>336,845</b>	<b>365,024</b>	<b>407,414 109 %</b>	

Capital Projects Fund

Public Works

Public Safety

Funds and Revenues

**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 2004 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 archiving 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 2003, the Code Compliance Division achieved the following objectives set in the previous budget:

**ACCOMPLISHMENTS**

- Continued to investigate an average of 250+ 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.

**DETAIL OF PERSONNEL SERVICES**

<u>Position:</u>	<u>FY2003 Budget:</u>	<u>FY2004 Proposed:</u>	<u>Salary:</u>
Chief of Code Compliance	1.0	1.0	\$44,355
Code Compliance Officer	1.0	1.0	36,807
Zoning Compliance Officer	1.0	1.0	32,629
Pay for Performance Incentives			<u>5,690</u>
<b>Total Full Time Equivalent</b>	<b>3.0</b>	<b>3.0</b>	<b>\$119,481</b>

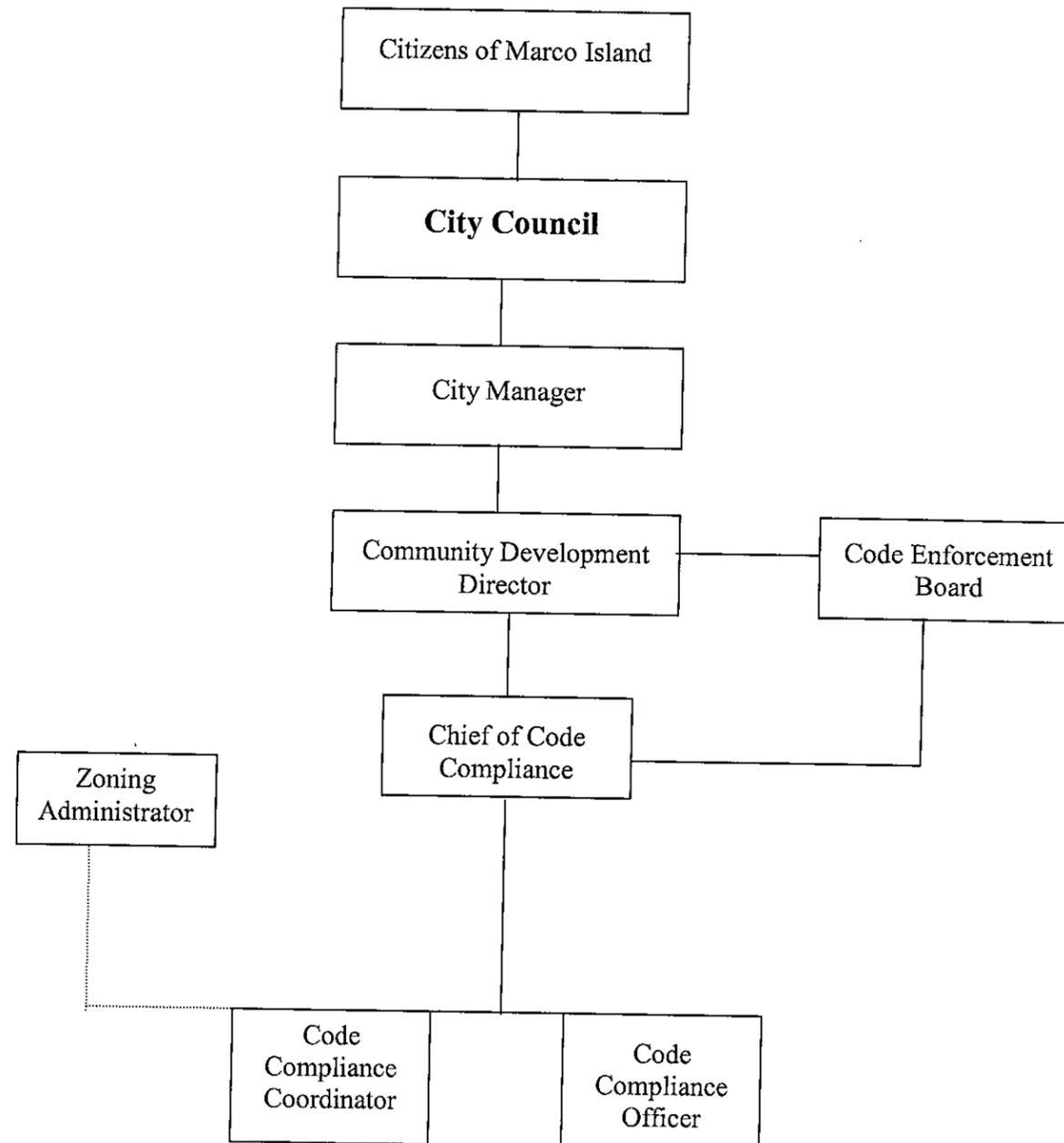
**DETAIL OF CAPITAL OUTLAY**

<u>Description:</u>	<u>Total Cost:</u>
Video Equipment	\$ <u>2,500</u>
<b>Total for FY2004</b>	<b>\$ 2,500</b>

**BUDGET SUMMARY**

<u>Description:</u>	<u>Total Cost:</u>
Personnel Services Expenditures	\$169,697
Operating Expenses	34,800
Capital Outlay	<u>2,500</u>
<b>Total for FY2004</b>	<b>\$206,997</b>

ORGANIZATIONAL CHART



FISCAL YEAR 2004 APPROVED BUDGET

100% Yr Complete

DESCRIPTION	ACTUAL FY2002	BUDGET FY2003	YTD ACTUAL FY2003	PROJECTED FY2003	PROPOSED % OF FY2004 FY2003	
<b>CODE COMPLIANCE</b>						
WAGES	99,396	113,575	105,285	113,000	119,481	105 %
OVERTIME	1,380	2,000	1,873	2,000	2,000	100 %
BENEFITS	28,820	34,202	30,786	34,202	36,638	107 %
FICA TAXES	8,941	11,072	9,330	11,072	11,578	105 %
WORKERS COMPENSATION	24,317	0	0	0	0	0 %
<b>TOTAL PERSONNEL SERVICES:</b>	<b>162,854</b>	<b>160,849</b>	<b>147,274</b>	<b>160,274</b>	<b>169,697</b>	<b>106 %</b>
PROFESSIONAL SERVICES	1,348	2,500	4,654	6,000	5,000	200 %
CONTRACTUAL SERVICES	16,559	20,000	12,281	15,000	15,000	75 %
TRAVEL PER DIEM	1,304	1,750	1,269	1,500	2,000	114 %
TELEPHONE & COMMUNICATIONS	3,029	2,400	63	250	500	21 %
RENTALS & LEASES	1,150	0	0	0	0	0 %
INSURANCE	1,628	0	0	0	0	0 %
VEHICLE REPAIR & MAINTENANCE	750	1,860	1,512	1,800	1,860	100 %
EQUIPMENT REPAIR & MAINTENANCE	157	500	52	100	500	100 %
PRINTING	1,278	2,500	808	1,000	1,500	60 %
OFFICE SUPPLIES	3,144	2,700	2,374	3,000	3,000	111 %
FUEL	2,277	1,800	1,610	1,800	1,800	100 %
UNIFORMS	305	450	143	450	450	100 %
POSTAGE	83	100	30	100	100	100 %
PUBLICATIONS & MEMBERSHIPS	90	400	115	200	590	148 %
TRAINING	1,520	1,750	1,942	2,500	2,500	143 %
<b>TOTAL OPERATING EXPENSES:</b>	<b>34,623</b>	<b>38,710</b>	<b>26,854</b>	<b>33,700</b>	<b>34,800</b>	<b>90 %</b>
EQUIPMENT PURCHASES	10,361	0	1,445	0	2,500	0 %
<b>TOTAL CAPITAL OUTLAY:</b>	<b>10,361</b>	<b>0</b>	<b>1,445</b>	<b>0</b>	<b>2,500</b>	<b>0 %</b>
<b>GRAND TOTAL FOR DEPARTMENT:</b>	<b>207,838</b>	<b>199,559</b>	<b>175,573</b>	<b>193,974</b>	<b>206,997</b>	<b>104 %</b>

Capital Projects Fund

Public Works

Public Safety

Parks and Recreation

**City of Marco Island  
Annual Budget Summary  
Fiscal Year 2003-04**

*General Fund*

**Fiscal Year 2004  
Annual Budget**

**PUBLIC WORKS  
EXPENDITURES:**

Streets & Drainage	\$	1,262,237
Beautification		497,887
<b>TOTAL EXPENDITURES</b>	<b>\$</b>	<b>1,760,124</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);
- 8 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).
- Right-of-Way maintenance and over 9 miles of landscaped medians.

Organizationally, the Public Works Department is comprised of four Divisions (Streets and Drainage, 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.

Essential maintenance, construction, and related services provided by Streets and Drainage 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
- Right-of-way permitting activities, Site Development Plan reviews 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 full-time Streets and Drainage Coordinator. The majority of infrastructure work and related support services are provided by numerous contractors through annual construction agreements and work orders. Qualified contractors ensure 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, 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 2004 include activities under the professional service and contractual service categories. The Department plans to outsource the following primary services:

**Professional Services:**

- Signal Warrant Analysis
- Engineering / Surveying Services
- Maintenance Engineering Designs
- Road Condition Survey Services

**Contractual Services:**

- Storm Sewer Clean Out Services
- Street Sweeping Contract
- Streetlight Repairs
- Tree / Hazards Removal
- Roadway Pavement Markings
- Traffic Signal Repairs and Upgrades
- Debris Pick Up / Mowing of ROW
- Aerial Electrical Services
- Janitorial Services
- Temporary Worker Support Services
- Miscellaneous Drainage Repairs
- Roadway / ROW Repairs

Additionally, for fiscal year 2004, the currently authorized Maintenance Worker position will be reclassified to a Streets and Drainage Inspector position to align with current right-of-way inspection, permitting, and surveying tasks being performed by the employee for residential home construction. This Maintenance Worker is presently performing such technical duties.

During fiscal year 2004, 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.
- 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.
- Continue to investigate opportunities for grant application submittals to County and State governing authorities.
- Proactively interface with the Waterways Advisory Committee and Beautification 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.
- 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.
- Effectively manage the design and permitting stages for the reconstruction of South Collier Boulevard and North Collier Boulevard.

During fiscal year 2003, 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.

Capital Projects Fund

Fund 0000

*City of Marco Island, Florida*

## Streets and Drainage

- Completed the annual street resurfacing project for fiscal year 2003 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.
- Substantially completed construction of the District IV 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.
- 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.

*City of Marco Island, Florida*

## Streets and Drainage

- 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.
- Renewed annual contracts for full service ground and facility maintenance contracts at several City parks.
- 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.
- 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 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.
- Finalized construction of the Tallwood Street storm sewer project.
- Initiated final design for the reconstruction of North and South Collier Boulevard
- 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**

<u>Position:</u>	<u>FY2003 Budget:</u>	<u>FY2004 Proposed:</u>	<u>Salary:</u>
Public Works Director (1)	1.0	1.0	\$76,212
Public Works Superintendent	1.0	1.0	49,976
Project Manager	1.0	1.0	50,000
Streets/Drainage Coordinator	1.0	1.0	42,500
Executive Secretary	1.0	1.0	35,138
Contracts Officer	1.0	1.0	43,784
Maintenance Worker	2.0	1.0	31,670
Streets and Drainage Inspector	0.0	1.0	33,195
<i>Pay for Performance Incentives</i>			<u>17,670</u>
<b>Total Full Time Equivalents</b>	<b>8.0</b>	<b>8.0</b>	<b>\$380,145</b>

**DETAIL OF CAPITAL OUTLAY**

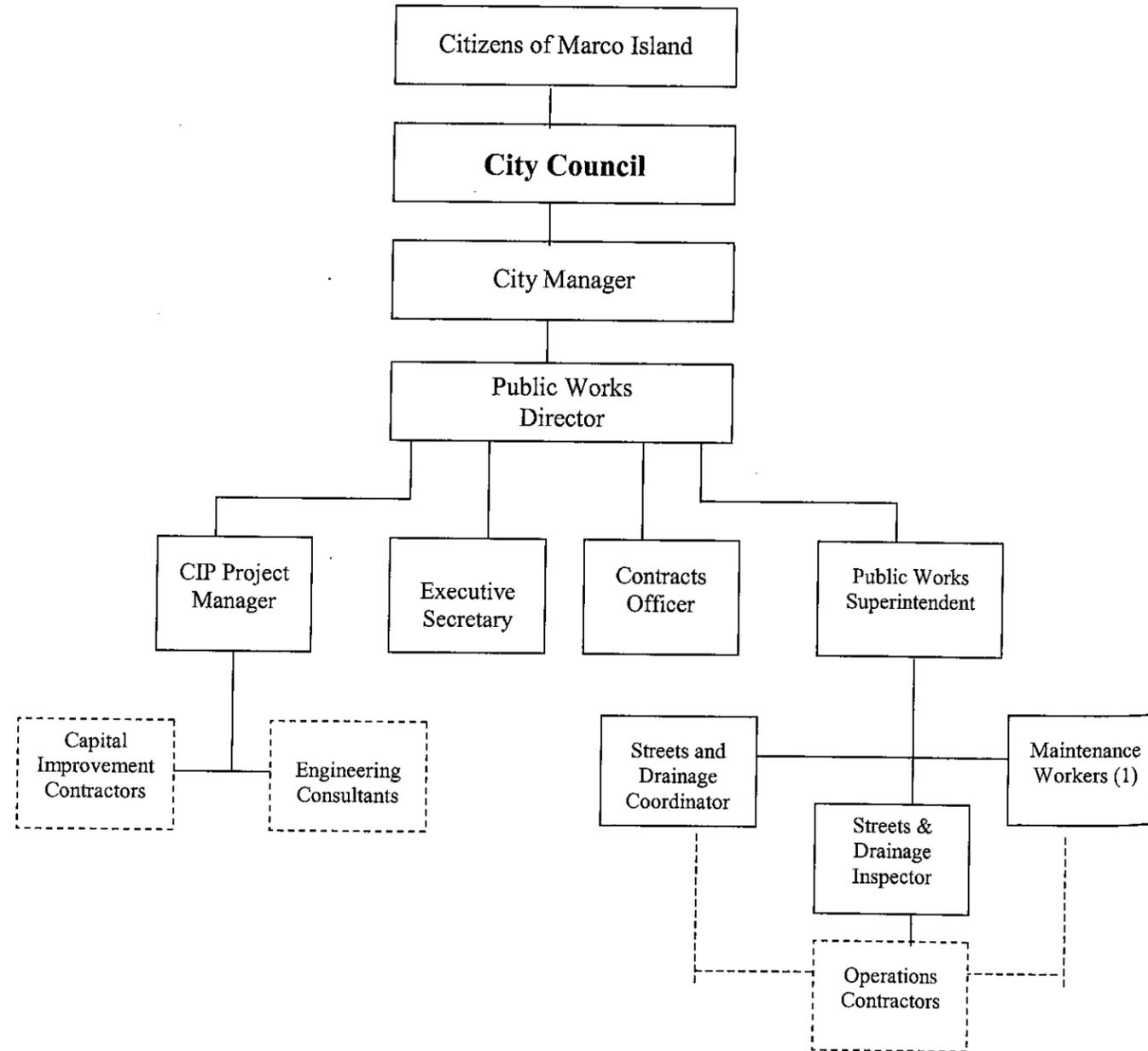
<u>Description:</u>	<u>Total Cost:</u>
Replacement Vehicle	<u>\$23,000</u>
<b>Total Capital Outlay</b>	<b>\$23,000</b>

**BUDGET SUMMARY**

Personnel Services Expenditures	\$544,897
Operating Expenses	694,340
Capital Outlay	23,000
<b>Total for FY2004</b>	<b>\$1,262,237</b>

PUBLIC WORKS

ORGANIZATIONAL CHART



FISCAL YEAR 2004 APPROVED BUDGET

DESCRIPTION	ACTUAL FY2002	BUDGET FY2003	YTD ACTUAL FY2003	PROJECTED FY2003	PROPOSED % OF FY2004 FY2003
<b>STREETS &amp; DRAINAGE</b>					
WAGES	292,917	354,465	303,247	354,465	380,145 107 %
OVERTIME	21,382	15,000	13,051	15,000	15,000 100 %
BENEFITS	76,430	108,770	77,718	108,770	112,560 103 %
FICA TAXES	28,320	35,328	26,656	35,328	37,192 105 %
WORKERS COMPENSATION	48,183	0	0	0	0 0 %
<b>TOTAL PERSONNEL SERVICES:</b>	<b>467,232</b>	<b>513,563</b>	<b>420,672</b>	<b>513,563</b>	<b>544,897 106 %</b>
PROFESSIONAL SERVICES	14,107	24,382	24,412	8,496	25,000 103 %
CONTRACTUAL SERVICES	207,251	342,278	337,765	344,678	338,949 99 %
COLLIER COUNTY SERVICES	6,650	6,650	6,650	6,650	7,000 105 %
TRAVEL PER DIEM	1,035	1,500	1,028	1,500	1,200 80 %
TELEPHONE & COMMUNICATIONS	6,393	6,120	6,031	6,120	6,700 109 %
UTILITIES	221,143	226,188	205,286	226,188	236,140 104 %
RENTALS & LEASES	0	131	131	131	2,000 1,527 %
INSURANCE	3,479	0	0	0	0 0 %
VEHICLE REPAIR & MAINTENANCE	4,195	11,471	10,516	6,000	7,000 61 %
BUILDING REPAIR & MAINTENANCE	127	1,670	1,670	25,236	3,000 180 %
EQUIPMENT REPAIR & MAINTENANCE	2,753	750	750	750	2,000 267 %
PRINTING	562	81	81	500	1,000 1,235 %
WATERWAYS EXPENSES	6,145	15,740	15,740	15,451	20,000 127 %
OFFICE SUPPLIES	2,998	11,200	10,811	12,000	4,500 40 %
ROADS & STREETS MATERIALS	53,959	35,388	34,416	28,000	25,000 71 %
FUEL	2,039	4,200	2,521	4,200	4,385 104 %
UNIFORMS	2,304	3,000	2,668	3,000	3,266 109 %
POSTAGE	161	405	405	572	200 49 %
SOLID WASTE DISPOSAL	974	2,480	2,000	3,480	3,000 121 %
PUBLICATIONS & MEMBERSHIPS	1,508	1,173	1,173	1,000	1,500 128 %
TRAINING & EDUCATION	2,188	1,645	1,645	2,500	2,500 152 %
<b>TOTAL OPERATING EXPENSES:</b>	<b>539,970</b>	<b>696,452</b>	<b>665,699</b>	<b>696,452</b>	<b>694,340 100 %</b>
CAPITAL IMPROVEMENTS - BUILDIN	0	0	0	0	23,000 0 %
EQUIPMENT PURCHASES	0	4,656	4,656	4,656	0 0 %
<b>TOTAL CAPITAL OUTLAY:</b>	<b>0</b>	<b>4,656</b>	<b>4,656</b>	<b>4,656</b>	<b>23,000 494 %</b>
DEBT SERVICE PRINCIPAL	50,000	0	0	0	0 0 %
DEBT SERVICE INTEREST	48,771	0	0	0	0 0 %
<b>TOTAL DEBT SERVICE:</b>	<b>98,771</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0 0 %</b>
<b>GRAND TOTAL FOR DEPARTMENT:</b>	<b>1,105,974</b>	<b>1,214,671</b>	<b>1,091,027</b>	<b>1,214,671</b>	<b>1,262,237 104 %</b>

**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 street rights-of-way.*

**DESCRIPTION**

The Beautification Division maintains over nine miles of landscaped medians and adjacent roadside tree borders 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.
- Winterberry Drive (South Barfield Drive to South Collier Boulevard).
- Pending Bald Eagle Drive (San Marco Road to Elkcam Circle).
- Pending intersection of Bald Eagle Drive and Elkcam Circle.
- 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 landscape maintenance / replacement work and a licensed 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.

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.

The Beautification Division also coordinates its maintenance responsibilities with residential property owners, business 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 2004, 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 2004 to support the responsibilities and activities of the Beautification Division.

In fiscal year 2004, the Beautification Division will aspire to achieve the following:

**OBJECTIVES**

- Submit transportation surface enhancement grant through the Collier County Metropolitan Planning Organization for streetscape and landscape improvements at select locations. Example locations include the Factory Bay Bridge, North Barfield Drive Bridge at Marco River Inlet, and City roadway corridors such as San Marco Road and North Collier Boulevard.
- With the assistance of the Beautification Advisory Committee, plan for landscape needs for a five-year horizon in conjunction with the CIP.
- Through the assistance and volunteer efforts of the Beautification Advisory Committee, conduct additional public educational workshops to disseminate landscape materials and knowledge to community members.
- Coordinate implementation of the Streetscape Improvements category planned for fiscal year 2004 in the Five-Year CIP (comprised of Roadside Border Landscaping, Cul-De-Sac Tree Installations, and landscaping of S.R. 951) 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.
- Coordinate installation of landscaping and irrigation improvements at pedestrian nodes as part of land development activities through the Site Development Plan review processes.

- Plan and establish long-range beautification goals and objectives with the assistance of the Beautification Advisory Committee to eventually result in a master landscape and maintenance plan.
- 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.
- Finalize a master plan for installation of roadside border trees along the City's 24 miles of arterial and collector roadways.

During fiscal year 2003, the Beautification Division achieved the following objectives set in the previous budget:

**ACCOMPLISHMENTS**

- Assisted the Beautification Advisory Committee in finalizing a formal committee mission statement and long-range committee goals and objectives.
- Prepared and distributed the City's first Annual Report setting forth landscape accomplishments by staff and the Beautification Advisory Committee.
- Reviewed and submitted revisions to the City's landscape code, including standards for minimum maintenance requirements and irrigation criteria.
- Submitted a second 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 (\$130,000 awarded in fiscal year 2003).
- Submitted a grant application to the State of Florida Highway Beautification Council for streetscape and landscape improvements for 1.3 miles of S. R. 951 (Collier Boulevard) north of the S.S. Judge Jolley Bridge.
- Completed the Phase III Cul-De-Sac tree installation project authorized for fiscal year 2003.
- Assisted the Community Development Department in reviewing landscape improvement plans as part of Site Development Plan review processes.

- Re-bid the City's annual landscape maintenance contract and effectively managed contractor activities with no work rejections and no contract claims.
- Developed a Streetscape Improvement category valued at \$1,064,000 through fiscal year 2008 as part of the City's Five-Year CIP.
- Received a Florida 2002 Tree Award for outstanding urban forestry efforts from the Florida Urban Forestry Council and the Florida Division of Forestry. The Chairperson for the City's Beautification Advisory Committee accepted the award at the Annual Trees Conference in Orlando, Florida.
- Administered project tracking forms and an Executive Summary format for use by members of the Beautification Advisory Committee to improve productivity and management results.
- Coordinated the City's need for active and/or passive park related uses at the S.S. Judge Jolley Bridge with the State of Florida Department of Transportation as part of the final designs for the S.S. Judge Jolley Bridge widening project.
- Completed designs and installations of a flag staff grouping and identification sign at the new Veterans Memorial Park at the North Collier Boulevard / North Barfield Drive intersection.
- Completed installation of a new mast arm traffic signal system at the Bald Eagle Drive / Elkcam Circle intersection utilizing architectural colors and features endorsed by the City's Beautification advisory Committee.
- Conducted the City's first Arbor Day celebration through the planting of an honorary palm tree at City Hall.

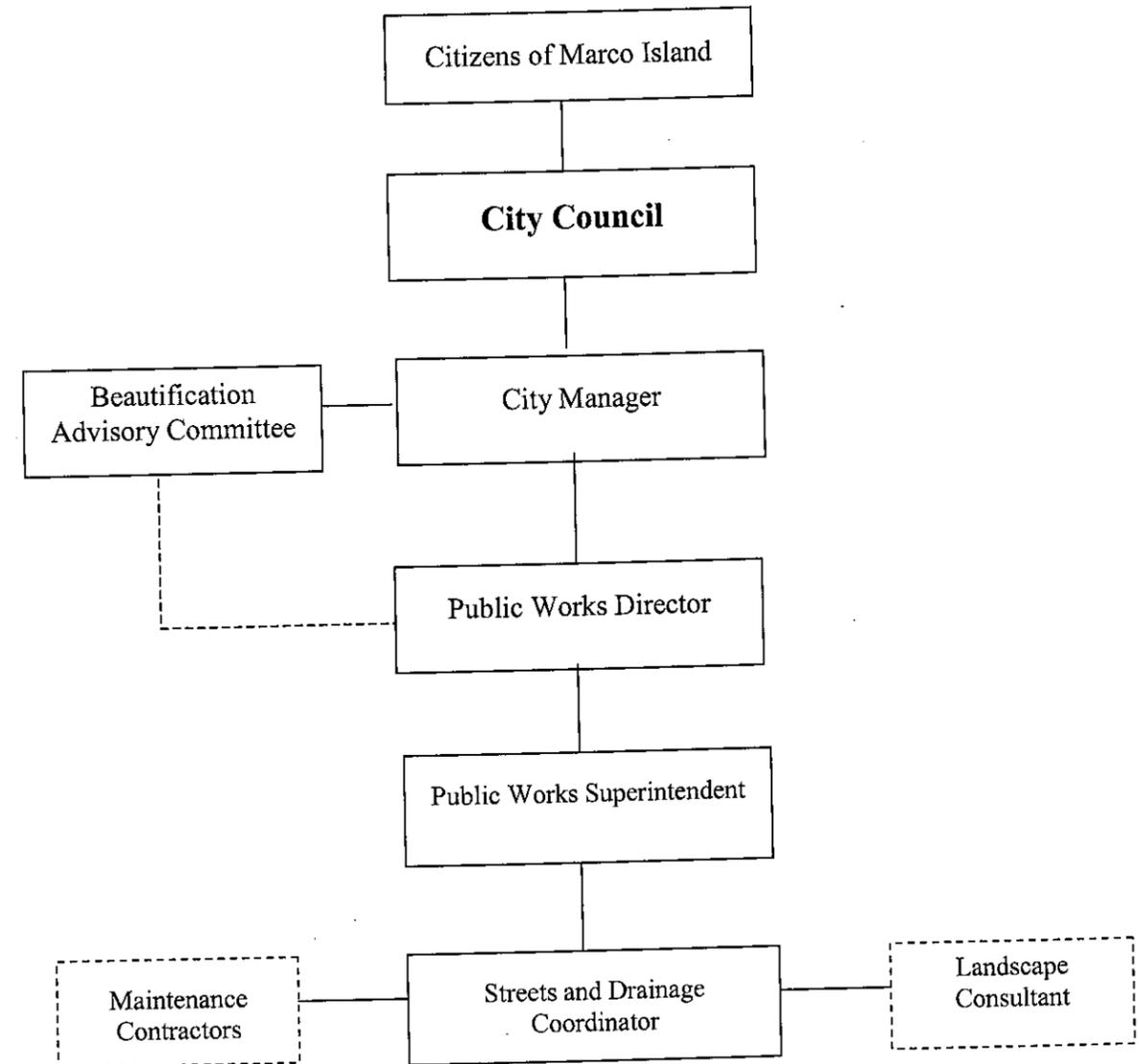
**DETAIL OF PERSONNEL SERVICES**

**None:** All beautification maintenance services are outsourced.

**BUDGET SUMMARY**

Description	Total Cost
Professional Services	\$ 12,540
Contractual Services	457,576
Operating Expenses	<u>27,771</u>
<b>Total for FY2004</b>	<b>\$497,887</b>

**ORGANIZATIONAL CHART**



City of Marco Island  
DEPARTMENTAL BUDGET REPORT

FISCAL YEAR 2004 APPROVED BUDGET

100% Yr Complete

DESCRIPTION	ACTUAL FY2002	BUDGET FY2003	YTD ACTUAL FY2003	PROJECTED FY2003	PROPOSED FY2004	% OF FY2003
<b>BEAUTIFICATION</b>						
PROFESSIONAL SERVICES	11,400	11,400	11,400	11,400	12,540	110 %
CONTRACTUAL SERVICES	411,396	465,960	449,258	444,960	457,576	98 %
UTILITIES	9,970	11,604	9,140	11,604	12,115	104 %
INSURANCE	1,295	0	0	0	0	0 %
VEHICLE REPAIR & MAINTENANCE	8,932	9,996	10,040	16,000	10,436	104 %
FUEL	4,154	5,000	4,457	5,000	5,220	104 %
<b>TOTAL OPERATING EXPENSES:</b>	<b>447,146</b>	<b>503,960</b>	<b>484,295</b>	<b>488,964</b>	<b>497,887</b>	<b>99 %</b>
<b>TOTAL CAPITAL OUTLAY:</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0 %</b>
<b>GRAND TOTAL FOR DEPARTMENT:</b>	<b>447,146</b>	<b>503,960</b>	<b>484,295</b>	<b>488,964</b>	<b>497,887</b>	<b>99 %</b>

Capital Projects Fund

Public Safety

**City of Marco Island  
Annual Budget Summary  
Fiscal Year 2003-04**

*General Fund*

**Fiscal Year 2004  
Annual Budget**

**PUBLIC SAFETY  
EXPENDITURES:**

Police Services	\$	2,659,455
Fire/Rescue		2,645,111
<b>TOTAL EXPENDITURES</b>	<b>\$</b>	<b>5,304,566</b>

**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. The members of the Police Department want to *add value* to our community by maintaining a low crime rate, a high crime clearance rate and safe streets. They want to *be valued* in the community by providing excellent service to our residents and visitors.

Compared to similar cities in Florida the ratio of officers to residents is below the average, even without consideration of our large seasonal population influx. The Florida Department of Law Enforcement reports that the average Florida city with a population of 15,000 to 20,000 has 2.53 officers per 1000 residents, Marco Island has 1.83 officers per 1000 *permanent* residents. A grant application has been approved by the Department of Justice Office of Community Oriented Policing Services (COPS) for two police officer positions. This COPS hiring grant award will allow the Police Department to increase staffing at minimal cost to the City and phase those costs in over three years to assist in keeping within budget cap restrictions. The positions will be filled mid-year. The Department has also applied for a Homeland Security Overtime Program Grant in the amount of \$25,000. If awarded this grant will allow for increased training to detect, prepare for, prevent, protect against, respond to, and recover from terrorist attacks. It will also pay for additional marine patrol of our waterways from incursion by terrorists, drug smugglers and illegal aliens. The competition for these grant funds is intense and it is unclear if federal funds will be available for these programs in the future. In FY02 and FY03 we obtained a Florida Department of Transportation Highway Safety Grant to partially fund one police officer position focusing on drunk driving violations and traffic law enforcement. We have requested grant funding in the amount of \$24,386 for FY04. If awarded this grant will provide continued partial funding for this police officer position. We will explore other grant opportunities that benefit the City as they present themselves.

The hours of a victim/senior advocate are increased from fifteen per week to twenty per week. This increase is based upon the positive input of community members and City Council.

During fiscal year 2004, the Police Department will aspire to achieve the following:

**OBJECTIVES**

- To maintain a crime index total less than similar Florida cities.
- Continuation of a traffic safety program focused on traffic crash reduction and utilizing several strategies including public education campaigns, speed enforcement and drunk driving enforcement.
- Continuation and improvement of 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 finalize the implementation of 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 having the capability to communicate with the Florida Department of Transportation, the Florida Crime Information Center and the National Crime Information Center.
- To increase the citizen contacts of our Crime Prevention Officer 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 increase community involvement in the Police Department by increasing the total hours of volunteer participation, accepting student interns, encouraging restorative justice programs and supporting Neighborhood Watch.

During fiscal year 2003, the Police Department achieved the following:

**ACCOMPLISHMENTS**

- Total index crimes as measured by the United States Department of Justice Uniform Crime Reports were reduced from 353 in calendar year 2001 to 282 in calendar year 2002. A reduction of 20.1%.

- Total traffic crashes were reduced from 324 in calendar year 2001 to 307 in calendar year 2002. A reduction of 5.2%.
- Cooperated with the Florida Domestic Security Task Force, Collier County Sheriff's Office, Naples Police Department, the U.S. Custom Service, Federal Bureau of Investigation and the Drug Enforcement Administration in several investigations and matters of mutual concern.
- Instituted a program of in-service training provided by Department personnel. The training included instruction in firearms, defensive tactics, first aid, criminal law, weapons of mass destruction, domestic terrorism and incident command. Officers received additional training in traffic homicide investigation, boating accident investigations, drug interdiction, crime prevention, evidence collection and preservation, supervision and management.

**DETAIL OF PERSONNEL SERVICES**

Position:	FY2003 Budget:	FY2004 Budget:	Salary:
Chief of Police	1.0	1.0	\$73,675
Secretary	1.0	1.0	27,784
Records Clerk	1.0	1.0	27,765
Police Captain	1.0	1.0	55,045
Police Lieutenants	4.0	4.0	201,552
Police Officers	22.0	24.0	915,285
Crime Victim Advocate Grant	0.38	0.5	14,000
Pay for Performance Incentives			<u>64,005</u>
<b>Total Full Time Equivalents</b>	<b>30.38</b>	<b>32.5</b>	<b>\$1,379,111</b>

**DETAIL OF CAPITAL OUTLAY**

Description:	Total Cost:
Vehicle Video Camera Outfit	\$6,000
K-9 Equipment	2,000
Portable Radios	7,000
Network Printer	2,500
Furniture	2,000
Replacement Vehicles (3)	75,000
Equipment for Replacement Vehicles	33,000
AEDs	9,000
Computer Network Equipment	<u>4,000</u>
<b>Total Capital Outlay</b>	<b>\$140,500</b>

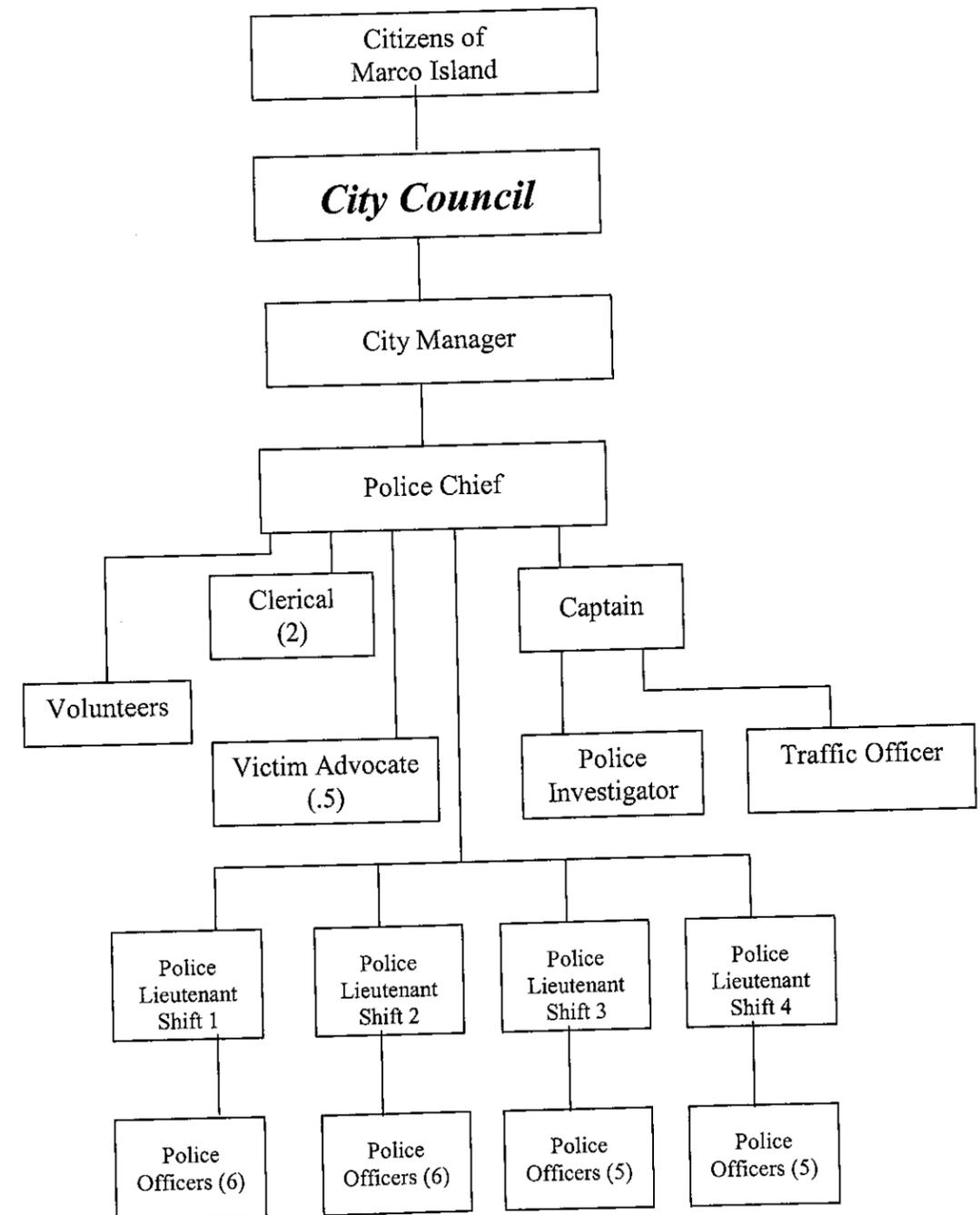
**BUDGET SUMMARY**

Description	Total Cost
Personnel Services Expenditures	\$2,050,545
Operating Expenses	468,410
Capital Outlay	140,500
<b>Total for FY2004</b>	<b>\$2,659,455</b>

**FUNDING SOURCES TO FINANCE PROGRAM**

Description	Total
General Fund	\$2,586,355
C.O.P.S. Federal Grant	0
C.O.P.S.-more Grant	0
Victims of Crime Grant	0
Highway Safety Grant	73,100
<b>Total</b>	<b>\$2,659,455</b>

**ORGANIZATIONAL CHART**



FISCAL YEAR 2004 APPROVED BUDGET

100% Yr Complete

DESCRIPTION	ACTUAL FY2002	BUDGET FY2003	YTD ACTUAL FY2003	PROJECTED FY2003	PROPOSED % OF FY2004 FY2003	
<b>POLICE SERVICES</b>						
SUPERVISOR SALARIES	66,794	127,061	65,968	79,000	135,156	106 %
POLICE OFFICER WAGES	907,110	1,072,555	894,952	1,080,000	1,137,020	106 %
C.O.P.S. GRANT PERSONNEL	117,740	0	91,741	0	35,000	0 %
SUPPORT STAFF WAGES	52,157	67,058	59,360	75,000	73,026	109 %
OVERTIME	34,963	76,850	114,556	125,000	76,850	100 %
BENEFITS	322,088	431,825	369,058	420,000	447,775	104 %
FICA TAXES	103,608	130,455	84,413	125,000	145,718	112 %
WORKERS COMPENSATION	125,637	0	0	0	0	0 %
<b>TOTAL PERSONNEL SERVICES:</b>	<b>1,730,097</b>	<b>1,905,804</b>	<b>1,680,048</b>	<b>1,904,000</b>	<b>2,050,545</b>	<b>108 %</b>
<b>PROFESSIONAL SERVICES</b>						
CONTRACTUAL SERVICES	14,773	38,020	20,048	26,200	18,000	47 %
COLLIER COUNTY SERVICES	11,085	5,720	6,145	6,500	26,500	463 %
INVESTIGATIONS	180,000	191,000	180,000	180,000	191,000	100 %
TRAVEL PER DIEM	295	1,250	1,474	2,500	5,000	400 %
TELEPHONE & COMMUNICATIONS	11,595	11,760	15,554	15,000	15,000	128 %
UTILITIES	23,477	30,580	24,832	25,000	28,000	92 %
RENTALS & LEASES	8,297	7,000	6,715	6,000	7,000	100 %
INSURANCE	6,275	6,840	6,400	6,800	6,800	99 %
VEHICLE REPAIR & MAINTENANCE	11,807	0	0	0	0	0 %
BUILDING REPAIR & MAINTENANCE	31,235	19,950	36,661	37,000	32,000	160 %
EQUIPMENT REPAIR & MAINTENANCE	3,271	4,250	5,226	6,000	4,500	106 %
MARINE EXP-REPAIRS/MAINT	6,759	8,900	7,362	8,900	10,000	112 %
PRINTING	0	4,180	4,451	4,180	5,200	124 %
PUBLIC EDUCATION & GOODWILL	807	4,000	689	2,500	4,000	100 %
VOCA GRANT EXPENSES	2,191	3,600	2,988	3,000	3,600	100 %
DOT DUI GRANT EXPENSES	15,846	4,673	515	0	0	0 %
ISLAND DRUG REDUCTION GRANT	79,942	8,715	60,831	0	0	0 %
ISLAND DRUG GRANT -'03	9,695	0	14,110	0	0	0 %
DRUG AWARENESS PROGRAMS	0	10,000	2,648	0	0	0 %
COPS MORE GRANT	0	6,000	7,000	7,000	0	0 %
OFFICE SUPPLIES	0	0	170,265	247,213	0	0 %
OPERATING SUPPLIES	13,338	12,000	8,794	12,000	12,000	100 %
FUEL	15,177	16,475	25,673	20,000	20,400	124 %
UNIFORMS	26,724	26,400	30,526	26,400	28,000	106 %
POSTAGE	18,174	23,500	18,642	21,000	21,000	89 %
MARINE EXPENSE-FUEL	565	750	896	1,000	1,000	133 %
SOLID WASTE DISPOSAL	0	2,000	713	2,000	2,000	100 %
PUBLICATIONS & MEMBERSHIPS	967	2,207	1,151	2,200	3,000	136 %
TRAINING	2,450	2,785	2,710	2,785	2,910	104 %
<b>TOTAL OPERATING EXPENSES:</b>	<b>507,157</b>	<b>475,855</b>	<b>675,486</b>	<b>694,178</b>	<b>468,410</b>	<b>98 %</b>
<b>EQUIPMENT PURCHASES</b>						
	60,364	388,549	100,223	115,000	140,500	36 %
<b>TOTAL CAPITAL OUTLAY:</b>	<b>60,364</b>	<b>388,549</b>	<b>100,223</b>	<b>115,000</b>	<b>140,500</b>	<b>36 %</b>
<b>GRAND TOTAL:</b>	<b>2,297,618</b>	<b>2,770,208</b>	<b>2,455,757</b>	<b>2,713,178</b>	<b>2,659,455</b>	<b>96 %</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 provide 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
- Health
- Safety and
- 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, home care and fire/medical community outreach programs. The fire-rescue personnel are committed to programs that provide cost effective service maximizing limited resources with major community impact.

In fiscal year 2003 the department expanded its regional partnership with Collier County and the Collier County Fire Chief's Association. Service provisions were increased by the creation of an ALS Aerial and a command vehicle with additional medical equipment. Progress was also made in the standardization of countywide protocols and automatic apparatus response. The Department refined the countywide WMD/hazardous materials response system through a joint partnership agreement with the City of Naples and North Naples.

One of the critical issues facing the department is the concern involving existing building infrastructure within the island. The high density of high and mid-rise structures and deterioration of older building structures has uncovered the need for education; compliance to fire codes and stopping non permitted work from taking place. The Department does not have an annual fire inspection program for businesses and current prevention personnel are kept busy with new and permitted work. The Department will be responding to this issue with the new position of fire inspector approved for fiscal year 2004.

During fiscal year 2004 the Fire-Rescue Department will achieve the following objectives:

**OBJECTIVES**

- Bring to fruition a dedicated specialized cardiac and stroke care response unit on the island through a partnership with Collier County EMS.
- Expand civilian participation through the C.E.R.T. program and look to retired professionals for assistance in operational areas.
- Implement two senior educational programs created by two Fire-Rescue Captains:
  - Stroke Awareness Day and Brochures
  - Early Heart Attack Care Program
- Increase children's' education programs at the local schools and implement a child fire tee shirt giveaway program designed by one of our Driver Engineers.
- Implement a regional automatic aid plan for immediate necessary fire unit response for both specialized and structural fire requirements.
- Work with Collier County Administration and the Fire Chief's Association on a countywide approach to long-term fire rescue needs.
- Implement a new fire life safety code to mirror the statewide and local fire code that will be in effect 2004.
- Continue the aggressive campaign on automatic external defibrillators procurement and training throughout the island.
- Aggressively seek grants:
  - EMS, Emergency Management, Weapons of Mass Destruction, Fire Act, Private Foundations.
- Implement a long-range apparatus refurbish and procurement program. This strategy would evaluate leasing, outright purchase and lease purchase.
- Do analysis of long-range personnel needs and its implication upon the spending cap and overall City budget.

- Implement mobile data terminal interface with Collier County CAD and Marco Island Police Department.
- Do analysis of potential revenue streams and overall effect on the spending cap and City budget.

**ACCOMPLISHMENTS**

- Expanded partnership with Collier County Emergency Medical Services that places and ALS Aerial in service. This unit still has limited capabilities.
- Increased revenue through ordinance changes.
- Successfully obtained \$30,000 physical fitness grant from the Federal Government which has benefited all City employees.
- Expanded the Civilian Emergency Response Team.
- Provided extremely high public contact through public education programs.
- Captain Paramedic Don Jones was named Paramedic of the Year for the State of Florida.
- Marco Island Fire-Rescue personnel placed 22 in the world in the Scott Firefighter Combat Challenge.
- 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.
- Worked closely with all other department directors on many joint projects inclusive of roadways, buildings, Key Marco annexation proposal and other major projects.
- Exceeded Fiscal Year 2003 budget objectives.

**DETAIL OF PERSONNEL SERVICES**

Position:	FY2003 Budget:	FY2004 Proposed:	Salary:
Fire Chief	1.0	1.0	\$73,675
Deputy Chief	1.0	1.0	65,359
Secretary	1.0	1.0	28,394
Division Chiefs	3.0	3.0	171,681
Captains	6.0	6.0	339,158
Driver Engineers	6.0	6.0	289,353
Plans Examiner/Investigator	1.0	1.0	36,843
Firefighters/Paramedics/EMTs	12.0	12.0	458,419
Fire Inspector	0.0	1.0	35,000
Holiday Pay			38,768
Pay for Performance Incentives			18,798
<b>Total Full Time Equivalent</b>	<b>31.0</b>	<b>32.0</b>	<b>\$1,555,448</b>

**DETAIL OF CAPITAL OUTLAY**

Description:	Total Cost:
Station 50 Improvements	\$2,500
Bunker Gear Storage System	4,500
Blitz Fire Monitor	3,650
Pumper 50/Repair Corrosion/Paint	20,000
Apparatus Radio Chargers	3,000
Ludlum Radiation Detection	2,200
High Lift Bags	6,600
900 MGHZ PD Interface	24,000
800 MGHZ Interface	5,500
Operations Vehicle	32,000
Computers	7,500
<b>Total Capital Outlay</b>	<b>\$111,450</b>

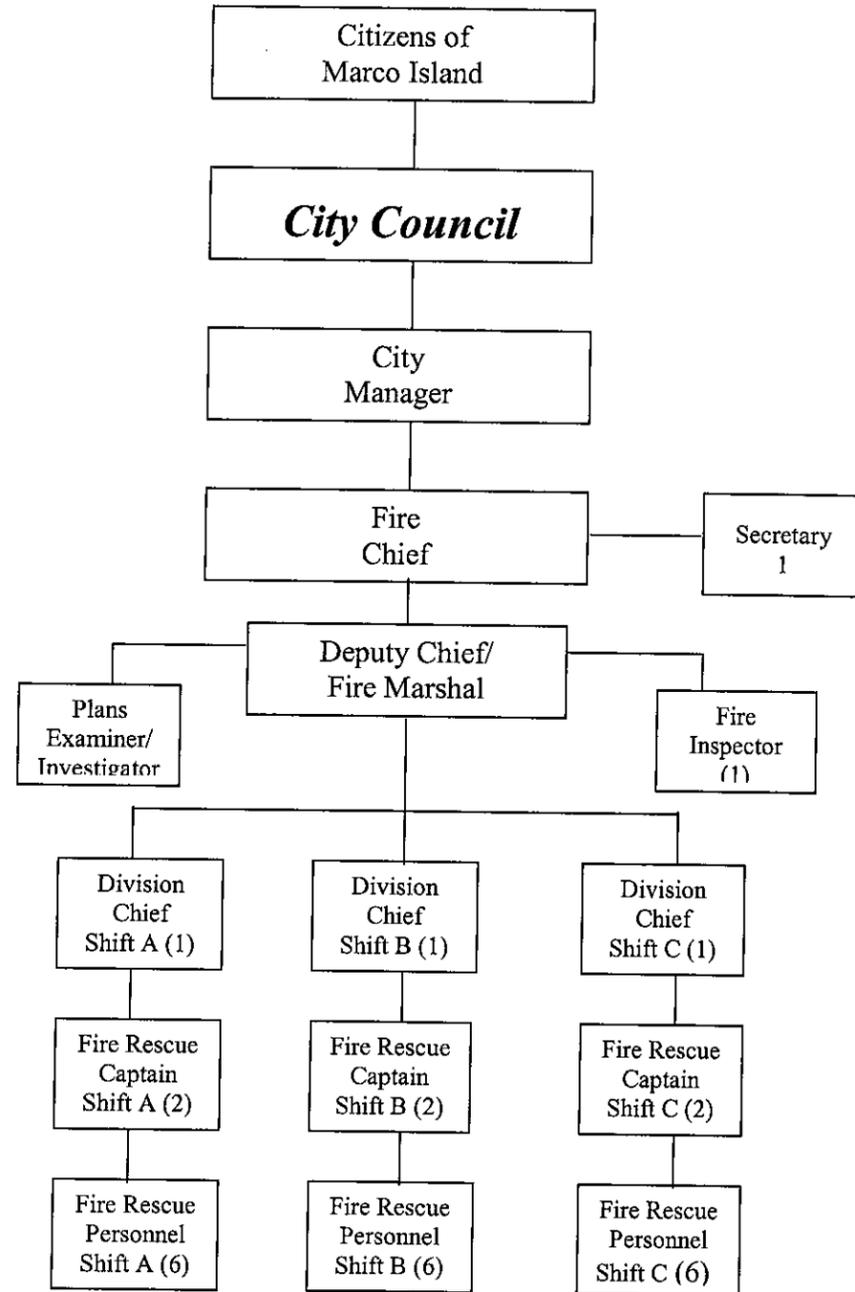
**BUDGET SUMMARY**

Personnel Services	\$2,233,619
Operating Expenses	300,042
Capital Outlay	111,450
<b>Total for FY2004</b>	<b>\$2,645,111</b>

**FUNDING SOURCE TO FINANCE PROGRAM**

General Fund	\$2,576,661
Fire Impact Fee Funds	68,450
<b>Total</b>	<b>\$2,645,111</b>

ORGANIZATIONAL CHART



FISCAL YEAR 2004 APPROVED BUDGET

DESCRIPTION	ACTUAL FY2002	BUDGET FY2003	YTD ACTUAL FY2003	PROJECTED FY2003	PROPOSED % OF FY2004 FY2003	
<b>FIRE/RESCUE</b>						
SUPERVISOR SALARIES	139,726	170,705	155,113	170,705	219,671	129 %
FIREFIGHTER WAGES	1,240,581	1,197,337	1,087,641	1,197,807	1,305,963	109 %
SUPPORT STAFF WAGES	26,712	28,086	26,039	28,806	29,814	106 %
OVERTIME	57,438	86,000	115,342	100,000	100,000	116 %
BENEFITS	239,425	227,731	246,350	240,730	261,316	115 %
FICA TAXES	117,253	118,185	110,678	118,185	141,998	120 %
RETIREMENT	152,420	237,040	133,223	237,040	174,857	74 %
WORKERS COMPENSATION	171,118	0	0	0	0	0 %
<b>TOTAL PERSONNEL SERVICES:</b>	<b>2,144,674</b>	<b>2,065,084</b>	<b>1,874,387</b>	<b>2,093,273</b>	<b>2,233,619</b>	<b>108 %</b>
PROFESSIONAL SERVICES	15,219	16,865	16,447	16,865	15,965	95 %
CONTRACTUAL SERVICES	5,060	6,600	1,205	6,600	4,435	67 %
TRAVEL & PER DIEM	4,890	11,540	6,717	11,540	11,400	99 %
TELEPHONE & COMMUNICATIONS	18,623	16,300	15,333	18,000	25,900	159 %
UTILITIES	19,881	18,732	16,877	18,732	19,332	103 %
RENTALS & LEASES	299	605	268	605	902	149 %
INSURANCE	14,189	0	0	0	0	0 %
VEHICLE REPAIR & MAINTENANCE	33,542	44,632	36,619	44,632	44,572	100 %
BUILDING REPAIR & MAINTENANCE	17,263	23,331	15,157	23,331	20,050	86 %
EQUIPMENT REPAIR & MAINTENANCE	12,799	15,100	14,569	15,100	15,100	100 %
PRINTING	424	3,394	150	3,394	3,850	113 %
PUBLIC EDUCATION & GOODWILL	6,060	19,950	13,705	19,950	10,000	50 %
OFFICE SUPPLIES	6,215	7,900	5,956	7,000	7,900	100 %
OPERATING SUPPLIES	19,652	44,253	39,406	44,253	38,700	87 %
FUEL	9,432	11,000	14,124	11,000	14,000	127 %
UNIFORMS	19,981	21,649	14,636	21,649	21,462	99 %
BUNKER GEAR	5,608	12,500	11,289	12,500	12,500	100 %
POSTAGE	405	900	703	900	900	100 %
MEDICAL SUPPLIES	5,763	10,000	1,980	8,000	10,000	100 %
SOLID WASTE DISPOSAL	2,041	3,281	2,243	3,281	4,074	124 %
PUBLICATIONS & MEMBERSHIPS	3,354	3,955	2,445	3,955	3,500	89 %
TRAINING	14,311	14,915	13,954	14,950	15,500	104 %
<b>TOTAL OPERATING EXPENSES:</b>	<b>235,013</b>	<b>307,403</b>	<b>243,784</b>	<b>306,237</b>	<b>300,042</b>	<b>98 %</b>
CAPITAL IMPROVEMENTS - LAND	0	0	0	0	2,500	0 %
CAPITAL IMPROVEMENTS - BUILDIN	0	5,000	0	5,000	0	0 %
EQUIPMENT PURCHASES	158,276	97,800	96,576	97,800	108,950	111 %
FEMA-FF GRANT- EQUIPMENT	0	30,105	31,520	30,105	0	0 %
DEBT SERVICE PRINCIPAL	98,677	0	0	0	0	0 %
DEBT SERVICE INTEREST	47,276	0	0	0	0	0 %
<b>TOTAL CAPITAL OUTLAY:</b>	<b>304,229</b>	<b>132,905</b>	<b>128,096</b>	<b>132,905</b>	<b>111,450</b>	<b>84 %</b>
<b>GRAND TOTAL:</b>	<b>2,683,916</b>	<b>2,505,392</b>	<b>2,246,267</b>	<b>2,532,415</b>	<b>2,645,111</b>	<b>106 %</b>

**City of Marco Island  
Annual Budget Summary  
Fiscal Year 2003-04**

*General Fund*

**Fiscal Year 2004  
Annual Budget**

**PARKS & RECREATION  
EXPENDITURES:**

Recreation	\$	524,402
Racquet Center		123,207
Parks Maintenance		421,877
<b>TOTAL EXPENDITURES</b>	<b>\$</b>	<b>1,069,486</b>

*Recreation Enterprise Fund*

Enterprise Fund

**\$100,000**

**MISSION STATEMENT**

*To enhance the quality of life for Marco Island residents and visitors by providing high quality recreational programs and facilities for athletics, the arts, socialization, and life long learning experiences.*

**DESCRIPTION**

The FY04 budget brings significant changes to the Recreation Division. The budget has been split between recreation and the Racquet Center to provide better accountability. In June 2003 the City began operating the Community Center at Mackle Park with City staff for the first time since incorporation. Before June, the City contracted with the Marco Island YMCA to manage operations at Mackle Park, which included scheduling uses at all city athletic fields.

The center is now staffed by three full-time employees and one-part time employee. The Community Center hours will be 8 a.m. -10 p.m. daily, throughout the year with staff providing support services for center and park users, inspection functions at the park playground, court areas, and walking path. Recreation staff will also develop, deliver, and/or support special events occurring at Mackle Park or other community functions. A full-time Maintenance Worker was also hired and the city discontinued use of contracted custodial services at Mackle Park and the Racquet Center. The maintenance worker performs all functions formerly carried out by the contractor and also performs cleaning on the exterior of the community center, playground and court cleaning, light park maintenance, some irrigation repairs and minor fencing repairs. Recreation staff at Mackle Park also performs light custodial functions.

Another milestone for the division was the publication of the City's first Recreational Program guide during the month of May. The guide listed programs primarily operated by the City's Recreation Division using contracted providers for each program. The guide also listed the names and phone numbers for other organizations providing recreational programming, particularly for youth, and highlighted programs managed by the Marco Island YMCA that are either fully or partially funded with City funds. The process of developing a recreation program brochure began during FY02 when the idea was introduced by the Parks and Recreation Advisory Committee. City staff published two brochures during FY03, one for Summer Programs, and one for Fall Programs. In FY04, the City administration intends to publish quarterly (seasonal) brochures. The brochure is distributed through the island schools, civic and community organizations and, is available for pick-up at several business locations and City-owned buildings.

The City's racquet facility underwent a formal name change from the Marco Island Racquet Club to the Marco Island Racquet Center. The name change is one of several recommendations put forward in a November 2003 report on the Racquet Center issued by the City of Marco Island Parks and Recreation Advisory Committee. Other recommendations being pursued by administration includes:

- Develop clear written policies for operations and publicize these policies.
- Fund Racquet Center with 50% from General Fund and 50% from center revenues.
- Allow players to use facility based on purchasing an annual pass, paying for straight court time or for free during unscheduled times. Publicize unscheduled (free play) times.
- Better publicize the facility to youth.
- Consider operating the Racquet Center as an Enterprise Fund.
- Continue financial support for the City Kids Program.
- Develop volunteers for programs other than the City Kids Program.

**OBJECTIVES**

- Provide exemplary customer service to City residents and visitors.
- Sustain a high standard for facility maintenance.
- Develop and deliver quality recreational programs, tournaments, and events for the benefit of the community both independently and in partnership with other island organizations.
- Respond to department and City emergencies promptly and efficiently.

The department will achieve the stated goals by:

- Training staff to effectively manage customer support and relations.
- Fostering a customer friendly atmosphere.

- Developing internal training programs that properly educate staff on procedures, safety, and purpose.
- Developing Standard Operating Procedures for facility maintenance practices, inspection processes, and reporting mechanisms.
- Conducting staff and focus group program planning sessions.
- Developing new and sustaining existing partnerships needed to deliver programming and special events for island residents.
- Create a Parks and Recreation Department and replace the position of Recreation Coordinator with a Parks and Recreation Director.

**ACCOMPLISHMENTS**

- Developed staffing operations for city facilities.
- Published two (2) recreation program brochures.
- Re-constructed roof due to structural deterioration at Racquet Center.
- Replaced A/C units (2) at the Racquet Center.
- Replaced A/C unit (1) at Mackle Park.
- Completed overlay (resurfacing) of Shuffleboard Courts at Mackle Parks.
- Repaired failure of base material at Racquet Center Hard Court.
- Completed interior painting at Racquet Center.
- Initiated review of user rules for city facilities with the City Parks and Recreation Advisory Committee.

**DETAIL OF PERSONNEL SERVICES**

<b>Position:</b>	<b>FY2003 Budget:</b>	<b>FY2004 Budget:</b>	<b>Salary:</b>
Director	1.0	1.0	\$65,000
Mackle Park Supervisor	1.0	1.0	33,000
Recreation Leader	2.38	2.38	68,558
Maintenance Workers	1.5	1.5	36,660
Racquet Center Supervisor	0.7	0.7	24,080
Racquet Center Attendants	1.3	1.3	24,780
<i>Pay for Performance Incentives</i>			<u>14,069</u>
<b>Total Full Time Equivalents</b>	<b>7.88</b>	<b>7.88</b>	<b>\$267,147</b>

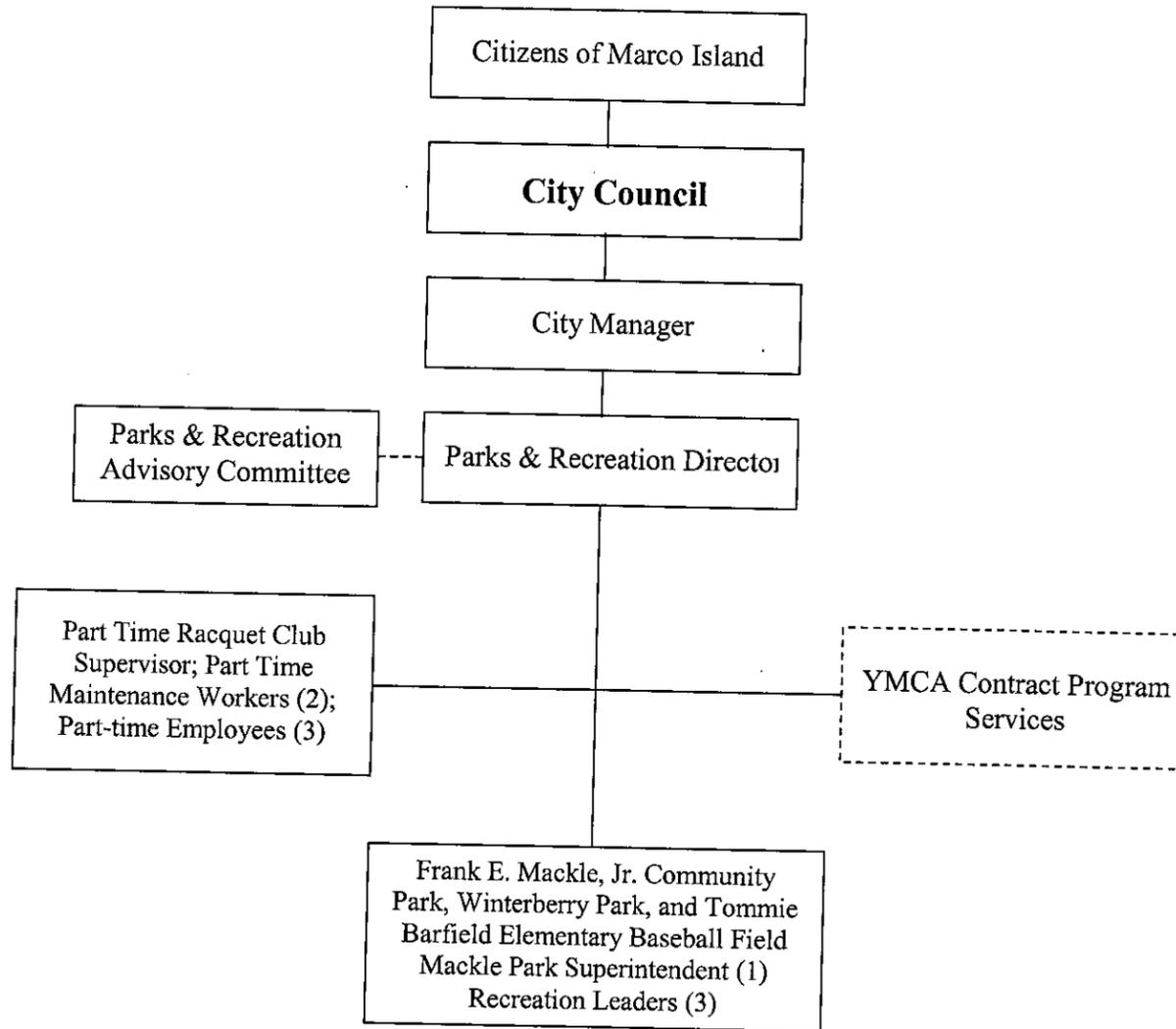
**DETAIL OF CAPITAL OUTLAY**

<b>Description:</b>	<b>Total Cost:</b>
No Capital Required	-0-
<b>Total Capital Outlay</b>	<b>-0-</b>

**BUDGET SUMMARY**

Personnel Services Expenditures	\$360,783
Operating Expenses	286,826
Capital Outlay	<u>0</u>
<b>Total for FY2004</b>	<b>\$647,609</b>

ORGANIZATIONAL CHART



FISCAL YEAR 2004 APPROVED BUDGET

DESCRIPTION	ACTUAL FY2002	BUDGET FY2003	YTD ACTUAL FY2003	PROJECTED FY2003	PROPOSED % OF FY2004 FY2003	
<b>RECREATION</b>						
WAGES	56,947	147,947	123,553	186,167	204,286	138 %
OVERTIME	707	3,000	1,881	2,800	3,250	108 %
BENEFITS	0	24,359	19,373	30,500	65,190	268 %
FICA TAXES	4,411	11,523	10,562	13,000	19,703	171 %
WORKERS COMPENSATION	8,556	0	0	0	0	0 %
<b>TOTAL PERSONAL SERVICES:</b>	<b>70,620</b>	<b>186,829</b>	<b>155,369</b>	<b>232,467</b>	<b>292,429</b>	<b>157 %</b>
PROFESSIONAL SERVICES	0	6,986	9,172	6,800	0	0 %
CONTRACTUAL SERVICES	44,881	49,425	54,770	55,000	1,937	4 %
RECREATION PROGRAMS CONTRACT S	201,670	176,671	203,728	161,500	96,600	55 %
TRAVEL PER DIEM	0	0	520	350	3,000	0 %
TELEPHONE & COMMUNICATIONS	1,515	3,920	2,909	3,500	3,720	95 %
UTILITIES	28,753	41,900	33,629	37,000	19,320	46 %
RENTALS & LEASES	0	3,000	7,750	7,750	8,796	293 %
VEHICLE REPAIR & MAINTENANCE	0	0	0	0	1,000	0 %
FACILITIES REPAIR & MAINTENANC	13,626	29,500	13,089	32,000	25,000	85 %
EQUIPMENT REPAIR & MAINTENANCE	2,245	2,000	788	900	1,000	50 %
PRINTING	463	600	3,100	5,200	8,600	1,433 %
MISCELLANEOUS EXPENSE	100	0	0	0	0	0 %
FRIENDS OF THE PARK EXP	0	0	23	2,000	0	0 %
OFFICE SUPPLIES	794	5,770	6,335	6,000	6,000	104 %
OPERATING SUPPLIES	6,143	15,535	14,223	13,000	18,200	117 %
FUEL	0	200	0	300	0	0 %
UNIFORMS	458	700	1,533	1,000	1,200	171 %
POSTAGE	0	200	19	100	1,200	600 %
PUBLICATIONS & MEMBERSHIPS	25	0	129	0	800	0 %
CONTINGENCY	37,432	28,500	0	0	35,600	125 %
<b>TOTAL OPERATING EXPENSES:</b>	<b>338,105</b>	<b>364,907</b>	<b>351,716</b>	<b>332,400</b>	<b>231,973</b>	<b>64 %</b>
CAPITAL IMPROVEMENTS - LAND	0	0	4,120	0	0	0 %
CAPITAL IMPROVEMENTS - BUILDIN	9,857	69,069	34,262	62,000	0	0 %
EQUIPMENT PURCHASES	0	7,500	9,166	12,000	0	0 %
<b>TOTAL CAPITAL IMPROVEMENTS:</b>	<b>9,857</b>	<b>76,569</b>	<b>47,548</b>	<b>74,000</b>	<b>0</b>	<b>0 %</b>
<b>GRAND TOTAL FOR DEPARTMENT:</b>	<b>418,583</b>	<b>628,305</b>	<b>554,633</b>	<b>638,867</b>	<b>524,402</b>	<b>83 %</b>

FISCAL YEAR 2004 APPROVED BUDGET

100% Yr Complete

DESCRIPTION	ACTUAL FY2002	BUDGET FY2003	YTD ACTUAL FY2003	PROJECTED FY2003	PROPOSED % OF FY2004 FY2003	%
<b>RACQUET CENTER</b>						
WAGES	0	0	0	0	62,496	0 %
OVERTIME	0	0	0	0	1,000	0 %
FICA TAXES	0	0	0	0	4,858	0 %
<b>TOTAL PERSONAL SERVICES:</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>68,354</b>	<b>0 %</b>
<b>PROFESSIONAL SERVICES</b>						
PROFESSIONAL SERVICES	0	0	0	0	6,000	0 %
CONTRACTUAL SERVICES	0	0	0	0	10,473	0 %
TELEPHONE & COMMUNICATIONS	0	0	0	0	1,680	0 %
UTILITIES	0	0	0	0	23,700	0 %
EQUIPMENT REPAIR & MAINT	0	0	0	0	1,000	0 %
PRINTING	0	0	0	0	1,000	0 %
OFFICE SUPPLIES	0	0	0	0	1,000	0 %
OPERATING SUPPLIES	0	0	0	0	9,100	0 %
UNIFORMS	0	0	0	0	700	0 %
POSTAGE	0	0	0	0	200	0 %
<b>TOTAL OPERATING EXPENSES:</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>54,853</b>	<b>0 %</b>
<b>TOTAL CAPITAL IMPROVEMENTS:</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0 %</b>
<b>GRAND TOTAL FOR DEPARTMENT:</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>123,207</b>	<b>0 %</b>

City of Marco Island, Florida

Parks Maintenance

MISSION STATEMENT

To enhance the quality of life for Marco Island residents and visitors by providing safe, clean and beautiful parks and athletic fields.

DESCRIPTION

The FY04 budget brings significant changes to the Parks Maintenance Division. Unlike previous years, the FY04 budget eliminates the past practice of using contracted maintenance providers in favor of hiring staff to maintain all parks, athletic fields and outdoor recreational areas, grounds at City Hall, and the central Fire Station. Four new positions and required capital and maintenance equipment are funded. The division is assigned to the newly created Parks and Recreation Department.

OBJECTIVES

This operational change is manifested by the following goals, which cannot be realized without significantly increasing the funding levels for contracted services:

- Achieve a higher standard for facility maintenance.
- Increase the utility of employees through direct hire.
- Respond to department and City emergencies promptly and efficiently.

While lowering expenses is desirable, the ultimate objective is to improve the level of maintenance to meet the expectations of residents, City Council, and City Administration, all who have been critical of the current level of service.

The department will achieve the stated goals by:

- Establishing pro-active safe maintenance cycles and practices specific for each facility.
- Utilizing staff within City facilities on a 40-hour per week schedule.
- Purchasing appropriate equipment to maximize staff efficiencies.
- Developing internal training programs that properly educate staff on procedures, safety, and purpose.

- Developing staff skills beyond the standard mowing/trimming functions.
- Utilizing staff for immediate storm and emergency clean-up and/or repairs.

Contractual Services to be retained in FY04 include:

- Pest Control
- Lake Management
- Portable Toilets
- A/C Maintenance

**ACCOMPLISHMENTS**

- Began Master Planning effort at Mackle Park.
- Began Improvement Planning effort at Winterberry Park.
- Renovated the infield at Winterberry Park Softball Field.
- Renovated the infield at Tommie Barfield Baseball Field.
- Initiated planning efforts for a city dog park.
- Completed Bocce Court construction.
- Installed playground shade structure at Mackle Park.
- Installed playground safety surface at Mackle Park.
- Managed Bald Eagle Beautification Project.

**DETAIL OF PERSONNEL SERVICES**

<b>Position:</b>	<b>FY2003 Budget:</b>	<b>FY2004 Budget:</b>	<b>Salary:</b>
Parks Superintendent	0.0	1.0	\$ 50,000
Parks Maintenance Worker	0.0	3.0	84,000
<i>Pay for Performance Incentives</i>			<u>6,700</u>
<b>Total Full Time Equivalents</b>	<b>0.00</b>	<b>4.00</b>	<b>\$140,700</b>

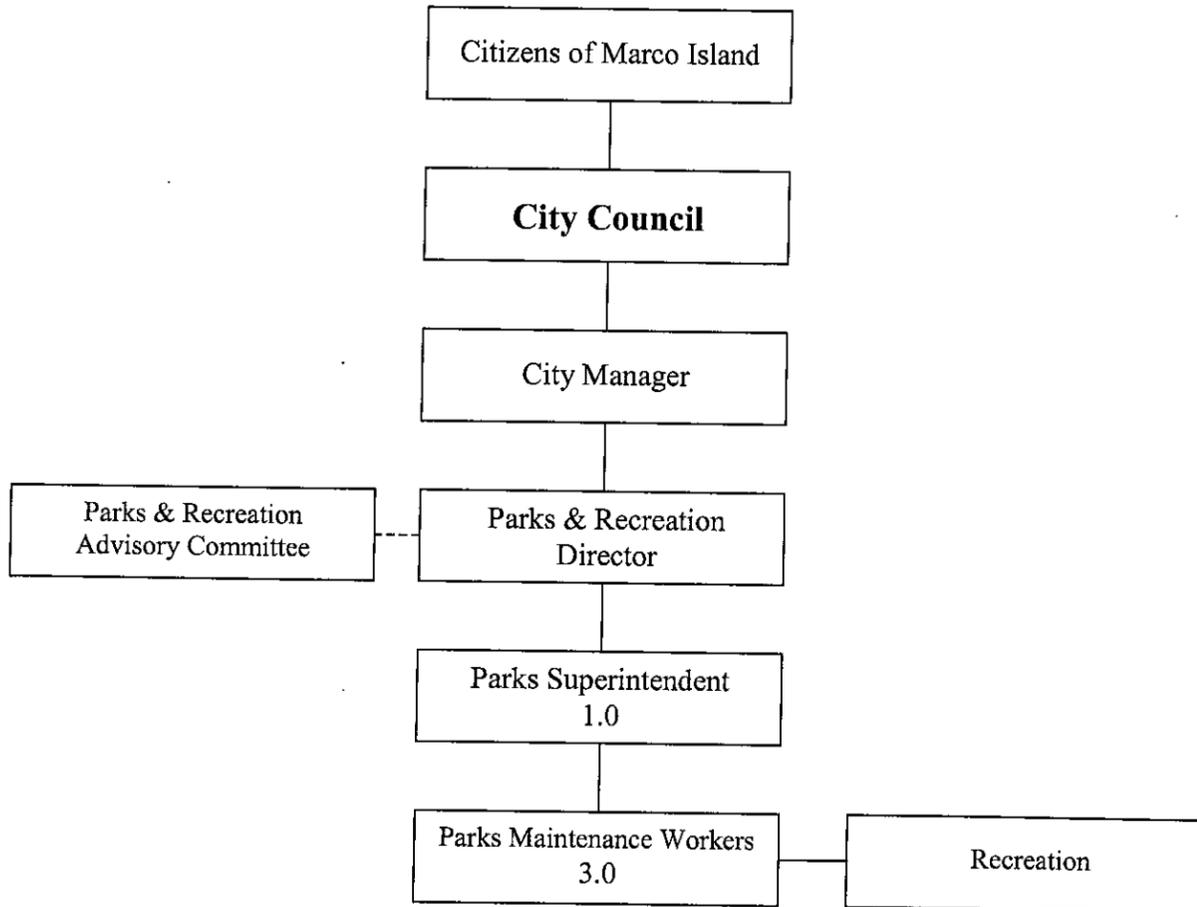
**DETAIL OF CAPITAL OUTLAY**

<b>Description:</b>	<b>Total Cost:</b>
Barfield & Winterberry Fencing	\$45,000
Barfield Outfield Turf	20,000
Signage	<u>10,000</u>
<b>Total Capital Outlay</b>	<b>\$75,000</b>

**BUDGET SUMMARY**

<b>Description:</b>	<b>Total Cost:</b>
Personnel Services Expenditures	\$202,842
Operating Expenses	144,035
Capital Outlay	<u>75,000</u>
<b>Total for FY2004</b>	<b>\$421,877</b>

ORGANIZATIONAL CHART



09/17/03

FISCAL YEAR 2004 APPROVED BUDGET

100% Yr Complete

DESCRIPTION	ACTUAL FY2002	BUDGET FY2003	YTD ACTUAL FY2003	PROJECTED FY2003	PROPOSED FY2004	% OF FY2003
<b>PARKS MAINTENANCE</b>						
WAGES	0	0	0	0	140,700	0 %
OVERTIME	0	0	0	0	3,000	0 %
BENEFITS	0	0	0	0	44,727	0 %
FICA TAXES	0	0	0	0	14,415	0 %
<b>TOTAL PERSONNEL SERVICES</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>202,842</b>	<b>0 %</b>
PROFESSIONAL SERVICES	9,083	14,636	24,720	25,900	0	0 %
CONTRACTUAL SERVICES	167,665	183,560	164,853	195,000	17,200	9 %
TELEPHONE & COMMUNIC	0	0	0	0	660	0 %
UTILITIES	44,567	38,016	51,474	31,100	39,600	104 %
FACILITIES REPAIR & MAINTENANC	49,721	52,800	29,552	47,000	34,000	64 %
EQUIP REPAIR & MAINT	0	0	0	0	8,000	0 %
PRINTING	626	500	0	500	500	100 %
OPERATING SUPPLIES	7,817	26,500	13,753	20,100	37,425	141 %
FUEL	0	0	24	0	500	0 %
UNIFORMS	0	0	0	0	850	0 %
SOLID WASTE DISPOSAL	3,982	4,200	3,985	4,200	4,800	114 %
PUBLICATIONS & MEMBERSHIPS	28	500	253	300	500	100 %
<b>TOTAL OPERATING EXPENSES:</b>	<b>283,488</b>	<b>320,712</b>	<b>288,614</b>	<b>324,100</b>	<b>144,035</b>	<b>45 %</b>
CAPITAL IMPROVEMENTS - LAND	16,475	38,525	23,727	36,000	75,000	195 %
CAPITAL IMPROVEMENTS - BUILDIN	17,790	109,610	32,546	90,000	0	0 %
EQUIPMENT PURCHASES	31,856	0	0	0	0	0 %
<b>TOTAL CAPITAL OUTLAY:</b>	<b>66,122</b>	<b>148,135</b>	<b>56,273</b>	<b>126,000</b>	<b>75,000</b>	<b>51 %</b>
<b>GRAND TOTAL FOR DEPARTMENT:</b>	<b>349,609</b>	<b>468,847</b>	<b>344,887</b>	<b>450,100</b>	<b>421,877</b>	<b>90 %</b>

Capital Projects Fund

Building Fund

**MISSION STATEMENT**

*To provide a funding mechanism for City managed recreation programs.*

**DESCRIPTION**

During FY03, the City Council approved the establishment of an Enterprise Fund as a means of processing revenues and expenses associated with City "pay-as-you-go" recreation programs.

As program registrations are processed, program fees will be deposited in the Enterprise Account. Expenses for the programs, such as instructor costs, transportation, and material expenses will then be charged against the same account. Simply stated, money-in, money-out.

**City of Marco Island  
Annual Budget Summary  
Fiscal Year 2003-04**

*Recreation Enterprise Fund*

Proposed  
Fiscal Year  
2004

*Recreation Enterprise Revenues*

Recreation Program Fees \$ 100,000  
Miscellaneous Revenues 0

**TOTAL REVENUES \$ 100,000**

*Recreation Enterprise Expenditures*

Recreation Program Expenses \$ 100,000

**TOTAL EXPENDITURES \$ 100,000**

**CASH FLOW \$**

RecFundSummary2004

Updated 5/29/03

**City of Marco Island  
Annual Budget Summary  
Fiscal Year 2003-04**

*Capital Projects Fund*

<i>Revenues</i>	REVENUES FISCAL YEAR 2004	
FL Dept of Transportation Grant	\$	22,500
S. FL Water Management Grant		50,000
Metropolitan Planning Organization (MPO) Grant		279,000
FL Parks Grant (Leland Way Pathway/YMCA)		172,000
Collier County Transportation Annual Grant		1,000,000
<b>INTERGOVERNMENTAL REVENUES</b>	<b>\$</b>	<b>1,523,500</b>
Roadway Impact Fees		200,000
Community Park Impact Fees		200,000
Contributions - Private Sector (Mass. Mutual)		1,950,400
Revenue Bonds - Series 2004		3,818,000
Lease-Purchase (Parks Maintenance Equipment)		118,000
<b>OTHER REVENUES</b>	<b>\$</b>	<b>6,286,400</b>
<b>General Fund Transfers &amp; Use of Reserve Funds</b>	<b>\$</b>	<b>3,877,100</b>
<b>TOTAL</b>	<b>\$</b>	<b>11,687,000</b>

FISCAL YEAR 2004 APPROVED BUDGET

100% Yr Complet

DESCRIPTION	ACTUAL FY2002	BUDGET FY2003	YTD ACTUAL FY2003	PROJECTED FY2003	PROPOSED % OF FY2004 FY2003
<b>CAPITAL PROJECTS REVENUES</b>					
CDBG GRANT FOR DRAINAGE	199,004	500,000	550,996	500,000	0 %
M.P.O. GRANT FUNDING	0	0	0	200,000	279,000 0 %
PARKS GRANT	0	0	0	0	172,000 0 %
STATE DOT CONTRIBUTIONS ILOT	0	112,500	300,000	300,000	22,500 20 %
SPWMD DRAINAGE IMPROVEMENTS GR	0	50,000	49,140	50,000	50,000 100 %
COLLIER COUNTY TRANSPN GRANT	0	1,000,000	1,000,000	1,000,000	1,000,000 100 %
COUNTY IMPACT CONTRIBUTIONS IL	192,562	0	0	0	0 %
<b>INTERGOVERNMENTAL REVENUE:</b>	<b>391,565</b>	<b>1,662,500</b>	<b>1,900,136</b>	<b>2,050,000</b>	<b>1,523,500 92 %</b>
INTEREST EARNED	38,740	0	0	0	0 %
ROAD IMPACT FEES	457,792	200,000	200,000	200,000	200,000 100 %
COMMUNITY PARK IMPACT FEES	154,413	250,000	141,112	200,000	200,000 80 %
SIDEWALK ASSESSMENTS PHASE I	31,307	0	30,514	0	0 %
SIDEWALK ASSESSMENTS PHASE II	54,750	0	50,578	0	0 %
SIDEWALK ASSESSMENTS PHASE III	79,052	0	28,659	0	0 %
SIDEWALK ASSESSMENTS PHASE IV	0	228,000	0	0	0 %
CONTRIBUTIONS FROM PRIVATE SOU	6,597	269,000	604,580	269,000	1,950,400 725 %
<b>SPECIAL REVENUES:</b>	<b>822,652</b>	<b>947,000</b>	<b>1,055,444</b>	<b>669,000</b>	<b>2,350,400 248 %</b>
TRANSFER FROM GENERAL FUND	1,808,793	2,378,475	0	0	3,231,623 136 %
USE OF RESERVES	0	2,444,773	0	0	645,477 26 %
DEBT PROCEEDS	365,607	0	0	0	3,936,000 0 %
<b>NON-REVENUES:</b>	<b>2,174,401</b>	<b>4,823,248</b>	<b>0</b>	<b>0</b>	<b>7,813,100 162 %</b>
<b>TOTAL CIP REVENUE:</b>	<b>3,388,618</b>	<b>7,432,748</b>	<b>2,955,580</b>	<b>2,719,000</b>	<b>11,687,000 157 %</b>

# City of Marco Island Annual Budget Summary Fiscal Year 2003-04

## Capital Projects Fund

Expenditures	PROJECTS FISCAL YEAR 2004
N. Collier/Valley Storm Sewer	\$ 448,000
Repair/Replace Existing Outfalls	225,000
Right-of-Way Swale Drainage	50,000
NPDES Water Quality Engineering	500,000
S. Collier/Sands Condo Storm Sewer	75,000
S. Collier/Sycamore Storm Sewer (Design)	485,000
N. Collier/Seaview Storm Sewer	
<b>STORMWATER DRAINAGE</b>	<b>\$ 1,833,000</b>
Collier Bay Dredging (Completion)	40,000
<b>WATERWAYS</b>	<b>\$ 40,000</b>
N. Barfield Dr/Tarpon Waterway Bridge	1,414,000
Goldenrod Ave @ Smokehouse Bay Bridge	258,000
<b>BRIDGES</b>	<b>\$ 1,672,000</b>
San Marco/Bald Eagle Intersection	292,000
San Marco/Heathwood Intersection	309,000
<b>INTERSECTIONS</b>	<b>\$ 601,000</b>
North Collier Boulevard Reconstruction (Design)	601,000
South Collier Boulevard Reconstruction	3,494,000
S. Collier Reconstruction (Spruce to Winterberry)	1,278,000
<b>ROADWAYS</b>	<b>\$ 5,373,000</b>
Trailway Construction: Racquet Ctr-W'Berry	425,000
Pathway Construction: Leland Way/YMCA	200,000
<b>PEDESTRIAN/BIKEWAYS</b>	<b>\$ 625,000</b>

**City of Marco Island  
Annual Budget Summary  
Fiscal Year 2003-04**

*Capital Projects Fund*  
*(Continued)*

	<b>PROJECTS FISCAL YEAR 2004</b>	
Roadside Border Landscaping		150,000
Cul-De-Sac Tree Installations		25,000
<b>STREETSCAPE IMPROVEMENTS</b>	<b>\$</b>	<b>175,000</b>
Mackle Park Improvements		200,000
Tommie Barfield - Restrooms/Concessions		100,000
Tommie Barfield - Basketball Court		100,000
Parks Maintenance Equipment		118,000
<b>PARKS &amp; RECREATION</b>	<b>\$</b>	<b>518,000</b>
Police Bldg/Council Chambers (Design)		150,000
<b>CIVIC FACILITIES</b>	<b>\$</b>	<b>150,000</b>
<b>UTILITY ACQUISITION</b>	<b>\$</b>	<b>200,000</b>
<b>CIP CONTINGENCY</b>	<b>\$</b>	<b>500,000</b>
<b>TOTAL</b>	<b>\$</b>	<b>11,687,000</b>

CapProjects2004Summary

**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 design 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, and pedestrian sidewalk 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.

City Council reviewed the Five-Year CIP at a workshop meeting on May 9, 2003 and discussed the CIP for the five-year period ending in fiscal year 2008. The proposed Five-Year CIP totals the \$37,631,400, 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 Corporation.

The Five-Year CIP for fiscal years 2004-2008 is conveniently grouped into ten program categories comprising 68 planned projects, exclusive of the Utility CIP.

For fiscal year 2004, a sequential listing of the CIP categories and associated number of projects (in parenthesis) is presented below in an outline format:

- (I) Stormwater Drainage (6 Projects).
- (II) Beach and Waterways (1 Project).
- (III) Bridge Improvements (2 Projects).
- (IV) Intersections (2 Projects).
- (V) Roadways (3 Projects).
- (VI) Pedestrian / Bicycle Ways (2 Projects).
- (VII) Streetscape Improvements (2 Projects).
- (VIII) Parks, Recreation and Open Space (3 Projects).
- (IX) Civic Facilities (1 Projects).
- (X) CIP Contingency (Funds Only).

Some capital projects are implemented over several years and may be listed throughout the five-year period. The CIP for fiscal year 2004 includes 23 capital projects within nine program categories. A CIP contingency is also included in Program Category Ten for each year of the five-year period to fund unanticipated changes or additions to the scope of work. The capital projects for fiscal year 2004 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 list of the capital projects planned for commencement or continuance during fiscal year 2004, 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. Not all listed projects are planned for completion during fiscal year 2004; multi-year projects will continue into fiscal year 2005 and subsequent years.

FY2004 Capital Improvement Program

ID#	PROJECT	BUDGET	FUNDING SOURCE
<b>CATEGORY I - STORMWATER DRAINAGE</b>			
1	South Collier Boulevard - Valley Avenue Storm Sewer	\$448,000	General Fund - \$218,000; Bonds - \$230,000
2	Repair-Replace Existing Storm Sewer Outfalls	225,000	General Fund - \$175,000 SFWMD - \$50,000
3	Right-of-Way Swale Drainage	50,000	General Fund - \$50,000
4	NPDES-Engineering/Permitting	50,000	General Fund - \$50,000
5	South Collier-Sands Condo Outfall	500,000	General Fund - \$500,000
6	South Collier-Sycamore Court Outfall	75,000	General Fund - \$75,000
7	North Collier-Seaview Storm Sewer	485,000	General Fund - \$485,000
<b>Category Total =</b>		<b>\$1,833,000</b>	

<b>CATEGORY II - BEACH AND WATERWAYS</b>			
17	Collier Creek Dredging	\$40,000	General Fund - \$40,000
<b>Category Total =</b>		<b>\$40,000</b>	

<b>CATEGORY III - BRIDGE IMPROVEMENTS</b>			
20	North Barfield Drive Bridge Over Tarpon Waterway (034115)	\$1,414,000	Bonds - \$1,414,000
21	Goldenrod Avenue Bridge Over Smokehouse Bay (034116)	258,000	General Fund - \$258,000
<b>Category Total =</b>		<b>\$1,672,000</b>	

<b>CATEGORY IV - INTERSECTIONS</b>			
29	San Marco Road - Bald Eagle Drive	\$292,000	Road Impact Fee - \$192,000 Grant - \$100,000
30	San Marco Road - Heathwood Drive	309,000	Road Impact Fee - \$130,000 Grant - \$179,000
<b>Category Total =</b>		<b>\$601,000</b>	

**CATEGORY V – ROADWAYS**

34	North Collier Boulevard – (Buttonwood Court to San Marco Road)	\$601,000	Bonds - \$601,000
35	South Collier Boulevard (San Marco Road – Spruce Avenue)	3,494,000	C.C. Grant - \$208,000 Contribution \$2,286,000 Bonds - \$1,000,000
36	South Collier Boulevard – (Spruce Avenue-Winterberry Drive)	1,278,000	C. C. Grant - \$1,278,000
<b>Category Total =</b>		<b>\$5,373,000</b>	

**CATEGORY VI – PEDESTRIAN / BICYCLE WAYS**

43	Racquet Club/Mackle Park – Tracts “C” and “D” Shared Use Pathway (Phase III)	\$425,000	General Fund - \$425,000
45	Leland Way Pathway to YMCA	200,000	General Fund - \$28,000 FDOT - \$172,000
<b>Category Total =</b>		<b>\$625,000</b>	

**CATEGORY VII – STREETScape IMPROVEMENTS**

51	Roadside Border Landscaping (Phases III)	\$150,000	General Fund \$127,500 Grants - \$22,500
52	Cul-de-Sac Tree Installations	\$25,000	General Fund - \$25,000
<b>Category Total =</b>		<b>\$175,000</b>	

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

56	Mackle Park Improvements	\$200,000	Park Impact Fees - \$200,000
61	Tommie Barfield Restroom-Concession	\$100,000	General Fund - \$100,000
63	Tommie Barfield Basketball Court-Reconstruction	\$100,000	General Fund - \$100,000
63A	Parks Maintenance Equipment	\$118,000	Lease-Purchase - \$118,000
<b>Category Total =</b>		<b>\$518,000</b>	

**CATEGORY IX – CIVIC FACILITIES**

65	Police Services Expansion	\$150,000	Police Impact Fees - \$150,000
<b>Category Total =</b>		<b>\$150,000</b>	

**CATEGORY X - CIP CONTINGENCY**

70	Capital Projects Contingency	\$500,000	General Fund - \$200,000
71	Utility Acquisition Contingency	\$200,000	General Fund - \$200,000
<b>Category Total =</b>		<b>\$700,000</b>	

**Total Amount For FY2003 = \$11,687,000**

*(A description of each project by category follows):*

**CATEGORY I – STORMWATER DRAINAGE:**

**ID #1: South Collier Boulevard – Valley Avenue Storm Sewer.....\$448,000**

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. Hydraulic overloading occurs at the South Collier Boulevard/Valley Avenue intersection areas resulting in short term but repetitive flooding. The level of service parameters for positive drainage is 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 Master Drainage Study identified this drainage improvement as a level one priority deserving of immediate corrective actions. Proposed work consists of seven (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 #2: Repair/Replace Existing Storm Sewer Outfalls .....\$225,000**

The maintenance, repair, or replacement of existing storm sewers is necessary to preserve and maintain existing storm drainage capacity. 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 \$225,000 per year is necessary to provide a responsive level of service to the community.

**ID #3: Right-of-Way Swale Drainage.....\$50,000**

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 amount of \$100,000 per year will yield approximately 1.0 mile of swale re-grading efforts on an annual basis. There are approximately 240 miles of swales. Funding is reduced from previous CIP allocations by \$300,000 over the five years. For fiscal year 2004, \$50,000 is allotted.

**ID #4: NPDES – Engineering/Permitting .....\$50,000**

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 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 Engineering/Permitting project is recommended in order to comply with the Phase II water quality requirements for construction of CIP projects.

The City's consultant shall provide water quality consultation and administrative services during several years beginning 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. Further, the consultant shall also serve as the City's representative to effectuate submittal of a formal NPDES application to the EPA for various projects.

**ID #5: South Collier Sands Condo Outfall.....\$500,000**

The Master Drainage Study completed in May 2000 included limited field assessments of drainage infrastructure. The assessment evaluated structural integrity and hydraulic performance based on runoff occurring from a ten-year (frequency) one-hour (duration) storm event. Analysis demonstrates the need to replace the storm sewer system at this location.

This drainage project involves the replacement of 1,500 lineal feet of a principal storm sewer outfall located at the southeast quadrant of the South Collier Boulevard / San Marco Road intersection. The existing storm sewer outfall, comprised of a dual 36 inch drainage pipe, runs an easterly / westerly course along the south property line of the Sands Condominium. Numerous drainage inlets and maintenance junction boxes are part of this storm sewer system. A drainage surface area of approximately 13 acres contributes stormwater runoff to this outfall, which begins at the South Collier Boulevard right-of-way and terminates with final discharge into a major waterway immediately east of Landmark

Street. Documentation supporting the Master Drainage Study specifies an adequate hydraulic level of service for this 1,500-foot storm sewer outfall, but no pipe condition attributes are listed since the consultant was not commissioned to inspect the City's entire drainage infrastructure. However, a recent inspection by staff reveals a failed and failing corrugated metal pipe storm sewer that requires replacement and/or relining of interior pipe walls. Although this drainage project is currently listed as unfunded, a budget should be appropriated in the Five Year Capital Improvement Program to undertake a timely replacement in consideration that: a) Pipe collapses would result in flooding, property damages and unsafe and hazardous site conditions; b) This storm sewer outfall is critical for the conveyance of stormwater runoff from the upcoming reconstruction of South Collier Boulevard which could result in a need for additional hydraulic capacity above the existing dual 36 inch drainage pipe size; and c) Environmental permitting for the South Collier Boulevard improvement project will likely involve a need to incorporate water quality features as part of the storm sewer replacement work.

The estimated fund amount of \$740,000 accounts for engineering design and drainage construction costs, but excludes costs for replacing existing real property improvements such as parking facilities, landscaping and incidental items. A budget for this drainage project should be authorized for fiscal years 2004 and 2005 to fund design and construction concurrently with the South Collier Boulevard improvement project.

**ID #6: South Collier - Sycamore Court Outfall.....\$75,000**

This drainage improvement, which is a companion project to Project ID #5 above, involves partial replacement of a principal storm sewer outfall located between South Collier Boulevard near the Marriott Resort parking lot and a major waterway immediately east of Landmark Street at Aster Court. Several hundred feet of the downstream or most easterly portion of this outfall was replaced along Aster Court in May 2000. Additionally, as part of the Marriott Resort Planned Unit Development improvements scheduled for completion during 2003-04 Mass. Mutual will replace several hundred feet of the upstream or most westerly segment of this storm sewer outfall concurrently with reconstruction of parking lot facilities.

The central portion of the Sycamore Court storm sewer outfall is designated for replacement by the City. Approximately 1,072 lineal feet of a dual 36-inch drainage pipe along with drainage inlets and maintenance junction boxes are part of this storm sewer replacement. A drainage surface area of approximately 14.5 acres including South Collier Boulevard contributes stormwater runoff to this outfall. Documentation supporting the City's Master Drainage Study specifies a hydraulic level of service of C for this storm sewer outfall, but no pipe condition attributes are listed since the consultant was not commissioned to inspect the City's entire drainage infrastructure. However, given the westerly and easterly pipe failures and replacement actions referenced above, a recent inspection by staff confirms impending corrosive failures of the central portion designated herein for replacement and/or relining of

interior pipe walls. Although this drainage project is currently listed as unfunded, a budget should be appropriated in the Five Year Capital Improvement Program to undertake a timely replacement in consideration that: a) Pipe collapses would result in flooding, property damages and unsafe and hazardous site conditions; b) This storm sewer outfall is critical for the conveyance of stormwater runoff from the upcoming reconstruction of South Collier Boulevard which could result in a need for additional hydraulic capacity above the existing dual 36 inch drainage pipe size; and c) Environmental permitting for the South Collier Boulevard improvement project will likely involve a need to incorporate water quality features as part of the storm sewer replacement work.

The estimated fund amount of \$528,000 accounts for engineering design and drainage construction costs, but excludes costs for replacing existing real property improvements such as parking facilities, landscaping and incidental items. A budget for this drainage project should be authorized for fiscal years 2004 and 2005 to fund design and construction concurrently with the South Collier Boulevard improvement project.

# 7: North Collier Boulevard – Seaview Court Storm Sewer.....\$485,000

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. Engineering design was completed in FY03. The project is placed "on hold" due to budgetary constraints, but should be considered for construction concurrently with the North Collier Boulevard project.

CATEGORY II – BEACH AND WATERWAYS:

ID #17: Collier Creek Dredging.....\$40,000

Identified by the Waterways Advisory Committee as an urgent capital improvement, implementation of the Collier Bay dredging project began in FY03 and will result in the re-establishment of a safe and efficient waterway navigation channel, which extends from the Big Marco River through Collier Bay then 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.

Improvements 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 2004 assuming environmental permits are received. Design and permitting were initiated in FY03.

CATEGORY III – BRIDGE IMPROVEMENTS:

ID #20: North Barfield Drive Bridge Over Tarpon Waterway (034115).....\$1,414,000

The 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.

Pursuant to a post-repair inspection conducted on January 27, 2000 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. Engineering design services were initiated in FY03.

**ID #21: Goldenrod Avenue Bridge Over Smokehouse Bay (034116).....\$258,000**

The Goldenrod Avenue Bridge, built in 1972, is listed within the Group A classification listed above. The budget will fund construction services to correct existing deficiencies in designated Category 2, which is comprises operational safety and repair items.

**CATEGORY IV – INTERSECTIONS:**

**ID #29: San Marco Road – Bald Eagle Drive.....\$292,000**

This intersection capacity improvement project 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 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. Both intersection projects will be designed and constructed concurrently, with design and permitting for each intersection initiated in FY03 followed by construction in FY04.

**ID #30: San Marco Road – Heathwood Drive.....\$309,000**

Roadway capacity and 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 will attain interim capacity improvements as recommended in the Master ROW study.

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 above. Both intersection projects will be designed and constructed concurrently, with design and permitting for each intersection being initiated in FY03 with construction in FY04.

**CATEGORY V – ROADWAYS:**

**ID #34: North Collier Boulevard – (Buttonwood Court to San Marco Road).....\$601,000**

This project involves the reconstruction of North Collier Boulevard from a rural four lane divided roadway to an urban four lane divided boulevard, an approximate distance of 2.5 miles. Roadway condition, safety, drainage, multiuse pathways, and beautification 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, medians will be constructed to enhance operational safety and an increase in service capacity. The planned scope of work includes preferred 8-foot wide shared pathways, additional left turn lane bays, 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.

During fiscal year 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 established conceptual cross section features for the urban roadway. Following public comment and Council review, a design alternative was selected in 2003 and final engineering was initiated.

DUPLICATE FILE

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 grant will be requested.

**ID #35: South Collier Boulevard (San Marco Road-Spruce Avenue).....\$3,494,000**

Similar to the North Collier Boulevard project listed above, this project provides for the reconstruction of South Collier Boulevard between the intersections of San Marco Road and Spruce Avenue from a rural four lane divided roadway to an urban four lane divided boulevard, a distance of approximately 0.9 miles.

The scope of work for South Collier Boulevard is also similar to that described for the North Collier Boulevard reconstruction project. Critical roadway improvements such as preferred 8-foot wide shared pathways, additional turn lane bays, 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, may not be 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, medians will be constructed to enhance operational safety will also provide for an increase in service capacity.

Financing to fund the design and construction contracts will be budgeted through a combination of City contributions 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. 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. Engineering design was initiated in 2003.

**ID #36: South Collier Boulevard – (Spruce Avenue-Winterberry Drive).....\$1,278,000**

The southerly terminus of the South Collier Boulevard reconstruction project as described above will be extended to the south from Spruce Avenue through the Winterberry Drive intersection, or an additional distance of approximately 0.35 miles. The scope of work is similar to the South Collier Boulevard roadway segment between San Marco Road and Spruce Avenue.

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

**ID #43: Racquet Club/Mackle Park-Tracts “C” & “D” Shared Use Pathway (Phase III).....\$425,000**

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
- Winterberry Ball Park
- In addition, there are other support public facilities and locations that enhance and compliment these active recreational sites, including the future City Hall, the Fire Station, Collier County Library, Tommie Barfield School, and the Charter Middle School.

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 shared use pathway will extend from the Racquet Club to Tracts “C” and “D,” passing through both Mackle Park and Winterberry Park.

The Phase I project, initiated in 2002, involved design and engineering, the acquisition of land and access easements from property owners, and initial landscaping activities at select locations. The design shows an 8’-10’ meandering shared pathway with associated drainage facilities, landscaping, and streetscape. Since the pathway will be located along existing easements and some private property, Phase I is crucial to the success of the three-phased project.

Phase II will involve the actual construction of the 8'-10' shared use pathway and associated drainage improvements. Phase II activities will also include pedestrian crossings at roadways, pathway tie-ins with the path at Mackle Park, and the establishment of trailheads at several locations.

**ID #45: Leland Way Pathway to YMCA.....\$200,000**

In furtherance of the City's goal of achieving Community Recreation Complex connectivity, a widened (8 foot) shared use pathway is proposed between Mackle Park and the YMCA along Leland Way and Sandhill Street. The design of this pathway will meet FDOT standards for width and pavement markings, and will be constructed adjacent to the existing sidewalk on the south and east sides of the road. 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 to 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 \$173,000.

**CATEGORY VII - STREETSCAPE IMPROVEMENTS:**

**ID #51: Roadside Border Landscaping (Phase III).....\$150,000**

The Right-of-Way Master Study sets 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 is included in the Five-Year CIP. Phase I was completed during fiscal year 2002 along Winterberry Drive, and Phase II, along Bald Eagle Drive will be completed in FY03.

**ID #52: Cul-de-Sac Tree Installations.....\$25,000**

The Beautification Advisory Committee recommends 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. Initial Phase I cul-de-sac tree planting project took place in FY01, Phase II in FY02, and Phase III in FY03. The annual \$25,000 budget would be utilized to install a maximum of three (3) Sable Palms per cul-de-sac at approximately fifty-three (53) locations within the City. Irrigation for the Sable Palms is not required.

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

**ID #56: Mackle Park Improvements.....\$200,000**

Mackle Park is the heart of Marco Island's recreational and park facilities. It offers a unique blend of passive and active recreation and serves as the host site for a majority of the city's community events, public and organizational meetings, concerts, and dances. It also hosts the island's only community center, which is heavily used throughout the year. The administration acknowledges the significant community use of Mackle Park and is currently developing a comprehensive Master Plan for the park. The plan, once completed, will define improvement priorities, provide cost estimates for these priorities, graphically illustrate the future park, explain user patterns, development chronology, eliminate or mitigate current conflicts between users.

Early development components of the Master Plan will focus on the children's playground (FY03') and improvements to the community center (FY04'). Previously defined development plans for Mackle Park included nine site components (listed below). These components will be included in the comprehensive plan review along with other development opportunities including a memorial garden, tree plantings, walkway/trail development, and other user amenities.

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 (parking in general)
- 8. Dog run
- 9. Building expansion

The Five-Year CIP period spanning fiscal years 2003-2007, as identified in the last year's budget, has been amended for Mackle Park to the following schedule. Anticipated spending for FY08' has been included.

- **Fiscal Year 2003:** Complete Comprehensive Master Plan and include as an early action construction component, a redesigned playground, including toddler equipment and spray pool features. A portion of the playground was covered by a shade structure and operational funds provided new playground ground surfaces.
- **Fiscal Year 2004:** The Master Plan will focus on the required renovations to the community center as well as possible expansion to allow for more programming and meeting space. Funding in this fiscal year will focus on improving the community center building as allowed by approved funding levels.
- **Fiscal Year 2005:** Phase 1 Improvements based on the completed Master Plan.
- **Fiscal Year 2006:** Phase 2 Improvements based on the completed Master Plan.

**ID #61: Tommie Barfield Restroom – Concession.....\$100,000**

Funding to construct permanent restrooms at the Tommie Barfield Baseball Field is needed in order to support the increased use at the field and the sites tennis courts. Currently, porta-toilets are available at the site but do not provide adequate facilities for the number of users. Adding a concession stand to the building allows the Marco Island Charter School and Little League teams to raise funds, through concessions, that will help support equipment and field supplies. In other communities, concession stands operated by booster groups allow schools and leagues to fund a major portion of their annual needs while providing a needed service to their patrons.

The City maintains the Tommie Barfield baseball field, basketball court and tennis courts through and inter-governmental agreement with the Collier County School Board and the site is listed as an important recreational resource in the City's MPROSS that requires physical improvements.

**ID #63: Tommie Barfield Basketball Court Reconstruction.....\$100,000**

As stated previously, the City maintains the Tommie Barfield facilities through and inter-governmental agreement with the Collier County School Board and the site is listed as an

important recreational resource in the City's MPROSS that requires physical improvements. The court at Tommie Barfield is in deteriorating condition and is one of only two outdoor basketball courts on Marco Island. The other is the court at Mackle Park.

Basketball courts are in short supply on the island as evident by the conflicts between organized play and free play at both Mackle Park and Tommie Barfield. During the YMCA's recent basketball programming, all courts, including the outdoor city courts and the indoor YMCA courts, were needed to support the game and practice schedule of the program. This meant city youth and adults who regularly play pick-up games at both sites were left without a place to play.

Funding this project allows the city to reconstruct two (2) courts on the site where one (1) currently exists. This would be a much-needed improvement for the island's residents.

**ID #63A: Parks Maintenance Equipment.....\$118,000**

In prior years, the grounds maintenance function for Mackle Park, Leigh Plummer Park, Winterberry Park, and City Hall, which included landscaping, irrigation, lighting, and pesticide, were provided through outsourced contract services.

The FY04 budget eliminates the past practice of using contracted grounds maintenance providers in favor of hiring staff and grounds maintenance equipment to maintain all parks, athletic fields and outdoor recreational areas, grounds at City Hall, and the central Fire Station.

**CATEGORY IX – CIVIC FACILITIES:**

**ID #65: Police Services Expansion.....\$150,000**

The Marco Island Police Department currently occupies space in buildings designed to exclusively accommodate the Marco Island Fire Department. Total building space located at 1280 San Marco Road is comprised of approximately 2,860 square feet of office and storage space. There is an additional 380 square feet of storage space located in the building at 751 East Elkcam Circle. Current and future Police Department functions require office and storage space substantially in excess of available floor area.

Floor space and rooms in the San Marco Road facility are often required for multi-purpose uses including citizen meetings and storage. Office equipment (copier, fax machine, shredder) is stored and operated in traffic circulation areas, which are shared with Fire Department personnel and building visitors. There are no temporary prisoner holding facilities and no interview facilities. This interior building space deficiency causes safety and security concerns and adversely impacts operational efficiencies. Additionally, the Records and Property/Evidence storage areas do not meet minimum standards for

accreditation. The Property/Evidence storage area currently re-circulates air used in the cooling/heating process into the occupied areas of the building, which presents a problem when staff needs to store narcotics and other retrieved property.

The current fiscal year 2003 budget authorizes a staffing level of 30.38 FTE (Full Time Equivalent) employees for the Police Department. The City of Marco Island Comprehensive Plan estimates that approximately 23% of City land area is still available for development. Current permanent population of approximately 15,000 is expected to increase to approximately 20,000 by the year 2010. Seasonal population influxes further increase demands on Police Department services as well as other critical City services. Based upon this growth projection there will be increased pressure on current police and fire staff to meet the demands and expectations of residents and visitors. Any increases in staff in either department will further decrease effective use of available space at the San Marco Road facility.

In fiscal year 2003, \$10,000 was budgeted for preliminary design and cost estimation work on a new Police Services building. That work is currently being finalized, with floor plans and preliminary elevations scheduled to be available for the May 9<sup>th</sup> CIP Workshop with the City Council.

The new building is tentatively sited in the point of the triangle in the City Complex. The first floor would include a permanent City Council Chambers, a "Sally Port" for the secure transfer of prisoners from vehicles to the facility, holding cells and interview rooms, and evidence storage. The second floor, accessible by elevator to the main Police Services lobby, would house all administrative functions of the Police Department. Even with the addition of a new building to the City Complex, parking would actually increase by developing and utilizing the area between City Hall and the Fire Station for employee parking and overflow parking for City Council meetings.

\$150,000 is recommended for funding in fiscal year 2004 for final design costs, financed through Police impact fees. Construction costs, estimated at \$1,965,000 would be included in the Sales Tax Revenue Bond issue.

**CATEGORY X – CAPITAL PROJECTS CONTINGENCY:**

**ID #70: 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.

**ID #71: Utility Acquisition Contingency.....\$200,000**

An annual budget allocation of \$200,000 for the utility acquisition 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 utility capital projects listed in the adopted Five-Year CIP. Contingency amounts are transferred to individual utility 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.

FISCAL YEAR 2004 APPROVED BUDGET

100% Yr Complete

DESCRIPTION	ACTUAL FY2002	BUDGET FY2003	YTD ACTUAL FY2003	PROJECTED FY2003	PROPOSED FY2004	% OF FY2003
<b>CAPITAL PROJECTS FUND</b>						
DUE DILIGENCE ENGINEERING-FWS	155,000	0	0	0	0	0 %
WATER UTILITY ACQUISITION	130,572	400,000	489,462	0	200,000	50 %
BOND ISSUANCE COST	0	0	10,000	0	0	0 %
CITY HALL BUILDING IMPROVEMENTS	107,105	0	0	0	0	0 %
<b>GENERAL CAPITAL PROJECTS</b>						
	392,677	400,000	499,462	0	200,000	50 %
<b>S COLL/ SANDS CONDO OUTFALL</b>						
N COLL/ SEAVIEW STORM SEWER	0	0	0	0	500,000	0 %
S COLL/ VALLEY STORM SEWER	0	63,700	63,650	0	485,000	761 %
REPLACE/REPAIR EXISTING OUTFALLS	0	141,500	55,106	0	448,000	317 %
S COLL/ SYCAMORE CT OUTFALL	222,922	271,803	269,295	0	225,000	83 %
NPDES WATER QTY ENGINEERING/PERMIT	0	0	0	0	75,000	0 %
ROW SWALE DRAINAGE GRADING	10,440	25,000	0	0	50,000	200 %
TALLWOOD STREET STORM SEWER	158,130	152,567	152,567	0	50,000	33 %
RECONSTRUCT EXISTING THROAT INLETS	199,004	683,454	680,604	0	0	0 %
CITY WIDE DRAINAGE IMPR	100,450	90,450	90,450	0	0	0 %
	107,516	260,984	260,984	0	0	0 %
<b>STORMWATER DRAINAGE</b>						
	798,462	1,689,458	1,572,655	0	1,833,000	109 %
<b>COLLIER CREEK DREDGING</b>						
	0	286,200	16,700	0	40,000	14 %
<b>BEACH AND WATERWAYS</b>						
	0	286,200	16,700	0	40,000	14 %
<b>N BARF BRIDGE OVER TARPON WTRWAY</b>						
GOLDENROD AVE BRIDGE	0	151,000	151,696	0	1,414,000	936 %
CAXAMBAS CT BRIDGE/ROBERTS BAY	0	17,000	4,000	0	258,000	1,518 %
BLACKMORE CT BRIDGE/CLAM BAY	0	160,054	159,251	0	0	0 %
CITY-WIDE BRIDGE REPAIRS	0	211,995	214,923	0	0	0 %
	128,826	83,168	18,125	0	0	0 %
<b>BRIDGE IMPROVEMENTS</b>						
	128,826	623,217	547,995	0	1,672,000	268 %
<b>SAN MARCO/HEATHWOOD INTERSECTION</b>						
SAN MARCO/BALD EAGLE INTERSECTION	0	192,375	0	0	309,000	161 %
ELKCAM/BALD EAGLE TRAFFIC SIGNAL	0	182,250	16,120	0	292,000	160 %
LOCAL ST/COLLECTOR INTERSCTN IMP	7,334	163,024	160,455	0	0	0 %
COLLIER/KENDALL DRIVE INTERSECTION	0	158,654	158,654	0	0	0 %
SPRUCE/W BERRY DESIGN	59,831	0	0	0	0	0 %
	0	260,000	219,405	0	0	0 %
<b>INTERSECTIONS</b>						
	67,165	956,303	554,633	0	601,000	63 %
<b>S. COLLIER BLVD/MASS MUTUAL FUNDS</b>						
S COLL BLVD/ SPRUCE-WINTERBERRY	0	608,000	569,804	0	3,494,000	575 %
N COLL BLVD/ BUTTOWOOD-SAN MARCO	0	0	0	0	1,278,000	0 %
ROAD RESURFACING	286,805	634,230	643,361	0	601,000	95 %
MISC STREET/ALLEY MAINTENANCE	359,656	350,000	354,710	0	0	0 %
BALD EAGLE LOS CAPACITY ANALYSIS	89,880	56,142	56,141	0	0	0 %
	0	49,230	49,230	0	0	0 %
<b>ROADWAYS</b>						
	736,341	1,697,602	1,673,246	0	5,373,000	317 %
<b>RACQUET CLUB/MACKLE PATHWAY</b>						
LELAND WAY PATHWAY TO YMCA	0	525,000	307,995	0	425,000	81 %
ELKCAM CIRCLE REDEVELOPMENT	0	25,000	25,000	0	200,000	800 %
SIDEWALK PROJECT DISTRICT IV	(24)	0	0	0	0	0 %
SIDEWALK PROJECT DISTRICT III	0	340,886	338,532	0	0	0 %
SIDEWALK PROJECT DISTRICT II	291,810	18,427	18,427	0	0	0 %
	2,413	0	0	0	0	0 %
<b>PEDESTRIAN/BICYCLE WAYS</b>						
	294,198	909,313	689,955	0	625,000	69 %

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FISCAL YEAR 2004 APPROVED BUDGET

100% Yr Complete

DESCRIPTION	ACTUAL FY2002	BUDGET FY2003	YTD ACTUAL FY2003	PROJECTED FY2003	PROPOSED FY2004	% OF FY2003
ROADSIDE BORDER LANDSCAPING	130,505	14,357	14,357	0	150,000	1,045 %
CUL DE SAC IMPROVEMENTS	25,428	28,199	28,199	0	25,000	89 %
CUL-DE-SAC TREE INSTALLATIONS	0	36,490	36,490	0	0	0 %
BALD EAGLE STREETScape	0	180,000	16,805	0	0	0 %
<b>STREETScape IMPROVEMENTS</b>						
	155,933	259,046	95,851	0	175,000	68 %
<b>MACKLE PARK EXPANSION</b>						
PARKS MAINTENANCE EQUIPMENT	0	110,000	62,213	0	200,000	182 %
T BARFIELD RESTROOM/CONCESSION	0	0	0	0	118,000	0 %
T BARFIELD BASKETBALL CT RECONST	0	0	0	0	100,000	0 %
OPEN SPACE LAND ACQ	0	1,241	0	0	0	0 %
WINTERBERRY PARK EXPANSION	0	129,750	14,126	0	0	0 %
CR92 GOODLAND PATHWAY	9,126	128,874	115,248	0	0	0 %
MACKLE PARK BOCCIE COURTS	11,256	96,744	96,743	0	0	0 %
AQUISISTION OF LOT COLLIER/CLAM BAY	500	0	0	0	0	0 %
<b>PARKS, REC &amp; OPEN SPACE</b>						
	20,882	466,609	288,329	0	518,000	111 %
<b>POLICE SERVICES EXPANSION</b>						
	0	0	0	0	150,000	0 %
<b>CIVIC FACILITIES</b>						
	0	0	0	0	150,000	0 %
<b>CAPITAL PROJECTS CONTINGENCY</b>						
	0	0	0	0	500,000	0 %
<b>CONTINGENCY</b>						
	0	0	0	0	500,000	0 %
<b>TOTAL CIP EXPENSES</b>						
	2,594,484	7,287,748	5,938,826	0	11,687,000	160 %

Building Fund

Utility Fund

**City of Marco Island  
Annual Budget Summary  
Fiscal Year 2003-04**

*Building Services Fund*

Proposed  
Fiscal Year  
2004

*Building Services Revenues*

Building Permit Fees	\$ 928,377
Miscellaneous Revenues	0
<b>TOTAL REVENUES</b>	<b>\$ 928,377</b>

*Building Services Expenditures*

Personal Services	\$ 424,712
Collier County Services	90,000
Other Operating Expenses	80,175
Central Administration	333,490
Capital Outlay	0
<b>TOTAL EXPENDITURES</b>	<b>\$ 928,377</b>
<b>CASH FLOW</b>	<b>\$ -</b>

BuildingFundSummary2004

Updated 5/29/03

**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**

In fiscal year 2003, Building Services was 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 contracts with external specialists 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 nine 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 2002 the City reviewed and permitted 199 new single-family homes. During the first seven months of fiscal year 2003 the City has reviewed and permitted 139 new single-family homes, a pace that could result in a total of 220 homes this year. In addition the City has issued permits for the construction of 15 new multi-family units this fiscal year, with many more units (Vera Cruz) 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 4,000 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 2004 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 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 2004 the Building Services Division will strive to achieve the following objectives set in the previous budget:

**ACCOMPLISHMENTS**

- Conducted plan review and permitted an estimated 220 new single-family homes.
- Continue to issue over 4,000 permits for new construction and remodeling projects on the Island.
- Perform approximately 12,000 inspections for permitted projects.
- On pace to collect over \$3,000,000 in total permit fees (including impact fees).

**DETAIL OF PERSONNEL SERVICES**

<b>Position:</b>	<b>FY2003 Budget:</b>	<b>FY2004 Budget:</b>	<b>Salary:</b>
Chief of Building Services	1.0	1.0	\$57,122
Electrical Inspector	1.28	1.28	55,573
Plumb/Mech. Inspector	1.0	1.0	36,837
Structural Inspector	1.0	1.0	40,097
Senior Permit Clerk	1.0	1.0	36,403
Permit Clerk	1.0	1.0	31,500
Asst. Permit Clerk	1.0	1.0	26,270
<i>Pay for Performance Incentives</i>			<u>3,590</u>
<b>Total Full Time Equivalents</b>	<b>7.0</b>	<b>7.28</b>	<b>\$297,392</b>

**DETAIL OF CAPITAL PURCHASES**

<b>Description:</b>	<b>Total Cost:</b>
No Capital Requested	\$0
<b>Total Capital Outlay</b>	<b>\$0</b>

**BUDGET SUMMARY**

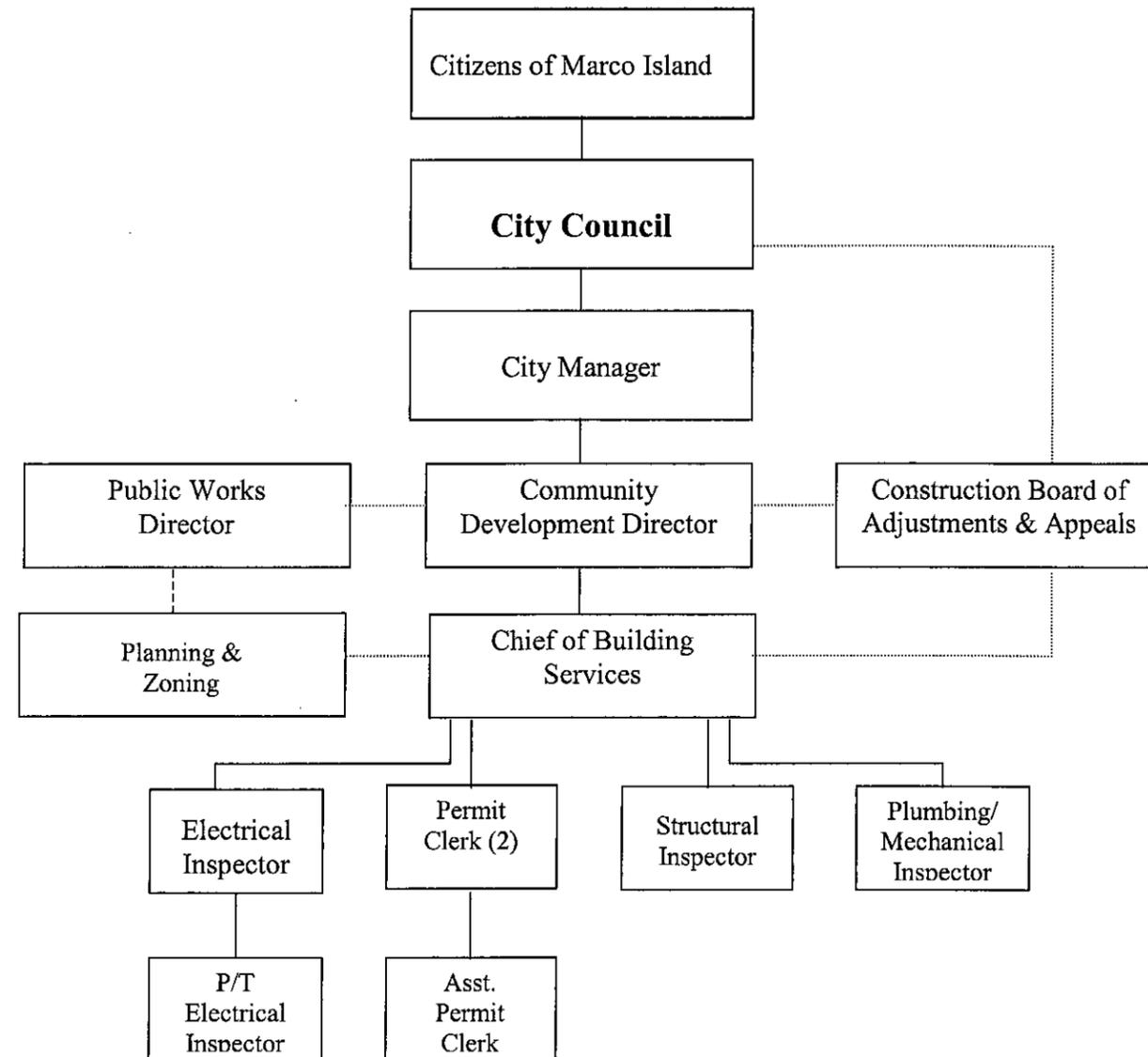
Personnel Services Expenditures	\$424,712
Operating Expenses	170,175
Allocated Administration	333,490
Capital Outlay	<u>0</u>
<b>Total for FY2004</b>	<b>\$928,377</b>

**REVENUE SUMMARY**

Building Permits	<u>\$928,377</u>
<b>Total for FY2003</b>	<b>\$928,377</b>

03/20/03

**ORGANIZATIONAL CHART**



DESCRIPTION	ACTUAL FY2002	BUDGET FY2003	YTD ACTUAL FY2003	PROJECTED FY2003	PROPOSED % OF FY2004 FY2003
BLDG SERV REVENUE					
BUILDING PERMIT FEES	0	941,931	1,249,077	950,000	928,377 99 %
TOTAL REVENUE:	0	941,931	1,249,077	950,000	928,377 99 %

FISCAL YEAR 2004 APPROVED BUDGET

100% Yr Complete

DESCRIPTION	ACTUAL FY2002	BUDGET FY2003	YTD ACTUAL FY2003	PROJECTED FY2003	PROPOSED % OF FY2004 FY2003
<b>BLDG SERV FUND</b>					
WAGES	0	282,810	257,786	280,000	297,392 105 %
OVERTIME	0	8,000	23,984	18,000	8,000 100 %
BENEFITS	0	77,327	71,777	77,327	90,500 117 %
FICA TAXES	0	28,162	24,240	28,162	28,820 102 %
<b>TOTAL PERSONNEL SERVICES:</b>	<b>0</b>	<b>396,299</b>	<b>377,787</b>	<b>403,489</b>	<b>424,712 107 %</b>
PROFESSIONAL FEES	0	15,000	29,965	25,000	25,000 167 %
CONTRACTUAL SERVICES	0	20,000	17,144	15,000	20,000 100 %
COLLIER COUNTY SERVICES	0	93,000	42,603	90,000	90,000 97 %
TRAVEL PER DIEM	0	2,000	734	1,500	1,500 75 %
TELEPHONE & COMMUNICATIONS	0	3,924	8,160	8,000	10,000 255 %
RENTALS & LEASES	0	4,320	3,158	6,000	4,320 100 %
VEHICLE REPAIR & MAINTENANCE	0	1,280	1,901	2,000	1,280 100 %
EQUIPMENT REPAIR & MAINTENANCE	0	500	20	250	250 50 %
PRINTING	0	500	95	250	500 100 %
OFFICE SUPPLIES	0	8,500	11,752	12,000	12,000 141 %
FUEL	0	1,800	2,707	2,000	1,800 100 %
UNIFORMS	0	850	935	850	850 100 %
POSTAGE	0	100	168	200	100 100 %
PUBLICATIONS & MEMBERSHIPS	0	1,585	1,644	1,100	1,075 68 %
TRAINING	0	2,400	735	1,400	1,500 63 %
CONTINGENCY	0	50,000	0	0	0 0 %
CENTRAL ADM ALLOCATION	0	318,873	0	318,873	333,490 105 %
<b>TOTAL OPERATING EXPENSES:</b>	<b>0</b>	<b>524,632</b>	<b>121,719</b>	<b>484,423</b>	<b>503,665 96 %</b>
CAPITAL IMPROVEMENTS	0	15,000	0	15,000	0 0 %
EQUIPMENT PURCHASES	0	6,000	7,650	8,000	0 0 %
<b>TOTAL CAPITAL OUTLAY:</b>	<b>0</b>	<b>21,000</b>	<b>7,650</b>	<b>23,000</b>	<b>0 0 %</b>
<b>GRAND TOTAL FOR DEPARTMENT:</b>	<b>0</b>	<b>941,931</b>	<b>507,155</b>	<b>910,912</b>	<b>928,377 99 %</b>

*City of Marco Island  
Building Services Fund  
Cost Allocation*

	Allocation Percentage	2003 Costs Allocated
Community Development Director	50.0%	51,730
City Planner	50.0%	37,795
Zoning Administrator	50.0%	28,060
Public Works Director	50.0%	51,785
Public Works Superintendent	40.0%	26,800
Public Works Maint. Worker	30.0%	16,065
City Hall Operations (1):		
Contract Services	25.0%	13,020
Utilities	25.0%	7,245
Repair	25.0%	6,930
Administration (2):		
City Council	4.7%	3,220
City Manager	4.7%	18,825
Finance	4.7%	15,085
City Attorney	4.7%	7,520
Insurance	4.7%	17,255
Other Costs:		
Right-of-Way Surveys	100.0%	16,275
<b>Sub-Total</b>		<b>\$ 317,610</b>
<b>Add for 2004 Expenses</b>		<b>15,880</b>
<b>Total Allocated Costs</b>		<b>\$ 333,490</b>

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

BldgSvcsCostAlloc2004

Utility Fund

**City of Marco Island  
Annual Budget Summary  
Fiscal Year 2003-04**

*Sewer Utility Fund*

Proposed  
Fiscal Year  
2004

*Sewer Fund Revenues*

Sewer Utility Fees	\$ 825,000
Miscellaneous Revenues	0

**TOTAL REVENUES** \$ 825,000

*Sewer Fund Expenditures*

Personal Services	\$ 46,258
Contractual Services	150,000
Utilities	520,000
Other Operating Expenses	12,355
Central Administration	99,635
Capital Outlay	125,000

**TOTAL EXPENDITURES** \$ 953,248

**CASH FLOW** \$ (128,248)

SewerFundSummary2004

Updated 6/29/03

**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 an Interlocal Agreement 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:***

The Public Works Department provides guidance for the overall utility O & M functions. The Finance Department provides billing and fee collection functions and 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. The Department reviews sanitary sewer extensions proposed by property owners and developers.

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

Florida Water Services Corporation provides wastewater treatment for the City's sanitary sewer collection system.

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

The City, through its utility maintenance contractor is responsible for routine sewer line maintenance and emergencies related to line blockages and overflows. This maintenance function also involves routine cleaning of sanitary sewer pipes, 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.

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.

During fiscal year 2004, the Public Works Department will aspire to achieve the following:

**OBJECTIVES**

- Fund administrative overhead associated with the management and operation of the Utility Fund.
- 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.
- 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.
- 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.

- Undertake a utility rate schedule and fee study (not performed in fiscal year 2003).
- 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.
- Anticipate and prepare for transition of the system to the Florida Water system upon acquisition by the City.

During fiscal year 2003, the Public Works Department achieved the following objectives set forth in the previous budget:

**ACCOMPLISHMENTS**

- Completed bid processes for utility management services and awarded a three-year term contract renewable on an annual basis.
- Performed numerous clean out services for line blockages and emergency pump replacements at lift stations.
- Contracted for odor control services at selected lift and pump stations.
- Continued with planning and coordination activities for mapping the City's sanitary sewer infrastructure utilizing Geographical Information System technology.
- Utilized a computer based "One-Call" utility notification system for locating City owned utilities during private construction work within public right-of-way.
- Managed utility stake and locate responsibilities for residential and commercial sanitary sewer service hook-ups.
- Provided responsible and responsive customer services for O & M functions, utility right-of-way permits, odor complaints and home building activities.

- Identified system deficiencies and completed repairs and upgrades through periodic staff and contractor 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, Corporation.
- 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>FY2003 Budget:</b>	<b>FY2004 Budget:</b>	<b>Salary:</b>
Accounting Clerk	1.0	1.0	\$27,693
Pay for Performance Incentives			<u>1,385</u>
<b>Total Full Time Equivalents</b>	1.0	1.0	<b>\$29,078</b>

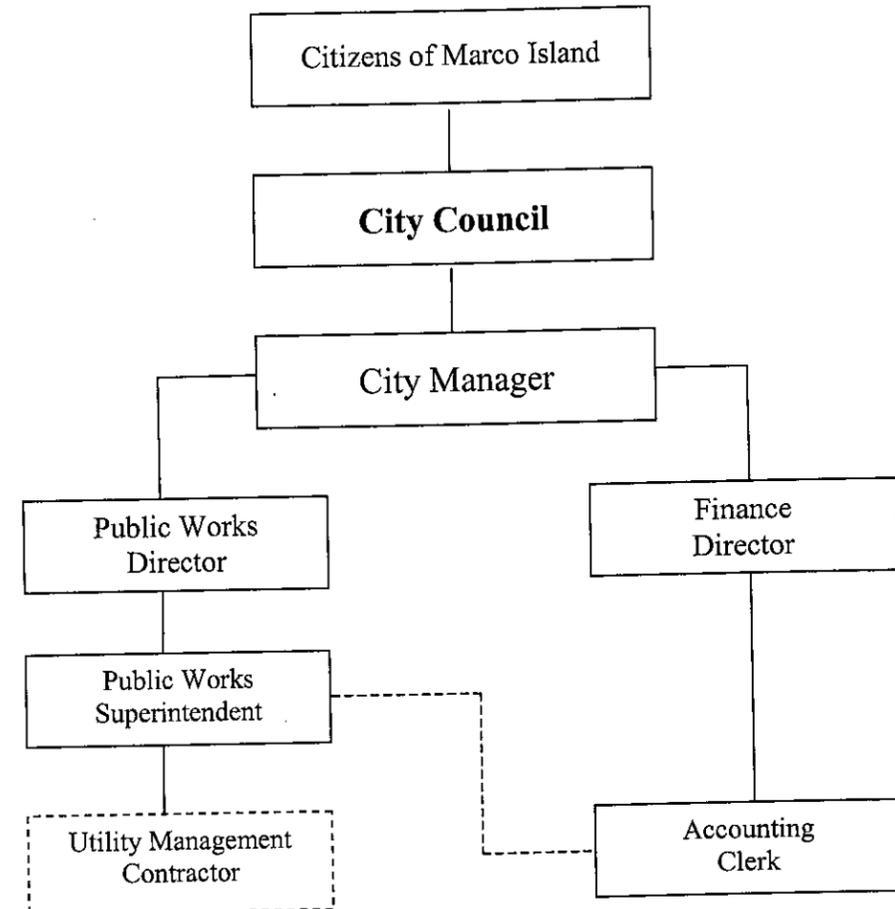
**DETAIL OF CAPITAL OUTLAY**

<b>Description:</b>	<b>Total Cost:</b>
North Barfield Bridge Force Main Design, Permitting, Construction and Inspection	\$125,000
<b>Total Capital Outlay</b>	<b>\$125,000</b>

**BUDGET SUMMARY**

Personnel Services Expenditures	\$ 46,258
Operating Expenses	682,355
Central Administration	99,635
Capital Outlay	<u>125,000</u>
<b>Total for FY2004</b>	<b>\$953,248</b>

**ORGANIZATIONAL CHART**



City of Marco Island  
DEPARTMENTAL BUDGET REPORT

FISCAL YEAR 2004 APPROVED BUDGET

100% Yr Complete

DESCRIPTION	ACTUAL FY2002	BUDGET FY2003	YTD ACTUAL FY2003	PROJECTED FY2003	PROPOSED % OF FY2004 FY2003	
<b>SEWER UTILITY REVENUE</b>						
SEWER UTILITY FEES	832,759	856,539	759,190	850,000	820,000	96 %
INTEREST EARNINGS	4,275	0	6,442	8,000	5,000	0 %
SEWER ASSESSMENTS	1,881	0	0	0	0	0 %
MISCELLANEOUS REVENUE	446	0	316	0	0	0 %
NON-OPERATING REVENUE	4,258	0	0	0	0	0 %
DEPRECIATION OF FA CONTRIBUTED	139,264	0	0	0	0	0 %
<b>TOTAL REVENUE:</b>	<b>982,882</b>	<b>856,539</b>	<b>765,948</b>	<b>858,000</b>	<b>825,000</b>	<b>96 %</b>

City of Marco Island  
DEPARTMENTAL BUDGET REPORT

FISCAL YEAR 2004 APPROVED BUDGET

100% Yr Complete

DESCRIPTION	ACTUAL FY2002	BUDGET FY2003	YTD ACTUAL FY2003	PROJECTED FY2003	PROPOSED % OF FY2004 FY2003	
<b>SEWER UTILITY</b>						
WAGES	25,600	27,720	24,525	27,720	29,078	105 %
OVERTIME	909	2,000	728	2,000	2,000	100 %
BENEFITS	10,298	11,618	10,168	11,618	12,209	105 %
FICA TAXES	1,736	2,846	1,481	2,846	2,971	104 %
<b>TOTAL PERSONNEL SERVICES:</b>	<b>38,543</b>	<b>44,184</b>	<b>36,901</b>	<b>44,184</b>	<b>46,258</b>	<b>105 %</b>
PROFESSIONAL SERVICES	0	5,000	0	0	3,000	60 %
CONTRACTUAL SERVICES	120,755	150,000	140,568	150,000	150,000	100 %
CONTRACTUAL SERVICES-TREATMENT	510,770	0	0	0	0	0 %
COLLIER COUNTY SERVICES	1,380	0	0	0	0	0 %
TRAVEL PER DIEM	456	480	409	480	500	104 %
TELEPHONE & COMMUNICATIONS	204	0	26	0	0	0 %
UTILITIES	(18,134)	520,800	449,567	520,800	520,000	100 %
RENTALS AND LEASES	174	275	220	220	290	105 %
PRINTING	813	2,000	275	2,000	2,000	100 %
OFFICE SUPPLIES	778	300	1,136	1,136	300	100 %
POSTAGE	5,500	6,000	6,000	6,000	6,265	104 %
TRAINING	488	0	0	0	0	0 %
DEPRECIATION EXPENSE	142,916	0	0	0	0	0 %
CENTRAL ADMIN ALLOCATION	0	0	0	0	99,635	0 %
<b>TOTAL OPERATING EXPENSES:</b>	<b>766,101</b>	<b>684,855</b>	<b>598,201</b>	<b>680,636</b>	<b>781,990</b>	<b>114 %</b>
CAPITAL IMPROVEMENTS - FACILIT	0	174,000	112,009	174,000	125,000	72 %
EQUIPMENT PURCHASES	0	3,500	0	0	0	0 %
<b>TOTAL CAPITAL OUTLAY:</b>	<b>0</b>	<b>177,500</b>	<b>112,009</b>	<b>174,000</b>	<b>125,000</b>	<b>70 %</b>
<b>GRAND TOTAL FOR DEPARTMENT:</b>	<b>804,644</b>	<b>906,539</b>	<b>747,111</b>	<b>898,820</b>	<b>953,248</b>	<b>105 %</b>

*City of Marco Island*  
*Sewer Utility Enterprise Fund*  
*Cost Allocation*

	Allocation Percentage	2003 Costs Allocated
Finance Director	5.0%	5,010
Public Works Director	5.0%	5,180
Public Works Superintendent	10.0%	6,700
Public Works Maint. Worker	25.0%	13,390
City Hall Operations (1):		
Contract Services	5.0%	2,605
Utilities	5.0%	1,450
Repair	5.0%	1,285
Administration (2):		
City Council	4.5%	3,080
City Manager	4.5%	18,025
Finance	4.5%	14,445
City Attorney	4.5%	7,200
Insurance	4.5%	16,520
Sub-Total		\$ 94,890
Add for 2004 Expenses		4,745
<b>Total Allocated Costs</b>		<b>\$ 99,635</b>

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