

# *City of Marco Island, Florida*

## ANNUAL BUDGET Fiscal Year 2008 – 2009

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

Cover Art by Inez Hudson

The City of Marco Island wishes to express appreciation to the artist for permission to use the artwork on the cover of this report. Ms. Hudson began drawing classes at Oakland Community College in Michigan and studied oils with local artists. She has designed card notes which were juried into and sold in the *Michigania* store.

# *City of Marco Island, Florida*

## ANNUAL BUDGET Fiscal Year 2008 – 2009

### **PRINCIPAL OFFICIALS:**

WILLIAM D. TROTTER, COUNCIL CHAIRMAN  
FRANK R. RECKER, VICE CHAIRMAN  
TED FORCHT, COUNCILMAN  
JERRY GIBSON, COUNCILMAN  
CHUCK KIESTER, COUNCILMAN  
ROBERT J. POPOFF, COUNCILMAN  
WAYNE WALDACK, COUNCILMAN

STEVEN T. THOMPSON, CITY MANAGER  
ALAN L. GABRIEL, CITY ATTORNEY

WILLIAM P. HARRISON, FINANCE DIRECTOR  
LAURA LITZAN, CITY CLERK  
STEVEN OLMSTED, COMMUNITY DEVELOPMENT DIRECTOR  
MICHAEL MURPHY, FIRE CHIEF  
THOM CARR, POLICE CHIEF  
DANA SOUZA, PARKS & RECREATION DIRECTOR  
A. RONY JOEL, PUBLIC WORKS DIRECTOR

# *City of Marco Island*

## Consolidated Budget Summary

10/13/2008

Fiscal Year 2006 ACTUAL	Fiscal Year 2007 ACTUAL	Fiscal Year 2008 PROJECTED	Fiscal Year 2009 BUDGET
----------------------------------	----------------------------------	-------------------------------------	----------------------------------

### REVENUES:

#### General Fund:

Ad Valorem Taxes	\$ 11,852,368	\$ 14,457,717	\$ 13,223,500	\$ 13,869,000
Intergov't Revenues	4,484,479	4,257,754	3,827,400	3,702,400
Other Revenues	1,776,258	1,512,008	1,446,000	1,106,000
Less: Interfund Trfs	(7,620,040)	(4,076,356)	(3,857,200)	(2,302,600)
<b>Sub-Total</b>	<b>10,493,065</b>	<b>16,151,123</b>	<b>14,639,700</b>	<b>16,374,800</b>

#### Capital Projects Fund:

Intergov't Revenues	2,032,000	895,416	1,294,300	695,000
Bond Proceeds	4,000,000	-	-	-
Other Revenues	649,991	259,980	450,000	390,000
Transfer from Genl Fund	7,312,000	2,729,200	3,283,100	2,302,600
<b>Sub-Total</b>	<b>13,993,991</b>	<b>3,884,596</b>	<b>5,027,400</b>	<b>3,387,600</b>

#### Debt Service Fund:

Ad Valorem Taxes	870,728	855,279	873,200	844,834
Transfer from Genl Fund	308,040	880,620	864,800	817,083
Collier County Trans. Grant	-	1,000,000	1,000,000	1,000,000
<b>Sub-Total</b>	<b>1,178,768</b>	<b>2,735,899</b>	<b>2,738,000</b>	<b>2,661,917</b>

#### Building Services Fund:

	1,270,408	1,108,327	1,000,000	1,506,863
--	-----------	-----------	-----------	-----------

#### Electric Franchise Enterprise Fund:

Franchise Fee Revenues	1,882,013	1,913,133	1,800,000	1,422,000
------------------------	-----------	-----------	-----------	-----------

#### Water / Sewer Enterprise Fund:

Utility Operating Revenues	19,596,109	21,178,104	22,330,000	25,980,100
Plant Capacity Charges	406,396	254,524	500,000	500,000
Grants	1,450,000	2,860,000	-	2,000,000
Utility Revenue Bonds	5,500,000	-	7,000,000	16,344,300
Septic Tank Repl Program	2,500,000	18,500,000	27,000,000	28,153,512
<b>Sub-Total</b>	<b>29,452,505</b>	<b>42,792,628</b>	<b>56,830,000</b>	<b>72,977,912</b>

#### Recreation Enterprise Funds:

	150,014	170,095	148,400	417,621
--	---------	---------	---------	---------

#### Emergency Fund:

	1,266,658	293,471	160,000	-
--	-----------	---------	---------	---

#### Hideaway Beach Tax District:

	874,001	937,572	1,247,000	2,949,300
--	---------	---------	-----------	-----------

#### Self-Insurance Fund:

	848,324	921,648	1,183,900	1,413,033
--	---------	---------	-----------	-----------

#### UseOf/(DepositsTo) Cash:

	12,974,681	14,139,305	2,731,000	(5,700,702)
--	------------	------------	-----------	-------------

<b>TOTAL REVENUES:</b>	<b>\$ 74,384,428</b>	<b>\$ 85,047,797</b>	<b>\$ 87,505,400</b>	<b>\$ 97,410,344</b>
------------------------	----------------------	----------------------	----------------------	----------------------

# *City of Marco Island*

## Consolidated Budget Summary

Page 2 of 2

Fiscal Year 2006 ACTUAL	Fiscal Year 2007 ACTUAL	Fiscal Year 2008 PROJECTED	Fiscal Year 2009 BUDGET
----------------------------------	----------------------------------	-------------------------------------	----------------------------------

### EXPENDITURES:

#### General Fund:

Police Department	\$ 3,155,383	\$ 3,769,414	\$ 3,894,600	\$ 4,315,481
Fire Department	3,127,128	3,861,676	4,185,100	4,500,401
Community Dev'l	666,863	707,625	743,200	785,565
Public Works	951,799	1,253,852	1,239,000	1,327,898
Parks & Rec.	1,413,755	1,684,234	2,015,000	1,929,921
General Gov't	2,578,368	2,614,129	3,161,100	4,300,349
<b>Sub-Total</b>	<b>11,893,296</b>	<b>13,890,930</b>	<b>15,238,000</b>	<b>17,159,615</b>
Less: Admin Allocation	(1,059,077)	(1,154,612)	(1,212,400)	(1,488,334)
<b>Sub-Total</b>	<b>10,834,219</b>	<b>12,736,318</b>	<b>14,025,600</b>	<b>15,671,281</b>

#### Capital Projects Fund:

General Capital	2,013,683	3,121,261	560,300	-
Drainage Projects	732,253	1,489,800	778,900	600,000
Transportation	7,698,752	9,024,973	11,717,300	1,797,600
Waterways	16,126	64,091	115,500	-
Parks & Recreation	366,405	999,523	2,054,000	870,000
Contingency	-	-	639,300	120,000
<b>Sub-Total</b>	<b>10,827,219</b>	<b>14,699,648</b>	<b>15,865,300</b>	<b>3,387,600</b>

#### Debt Service Fund:

	1,239,849	2,415,538	2,707,900	2,661,917
--	-----------	-----------	-----------	-----------

#### Building Services Fund:

	1,105,985	1,326,772	1,352,200	1,506,863
--	-----------	-----------	-----------	-----------

#### Electric Franchise Enterprise Fund:

Street Lighting	250,730	287,573	350,000	-
Capital Construction	3,469,126	740,262	895,000	75,000
<b>Sub-Total</b>	<b>3,719,856</b>	<b>1,027,835</b>	<b>1,245,000</b>	<b>75,000</b>

#### Water / Sewer Enterprise Fund:

Water/Wastewater Plants	5,274,199	5,663,794	6,935,200	6,771,372
Collect/Distrib, Maintenance	1,858,740	2,308,674	3,933,900	2,822,198
Administration	1,247,820	1,840,785	1,635,700	2,683,668
Debt Service	6,430,078	6,742,161	7,229,700	7,029,962
Capital Projects	18,735,636	7,848,775	9,911,600	25,367,200
Septic Tank Repl Program	10,242,107	26,499,428	20,000,000	24,378,112
<b>Sub-Total</b>	<b>43,788,580</b>	<b>50,903,617</b>	<b>49,646,100</b>	<b>69,052,512</b>

#### Recreation Enterprise Funds:

	118,309	148,389	189,200	417,621
--	---------	---------	---------	---------

#### Emergency Fund:

	1,557,667	-	160,000	-
--	-----------	---	---------	---

#### Hideaway Beach Tax District:

	343,608	621,329	1,202,100	3,256,050
--	---------	---------	-----------	-----------

#### Self-Insurance Fund:

	849,136	1,168,351	1,112,000	1,381,500
--	---------	-----------	-----------	-----------

<b>TOTAL EXPENDITURES:</b>	<b>\$ 74,384,428</b>	<b>\$ 85,047,797</b>	<b>\$ 87,505,400</b>	<b>\$ 97,410,344</b>
----------------------------	----------------------	----------------------	----------------------	----------------------

*City of Marco Island, Florida*  
*Budgets Supported by Property Taxes*

**2009 GENERAL FUND BUDGET:**

**ADMINISTRATION:**

Legislative	64,753	
Exec. Administration	662,522	
Finance/Customer Service	1,255,006	
Legal Counsel	400,000	
General Government	501,333	
Information Services	292,775	
Contingency	153,040	
Transfer: Self-Insurance	682,798	4,012,227

**COMMUNITY DEVELOPMENT:**

Community Development	595,575	
Code Compliance	187,610	783,185

**PUBLIC SAFETY:**

Police	4,239,291	
Fire/Rescue	4,359,320	8,598,611

**PUBLIC WORKS:**

Streets & Drainage		1,674,432
--------------------	--	-----------

**PARKS & RECREATION:**

Recreation	772,728	
Parks Maintenance	579,257	
Beautification	624,777	1,976,762

**SUB-TOTAL**

**\$ 17,045,217**

**LESS: COSTS ALLOCATED:**

Building Svcs Fund	(413,567)	
Water/Sewer Utility Fund	(1,074,767)	(1,488,334)

**2008 GENERAL FUND**

**\$ 15,556,883**

(CONTINUED)

# City of Marco Island, Florida

PAGE 2

<b>2009 GENERAL FUND BUDGET</b>		<b>\$</b>	<b>15,556,883</b>
<b>2009 DEBT SERVICE FUND BUDGET:</b>			
Factory Bay Bridge bonds	96,310		
Veterans Comm Park Bonds	846,534		
2005 Sales Tax bonds	547,273		
2005 Fire Truck Lease-Purchase	85,700		
2006 N. Collier Reconstruction (interest)	87,800		<b>1,663,617</b>
<b>CAPITAL IMPROVEMENTS PROJECTS SUBJECT TO SPENDING CAP</b>			<b>2,302,600</b>
<b>TOTAL TAX-SUPPORTED BUDGET</b>		<b>\$</b>	<b>19,523,100</b>
<b>LESS: ITEMS NOT SUBJECT TO SPENDING CAP:</b>			
GOODLAND FIRE SERVICE GRANT - COLLIER COUNTY			(102,400)
FIRE DEPT CASCADE SYSTEM - GRANT			(15,000)
POLICE: IN-CAR COMPUTERS (FORFEITURE FUNDS)			(100,000)
<b>BUDGETS SUBJECT TO SPENDING CAP</b>			<b>19,305,700</b>
<b>FISCAL YEAR 2008 SPENDING CAP</b>			<b>\$18,827,642</b>
<b>ADD: 3% Annual Increase</b>			
<b>ADD: 2.3% COLA October 2007</b>			
<b>FISCAL YEAR 2009 SPENDING CAP</b>			<b>\$19,838,498</b>

Excel:FY09BudgetDocuments  
BalancedBudget2009

## ORDINANCE 08-06

**AN ORDINANCE DETERMINING AND FIXING THE 2008 TAX LEVY AND MILLAGE RATE FOR THE CITY OF MARCO ISLAND, EXCLUSIVE OF DEPENDENT TAXING DISTRICTS, FOR THE FISCAL YEAR COMMENCING OCTOBER 1, 2008 AND ENDING SEPTEMBER 30, 2009, FOR THE PURPOSE OF PROVIDING SUFFICIENT FUNDS FOR THE GENERAL FUND OPERATIONS AND TO PAY INTEREST ON AND PROVIDE FOR THE RETIREMENT OF DEBT APPROVED BY VOTER REFERENDUM; PROVIDING FOR INCORPORATION, CONFLICT AND SEVERABILITY; AND PROVIDING AN EFFECTIVE DATE.**

WHEREAS, the 2008 Tax Assessment Roll for the City of Marco Island has been prepared, equalized and certified, showing:

Total Taxable Value of Real and Personal Property ... \$10,486,293,910

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

**Sec. 1.** That the operating tax levy and millage rate for the City of Marco Island, exclusive of Dependent Taxing Districts, hereby is fixed and determined to be 1.4540 mils.

**Sec.2.** That the voted debt service millage rate for the City of Marco Island, exclusive of Dependent Taxing Districts, hereby is fixed and determined to be 0.0849 mils.

**Sec. 3.** That the tax levy and millage rate have been fixed and determined in accordance with the following assessments and findings of the City Council, and making allowances for tax delinquents, discounts and losses therein, show, to-wit:

Total General Fund Operations	1.3917 mils	\$13,864,000
Voted Debt Service	0.0849 mils	\$ 845,700

**Sec. 4.** The current year's roll-back rate is 1.3363 mils. The increase in the millage rate from the roll-back rate is 4.15%.

**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 Marco Island City Code of Ordinances, all City of Marco Island resolutions or parts of resolutions made applicable by City Charter in conflict herewith are hereby repealed to the extent of such conflict.

(c) If any word, phrase, clause, subsection or section of this Ordinance is for any reason held unconstitutional or invalid by any court of competent jurisdiction, the invalidity thereof shall not affect the validity of any remaining portions of this Ordinance.

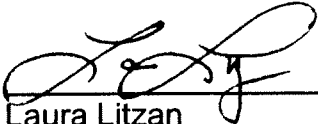
**Sec. 6. Effective Date.**

This Ordinance shall take effect immediately upon adoption at second reading.

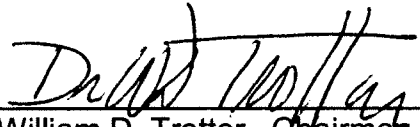
First Reading (Tentatively Adopted) passed in open and regular session through roll call vote by the City Council of the City of Marco Island, Florida, this 2<sup>nd</sup> day of September, 2008.

Second Reading passed in open and regular session through roll call vote by the City Council of the City of Marco Island, Florida, this 15<sup>th</sup> day of SEPTEMBER, 2008.

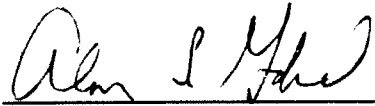
Attest:

  
\_\_\_\_\_  
Laura Litzan  
City Clerk

CITY OF MARCO ISLAND, FLORIDA

BY:   
\_\_\_\_\_  
William D. Trotter., Chairman

Approved as to form and  
legal sufficiency:

  
\_\_\_\_\_  
Alan L. Gabriel  
City Attorney



## ORDINANCE 08-08

**AN ORDINANCE ADOPTING THE FINAL BUDGET FOR THE CITY OF MARCO ISLAND, EXCLUSIVE OF DEPENDENT TAXING DISTRICTS, FOR THE FISCAL YEAR COMMENCING OCTOBER 1, 2008 AND ENDING SEPTEMBER 30, 2009; APPROPRIATING FUNDS FOR OPERATING EXPENSES OF THE CITY OF MARCO ISLAND FOR THE GENERAL OPERATION OF THE SEVERAL DEPARTMENTS OF THE CITY, INCLUDING UTILITIES, AND FOR CONTRIBUTING TO THE SINKING FUNDS OF THE CITY TO PAY INTEREST ON AND PROVIDE FOR THE RETIREMENT OF THE OUTSTANDING BONDS AND OTHER FIXED OBLIGATIONS OF THE CITY FOR AND DURING THE FISCAL YEAR COMMENCING OCTOBER 1, 2008 AND ENDING SEPTEMBER 30, 2009; PROVIDING FOR BUDGET CONTROL POLICIES, PROVIDING FOR INCORPORATION, CONFLICT AND SEVERABILITY; AND PROVIDING 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 2008-2009 budget, specifically:

Budgets for the self-supporting enterprise fund operations were reviewed in a budget workshop held on May 19, 2008. Budgets for all other funds were reviewed in budget workshops held on June 16, 2008 and August 4, 2008; and

WHEREAS, the 2008 Tax Assessment Roll for the City of Marco Island has been prepared, equalized and certified, showing:

Total Taxable Value of Real and Personal Property: \$10,486,293,910; 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 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, exclusive of Dependent Taxing Districts, a summary of which is attached hereto as Exhibit "A" and made a part hereof, for the fiscal year commencing October 1, 2008 and ending September 30, 2009 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, 2009, there is hereby appropriated out of any monies in the treasury of the City of Marco Island and any accruing revenues of the City available for said purposes to the funds and for the purposes hereinafter set forth, the sums of money shown in attachment "Exhibit A".

**Sec. 3.** Annual expenditures of the City of Marco Island are controlled by a Spending Cap in the City Charter.

- A.** Resolution No. 03-03, adopted by the City Council on January 13, 2003, interpreted the calculation of the Spending Cap and expenditures counted against the Cap. The resolution established 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.** Funds 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 the expenditure of those funds 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 and those recommended by

the City Manager near the end 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.** The Finance Director is authorized to reserve at October 1, 2008 the unpaid purchase orders, outstanding contracts, and other commitments for Fiscal Year 2007-08. Said amounts reserved shall be designated as reservations of fund balance for encumbrances under fund equity and shall be carried forward into the next fiscal year as additions to the respective budgets.

**Sec.6.** The City Manager, through the Finance Director, is hereby authorized and directed to receipt all revenues listed herein for the purpose of which said revenues are designated and appropriated. In so doing, the Finance Director, through the City Manager, shall accurately account and record said receipts in the ledgers and financial records in each respective designated account. Such ledgers and financial records shall be subject to audit.

**Sec.7.** The City Manager, through the Finance Director, is hereby authorized and directed to disburse moneys for the purpose of meeting the expenses and expenditures as appropriated.

**Sec.8. Incorporation, Conflict, and Severability.**

- A.** It is the intention of the City Council and it is hereby ordained that the provisions of the Ordinance shall become and be made part of the Code of Ordinances of the City of Marco Island, Florida, and that the section of this Ordinance may be renumbered or relettered and that the word "ordinance" may be changed to "section", "article" or other appropriate word.
- B.** All sections or parts of sections of the Marco Island City Code of Ordinances, all City of Marco Island resolutions or parts of resolutions made applicable by City Charter in conflict herewith are hereby repealed to the extent of such conflict.
- C.** If any word, phrase, clause, subsection of section of this Ordinance is for any reason held unconstitutional or invalid by any court of competent jurisdiction, the invalidity thereof shall not affect the validity of any remaining portions of this Ordinance.


**Sec. 9. Effective Date.**

This Ordinance shall take effect immediately upon adoption at second reading.

First Reading (Tentatively Adopted) passed in open and regular session through roll call vote by the City Council of the City of Marco Island, Florida, this 2<sup>nd</sup> day of September, 2008.

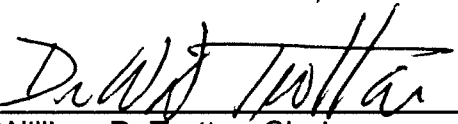
Second Reading passed in open and regular session through roll call vote by the City Council of the City of Marco Island, Florida, this 15<sup>TH</sup> day of SEPTEMBER, 2008.

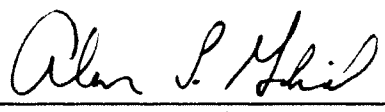
Attest:

  
\_\_\_\_\_  
Laura Litzan  
City Clerk

Approved as to form and  
legal sufficiency:

CITY OF MARCO ISLAND, FLORIDA

BY:   
\_\_\_\_\_  
William D. Trotter, Chairman

  
\_\_\_\_\_  
Alan L. Gabriel, City Attorney

**Exhibit "A" to Appropriations Ordinance  
Annual Budget for the City of Marco Island, Florida  
for the Fiscal Year 2008 - 2009**

	General Fund	Debt Service Fund	Capital Projects Fund	Building Services Fund	Utility Fund	Recreation Funds	Electric Franchise Fund	Self-Insurance Fund	Total Budget
<i>Cash Balances</i>	\$ 6,251,667	\$ 767,380	\$ 1,442,651	\$ 2,109,786	\$ 2,365,568	\$ 131,826	\$ (1,163,668)	\$ 148,128	\$ 12,053,338
<i>Revenues</i>									
Ad Valorem Property Taxes	13,864,000	845,700	-	-	-	-	-	-	14,709,700
Other Revenues	4,728,400	1,000,000	1,520,000	1,506,863	65,397,200	377,621	1,800,000	-	76,330,084
Interfund transfers	(2,732,547)	817,083	2,721,000	(480,854)	(1,737,715)	-	-	1,413,033	-
<b>TOTAL REVENUES:</b>	<b>\$ 15,859,853</b>	<b>\$ 2,662,783</b>	<b>\$ 4,241,000</b>	<b>\$ 1,026,009</b>	<b>\$ 63,659,485</b>	<b>\$ 377,621</b>	<b>\$ 1,800,000</b>	<b>\$ 1,413,033</b>	<b>\$ 91,039,784</b>
<b>TOTAL AVAILABLE:</b>	<b>\$ 22,111,520</b>	<b>\$ 3,430,163</b>	<b>\$ 5,683,651</b>	<b>\$ 3,135,795</b>	<b>\$ 66,025,053</b>	<b>\$ 509,447</b>	<b>\$ 636,332</b>	<b>\$ 1,561,161</b>	<b>\$ 103,093,122</b>
<b>APPROPRIATIONS:</b>									
General Government	3,617,551	-	-	-	7,029,962	-	-	-	9,691,879
Community Development	785,565	-	4,241,000	120,000	46,089,900	-	1,400,000	-	51,850,900
Fire/Rescue	4,500,401	-	-	906,009	10,539,523	377,621	350,000	1,381,500	13,554,653
Police Services	4,315,481	-	-	-	-	-	-	-	4,315,481
Public Works	1,327,898	-	-	-	-	-	-	-	1,327,898
Parks & Recreation	1,929,921	-	-	-	-	-	-	-	1,929,921
LESS: Budget Reductions	(620,700)	2,661,917	-	-	-	-	-	-	(620,700)
Debt Service	-	-	-	-	-	-	-	-	-
Capital Projects	-	-	4,241,000	120,000	46,089,900	-	1,400,000	-	51,850,900
Operating Expenditures	-	-	-	906,009	10,539,523	377,621	350,000	1,381,500	13,554,653
<b>APPROPRIATION TOTALS</b>	<b>\$ 15,856,117</b>	<b>\$ 2,661,917</b>	<b>\$ 4,241,000</b>	<b>\$ 1,026,009</b>	<b>\$ 63,659,385</b>	<b>\$ 377,621</b>	<b>\$ 1,750,000</b>	<b>\$ 1,381,500</b>	<b>\$ 90,953,549</b>
<b>RESERVES</b>	<b>6,255,403</b>	<b>768,246</b>	<b>1,442,651</b>	<b>2,109,786</b>	<b>2,365,668</b>	<b>131,826</b>	<b>(1,113,668)</b>	<b>179,661</b>	<b>\$ 12,139,573</b>
<i>Appropriations &amp; Reserve Balances</i>	<b>\$ 22,111,520</b>	<b>\$ 3,430,163</b>	<b>\$ 5,683,651</b>	<b>\$ 3,135,795</b>	<b>\$ 66,025,053</b>	<b>\$ 509,447</b>	<b>\$ 636,332</b>	<b>\$ 1,561,161</b>	<b>\$ 103,093,122</b>



October 1, 2008

The Honorable City Council  
City of Marco Island, Florida

Gentlemen:

We are pleased to present the approved Annual Budget for Fiscal Year 2009. The budget document is the comprehensive expression of policy by the Council, and is prepared based on the direction of City Council during the year and in the work sessions leading to this presentation. The budget as presented is balanced and is in full compliance with the City's Spending Cap, and covers budgets for all of the basic services provided through the City's General Fund, Debt Service Fund, Enterprise Funds and Capital Improvements Fund. Also included are budgets for the Hideaway Beach Dependent Tax District and the Self-Insurance Fund.

The Marco Island City Council has continued to support the development of quality municipal services for City residents and businesses: these services, in turn, support quality neighborhoods and an exciting and energetic business community. Our hope and expectation is that this budget will continue to move this City forward under the Council's policy direction, while maintaining strict attention to stewardship of public funds and resources.

The City's residents and businesses have invested in good government and better services, and one standard of good government is that we plan for the future while we maintain our present investment in facilities and people. This budget conservatively continues that emphasis on maintenance, planning and improvement, and allows us – always – to be better tomorrow than we are today.

---

## **OVERVIEW**

This budget continues the emphasis on quality services in a lean organization, with a strict focus on efficiency, effectiveness, and stewardship. We are addressing a number of issues with limited personnel adjustments and phased capital projects, and very clearly reach a balance between needs and expectations. A few of the many issues addressed in this budget include the following:

## **BUDGET HIGHLIGHTS**

- **Property taxes have been approved at the level established by the State of Florida, as rollback plus growth in Florida personal income.** The new property tax rate recognizes the difficult economy in Southwest Florida and throughout the country, and reduces revenues \$620,000 below the Charter-mandated Spending Cap. City Council has also chosen to remain

with the property tax as the City's primary source of revenue, instead of diversifying, as many cities have opted to do, with franchise fees and payments made in lieu of taxes.

- **Conservative salary rate increases.** City Council has approved an overall increase of 3% for salary adjustments for City employees, and instructed staff to negotiate with both the Police and Fire unions for salary increases at that same level. Employees will also absorb a 5.2% increase in the cost of health insurance.
- **Operations and maintenance expenses frozen at the FY 2008 level.** The City is committed to continuing to provide services to the community with the limited resources available. Each of our departments has been instructed to hold the line on operations and maintenance costs by operating within the funding provided for last year's budget. This means that with very limited exceptions increasing expenses in areas such as gasoline, electricity, and the cost of supplies must be absorbed within existing budgeted funds and not passed along as a higher expense to our citizens.
- **Funding for community events.** City Council discussed at length the option of reduced funding for community events, and concluded that these events and programs enhance and support the community, and expand funding for programming within the Department of Parks and Recreation. The City also established a competitive pool for community events not sponsored by the City.
- **Limited staff increases.** As a preliminary step in addressing the long-term needs of the Fire Department, and without committing at this time to the full plan of a second engine unit, this budget includes three (3) new Firefighter positions. A major challenge for the department is the number of high-rise condominium buildings built before the requirement of fire suppression sprinkler systems. The City is also heavily reliant on mutual aid agreements with neighboring fire departments – last year the City needed units from other area departments to supplement our resources more than 500 separate times, almost always resulting in a delay in response.
- **Mobile Data Terminals.** City Council is supporting further improvements to the data terminals within each police patrol unit, and is supporting the addition of real-time communications between the patrol units, dispatch, and the search services available through law enforcement.

## **CAPITAL IMPROVEMENTS BUDGET**

This year's Capital Improvements Program (CIP) budget reflects a number of significant changes from the current capital program.

- **Bridge Replacements.** The City is responsible for fifteen bridges, mostly built during the 1960's and reaching the end of their useful lives. Since incorporation, we have replaced three of these bridges. The lives of the remaining twelve bridges can be extended with the investment of renovation funds, except for the two Collier Boulevard Bridges at Smokehouse Bay. Those two bridges are presently scheduled for replacement in 2013 at a cost of \$13 million. With the expectation that funds will be accumulated, this budget includes the first \$500,000 towards this replacement project.
- **Parks and Recreation Projects.** In addition to reductions in employee compensation rates and community events funding, we have reduced funding for capital projects, including the following:
  - Landscaping in the street rights-of-way has been reduced by \$20,000 to a new total of \$200,000 for the year.
  - We initially estimated \$300,000 for Mackle Park improvements, primarily including the walking track, and this has been scaled back to \$235,000, for a reduction of \$65,000. This

will also impact funding projections in future years for this park, unless we accelerate the recreation system referendum.

- We are completing the Winterberry Park improvements and have funded the final phase at \$350,000.
- An additional \$475,000 in capital projects for FY 2009 will be funded by restricting the use of funds appropriated in FY 2008. This includes the use of contingency funds for sodding and sprinkling of Parcel A and development of an asphalt parking surface on Parcel B at Veteran's Park (\$275,000). The remaining \$200,000 has been applied to the Smokehouse Bay Bridge projects.

The Council has tentatively discussed sending major parks and recreational projects to our citizens in a referendum for approval. If the Council elects to send major park improvement projects, such as park improvements and the replacement of the Community Center in Mackle Park and facilities at Veterans Community Park to voter referendum, this referendum could be scheduled as early as the City Council election of 2010.

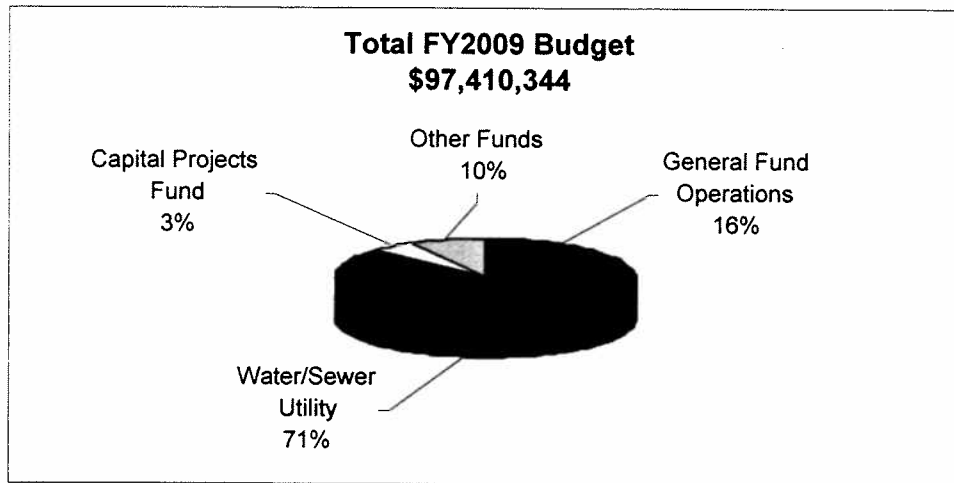
### **HIDEAWAY BEACH FUND**

In 2003, voters in the Hideaway Beach neighborhood voted to tax themselves by establishing a special taxing district as the financing mechanism for beach renourishment. The taxing district subsequently raised \$2.9 million for renourishment and the Collier County Tourist Development Council (TDC) contributed \$2.4 million for T-groin construction. The disappearance of Coconut Island has exposed a section of beach to rapid erosion, requiring a second phase of the renourishment project with additional T-groins and sand for beach protection. The T-groins in this second phase of the project are expected to be funded in the amount of \$1.5 million by Tourist Taxes, and the taxing district will pay for the sand renourishment under the same arrangement as Phase I. The tax levy in the Hideaway Beach District has been increased to 2.6 mils in this budget, the legal maximum, to fund this Phase II project, and the taxing district is asking that the City loan the district the funds to implement Phase II. City Council has tentatively agreed to loan funds to support this project from the City's General Fund, to be repaid with interest.

### **THE APPROVED BUDGET FOR ALL FUNDS**

<b>Description</b>	<b>Total</b>
General Fund Operations	\$15,671,281
Water/Sewer Utility	69,052,512
Capital Projects Fund	3,387,600
Debt Service Fund	2,661,917
Building Services Fund	1,506,863
Electric Franchise Fund	75,000
Recreation Enterprise Fund	417,621
Self-Insurance Fund	1,381,500
Hideaway Beach Tax District	3,256,050
<b>Total for FY 2009</b>	<b>\$97,410,344</b>





### **THE SPENDING CAP**

The Spending Cap for Fiscal Year 2008 was \$18,827,642. With the 3% annual increase and the cost of living increase (C.O.L.A. at September 2007) of 2.3% allowed by City Charter, the Spending Cap for Fiscal Year 2009 has been determined to be \$19,838,498. The approved budget for Fiscal Year 2009 is \$532,798 lower than the Spending Cap due to the impact of Florida Tax Reform.

<b>FISCAL YEAR 2009 SPENDING CAP</b>	<b>\$19,838,498</b>
--------------------------------------	---------------------

GENERAL FUND (Less expenditures of Grant and Impact Fee Funds)	15,339,483
DEBT SERVICE FUND (Less Expenditure of \$1M Collier County Grant Funds)	1,663,617
CAPITAL IMPROVEMENTS FUND (Less Expenditures of Grant, Gifts, Impact Fees, and Emergency Funds)	2,302,600
<b>EXPENDITURES SUBJECT TO SPENDING CAP</b>	<b>\$19,305,700</b>

The 3.2% C.O.L.A. increase is based on the Federal Government cost of living index for the twelve months ending September 2007. Budget policy is to use the 12-month change in the September index for the year preceding the date of preparation of the annual budget.

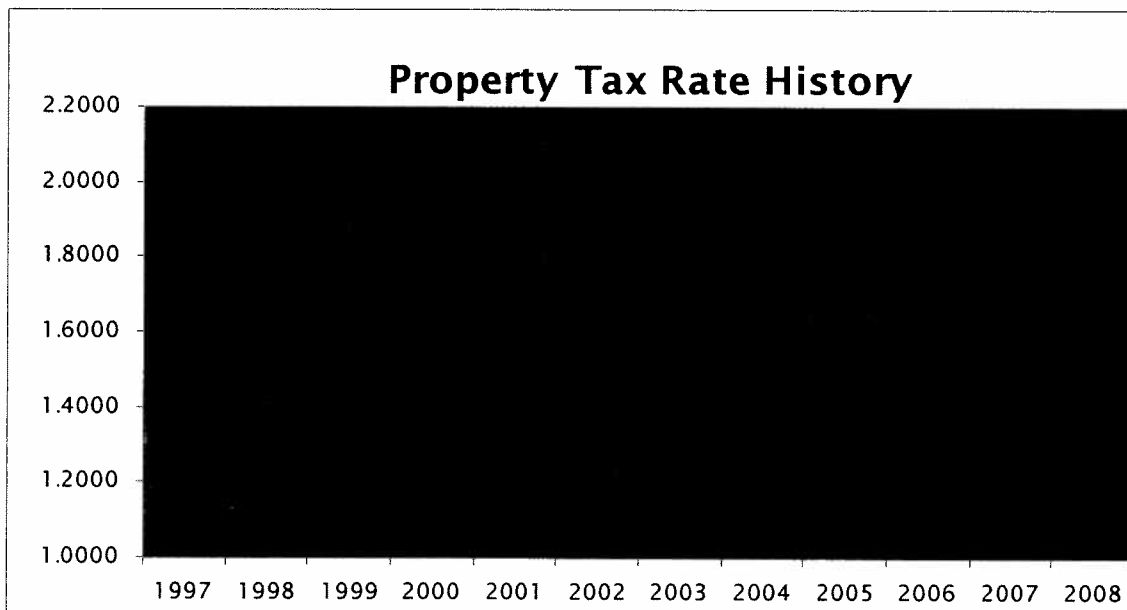
## AD VALOREM RATE FOR GENERAL FUND

Since 1994, 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%.

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

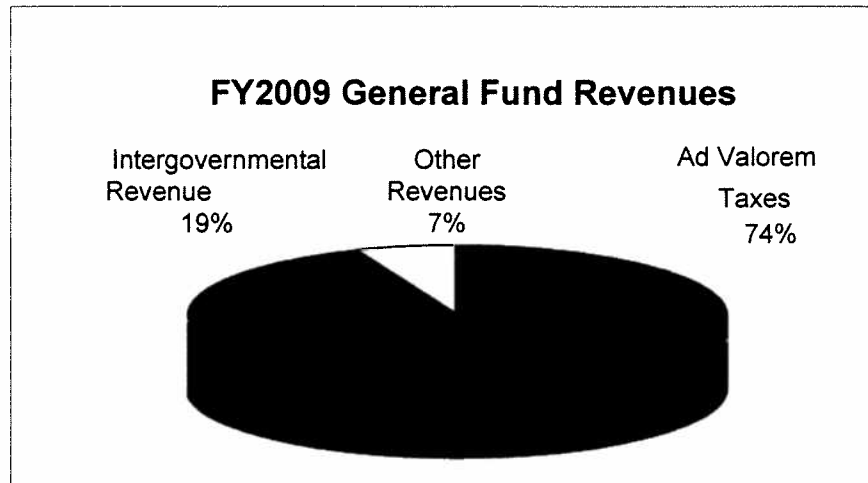
<b>Description</b>	<b>Amount</b>
Marco Island Fire Control District	0.8800 mils
Roads MSTU	0.1950 mils
Marco Street Lighting MSTU	0.0564 mils
Marco Beautification MSTU	0.1670 mils
Unincorporated MSTU	0.5721 mils
<b>Total Before Incorporation</b>	<b>1.8705 mils</b>

The property tax rate history, including the adopted millage rate for the year 2008 (Fiscal Year 2008-09) is as follows:



## REVENUES

Ad valorem property taxes continue to be the major financing source for operations of the City's General Fund:



The General Fund is heavily dependent on growth in assessed valuations to fund the permissible increase in the Spending Cap on an annual basis. As noted above, property taxes represent 74% of total General Fund revenues; more importantly, that one source has represented in recent years almost all of our revenue increases. The City receives a distribution, based on population, of Collier County's one-half percent local option sales tax. This is our second largest revenue source and is projected to be below last year due to the poor economy and increases in total Collier County population. Our next largest revenue source in the General Fund, the Communications Service Tax, is projected to be lower. Gasoline taxes and Municipal Revenue Sharing are also projected to be lower.

## PERSONNEL

The General Fund budget for Fiscal Year 2009 includes total personnel services costs of \$11,611,097. That total includes salaries, overtime, the City's portion of social security, and allowances for fringe benefits. Personnel services accounts for 67% of General Fund expenditures, before transfers in. 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, ratified by the union membership and the City Council, went into effect on January 1, 2008 and will run to January 1, 2011. An annual reopener for wages is included in the contract. A 3% increase has been budgeted to allow for increases, consistent with funding for raises provided by the 2009 budget.
2. Firefighters were provided with an average 20% increase in compensation in 2007 to provide for parity with other departments in Southwest Florida. They will receive a 3% increase for Fiscal Year 2009 as per the terms of the labor agreement. The current agreement with the International Association of Firefighters runs to October 1, 2011.
3. For all non-bargaining positions, a cost of living increase of 3% has been included in each department's budget.
4. Vacant and new positions are budgeted at the projected starting salary for the position, consistent with the City Pay and Classification Plan.

The fiscal year 2009 budget provides for 205.63 full-time equivalent positions. The following is a listing of employee positions by department, including part-time positions. Significant changes in positions have been highlighted for review:

## Employee Position Summary

	Authorized Positions 2007	Authorized Positions 2008	Authorized Positions 2009
<b>GENERAL FUND:</b>			
<b>Executive Administration:</b>			
City Manager	1.00	1.00	1.00
City Clerk	1.00	1.00	1.00
Public Information Coordinator	1.00	1.00	1.00
Systems Administrator	1.00	1.00	1.00
Systems Analyst	0.00	1.00	1.00
Executive Assistant	1.00	1.00	1.00
Administrative Support	2.00	2.00	2.00
<b>Executive Total</b>	<b>7.00</b>	<b>8.00</b>	<b>8.00</b>
<b>Finance:</b>			
Finance Director	1.00	1.00	1.00
Comptroller	1.00	1.00	1.00
Accounting Clerks	2.00	2.00	2.00
Payroll Supervisor	1.00	1.00	1.00
Purchasing/Contracts Mgr.	1.00	1.00	1.00
Utility Accountant	1.00	1.00	1.00
<b>Utility Customer Service:</b>			
Office Manager	1.00	1.00	1.00
Customer Service Reps	2.00	2.00	2.00
Meter Technician	1.00	1.00	1.00
Meter Reader	2.00	2.00	2.00
Accounting Clerk	1.00	1.00	1.00
<b>Finance Total</b>	<b>14.00</b>	<b>14.00</b>	<b>14.00</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
Planning/Zoning Tech	1.00	1.00	1.00
Administrative Assistant	1.00	1.00	1.00
Environmental Technician	0.63	0.63	0.63
<b>Total</b>	<b>5.63</b>	<b>5.63</b>	<b>5.63</b>
<b>Code Compliance:</b>			
Chief of Code Compliance	1.00	1.00	1.00
Code Officer	1.00	1.00	1.00
<b>Total</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>

	Authorized Positions 2007	Authorized Positions 2008	Authorized Positions 2009
<b>Fire/Rescue:</b>			
Fire Chief	1.00	1.00	1.00
Deputy Chief / Fire Marshal	1.00	1.00	1.00
Division Chiefs	3.00	3.00	3.00
Fire Captains	6.00	6.00	6.00
Driver/Engineer	6.00	6.00	6.00
Firefighters	15.00	15.00	18.00
Plans Examiner	1.00	1.00	1.00
Fire Inspector	1.00	1.00	1.00
Administrative Assistant	1.00	1.00	1.00
<b>Fire/Rescue Total</b>	<b>35.00</b>	<b>35.00</b>	<b>38.00</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	5.00
Police Officers	26.00	26.00	25.00
Crime Victim Advocate	0.50	0.50	0.50
Maintenance Worker	0.50		0.50
Administrative Assistant	1.00	1.00	1.00
Records Clerk	1.00	1.00	1.00
Evidence Technician	0.50	0.50	0.50
<b>Police Total</b>	<b>35.50</b>	<b>35.50</b>	<b>35.50</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
Construction Manager	1.00	1.00	1.00
Construction Inspector	1.00	1.00	1.00
Engineer	1.00	1.00	1.00
Streets & Drainage Coordinator	1.00	1.00	1.00
Streets & Drainage Inspector	1.00	1.00	1.00
Administrative Assistant	1.00	1.00	1.00
Vacuum Truck Operator	1.00	1.00	1.00
Maintenance Workers	1.00	1.00	1.00
<b>Total</b>	<b>11.00</b>	<b>11.00</b>	<b>11.00</b>

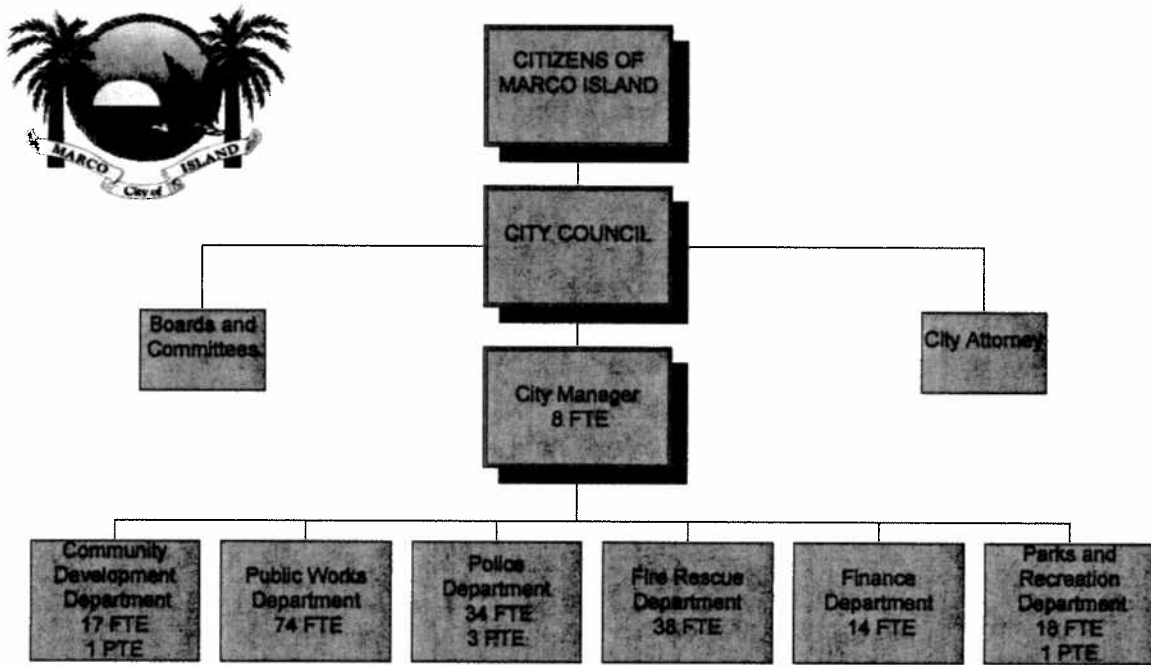
	<b>Authorized Positions 2007</b>	<b>Authorized Positions 2008</b>	<b>Authorized Positions 2009</b>
<b>Recreation:</b>			
Parks & Recreation Director	1.00	1.00	1.00
Rec. Program Supervisor	1.00	1.00	1.00
Rec. Admin. Supervisor	1.00	1.00	1.00
Teen Center Supervisor	0.00	1.00	1.00
Park Attendants	2.00	2.00	2.00
Maintenance Workers	1.00	1.00	1.00
Administrative Assistant	1.00	1.00	1.00
<b>Total</b>	<b>7.00</b>	<b>8.00</b>	<b>8.00</b>
<b>Parks Maintenance:</b>			
Parks Superintendent	1.00	1.00	1.00
Parks Maintenance Worker	3.00	4.00	4.00
<b>Total</b>	<b>4.00</b>	<b>5.00</b>	<b>5.00</b>
<b>Beautification:</b>			
Maintenance Worker	1.00	2.00	2.00
<b>Total</b>	<b>1.00</b>	<b>2.00</b>	<b>2.00</b>
<b>TOTAL GENERAL FUND</b>	<b>122.13</b>	<b>126.13</b>	<b>129.13</b>
<b>BUILDING SERVICES FUND:</b>			
Building Official	1.00	1.00	1.00
Deputy Building Official	1.00	1.00	1.00
Electrical Inspector	1.00	1.00	1.00
Plumbing-Mechanical Inspector	1.00	1.00	1.00
Structural Inspector	1.00	1.00	1.00
Customer Service Supervisor	1.00	1.00	1.00
Permit Clerks	3.00	3.00	3.00
Admin Technician	1.00	1.00	1.00
<b>Total</b>	<b>10.00</b>	<b>10.00</b>	<b>10.00</b>
<b>RECREATION ENTERPRISE FUNDS:</b>			
Racquet Center Supervisor	1.00	1.00	1.00
Racquet Center Attendants	1.00	1.00	1.00
Recreation Leader	1.00	1.00	1.00
Maintenance Worker	0.50	0.50	0.50
<b>Total</b>	<b>3.50</b>	<b>3.50</b>	<b>3.50</b>

	<b>Authorized Positions 2007</b>	<b>Authorized Positions 2008</b>	<b>Authorized Positions 2009</b>
<b>UTILITY ENTERPRISE FUND:</b>			
<b>Administration:</b>			
Utility Operations Manager	1.00	1.00	1.00
Utility Engineer	1.00	1.00	1.00
Project Manager	1.00	1.00	1.00
Utility Inspector	2.00	2.00	3.00
Administrative Assistant	2.00	2.00	2.00
Asset Manager	0.00	0.00	1.00
<b>Collection &amp; Distribution:</b>			
Collection / Distribution Manager	1.00	1.00	1.00
Collection / Distribution Supervisor	1.00	1.00	1.00
Meter Installers	2.00	2.00	2.00
Utility Technicians	13.00	13.00	13.00
<b>Maintenance:</b>			
Maintenance Manager	1.00	1.00	1.00
Electrician	1.00	2.00	2.00
Utility Maintenance	7.00	8.00	8.00
<b>Water / Wastewater Plants:</b>			
Plant Supervisors	3.00	3.00	3.00
Water Operators	14.00	15.00	15.00
Wastewater Operators	8.00	8.00	8.00
<b>Total:</b>	<b>58.00</b>	<b>61.00</b>	<b>63.00</b>
<b>GRAND TOTAL</b>	<b>193.63</b>	<b>200.63</b>	<b>205.63</b>

# City of Marco Island Organization Chart

Authorized Positions

**City of Marco Island Organizational Chart – 203 FTE / 5 PTE**  
 Wednesday, October 22, 2008



Page 1

## BUDGET SUMMARY BY DEPARTMENT

### COMMUNITY DEVELOPMENT

The Community Development Department is responsible for all City services relating to growth, development, and redevelopment. The Department is responsible for the short and long-range planning, and two divisions – Code Compliance and Building Services. The Department provides staff support to the Planning Board, the Codes Enforcement Board, and the Beach Advisory Committee. The Community Development Department has five full-time positions and a part-time position. The positions of Director, City Planner, and Zoning Administrator/GIS Coordinator are partially funded by an administrative allocation to the Building Services Fund.

- o *BUILDING SERVICES* - The Building Services Division is provides a full range of services to the development community and the citizens, including permits and inspections. Building Services is an enterprise fund and fees collected from building permits are used only to support the operations of the City's Building Services Division. The Division currently functions with ten positions.



- *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.

### ***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's Office emphasizes open and honest communication through a comprehensive communications strategy, with constant print, media, and electronic communication to the Council and the Community. The Manager leads and encourages the organization, is responsive to City Council, and is focused on providing the best service possible to the people of Marco Island.

The Executive Department includes the City Clerk, providing recording/transcribing and clerical services for boards and committees, City Hall reception and general clerical support, property management, records management, and Human Resources. Information Services is also part of the Executive Department, and is responsible for assisting the City Manager with providing public information and management of the City's information technology and information services.

The organization is structured to meet City Council's objective of providing a government with a small, flat organization that provides 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***

The primary function of the Finance Department is to oversee the receiving, disbursement, and safekeeping of the City's financial resources. 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 is also responsible for the City's insurance and risk management functions, as well as investment and debt management. A major challenge over the next several years continues to be the financing and financial control of an extensive capital program for the water and wastewater utilities and the septic tank replacement program.

The office of Utility Customer Service was created to handle meter reading and account billing and collection for the 11,000 meters maintained for water and wastewater services. Purchasing and Contracts Management has also been added to the responsibilities of the Finance Department to

provide for proper control of the purchasing of goods and services for the City. The Finance Department is also responsible for the budgeting, control, and monitoring of several other funds of the City.

- *DEBT SERVICE FUND*: Under accounting rules, each debt issue is accounted for in a separate fund. The 2000 loan from the State of Florida Loan Pool to finance the construction of the Factory Bay Bridge is financed by an annual transfer of funds from the General Fund. The 2004 General Obligation bond issue was approved by the voters to be financed by ad valorem taxes. The 2005 Lease-Purchase of the new fire apparatus is partially financed by Fire Impact Fees and partially financed by use of other General Fund non-ad valorem revenues. The 2005 Sales Tax Revenue Bonds were issued to finance construction of the Barfield Drive Bridge at Tarpon Waterway, a portion of the costs of re-construction of South Collier Boulevard, and construction of the new Police building. During 2006, a \$4 million bank note was issued to finance the reconstruction of North Collier Boulevard, to be repaid from the \$1 million annually received from the Collier County Transportation Grant.
- *ELECTRIC FRANCHISE ENTERPRISE FUND*: In the fall of 2004, City Council approved a franchise agreement with Lee County Electric Co-operative (LCEC). Effective in January 2009, the franchise fee will drop from 5% to 3.6% on electric sales on Marco Island. These funds are used to finance the undergrounding of electric lines on the island.
- *SELF-INSURANCE FUND*: Beginning in Fiscal Year 2005, the City elected to self-insure property, liability, and workers' compensation loss exposures to control escalating premium costs for the purchase of insurance. Loss exposure is limited with the purchase of specific and aggregate excess insurance. Costs for insurance are prorated between the General Fund, the Utilities Fund, and the Building Services Fund.
- *HIDEAWAY BEACH FUND*: In the summer of 2004, voters in the Hideaway Beach neighborhood voted to tax themselves for beach renourishment. Collier County agreed to pay for the costs of the installation of T-groins to contain future beach erosion, financed through the County's tourist tax. Limited General Obligation bonds were issued to finance the costs of the beach renourishment. The Hideaway Beach Fund accounts for tax revenues from the Hideaway Beach neighborhood, used to repay debt and provide funds for the ongoing monitoring and maintenance of the beach.

### ***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 38 full-time personnel. This provides for department management and administration and provides for 11 firefighters for each 24-hour shift, 3 Division Chiefs, 6 Captains, 6 Driver/Engineers, and 18 Firefighters. The 2009 budget includes an increase of three Firefighter positions.

### ***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.

## ***PARKS & RECREATION DEPARTMENT***

The establishment of a Parks & Recreation Department completed another important step in the City's organizational development, and today the Department has three separate functions and two separate enterprise funds supported by fees generated from activities under the fund:

- *RECREATION* - The Recreation Division is staffed with eight full-time positions, providing management for the Parks & Recreation Department and providing recreation programming at the Mackle Park Community Center, the Winterberry Park and baseball field, and the Tommie Barfield Elementary School ball field.
- *PARKS MAINTENANCE* - The Parks Maintenance Division maintains six of the seven park properties owned by the City of Marco Island. The total is staffed with 5 full-time positions and land area of park facilities owned by the City is 53 acres. In 2004, based on authorization from the voters, the City of Marco Island acquired 6.85 acres in the Town Center area for future development as park facilities and open space for the community, re-named by the City Veterans' Community Park. In fiscal year 2004, the transition was made from outside service contracts for maintenance of City parks to an in-house maintenance crew. That transition has been favorable, with a higher work effort dedicated to parks maintenance with no increase in costs. An advisory committee is studying the development of a master plan for the Veterans Park property, and in 2009 the City Council will review the option of developing this park in the future.
- *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.
- *RECREATION ENTERPRISE FUND* - The Recreation Enterprise Fund accounts 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.
- *RACQUET CENTER ENTERPRISE FUND* - The Racquet Center provides tennis and racquetball activities and events, and these activities are designed to be run on a "break-even" basis, with participants paying all of the direct costs of the programs.

## ***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 2009, the City of Marco Island Police Department has authorized staffing for certified officers of 25 Police Officers, 5 Lieutenants, 1 Captain, and a Chief of Police. Support staff includes an Administrative Assistant, a Records Clerk, and one-half time positions for Evidence Technician, Crime Victim Advocate, and facility maintenance.

## ***PUBLIC WORKS DEPARTMENT***

Public Works is responsible for the utilities and the bricks-and-mortar aspects of City government, and does so through two separate divisions:

- *STREETS AND DRAINAGE* - The primary function of the Public Works Department is to maintain roads, bridges, sidewalks, and 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. As in previous years, the majority of construction and maintenance activities will be outsourced. Staffing in this department includes 11 full-time positions.

- *WATER & SEWER UTILITIES* - Utilities are financed through water and sewer fees and by bond covenant are required to be self-supporting – utility expenses are not supported by property taxes and the General Fund. Sixty-three full-time positions staff the water and wastewater plants, maintain the collection and distribution systems, and provide maintenance and administration. For 2009, budgeted operating expenditures for the operation and maintenance of water and wastewater operations are \$10.31 million, up 6.5% from 2008. Increases have come from cost increases for fuel, chemicals, insurance, and new positions added to the department to eliminate excessive overtime costs. The revenue budget includes a 2.3% COLA increase to offset a portion of these cost increases.

---

## CONCLUSION

This budget message should offer insights into the operation and management of the City government of Marco Island. Any such substantial policy document requires the leadership and assistance of a number of teams and individuals, and our thanks go to a dedicated Council, interested and involved residents, and the professionalism and energetic support of a great City staff.

It is a pleasure to serve this community.

Sincerely,



Steven T. Thompson  
City Manager

# City of Marco Island Revenue Budget Report

**STATE TAX REFORM - YEAR TWO  
ROLLBACK PLUS 4.15%**

## *General Fund*

Updated 10/10/08

Actual Fiscal Year 2006	Actual Fiscal Year 2007	Budget Fiscal Year 2008	Projected Fiscal Year 2008	Budget Fiscal Year 2009
-------------------------------	-------------------------------	-------------------------------	----------------------------------	-------------------------------

### *General Fund Revenues*

Ad Valorem Tax 1.3917 mils	11,843,064	14,449,306	13,243,200	13,243,200	13,864,000
Delinquent Ad Valorem Taxes	9,304	8,411	5,000	5,000	5,000
Local Option Gas Tax	738,499	781,973	750,000	720,000	720,000
Communications Service Tax	997,457	1,058,424	950,000	1,000,000	950,000
<b>Taxes</b>	<b>13,588,324</b>	<b>16,298,114</b>	<b>14,948,200</b>	<b>14,968,200</b>	<b>15,539,000</b>
County Occupational Licenses	30,246	25,159	30,000	25,000	25,000
Beach Vendor Permits	7,000	6,000	3,000	6,000	6,000
Special Fire Permits	-	300	-	-	-
<b>Licenses &amp; Permits</b>	<b>37,246</b>	<b>31,459</b>	<b>33,000</b>	<b>31,000</b>	<b>31,000</b>
Law Enforcement Grants	41,836	-	-	-	-
Dept of Justice Grants	203,387	11,752	-	-	-
Emergency Management Grant	-	8,799	-	-	-
FL Marine turtle Grant	589	-	1,500	-	-
Municipal Revenue Sharing	540,786	499,628	425,000	450,000	425,000
1/2 Percent Sales Tax	1,852,602	1,788,973	1,820,000	1,550,000	1,500,000
Firefighters' Supplemental	6,908	5,790	5,000	5,000	5,000
Collier County Fire Grant	102,415	102,415	102,400	102,400	102,400
Traffic Signal Grant	-	-	3,000	-	-
<b>Intergovernmental Revenue</b>	<b>2,748,523</b>	<b>2,417,357</b>	<b>2,356,900</b>	<b>2,107,400</b>	<b>2,032,400</b>

# City of Marco Island Revenue Budget Report

## *General Fund*

(Continued)

	Actual Fiscal Year 2006	Actual Fiscal Year 2007	Budget Fiscal Year 2008	Projected Fiscal Year 2008	Proposed Fiscal Year 2009
Certification & Copying	4,358	7,879	5,000	2,000	2,000
Land Use Fees	56,420	128,013	50,000	50,000	50,000
Fire Prevention Fees	153,551	213,992	150,000	200,000	200,000
Raquet Club Fees	91,557	84,075	85,000	85,000	-
Public Education Classes	600	-	-	-	-
<b>Charges for Services</b>	<b>306,486</b>	<b>433,959</b>	<b>290,000</b>	<b>337,000</b>	<b>252,000</b>
Court Fines	29,379	17,415	20,000	15,000	15,000
Violations of Local Ordinances	6,216	2,067	2,000	2,000	2,000
Code Compliance Service Fees	124,630	143,919	80,000	125,000	125,000
Criminal Justice Education	1,452	1,180	-	1,000	1,000
<b>Fines &amp; Forfeitures</b>	<b>161,677</b>	<b>164,581</b>	<b>102,000</b>	<b>143,000</b>	<b>143,000</b>
Interest Earned	1,172,228	798,902	400,000	800,000	450,000
Police Impact Fees	21,686	12,942	30,000	30,000	30,000
Fire Impact Fees	32,446	29,063	75,000	25,000	25,000
Miscellaneous Revenues	44,489	41,102	50,000	100,000	50,000
Use of Reserves (1)	-	-	-	-	125,000
<b>Impact Fees &amp; Misc Revenues</b>	<b>1,270,849</b>	<b>882,009</b>	<b>555,000</b>	<b>955,000</b>	<b>680,000</b>
<b>GENERAL FUND REVENUES</b>	<b>18,113,105</b>	<b>20,227,479</b>	<b>18,285,100</b>	<b>18,541,600</b>	<b>18,677,400</b>
<b>ADD: VOTED DEBT 0.0849 MILS</b>					<b>845,700</b>
<b>TOTAL</b>					<b>19,523,100</b>

(1) 2008 capital projects cancelled and funds flowed to year-end reserves.

Total General Fund revenues budgeted for fiscal year 2009 are \$18,677,400

**Each revenue source is described as follows:**

<b>Ad Valorem Taxes.....</b>	<b>\$13,864,000</b>
<b>Delinquent Ad Valorem Taxes.....</b>	<b>\$ 5,000</b>

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 over 70% 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 \$5,000 is expected to be received from prior years' delinquent ad valorem taxes.

**Local Option Gas Tax..... \$720,000**

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. That agreement has been extended for an additional five years.

The second tax is a one to five cent levy upon every net gallon of motor fuel sold in a County, pursuant to Section 366.025(1)(b), Florida Statutes. Diesel fuel is not subject to this tax. This additional tax was adopted by Collier County effective January 1994. The City of

Marco Island currently receives 5.26% of the total tax for the County. These funds must be used to meet the capital element of the comprehensive plan.

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

**Communications Services Tax.....\$950,000**

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.....\$6,000**

An annual permit fee is charged to authorize vendors who operate businesses on the beach.

**Municipal Revenue Sharing Proceeds.....\$425,000**

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 are 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 .....\$1,500,000**

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.

**Fire Service Fees in Lieu of Taxes.....\$102,400**

The City and Collier County entered into a Fire Protection Agreement where the City will provide fire protection services to the unincorporated area of Goodland. The grant amount from Collier County amount is calculated based on the number of runs to Goodland as a percentage of total runs and includes a 30% factor for the additional distance to Goodland.

**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.

**Court Fines .....\$15,000**

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 .....\$125,000**

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 .....\$450,000**

The City earns interest on daily cash balances under a contract with Fifth Third Bank and funds are invested in several short-term investment funds operating similar to a money market fund. 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.....\$30,000**

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 .....\$25,000**

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.....\$50,000**

General Fund revenues not otherwise classified.

City of Marco Island  
GENERAL FUND  
REVENUE BUDGET REPORT

100% Yr Complete

DESCRIPTION	ACTUAL FY2007	BUDGET FY2008	YTD ACTUAL FY2008	PROJECTED FY2008	BUDGET FY2009	09 BGT % 08
<b>GENERAL FUND REVENUES</b>						
9101						
0013110000	AD VALOREM TAXES	14,449,306	13,243,200	13,426,926	0	13,864,000 105 %
0013112000	DELINQUENT AD VALOREM TAXES	11,357	5,000	20,422	0	5,000 100 %
0013124000	LOCAL OPTION GAS TAX	676,038	750,000	671,832	0	720,000 96 %
0013150000	COMMUNICATIONS SERV TAX	914,729	950,000	977,674	0	950,000 100 %
<b>TAXES:</b>						
		16,051,430	14,948,200	15,096,854	0	15,539,000 104 %
0013210000	COUNTY OCCUPATIONAL LICENSES	30,279	30,000	22,274	0	25,000 83 %
0013210020	BEACH VENDOR PERMITS	6,000	3,000	7,000	0	6,000 200 %
0013290000	SPECIAL FIRE PERMITS	300	0	300	0	0 0 %
0013291000	SOLICITATION PERMITS	0	0	525	0	0 0 %
<b>LICENSES &amp; PERMITS:</b>						
		36,579	33,000	30,099	0	31,000 94 %
0013312002	DOT DUI GRANT	0	0	0	0	0 0 %
0013312005	EMERGENCY MGMT GRANT	8,799	0	41,649	0	0 0 %
0013312007	C.O.P.S. MORE GRANT EQUIP	0	0	2,573	0	0 0 %
0013312009	BJA BULLET PROOF VEST GRANT	0	0	0	0	0 0 %
0013313009	FEDERAL EQUITABLE SHARING AGRE	10,065	0	20,006	0	0 0 %
0013315000	FEMA DISASTER RELIEF	0	0	0	0	0 0 %
0013347000	STATE MARINE TURTLE EDUCATION	0	1,500	0	0	0 0 %
0013348000	WMD FIRE EQUIP SUSTAINMENT GRA	0	0	0	0	0 0 %
0013349000	STATE FIRE GRANT	0	29,231	0	0	0 0 %
0013351200	MUNICIPAL REVENUE SHARING PROC	421,748	425,000	441,860	0	425,000 100 %
0013351800	HALF-CENT SALES TAX	1,530,520	1,820,000	1,510,081	0	1,500,000 82 %
0013352000	FIREFIGHTER'S SUPPLEMENTAL COM	7,350	5,000	4,288	0	5,000 100 %
0013360000	STATE R-O-W MOWING CONTRIBUTIO	0	0	0	0	0 0 %
0013361000	STATE TRAFF SIGNAL MAINT	0	3,000	0	0	0 0 %
0013372000	C.O.P.S. FEDERAL GRANT REVENUE	1,687	0	0	0	0 0 %
0013390000	FIRE SERVICE FEES IN LIBU OF T	102,415	102,400	102,415	0	102,400 100 %
<b>INTERGOVERNMENTAL REVENUE:</b>						
		2,082,584	2,386,131	2,122,873	0	2,032,400 85 %
0013411000	CERTIFICATION & COPYING	7,879	5,000	2,298	0	2,000 40 %
0013413000	LAND USE FEES	128,013	50,000	70,834	0	50,000 100 %
0013422000	HAZ-MAT COST RECOVERY	0	0	0	0	0 0 %
0013425000	FIRE PREVENTION FEES	213,992	150,000	215,145	0	200,000 133 %
0013472000	RACQUET CLUB FEES	85,572	85,000	90,788	0	0 0 %
0013479000	PUBLIC EDUCATION CLASSES	0	0	300	0	0 0 %
<b>CHARGES FOR SERVICES:</b>						
		435,456	290,000	379,364	0	252,000 87 %
0013510000	COURT FINES	19,294	20,000	13,224	0	15,000 75 %
0013541000	VIOLATIONS OF LOCAL ORDINANCES	2,299	2,000	2,642	0	2,000 100 %
0013541010	CODE COMPLIANCE SERVICE FEES	59,170	80,000	397,137	0	125,000 156 %
0013590001	CRIMINAL JUSTICE EDUCATION FIN	1,238	0	934	0	1,000 0 %
<b>FINES &amp; FORFEITURES:</b>						
		82,001	102,000	413,937	0	143,000 140 %
0013610000	INTEREST EARNED	625,349	400,000	791,442	0	450,000 113 %
0013612000	INTEREST ON AD VALOREM TAXES	25,464	0	12,113	0	0 0 %
0013612200	INTEREST ON IMPACT FEES	0	0	0	0	0 0 %
0013613000	NET INC/DECR IN FV OF INV	102,552	0	(2,334)	0	0 0 %
0013613001	NET INC/DEC IN FV OF S-T GOVMT	0	0	0	0	0 0 %
0013632200	FIRE IMPACT FEES	27,222	75,000	28,472	0	25,000 33 %
0013632300	POLICE IMPACT FEES	12,942	30,000	24,315	0	30,000 100 %
0013640000	OTHER FIN SOURCE-SALE OF CAP A	0	0	0	0	0 0 %
0013640010	INSURANCE CLAIM PROCEEDS	0	0	0	0	0 0 %
0013660000	DONATIONS	180	0	0	0	0 0 %
0013660005	MISC GRANTS & GIFTS	0	0	0	0	0 0 %
0013660022	POLICE DONATIONS	125	0	400	0	0 0 %
0013670000	GAIN/LOSS ON SALE OF INVESTMEN	29,622	0	0	0	0 0 %
0013690000	MISCELLANEOUS REVENUE	40,249	50,000	122,203	0	50,000 100 %

City of Marco Island  
 GENERAL FUND  
 REVENUE BUDGET REPORT

100% Yr Complete

DESCRIPTION	ACTUAL FY2007	BUDGET FY2008	YTD ACTUAL FY2008	PROJECTED FY2008	BUDGET FY2009	09 BGT % 08
0013690021 POLICE MISCELLANEOUS REVENUE	812	0	561	0	0	0 %
0013690022 FIRE MISCELLANEOUS REVENUE	0	0	0	0	0	0 %
MISCELLANEOUS REVENUE:	864,514	555,000	977,174	0	555,000	100 %
0013800000 ENCUMBRANCES CARRIED FORWARD	0	0	0	0	0	0 %
0013810000 TRANSFER TO CAPITAL PROJECTS F	0	(50,000)	0	0	0	0 %
0013810010 USE OF RESERVES	0	990,824	0	0	125,000	13 %
0013810300 TRANSFER FROM CIP FUND	0	0	0	0	0	0 %
0013812000 GENERAL FUND BAL TRANSFER-IN	0	0	0	0	0	0 %
0013840000 CAPITAL LEASE PROCEEDS FIRE TR	20,000	0	0	0	0	0 %
NON-REVENUES:	20,000	940,824	0	0	125,000	13 %
GRAND TOTAL FOR FUND:	19,572,565	19,255,155	19,020,300	0	18,677,400	97 %

**City of Marco Island  
Annual Budget Summary  
Fiscal Year 2008 - 2009**

*General Fund*

**Fiscal Year 2009  
Annual Budget**

**CITY ADMINISTRATION  
EXPENDITURES:**

Legislative	64,753
Executive Administration	662,522
Finance and Utility Customer Service	1,255,006
Legal Counsel	400,000
General Government	649,900
Administrative Transfer Allocation Transfer from Other Funds	(1,488,334)
<b>TOTAL EXPENDITURES</b>	<b>\$ 1,543,847</b>

# Legislative

---

## *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.*

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 City Council elects a chair, who shall preside, and a vice-chair. The chair and vice-chair serve in that capacity for one (1) year.

The City Council, enacts legislation, determines policy, and appoints a City Manager who is responsible for the administration and implementation of policies and manages the City's departments and services. The City Council also appoints a City Attorney.



## Goals & Objectives

<b>Mission Element #1</b>	<i>To uphold the upscale community atmosphere.</i>
---------------------------	--

<b>Measurable Goal</b>	<i>To encourage involvement of Citizens as active partners with the City.</i>
------------------------	---

### Action Plans / Strategies

- Support and expect an annual report to the Council and the community.
- Support and expect bi-monthly newsletters and reports.
- Encourage public participation at City Council meetings.
- Improve communications with advisory boards and other community groups.
- Utilize ad hoc committees to study community issues.
- Hold public forums on specific topics.

<b>Measurable Goal</b>	<i>To reflect a quality image of the City in services and communications.</i>
------------------------	---

### Action Plans / Strategies

- Support development of a comprehensive communications strategy, with coordinated and complimentary designs for effective communication of information important to the residents and businesses in the City.
- Ensure policies and procedures reflect communication objectives.
- Require that the appearances of City facilities and projects build up and support the neighborhoods and areas of the City.

<b>Mission Element #2</b>	<i>To enhance its natural beauty and to promote architectural harmony.</i>
---------------------------	--

<b>Measurable Goal</b>	<i>Ensure Preservation of our residential character through build out and redevelopment.</i>
------------------------	--

### Action Plans / Strategies

- Implement Valuation and Appraisal Report amendments to the LDC and Master Plan.
- Reduce density as appropriate within selected areas.
- Implement redevelopment amendments to the LDC.
- Evaluate conditional use and variance applications to ensure character and ambiance of Marco Island is maintained.

<b>Mission Element #3</b>	<i>To provide for safety and welfare of its residents.</i>
---------------------------	--

<b>Measurable Goal</b>	<i>Provide funds for and support services to ensure a safe community for the people of Marco Island.</i>
------------------------	--

**Action Plans / Strategies**

- Monitor and scrutinize performance goals for essential services.
- Support steps to reduce response times for public safety (police, fire and rescue) incidents.
- Support expansion and improvements to the City's water, sewer and stormwater systems.
- Monitor and invest in infrastructure needs (e.g. roads, bridges) to maintain desired levels of service.

<b>Mission Element #4</b>	<i>To provide cost-effective government.</i>
---------------------------	--

<b>Measurable Goal</b>	<i>Require a financially sound government with quality services.</i>
------------------------	--

**Action Plans / Strategies**

- Review and support improvements to the City's annual audit.
- Manage the City budget within the Charter Spending Cap and State Property Tax Reform.
- Reduce the dependency upon property taxes and diversify the revenue base.

<b>Mission Element #5</b>	<i>To provide prompt and courteous service to all.</i>
---------------------------	--

<b>Measurable Goal</b>	<i>Require open communication and access to government.</i>
------------------------	---

**Action Plans / Strategies**

- Emphasize and expect adherence to the rules of customer service, including same-day responses to calls and requests when possible.
- Continue enhancement of outreach efforts to gain input and engage citizens.
- Provide consistency in all communications generated by the City.
- Support continued physical improvements and access to City facilities.



## Budget Summary

---

Description	Total Cost
Personnel Services Expenditures	\$48,443
Operating Expenses	16,310
Capital Outlay	0
Total for FY 2009	\$64,753

City of Marco Island  
 LEGISLATIVE DEPARTMENT  
 EXPENSE BUDGET

100% Yr Complete

ACCOUNT #	DESCRIPTION	ACTUAL FY2007	BUDGET FY2008	YTD ACT/ENCUM FY2008	PROJECTED FY2008	BUDGET FY2009	% OF FY2007
-----							
LEGISLATIVE							
9511							
0015111100	COUNCIL STIPENDS	45,924	45,000	46,260	45,000	45,000	100 %
0015112100	FICA TAXES	3,443	3,443	3,539	3,400	3,443	100 %
TOTAL PERSONNEL SERVICES:		49,366	48,443	49,799	48,400	48,443	100 %
-----							
0015113100	PROFESSIONAL SERVICES	0	0	0	0	0	0 %
0015114000	TRAVEL & PER DIEM	805	8,750	969	4,000	8,750	100 %
0015114100	TELEPHONE AND COMMUNICATIONS	3,850	2,205	2,000	2,500	5,040	229 %
0015114630	EQUIPMENT REPAIR & MAINTENANCE	0	0	0	0	0	0 %
0015114700	PRINTING	0	0	25	0	0	0 %
0015114901	MISCELLANEOUS EXPENSE	715	0	6,804	1,517	0	0 %
0015115100	OFFICE SUPPLIES	47	1,500	0	500	1,500	100 %
0015115220	UNIFORMS	0	0	0	0	0	0 %
0015115400	PUBLICATIONS & MEMBERSHIPS	0	0	0	0	0	0 %
0015115420	TRAINING & EDUCATION	480	1,020	570	245	1,020	100 %
0015119099	CONTINGENCY	0	0	0	0	0	0 %
TOTAL OPERATING EXPENSES:		5,897	13,475	10,368	8,762	16,310	121 %
-----							
0015116400	EQUIPMENT PURCHASES	0	0	0	0	0	0 %
TOTAL CAPITAL OUTLAY:		0	0	0	0	0	0 %
-----							
GRAND TOTAL FOR DEPARTMENT:		55,263	61,918	60,167	57,162	64,753	105 %
=====							

# 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.*

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, 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 2009. The Administrative Technician/Assistant provided clerical support services to the Public Works Department.

In fiscal year 2008, this Department provided leadership to City organizations and assisted City Council toward the achievement of their goals.



## Accomplishments

---

- A budget, within the provisions of the spending cap, a lower millage rate, expanded services, an aggressive capital improvement program, and, consistent with the zero net debt policy, increased capital reserves.
- Collected revenues that were 108% of budget, and General Fund expenditures that were 93% of budget.
- Received an unqualified audit, produced an annual financial report, and earned the Certificate of Achievement for Financial Reporting.
- Prepared 87 ordinances and resolutions to advance Council's public policies, variances, or boat dock extensions.
- Developed and implemented an \$85.3 million operating and Capital Improvement Budget.
- Reduced crime. Expanded community outreach, including involvement with youth.
- Prepared agendas for 35 City Council meetings, organized public information workshops for all capital projects, master planning processes, and other policy initiatives.
- Utilized and coordinated the activities of seven citizen advisory committees and one ad hoc advisory committee.
- Evaluated and implemented employee recruitment and retention incentives.
- Qualified Candidates for 2008 municipal election and assisted in conduct of election.
- Completed construction of an additional aquifer storage recovery (ASR) well to ensure adequate water supply during periods of drought.
- Initiated replacement of main water line under Marco River.
- Established Marco Island TV Channel 12 and initiated live broadcasts of City Council and Planning Board meetings.
- E-published new 2008 City Directory.
- Enhanced City website by providing on-demand replays of City Council and Planning Board meetings.
- Successfully defended the City in a lawsuit filed by CARES alleging violations of the Clean Air Act and lawsuit(s) associated with the STRP. The Florida Supreme Court also upheld validation of the STRP assessment process.
- Participated in the defense of the City from a lawsuit filed by David Dumas challenging the constitutionality of the City's waterways ordinance.
- Completed the final phase of the North Collier Boulevard Project.
- Completed the extension of reuse water lines along South Collier Boulevard to Collier Court.
- Initiated construction of the finished water storage tank and associated pump station.
- Issued 25 single-family building permits, one multi-family permit, three commercial permits, and more than 460 new construction and remodeling permits.
- Conducted an average of 323 alleged code compliance violations per month.
- Completed construction of the second three assessment areas, initiated construction of the next two assessment areas, and established new assessment areas.
- Initiated expansion of the wastewater treatment plant to accommodate the STRP Program.
- Purchased additional property on Elkcam Circle for future expansion of the water and wastewater facilities.
- Prepared a balanced budget and reduced the millage rate to ensure that homesteaded properties paid the same property tax as the prior year. For the homesteaded property owner, the property tax paid in 2007 is less than the property tax paid prior to incorporation in 1997.

- Obtained commitments for and additional \$1 million from the South Florida Water Management District to help finance the Septic Tank Replacement Program.
- Completed construction of the new East Winterberry Bridge.
- Initiated City Manager's Weekly Update e-newsletter.
- Initiated access to ordinances and resolutions via the City website.

## Goals & Objectives

<b>Mission Element #1</b>	<i>To uphold the upscale community atmosphere.</i>
---------------------------	--

<b>Measurable Goal</b>	<i>Assist City Council by increasing involvement of residents and businesses in issues and discussions consistent with targets below.</i>
------------------------	---

### Action Plans / Strategies

- Develop an annual report to the Council and the community.
- Develop bi-monthly newsletters and reports.
- Increase public communications for capital projects and land development issues.
- Conduct public meetings for all capital projects.
- Conduct minimum of twelve public presentations to area organizations and groups.
- Promote internet access to City Council agendas and meetings.

<b>Mission Element #2</b>	<i>To enhance its natural beauty and to promote architectural harmony.</i>
---------------------------	--

<b>Measurable Goal</b>	<i>Enable and direct City projects with quality benefits to the community.</i>
------------------------	--

### Action Plans / Strategies

- Develop a recommendation regarding the use of Tract K to include benefits to the community.
- Survey residents regarding future capital projects, under Council direction.
- Align comprehensive plan and zoning ordinances to City Council goals.
- Support development of quality individual and master parks and recreation plans.

<b>Mission Element #3</b>	<i>To provide for safety and welfare of its residents.</i>
---------------------------	--

<b>Measurable Goal</b>	<i>Monitor and require that City health and safety objectives are in place and achieved.</i>
------------------------	--

### Action Plans / Strategies

- Working with Directors, prepare and require measurable performance objectives for all departments.

<b>Measurable Goal</b>	<i>Determine Current Needs and Future Desires of the Community.</i>
------------------------	---

**Action Plans / Strategies**

- Assist the City Council in the development of annual and long-term goals.
- Establish a Visioning process, including the possible use of an Ad Hoc Committee.
- Prepare and Distribute an Annual Survey to Citizens, Businesses, and Community Groups.

<b>Mission Element #4</b>	<i>To provide cost-effective government.</i>
---------------------------	--

<b>Measurable Goal</b>	<i>Manage all departmental and contingency budgets to meet the overall goals outlined in this FY2009 financial plan.</i>
------------------------	--

**Action Plans / Strategies**

- Review available revenue alternatives in lieu of the property tax.
- Seek state and federal grants to offset local revenue requirements.
- Explore cost-effective out-sourcing through contractual services.
- Compare and analyze utility expenditures and debt service payments and determine revenue sufficiency to maintain bond covenant.
- Develop rate recommendations as may be appropriate.
- Prepare for additional reductions in revenue that may result from a statewide Constitutional Amendment.
- Manage within the approved budget.

<b>Mission Element #5</b>	<i>To provide prompt and courteous service to all.</i>
---------------------------	--

<b>Measurable Goal</b>	<i>Continue and expand communication of public policies and initiatives with the citizens of Marco Island.</i>
------------------------	--

**Action Plans / Strategies**

- Maintain daily contact with local news media
- Maintain live broadcasts of City Council and Planning Board Meetings.
- Prepare and distribute Manager's weekly e-newsletters.

<b>Measurable Goal</b>	<i>Require open communication and access to government.</i>
------------------------	---

**Action Plans / Strategies**

- Emphasize and expect adherence to the rules of customer service, including same-day responses to calls and requests when possible.
- Continue enhancement of outreach efforts to gain input and engage citizens.
- Provide consistency in all communications generated by the City.
- Support continued physical improvements and access to City facilities.
- Develop a public feedback instrument across all departments consistent with City Council's direction.

## Detail of Personnel Services

Position	FY 2008 Budget	FY 2009 Budget	Salary
City Manager	1.0	1.0	\$ 160,000
City Clerk/Human Resources Director	1.0	1.0	78,314
Executive Assistant	1.0	1.0	49,736
Administrative Assistant	1.0	1.0	41,256
Administrative Technician/Assistant	1.0	1.0	34,699
Public Information Coordinator	1.0	1.0	58,275
Systems Administrator	1.0	1.0	60,000
Systems Analyst	1.0	1.0	45,000
Pay for Performance Incentives			7,909
<b>Total Full Time Equivalents</b>	<b>8.0</b>	<b>8.0</b>	<b>\$535,189</b>

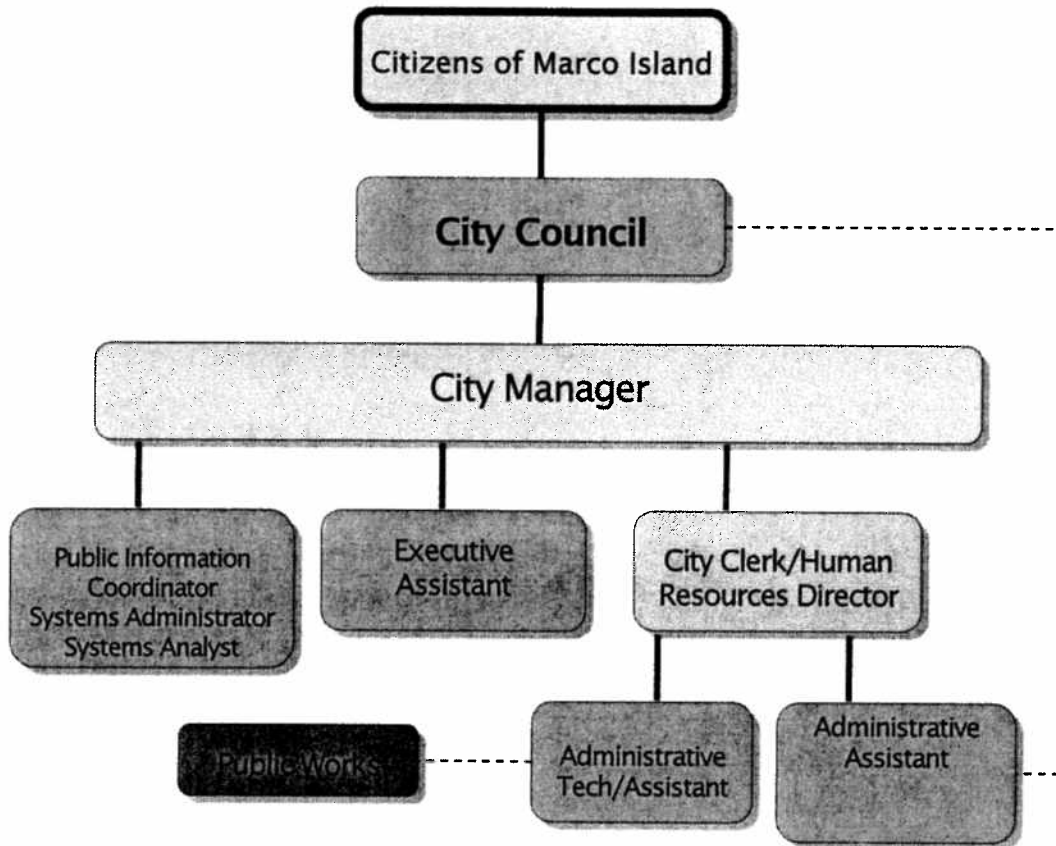
## Detail of Capital Purchases

Description	Total Cost
Equipment and Software Purchases	\$38,775
Media Center Equipment	18,500
<b>Total Capital Outlay</b>	<b>\$57,275</b>

## Budget Summary

Description	Total Cost
Personnel Services Expenditures	\$ 817,177
Operating Expenses	80,845
Capital Outlay	57,275
<b>Total for FY 2009</b>	<b>\$ 955,297</b>

# Executive Administration Organization Chart





City of Marco Island  
 EXECUTIVE DEPARTMENT  
 EXPENSE BUDGET

100% Yr Complete

ACCOUNT #	DESCRIPTION	ACTUAL FY2007	BUDGET FY2008	YTD ACT/ENCUM FY2008	PROJECTED FY2008	BUDGET FY2009	% OF FY2007
<b>EXECUTIVE ADMINISTRATION</b>							
9512							
0015121200	WAGES	398,448	520,217	507,656	500,000	428,614	82 %
0015121400	OVERTIME	0	1,200	607	600	1,200	100 %
0015121500	LONGEVITY PAY	0	0	0	0	1,000	0 %
0015121550	SAFETY/PERFORMANCE AWARDS	2,320	0	0	0	0	0 %
0015122000	BENEFITS	143,304	166,693	148,742	165,000	168,514	101 %
0015122100	FICA TAXES	29,052	33,548	41,278	40,000	36,938	110 %
0015122200	RETIREMENT	11,638	13,035	13,526	13,000	13,431	103 %
<b>TOTAL PERSONNEL SERVICES:</b>		<b>584,762</b>	<b>734,693</b>	<b>711,809</b>	<b>718,600</b>	<b>649,697</b>	<b>88 %</b>
0015123100	PROFESSIONAL SERVICES	0	40,000	33,799	32,500	0	0 %
0015123400	CONTRACTUAL SERVICES	0	0	0	0	0	0 %
0015124000	TRAVEL & PER DIEM	3,958	5,000	699	2,000	5,000	100 %
0015124100	TELEPHONE & COMMUNICATIONS	910	1,380	359	1,000	1,440	104 %
0015124400	RENTALS & LEASES	0	12,000	12,194	20,000	0	0 %
0015124630	EQUIPMENT REPAIR & MAINTENANCE	0	0	0	0	0	0 %
0015124700	PRINTING	0	0	0	0	0	0 %
0015124901	MISCELLANEOUS EXPENSE	206	0	442	0	0	0 %
0015125100	OFFICE SUPPLIES	541	1,000	0	0	1,000	100 %
0015125220	SUPPLIES	0	0	0	0	0	0 %
0015125230	POSTAGE	0	0	0	0	0	0 %
0015125400	PUBLICATIONS & MEMBERSHIPS	3,287	3,035	2,209	1,000	3,035	100 %
0015125420	TRAINING	1,020	2,350	1,568	1,500	2,350	100 %
0015129099	CONTINGENCY	0	0	0	0	0	0 %
<b>TOTAL OPERATING EXPENSES:</b>		<b>9,921</b>	<b>64,765</b>	<b>51,269</b>	<b>58,000</b>	<b>12,825</b>	<b>20 %</b>
0015126400	EQUIPMENT PURCHASES	0	0	0	0	0	0 %
<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>594,683</b>	<b>799,458</b>	<b>763,078</b>	<b>776,600</b>	<b>662,522</b>	<b>83 %</b>

City of Marco Island  
IT DEPARTMENT  
EXPENSE BUDGET

100% Yr Complete

ACCOUNT #	DESCRIPTION	ACTUAL FY2007	BUDGET FY2008	YTD ACT/ENCUM FY2008	PROJECTED FY2008	BUDGET FY2009	% OF FY2007
-----							
	IT						
	9523						
0015231200	WAGES	0	0	0	0	106,575	0 %
0015231400	OVERTIME	0	0	0	0	7,000	0 %
0015231500	LONGEVITY PAY	0	0	0	0	0	0 %
0015231550	SAFETY/PERFORMANCE AWARD	0	0	0	0	0	0 %
0015232000	BENEFITS	0	0	0	0	35,508	0 %
0015232100	FICA TAXES	0	0	0	0	11,125	0 %
0015232200	RETIREMENT	0	0	0	0	7,272	0 %
0015232900	CAPITALIZABLE PERSONNEL COSTS	0	0	0	0	0	0 %
-----							
	TOTAL PERSONNEL SERVICES:	0	0	0	0	167,480	0 %
0015233100	PROFESSIONAL SERVICES	0	0	0	0	10,000	0 %
0015233200	AUDITING SERVICES	0	0	0	0	0	0 %
0015233400	CONTRACTUAL SERVICES	0	0	0	0	0	0 %
0015233490	COLLIER COUNTY SERVICES	0	0	0	0	0	0 %
0015234000	TRAVEL & PER DIEM	0	0	0	0	1,000	0 %
0015234100	TELEPHONE & COMMUNICATIONS	0	0	200	0	10,320	0 %
0015234300	ELECTRICITY	0	0	0	0	0	0 %
0015234301	ELECTRICITY	0	0	0	0	0	0 %
0015234400	RENTALS & LEASES	0	0	0	0	0	0 %
0015234610	VEHICLE REPAIR & MAINTENANCE	0	0	0	0	1,000	0 %
0015234620	BUILDING REPAIR & MAINTENANCE	0	0	0	0	0	0 %
0015234630	EQUIPMENT REPAIR & MAINTENANCE	0	0	0	0	0	0 %
0015234700	PRINTING	0	0	0	0	0	0 %
0015234900	BANK FEES	0	0	0	0	0	0 %
0015234901	MISCELLANEOUS EXPENSE	0	0	0	0	0	0 %
0015235100	OFFICE SUPPLIES	0	0	0	0	2,000	0 %
0015235200	OPERATING SUPPLIES	0	0	0	0	0	0 %
0015235210	FUEL	0	0	0	0	1,000	0 %
0015235230	POSTAGE	0	0	0	0	0	0 %
0015235250	IT SUPPLIES/SERVICES/SMALL EQU	0	0	0	0	32,200	0 %
0015235251	MEDIA CTR - SUPPLIES/SM EQUIP	0	0	0	0	8,500	0 %
0015235400	PUBLICATIONS & MEMBERSHIPS	0	0	0	0	0	0 %
0015235420	TRAINING	0	0	0	0	2,000	0 %
0015239099	CONTINGENCY	0	0	0	0	0	0 %
-----							
	TOTAL OPERATING EXPENSES:	0	0	200	0	68,020	0 %
0015236400	EQUIPMENT PURCHASES	0	0	0	0	0	0 %
0015236450	IT S/W EQUIPMENT/SOFTWARE PURC	0	0	0	0	38,775	0 %
0015236451	MEDIA CTR - EQUIPMENT/SW PURCH	0	0	0	0	18,500	0 %
-----							
	TOTAL CAPITAL OUTLAY:	0	0	0	0	57,275	0 %
-----							
	GRAND TOTAL FOR DEPARTMENT:	0	0	200	0	292,775	0 %
-----							

# Finance and Utility Customer Service

---

## *Mission Statement – Finance*

### *Provide for Cost-Effective Government*

*Advise the City Manager in the administration, development, and monitoring of the operating and capital budgets, offer technical support within the City of Marco Island government structure, assist the general public and citizen groups with information requests, and 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.*

The Finance Department is the central fiscal control and accounting agency. 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.



**FY 2007/08 Activities**

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 self-insured comprehensive insurance program.
- Utility Customer Service, meter reading, billing, and customer relations.
- Centralized Purchasing for the City.
- Code Compliance billing, collections and liens, and customer relations.
- Administration of payroll and employee benefits.
- Collective bargaining.
- Special City Manager issues and projects.

**Accomplishments**

- Issued \$7.0 million in Utility Revenue Bonds to finance the ongoing capital improvement program for the water and sewer utility. Negotiated a \$20 million bank line of credit with Bank of America to provide interim finance for the Septic Tank Replacement program.
- Established accounting procedures and coordinated bond validation for the Lamplighter and Sheffield Sewer Districts, the third year of STRP construction.
- Successfully negotiated STRP financing through the State of Florida Revolving Loan Fund administered through the Department of Environmental Protection. The City of Marco Island has been issued for \$20 million in permanent financing at an annual interest rate of 2.98% for Year 2 STRP Projects.

**Goals & Objectives**

**FINANCE**

<b>Mission Element #4</b>	<i>To provide cost-effective government.</i>
---------------------------	--

<b>Measurable Goal</b>	<i>To maintain compliance with the Spending Cap mandated by the City Charter and Tax Reform mandated by the Florida Legislature.</i>
------------------------	--

**Action / Strategies**

- Work effectively with the City Manager and City Council to develop the fiscal year 2009 budget within the Spending Cap and tax rollback mandated by the Florida legislature.
- Approve the annual budget at public hearings in September 2008 with a spending appropriations ordinance.
- Prepare monthly financial summaries monitoring actual expenditures against appropriations and identify variances.

- Prepare budget amendments as required to maintain compliance with both the Spending Cap and legal appropriations.
- Report on compliance with the Spending Cap as part of the City's Comprehensive Annual Financial Report (CAFR).

<b>Measurable Goal</b>	<i>To increase income from the investment of funds not needed immediately for operations to a level above the established benchmarks of the 90-day Treasury Bill and short term Government Bond Index.</i>
------------------------	--

**Action / Strategies**

- Monitor available cash balances and establish cash flow requirements for year.
- Invest available funds in compliance with Investment Policy established by finance to ensure the safety and liquidity of funds.
- Maximize investment earnings on the portfolio while assuring the safety of the funds invested and protecting against declines in asset values from rising interest rates.
- Report on the structure of the investment portfolio on a monthly basis.
- On an annual basis, report the results of investment operations for the fiscal year, comparing results to benchmarks.

<b>Measurable Goal</b>	<i>Reduce by 50% the number of adjusting entries prepared by auditors.</i>
------------------------	--

**Action / Strategies**

- Meet with the City's external auditors prior to the year-end audit to identify all year-end adjusting journal entries required to prepare financial records for audit.
- Prepare internal accounting procedures to specifically identify required journal entries.
- City's Controller and Finance Director will meet prior to audit year-end fieldwork to review status of completion of journal entries.

<b>Mission Element #5</b>	<i>To provide prompt and courteous service to all.</i>
---------------------------	--

<b>Measurable Goal</b>	<i>Return all customer phone calls within one working day.</i>
------------------------	--

## Mission Statement – Customer Service

*The Utility Customer Service Division, as part of the Finance Department, shall provide all customers with an accurate and timely billing of their water and wastewater services received from the City of Marco Island. Employees shall hold themselves to the highest standards of customer service, including proactive measures to immediately advise customers of unusually high water use and counseling customers on ways to conserve water. All meter readings will be performed accurately, with route schedules maintained to assure consistency in billing periods.*

### Goals & Objectives

## UTILITY CUSTOMER SERVICE

<b>Mission Element #4</b>	<i>To provide cost-effective government.</i>
---------------------------	--

<b>Measurable Goal</b>	<i>To operate the Utility Customer Service division within the approved operating budget for FY09.</i>
------------------------	--

### Action / Strategies

- Develop an effective budget for meter reading and customer service office operations.
- Manage the daily operations to minimize the need for overtime.
- Monitor current month and year-to-date expenditures for budget compliance.

<b>Mission Element #5</b>	<i>To provide prompt and courteous service to all.</i>
---------------------------	--

<b>Measurable Goal</b>	<i>Return all customer phone calls within one working day.</i>
------------------------	--

### Action / Strategies

- Each Customer Service Representative will maintain a log of phone messages from customers, noting the time and date called and the nature of the call.
- When the call to the customer is returned, Customer Service Representative will complete the call log with date and time call returned and noting the solution to the issue raised by the customer.
- Call logs will be submitted to the Customer Service Supervisor on a weekly basis for review.
- Call logs will be maintained on file for review by the Finance Director.
- Participate in development of customer satisfaction survey.

## Detail of Personnel Services

Position	FY 2008 Budget	FY 2009 Budget	Salary
<b>Finance</b>			
Director of Finance	1.0	1.0	\$102,593
Controller	0.8	0.8	56,000
Payroll Supervisor	1.0	1.0	48,004
Accounting Clerks	1.0	1.0	38,780
Purchasing/Contracts Manager	1.0	1.0	67,152
<b>Utility Customer Service</b>			
Customer Service Manager	1.0	1.0	54,546
Customer Service Representatives	2.0	2.0	68,834
Meter Technician	1.0	1.0	40,052
Meter Readers	2.0	2.0	67,789
Accounting Clerk	2.0	2.0	76,338
Pay for Performance Incentives			9,301
Total Full Time Equivalents - Operations	12.8	12.8	\$629,389
<b>Finance</b>			
Controller	0.2	0.2	\$14,000
Utility Accountant	1.0	1.0	45,126
Pay for Performance Incentives			887
Total Full Time Equivalents - Projects	1.2	1.2	\$60,013

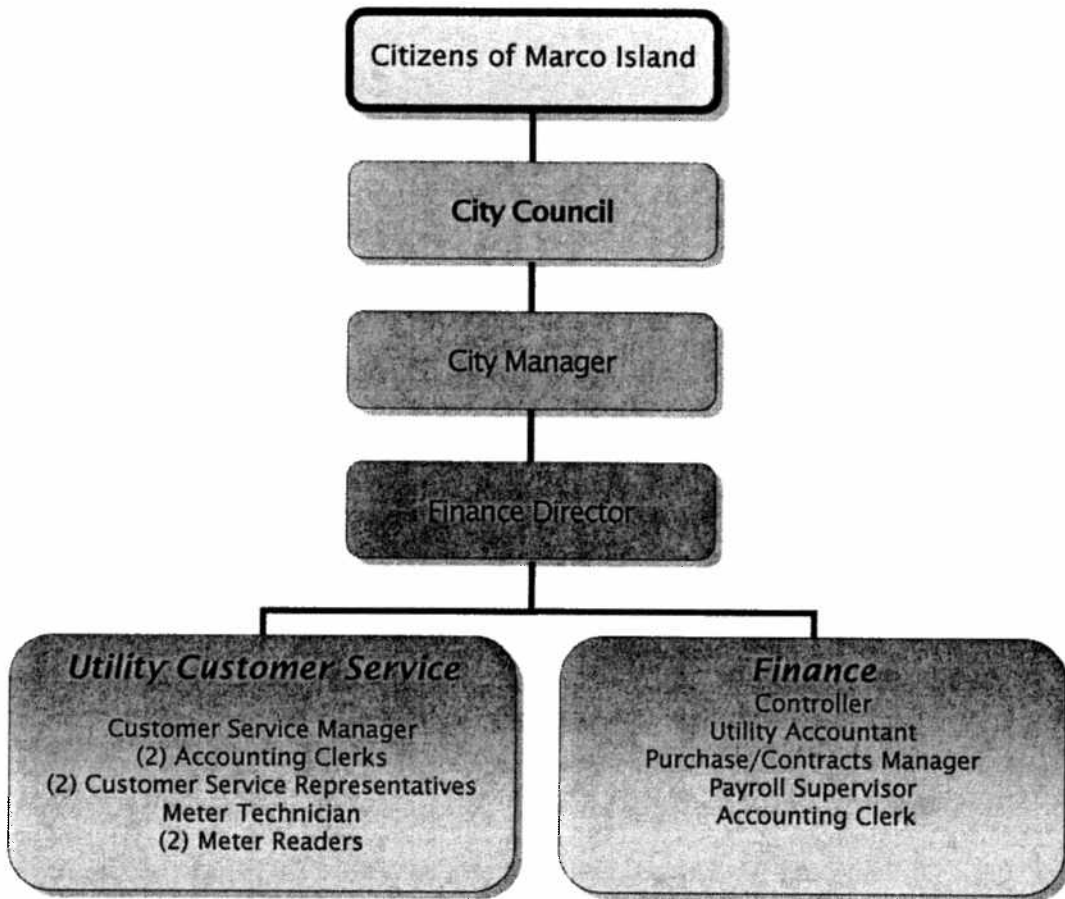
## Detail of Capital Purchases

Description	Total Cost
Total Capital Outlay	0

## Budget Summary

Description	Total Cost
Personnel Services Expenditures	\$ 964,341
Operating Expenses	290,665
Capital Outlay	0
Total for FY 2009	\$1,255,006

# Finance Organization Chart





City of Marco Island  
FINANCE DEPARTMENT  
EXPENSE BUDGET

100% Yr Complete

ACCOUNT #	DESCRIPTION	ACTUAL FY2007	BUDGET FY2008	YTD ACT/ENCUM FY2008	PROJECTED FY2008	BUDGET FY2009	% OF FY2007
<b>FINANCE</b>							
<b>9513</b>							
0015131200	WAGES	697,919	806,749	764,753	800,000	377,230	0 %
0015131400	OVERTIME	7,531	22,000	13,209	15,000	8,000	0 %
0015131500	LONGEVITY PAY	0	4,000	0	0	6,000	0 %
0015131550	SAFETY/PERFORMANCE AWARDDS	6,000	0	0	0	0	0 %
0015132000	BENEFITS	214,406	262,628	231,969	255,000	125,813	0 %
0015132100	FICA TAXES	62,726	70,268	68,956	70,000	39,593	0 %
0015132200	RETIREMENT	35,334	41,437	36,732	40,000	18,862	0 %
0015132900	CAPITALIZABLE PERSONNEL COSTS	(79,181)	(82,800)	(83,381)	(82,800)	(85,300)	0 %
<b>TOTAL PERSONNEL SERVICES:</b>		<b>944,735</b>	<b>1,124,282</b>	<b>1,032,237</b>	<b>1,097,200</b>	<b>490,198</b>	<b>0 %</b>
0015133100	PROFESSIONAL SERVICES	4,067	19,000	20,013	4,000	0	0 %
0015133200	AUDITING SERVICES	62,513	64,415	63,741	55,000	64,415	0 %
0015133400	CONTRACTUAL SERVICES	52,149	60,920	85,563	80,000	27,320	0 %
0015133490	COLLIER COUNTY SERVICES	1,793	1,650	1,933	2,000	1,650	0 %
0015134000	TRAVEL & PER DIEM	3,510	7,500	3,194	3,000	5,500	0 %
0015134100	TELEPHONE & COMMUNICATIONS	11,268	14,400	11,715	14,000	1,320	0 %
0015134300	ELECTRICITY	908	0	2,130	2,000	0	0 %
0015134301	ELECTRICITY	0	0	0	0	0	0 %
0015134400	RENTALS & LEASES	22,206	22,800	21,832	23,000	3,600	0 %
0015134610	VEHICLE REPAIR & MAINTENANCE	749	0	1,619	2,000	0	0 %
0015134620	BUILDING REPAIR & MAINTENANCE	83	1,500	1,348	2,000	0	0 %
0015134630	EQUIPMENT REPAIR & MAINTENANCE	4,038	0	4,436	3,000	0	0 %
0015134700	PRINTING	6,266	6,000	5,998	6,000	5,000	0 %
0015134900	BANK FEES	37,454	33,600	37,561	33,000	33,600	0 %
0015134901	MISCELLANEOUS EXPENSE	1,923	0	503	1,000	0	0 %
0015135100	OFFICE SUPPLIES	10,093	8,000	10,273	10,000	4,000	0 %
0015135200	OPERATING SUPPLIES	2,889	0	1,240	2,000	0	0 %
0015135210	FUEL	7,086	0	8,486	9,000	0	0 %
0015135230	POSTAGE	35,087	40,460	35,425	40,000	500	0 %
0015135250	IT SUPPLIES/SERVICES/SMALL EQU	49,388	56,800	42,719	55,000	0	0 %
0015135400	PUBLICATIONS & MEMBERSHIPS	650	1,700	754	1,000	1,700	0 %
0015135420	TRAINING	1,244	6,000	1,085	3,000	4,000	0 %
0015139099	CONTINGENCY	0	0	0	0	0	0 %
<b>TOTAL OPERATING EXPENSES:</b>		<b>315,362</b>	<b>344,745</b>	<b>361,565</b>	<b>350,000</b>	<b>152,605</b>	<b>0 %</b>
0015136400	EQUIPMENT PURCHASES	0	0	0	0	0	0 %
0015136450	IT S/W EQUIPMENT/SOFTWARE PURC	23,858	85,700	71,443	85,000	0	0 %
<b>TOTAL CAPITAL OUTLAY:</b>		<b>23,858</b>	<b>85,700</b>	<b>71,443</b>	<b>85,000</b>	<b>0</b>	<b>0 %</b>
<b>GRAND TOTAL FOR DEPARTMENT:</b>		<b>1,283,955</b>	<b>1,554,727</b>	<b>1,465,245</b>	<b>1,532,200</b>	<b>642,803</b>	<b>0 %</b>

City of Marco Island  
 UTILITY BILLING DEPARTMENT  
 EXPENSE BUDGET

100% Yr Complete

ACCOUNT #	DESCRIPTION	ACTUAL FY2007	BUDGET FY2008	YTD ACT/ENCUM FY2008	PROJECTED FY2008	BUDGET FY2009	% OF FY2007
-----							
UTILITY BILLING							
9543							
0015431200	WAGES	0	0	0	0	312,172	0 %
0015431400	OVERTIME	0	0	0	0	8,000	0 %
0015431500	LONGEVITY PAY	0	0	0	0	0	0 %
0015431550	SAFETY/PERFORMANCE AWARD	0	0	0	0	0	0 %
0015432000	BENEFITS	0	0	0	0	104,474	0 %
0015432100	FICA TAXES	0	0	0	0	30,175	0 %
0015432200	RETIREMENT	0	0	0	0	19,322	0 %
0015432900	CAPITALIZABLE PERSONNEL COSTS	0	0	0	0	0	0 %
TOTAL PERSONNEL SERVICES:		0	0	0	0	474,143	0 %
-----							
0015433100	PROFESSIONAL SERVICES	0	0	0	0	0	0 %
0015433200	AUDITING SERVICES	0	0	0	0	0	0 %
0015433400	CONTRACTUAL SERVICES	0	0	0	0	40,200	0 %
0015433490	COLLIER COUNTY SERVICES	0	0	0	0	0	0 %
0015434000	TRAVEL & PER DIEM	0	0	0	0	1,000	0 %
0015434100	TELEPHONE & COMMUNICATIONS	0	0	0	0	10,200	0 %
0015434300	ELECTRICITY	0	0	0	0	2,000	0 %
0015434301	ELECTRICITY	0	0	0	0	0	0 %
0015434400	RENTALS & LEASES	0	0	0	0	19,200	0 %
0015434610	VEHICLE REPAIR & MAINTENANCE	0	0	0	0	1,500	0 %
0015434620	BUILDING REPAIR & MAINTENANCE	0	0	0	0	2,000	0 %
0015434630	EQUIPMENT REPAIR & MAINTENANCE	0	0	0	0	2,000	0 %
0015434700	PRINTING	0	0	0	0	1,000	0 %
0015434900	BANK FEES	0	0	0	0	0	0 %
0015434901	MISCELLANEOUS EXPENSE	0	0	0	0	0	0 %
0015435100	OFFICE SUPPLIES	0	0	0	0	4,000	0 %
0015435200	OPERATING SUPPLIES	0	0	0	0	0	0 %
0015435210	FUEL	0	0	0	0	14,000	0 %
0015435230	POSTAGE	0	0	0	0	39,960	0 %
0015435250	IT SUPPLIES/SERVICES/SMALL EQU	0	0	0	0	0	0 %
0015435400	PUBLICATIONS & MEMBERSHIPS	0	0	0	0	0	0 %
0015435420	TRAINING	0	0	0	0	1,000	0 %
0015439099	CONTINGENCY	0	0	0	0	0	0 %
TOTAL OPERATING EXPENSES:		0	0	0	0	138,060	0 %
-----							
0015436400	EQUIPMENT PURCHASES	0	0	0	0	0	0 %
0015436450	IT S/W EQUIPMENT/SOFTWARE PURC	0	0	0	0	0	0 %
TOTAL CAPITAL OUTLAY:		0	0	0	0	0	0 %
-----							
GRAND TOTAL FOR DEPARTMENT:		0	0	0	0	612,203	0 %
-----							

# Legal Counsel

---

## *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.*

The office of City Attorney was created by Section 4.04 of the City Charter. In June 2007, City Council entered into a contract with the law firm of Weiss Serota Helfman Pastoriza Cole & Boniske, P.A. to provide primary legal services.

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

- ↓ Review of contracts.
- ↓ Litigation.
- ↓ Review of ordinance drafts.
- ↓ 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.
- ↓ Legal advisor for labor law and collective bargaining matters.

The firm of Lewis, Longman & Walker, P.A. of Bradenton, 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.



## Accomplishments

- Provided responsive legal services to City Council, staff, and boards.
- Provided legal representation for waterways lawsuit filed by David Dumas.

## 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 and representation for labor, utility, and pension matters.

## Goals & Objectives

<b>Mission Element #3</b>	<i>To provide for safety and welfare of its residents.</i>
---------------------------	--

<b>Measurable Goal</b>	<i>Assist the City in effectively fulfilling the mandates imposed by law and enforcing City policies.</i>
------------------------	---

<b>Measurable Goal</b>	<i>Assure representation of the City in all litigation for and against the City.</i>
------------------------	--

<b>Measurable Goal</b>	<i>Provide internal support to City Departments.</i>
------------------------	--

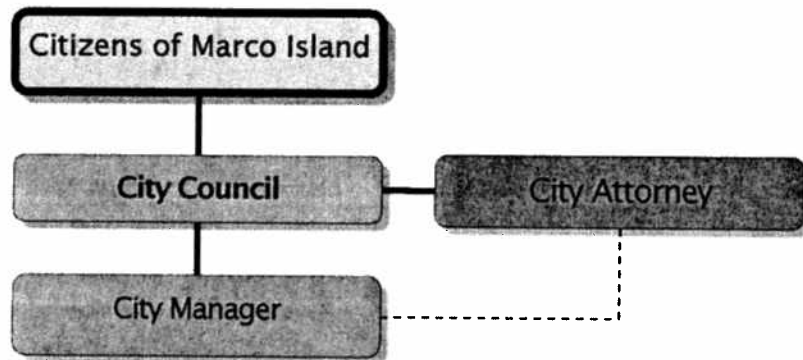
<b>Mission Element #4</b>	<i>To provide cost-effective government.</i>
---------------------------	--

<b>Measurable Goal</b>	<i>Assist the City in effectively recovering costs required by enforcement of our ordinances.</i>
------------------------	---

## Budget Summary

Description	Total Cost
Personnel Services Expenditures	\$0
Operating Expenses	400,000
Capital Outlay	0
Total for FY 2009	\$400,000

## Legal Counsel Organization Chart



City of Marco Island  
 LEGAL DEPARTMENT  
 EXPENSE BUDGET

100% Yr Complete

ACCOUNT #	DESCRIPTION	ACTUAL FY2007	BUDGET FY2008	YTD ACT/ENCUM FY2008	PROJECTED FY2008	BUDGET FY2009	% OF FY2007
-----							
LEGAL COUNSEL							
9514							
0015143100	PROFESSIONAL SERVICES	332,215	450,000	420,638	450,000	400,000	89 %
0015143400	CONTRACTUAL SERVICES	0	0	0	0	0	0 %
0015149099	CONTINGENCY	0	0	0	0	0	0 %
-----							
TOTAL OPERATING EXPENSES:		332,215	450,000	420,638	450,000	400,000	89 %
-----							
GRAND TOTAL FOR DEPARTMENT:		332,215	450,000	420,638	450,000	400,000	89 %
-----							

# General Government

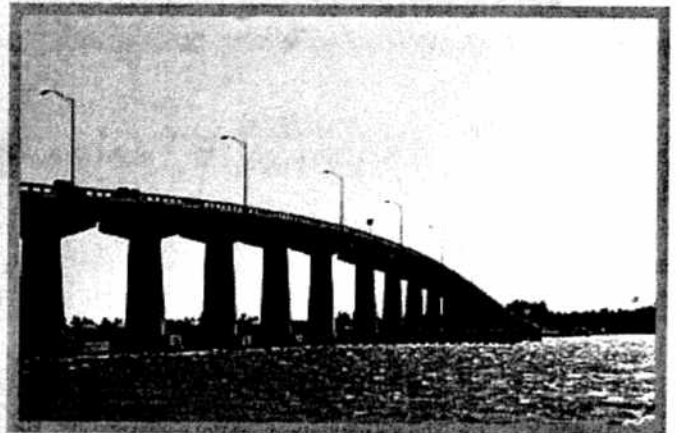
## Mission Statement

*To provide for City overhead expenses, shared by, but not allocated to, other City General Government departments. To provide for payment of services, such as special studies, projects, or consultants not available through or easily allocated to other General Government departments.*

The Division maintains expense accounts for the following:

- ↓ Community "Good Will" expenditures.
- ↓ Office supplies and copy paper.
- ↓ Telephone and communications.
- ↓ Legal advertising and public notices.
- ↓ Utilities, maintenance, and custodial services for City Hall.
- ↓ Personnel recruiting and Human Resource programs.
- ↓ City's drug-free workplace and safety programs.
- ↓ Election and public information costs.
- ↓ Newsletters, brochures, and CodeRED.
- ↓ Other operating expenses not specifically allocated.
- ↓ Contingency for reasonably expected expenditures not specifically budgeted in departmental accounts.

For fiscal year 2009, \$200,000 is budgeted for General Fund contingency.



## Goals & Objectives

<b>Mission Element #3</b>	<i>To provide for safety and welfare of its residents.</i>
---------------------------	--

<b>Measurable Goal</b>	<i>Ensure the professional conduct of local elections, with no procedural violations.</i>
------------------------	---

### Action Plans / Strategies

- Conduct one voter registration drive in conjunction with the Supervisor of Elections.
- Participate in voter awareness campaign conducted by the Supervisor of Elections.
- Provide assistance at the polls on election days.

<b>Mission Element #4</b>	<i>To provide cost-effective government.</i>
---------------------------	--

<b>Measurable Goal</b>	<i>Reduce costs allocated in the General Government Budget.</i>
------------------------	---

### Action Plans / Strategies

- Reduce the cost of storage needs through the records management process.
- Review lower cost alternatives for health insurance coverage.
- Conduct quarterly safety meetings to reduce employee accidents and injuries.
- Implement an employee suggestion awards program to encourage cost saving ideas.
- Join the *Alliance for Innovation* to seek information on best ideas, practices, and solutions to challenges confronting local government and the community.
- Evaluate joining League of Cities Benchmarking Program.

<b>Measurable Goal</b>	<i>Seek to hire the most qualified personnel by maintaining hiring and recruitment standards and practices.</i>
------------------------	---

### Action Plans / Strategies

- Review and update wage and compensation study.
- Review employee benefits for competitive recruitment and retention.
- Conduct background checks, physicals, and drug screens on 100% of candidates for employment.
- Develop on-line access to benefits information and other human resource materials for employees.
- Attend one seminar on fair labor practices.



<b>Mission Element #5</b>	<i>To provide prompt and courteous service to all.</i>
---------------------------	--

<b>Measurable Goal</b>	<i>Implement communication strategy to improve communications with citizens through increased outreach.</i>
------------------------	---

**Action Plans / Strategies**

- Provide live cable TV broadcasts of City Council and Planning Board Meetings.
- Provide website replays of City Council and Planning Board Meetings on demand.
- Maintain City’s website and increase the use of e-blast reports to better inform our citizens.
- Publish quarterly reports.
- Publish annual report.
- Publish on-line brochures for topics and programs of interest to citizens.
- Conduct CodeRED awareness campaign.

<b>Measurable Goal</b>	<i>Provide effective information systems support.</i>
------------------------	---

**Action Plans / Strategies**

- Sustain and improve City IT systems, with 95% or better internal customer service satisfaction.
- Consolidate and streamline technology administration and purchases.

### Detail of Capital Purchases

Description	Total Cost
No Capital Purchases	\$0
Total Capital Outlay	\$0

### Budget Summary

Description	Total Cost
Personnel Services Expenditures	\$0
Operating Expenses	649,900
Capital Outlay	0
Total for FY 2009	\$649,900

City of Marco Island  
 OTHER GENERAL GOVMT DEPT  
 EXPENSE BUDGET

100% Yr Complete

ACCOUNT #	DESCRIPTION	ACTUAL FY2007	BUDGET FY2008	YTD ACT/ENCUM FY2008	PROJECTED FY2008	BUDGET FY2009	% OF FY2007
<b>GENERAL GOVERNMENT</b>							
<b>9519</b>							
0015193100	PROFESSIONAL SERVICES	5,853	8,000	4,075	4,075	6,000	75 %
0015193400	CONTRACTUAL SERVICES	33,022	36,564	35,230	30,000	36,780	101 %
0015194100	TELEPHONE & COMMUNICATIONS	34,185	24,000	11,804	8,000	8,000	33 %
0015194300	UTILITIES	30,196	45,600	50,064	48,600	51,000	112 %
0015194400	RENTALS & LEASES	10,541	11,904	10,245	11,904	11,904	100 %
0015194500	INSURANCE	18,955	0	0	0	0	0 %
0015194620	BUILDING REPAIR & MAINTENANCE	9,911	25,000	8,456	9,000	15,000	60 %
0015194630	EQUIPMENT REPAIR & MAINTENANCE	6,729	4,000	2,874	4,000	4,000	100 %
0015194700	PRINTING	3,123	15,000	6,074	15,000	17,500	117 %
0015194790	ELECTION EXPENSE	0	28,000	26,240	26,240	0	0 %
0015194810	GOODWILL	79,147	65,500	60,390	65,500	14,000	21 %
0015194900	CITY PERSONNEL EXPENSES	15,066	24,000	38,640	24,000	24,000	100 %
0015194901	MISCELLANEOUS EXPENSE	318	0	777	0	0	0 %
0015194920	LEGAL ADVERTISING	58,951	55,500	44,448	47,000	55,500	100 %
0015195100	OFFICE SUPPLIES	18,323	21,000	15,238	17,000	21,000	100 %
0015195230	POSTAGE	30,652	29,500	31,752	32,000	32,000	108 %
0015195400	PUBLICATIONS & MEMBERSHIPS	3,040	2,395	3,217	2,762	4,649	194 %
0015195420	ADMIN TRAINING	0	0	1,000	0	0	0 %
0015199098	RETIREMENT RESERVE	0	0	0	0	200,000	0 %
0015199099	CONTINGENCY	(10,000)	0	0	0	148,567	0 %
<b>TOTAL OPERATING EXPENSES:</b>		<b>348,013</b>	<b>395,963</b>	<b>350,524</b>	<b>345,081</b>	<b>649,900</b>	<b>164 %</b>
0015196200	CAPITAL IMPROVEMENTS - BUILDIN	0	0	0	0	0	0 %
0015196400	EQUIPMENT PURCHASES	0	0	0	0	0	0 %
<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>348,013</b>	<b>395,963</b>	<b>350,524</b>	<b>345,081</b>	<b>649,900</b>	<b>164 %</b>

**City of Marco Island  
Annual Budget Summary  
Fiscal Year 2008 - 2009**

*General Fund*

**Fiscal Year 2009  
Annual Budget**

**COMMUNITY DEVELOPMENT  
EXPENDITURES:**

Community Development 595,575

Code Compliance 187,610

**TOTAL EXPENDITURES \$ 783,185**

# Community Development

## Mission Statement

*To offer Marco Island residents and visitors a thoughtful, professional staff that provides current and long-range planning; environmental; and zoning services who will act in a prompt and courteous manner when addressing community needs and City business. The staff endeavors 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.*

The Community Development Department is charged with providing both current and long-range planning, environmental, and zoning services. Planning staff works with the development community on proposed projects, site plan review, staff analysis of land use petitions and variance requests, interpretation and enforcement of the City's Land Development Code, and staff services to the Planning Board, Beach Advisory Committee, and City Council. Long-range planning efforts focus on implementing policies contained in the adopted Comprehensive Plan and the review and critique of the Land Development Code for changes consistent with the Comprehensive Plan. The Administrative section of the Department is currently comprised of five full-time salaried positions and one part-time position. The Director also manages the Code Compliance and Building Services Divisions.

The Community Development Department is also involved with special projects/planning activities including:

- ↓ Amendment of the City's Comprehensive Plan as required by Senate Bill 360;
- ↓ Research of Municipal Management and Permitting Software Programs to improve efficiency of permitting and inspection services;
- ↓ Continued development and implementation of a Geographic Information System (GIS);
- ↓ Development of School concurrency, and Water Supply Plans;
- ↓ Active participation on the MPO Technical Advisory Committee;
- ↓ Coordination with local civic associations.



## Accomplishments

---

- Adopted Parts I and II of the City's Comprehensive Plan, Data and Analysis and Goals and Objectives, as required by the Florida Department of Community Affairs, consistent with the objectives of the City's Evaluation and Appraisal Report.
- Pursuant to the requirements of Senate Bill 360, worked with Collier County School District in completion of a Public School Facilities Element and Concurrency Management System.
- Pursuant to the requirements of Senate Bill 360, completed an alternative water supply plan.
- Reviewed and approved 10 site development plans for new commercial development, one off street parking agreement, and 5 conditional use petitions. Also reviewed and approved 30 construction trailer permits, 29 temporary use permits, 109 new and 415 renewal home occupation applications, 167 special use permits, 74 commercial occupation licenses, 2 temporary extensions for a model home, 8 variances, 14 boat dock extensions, 8 demolition sales permits, and one conditional use extension.
- Provided in-house environmental services to address issues involving water resources, exotic species, and ecological management.
- Prepared a grant application for Community Development Block Grant funds in the amount of \$75,000 for construction of sidewalks adjacent to 5<sup>th</sup> Avenue and Quail Drive.

## Goals & Objectives

<b>Mission Element #1</b>	<i>To uphold the upscale community atmosphere.</i>
---------------------------	--

<b>Measurable Goal</b>	<i>Implement, monitor, and amend the City's Comprehensive Plan in accordance with State laws and policies.</i>
------------------------	--

### Action / Strategies

- Schedule two joint planning workshops with the Planning Board and City Council per year and meet annually with interested civic associations for the purpose of discussing planning items of mutual concern.
- Coordinate with the Public Works Department to complete development of a Water Supply Facilities Work Plan, coordinate review of the proposed plan with the South Florida Water Management District and Florida Department of Community Affairs, schedule public hearings for review and adoption of the proposed plan, and incorporate the plan into the City's Comprehensive Plan as required by State Law.
- Continue working with Collier County School District toward completion of the required Public Schools Facilities Element, and School Concurrency Management system. Coordinate with Florida Department of Community Affairs, and schedule public hearings as necessary for adoption by Planning Board and City Council.
- Schedule Community Planning Charrettes and workshop meetings for the completion of the Town Center Sub Area redevelopment Plan.
- Complete Prepare for adoption of the 2008 Annual Level of Service Report before June 1, 2009.

<b>Mission Element #2</b>	<i>To enhance its natural beauty and to promote architectural harmony.</i>
---------------------------	--

<b>Measurable Goal</b>	<i>Develop, update, and streamline land development regulations to guide future development and redevelopment.</i>
------------------------	--

### Action / Strategies

- Review current requirements and standards for architectural design of commercial buildings with the Planning Board and City Council; consider appropriate amendments; consider establishment of Design Review Board or review of proposed architectural design by Planning Board.
- Continue monitoring and application of the City's environmental requirements for the protection of the City's natural resources and protected species.

<b>Mission Element #3</b>	<i>To provide for the safety and welfare of its residents.</i>
---------------------------	--

<b>Measurable Goal</b>	<i>Continue implementation of the City's Land Development Code.</i>
------------------------	---

**Action /Strategies**

- Continue impartial and consistent application of the City's Land Development Code in the review and approval of each individual development plan submitted for the City's consideration.

<b>Mission Element #4</b>	<i>To provide cost-effective government.</i>
---------------------------	--

<b>Measurable Goal</b>	<i>Operate the Community Development Department within the approved operating budget for FY09.</i>
------------------------	--

**Action / Strategies**

- Examine existing conditions within the Town Center District and complete an eligibility study to determine consistency with the requirements of Florida Statutes.
- Prepare an ordinance establishing a Community Redevelopment Area for City Council's review and consideration following completion of the required eligibility study.

<b>Mission Element #5</b>	<i>To provide prompt and courteous service to all.</i>
---------------------------	--

<b>Measurable Goal</b>	<i>Provide prompt assistance to customers who submit petitions, visit, or correspond with the Community Development Department, according to targets below.</i>
------------------------	---

**Action / Strategies**

- Review petitions, coordinate staff review, complete staff reports, and submit report to the Planning Board for consideration within 30 days of submittal.
- Provide immediate assistance to customers visiting the Community Development Department.
- Answer all telephone calls by the end of the day.



### Detail of Personnel Services

Position	FY 2008 Budget	FY 2009 Budget	Salary
Director	1.00	1.00	\$94,135
City Planner	1.00	1.00	76,515
Zoning Administrator/GIS Mgr.	1.00	1.00	75,302
Planning/Zoning Technician	1.00	1.00	47,133
Administrative Assistant	1.00	1.00	43,349
Environmental Tech.	0.63	0.63	31,720
Pay for Performance Incentives			5,522
Total Full Time Equivalents	5.63	5.63	\$373,676

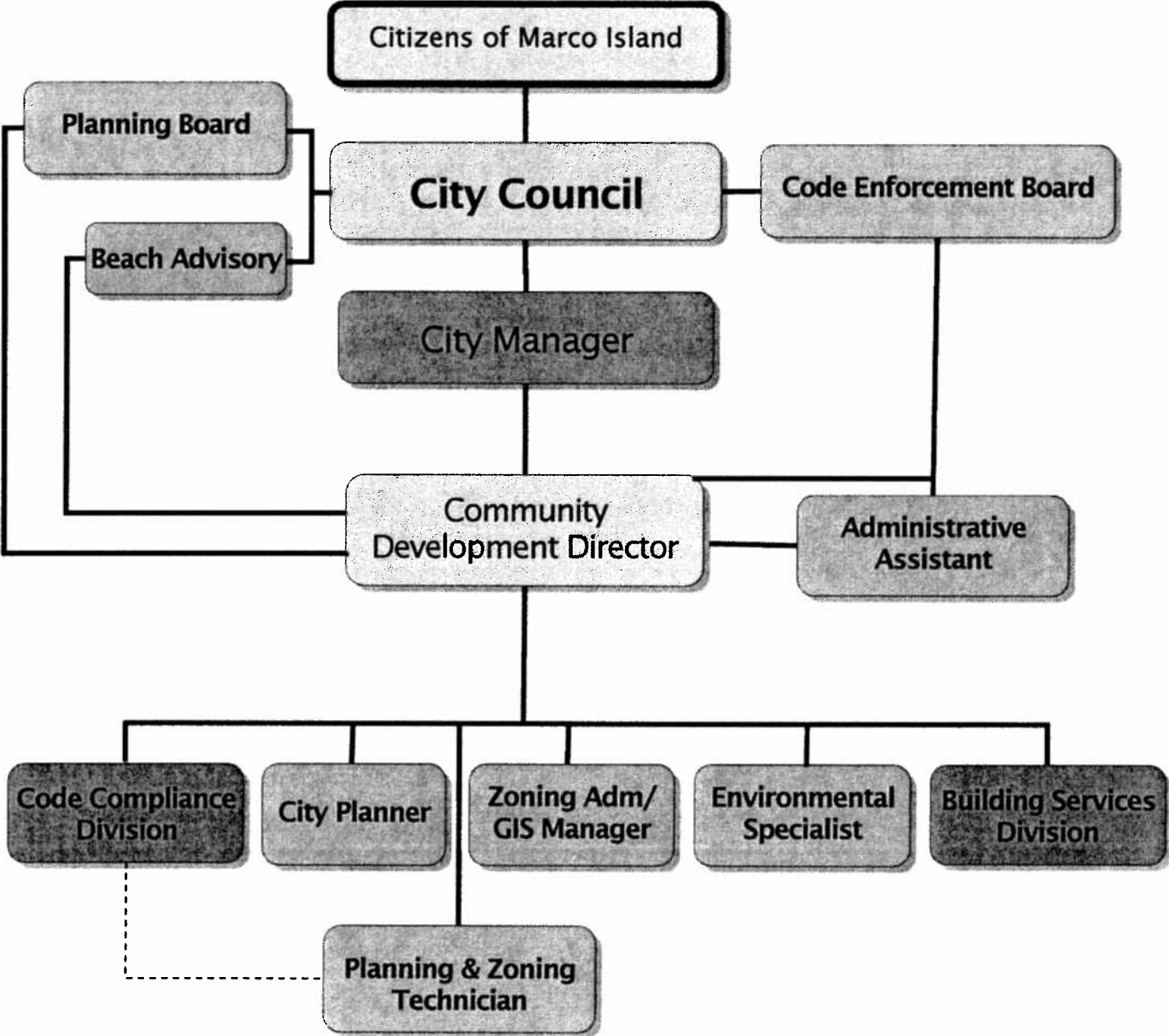
### Detail of Capital Purchases

Description	Total Cost
Total Capital Outlay	\$0.00

### Budget Summary

Description	Total Cost
Personnel Services Expenditures	\$548,135
Operating Expenses	47,440
Capital Outlay	0
Total for FY 2009	\$595,575

# Community Development Organization Chart



City of Marco Island  
 COMMUNITY DEVELOPMENT DEPT  
 EXPENSE BUDGET

100% Yr Complete

ACCOUNT #	DESCRIPTION	ACTUAL FY2007	BUDGET YTD FY2008	ACT/ENCUM FY2008	PROJECTED FY2008	BUDGET FY2009	% OF FY2007
-----							
COMMUNITY DEVELOPMENT							
9515							
0015151200	WAGES	340,155	382,389	372,613	375,000	373,676	98 %
0015151400	OVERTIME	1,846	500	610	1,000	500	100 %
0015151500	LONGEVITY PAY	0	0	0	0	6,000	0 %
0015151550	SAFETY/PERFORMANCE AWARDS	2,215	0	0	0	0	0 %
0015152000	BENEFITS	86,383	118,653	92,411	100,000	115,955	98 %
0015152100	FICA TAXES	31,588	33,495	33,391	32,000	33,596	100 %
0015152200	RETIREMENT	15,266	19,119	16,260	18,000	18,408	96 %
TOTAL PERSONNEL SERVICES:		477,454	554,156	515,285	526,000	548,135	99 %
-----							
0015153100	PROFESSIONAL SERVICES	21,000	15,000	3,000	3,000	25,000	167 %
0015153400	CONTRACTUAL SERVICES	0	0	362	0	0	0 %
0015153480	WATER QUALITY TESTING	3,861	9,000	4,420	9,000	9,000	100 %
0015153490	COLLIER COUNTY SERVICES	0	0	0	0	0	0 %
0015154000	TRAVEL PER DIEM	114	2,000	198	600	1,440	72 %
0015154100	TELEPHONE & COMMUNICATIONS	1,147	0	1,755	1,600	1,400	0 %
0015154610	VEHICLE REPAIR & MAINTENANCE	49	0	0	0	0	0 %
0015154630	EQUIPMENT REPAIR & MAINTENANCE	800	1,000	2,962	3,000	2,500	250 %
0015154700	PRINTING	1,190	1,200	1,023	1,200	1,200	100 %
0015154900	TURTLE GRANT EXPENSES	218	0	0	0	0	0 %
0015154901	MISCELLANEOUS EXPENSE	300	0	0	0	0	0 %
0015155100	OFFICE SUPPLIES	4,022	3,500	2,517	3,500	3,000	86 %
0015155200	OPERATING SUPPLIES	0	0	0	0	0	0 %
0015155210	FUEL	0	480	10	200	240	50 %
0015155220	UNIFORMS	96	300	51	200	200	67 %
0015155230	POSTAGE	82	300	161	220	260	87 %
0015155400	PUBLICATIONS & MEMBERSHIPS	2,556	2,660	2,416	2,000	2,200	83 %
0015155420	TRAINING	785	2,000	960	1,000	1,000	50 %
0015159099	CONTINGENCY	0	0	0	0	0	0 %
TOTAL OPERATING EXPENSES:		36,220	37,440	19,835	25,520	47,440	127 %
-----							
0015156400	EQUIPMENT PURCHASES	1,111	0	0	0	0	0 %
TOTAL CAPITAL OUTLAY:		1,111	0	0	0	0	0 %
-----							
GRAND TOTAL FOR DEPARTMENT:		514,785	591,596	535,120	551,520	595,575	101 %
-----							

# Code Compliance

## Mission Statement

*To provide Marco Island property owners with prompt, courteous service in response to code compliance violations; to investigate 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.*

The Code Compliance Division is charged with enforcing various codes and ordinances that directly impact the appearance and public welfare of the community. The Division addresses their duties through proactive observations and in response to complaints received. The Division also reviews existing codes and proposes changes that are deemed necessary to further enhance the well being of the community. The Code Compliance Division currently has two salaried positions: the Chief of Code Compliance and a Code Compliance Officer.



## Accomplishments

- Investigated an average of 429 alleged violations per month; opened an average of 323 cases per month.
- Prepared 94 cases for hearings before the Code Enforcement Board for an average of 12 cases per hearing.
- Completed special patrols for right-of-way obstructions, neon signs, business lighting, and real estate signs.
- Conducted special patrols for irrigation violations, resulting in 536 notices for illegal watering as of May 31, 2008.
- Continued enforcement of environmental violations such as protection of endangered species (sea turtles, gopher tortoises, and burrowing owls), illegal vegetation removal, and illegal dumping.
- Investigated 119 violations for seawalls which require replacement.
- Investigated 70 abandoned homes and created procedures to treat swimming pools not being maintained.
- Investigated 400 properties without adequate pool barriers, resulting in 127 violations.

## Goals & Objectives

<b>Mission Element #1</b>	<i>To uphold the upscale community atmosphere.</i>
---------------------------	--

<b>Measurable Goal</b>	<i>Enforce the City's Code of Ordinances with coordination with the City's Code Enforcement Board as necessary, see targets below.</i>
------------------------	--

### Action Plans/Strategies

- Issue Notices of Violation, schedule cases for consideration by the Code Enforcement Board when necessary, and implement orders of the Code Enforcement Board promptly and impartially.

<b>Mission Element #2</b>	<i>To enhance its natural beauty and to promote architectural harmony.</i>
---------------------------	--

<b>Measurable Goal</b>	<i>Continue to achieve compliance with adopted City codes through proactive monitoring, inspections, and investigations.</i>
------------------------	--

### Action Plans/Strategies

- Continue to investigate activities that impact the appearance of the community, including:
  - Right-of-way obstructions;
  - Unlawful lawn irrigation;
  - Litter and debris at construction sites;
  - Commercial equipment/vehicles within residential districts; and
  - Sign violations within public rights-of-ways.

<b>Mission Element #3</b>	<i>To provide for the safety and welfare of its residents.</i>
---------------------------	--

<b>Measurable Goal</b>	<i>Enforce the City's Code of Ordinances, consistent with target below.</i>
------------------------	---

**Action Plans/Strategies**

- Pursue 95% compliance rate for code violations

<b>Mission Element #4</b>	<i>To provide cost-effective government.</i>
---------------------------	--

<b>Measurable Goal</b>	<i>Operate the Code Compliance Division within the approved operating budget for FY09.</i>
------------------------	--

**Action Plans/Strategies**

- Continue to expand and update information base of Code Compliance Division's portion of the City's website including, but not limited to, frequently asked questions; description of most common violations; forms; phone numbers; and other contact information.
- Increase community outreach activities to inform and educate the community on common code issues.

<b>Mission Element #5</b>	<i>To provide prompt and courteous service to all.</i>
---------------------------	--

<b>Measurable Goal</b>	<i>Provide prompt assistance to customers who visit or correspond with the Code Compliance Division, consistent with targets below.</i>
------------------------	---

**Action Plans/Strategies**

- Provide prompt response to complaints within 48 hours and immediate response to life safety violations.
- Answer all telephone calls by the end of the day.

### Detail of Personnel Services

Position	FY 2008 Budget	FY 2009 Budget	Salary
Chief of Code Compliance	1.0	1.0	\$62,962
Code Compliance Officer	1.0	1.0	44,780
Pay for Performance Incentives			1,616
Total Full Time Equivalents	2.0	2.0	\$109,358

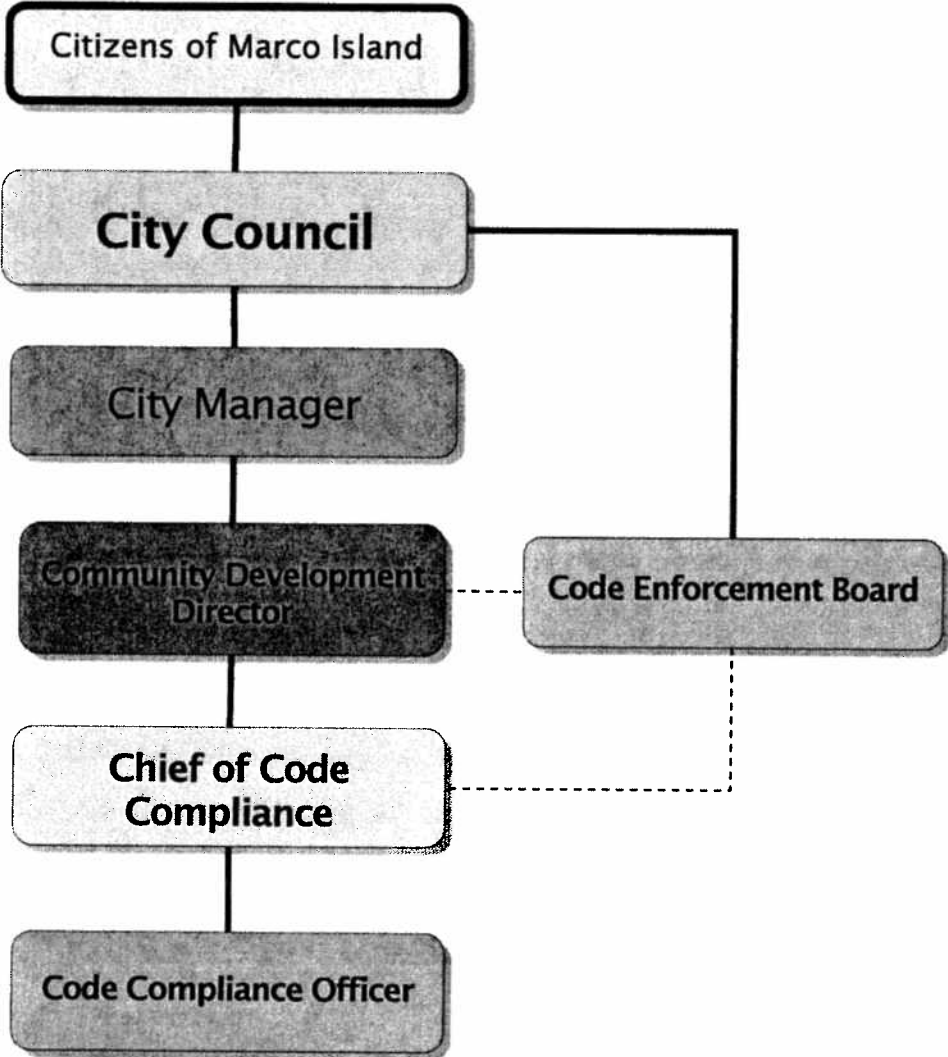
### Detail of Capital Purchases

Description	Total Cost
No Capital Purchases	\$0
Total Capital Outlay	\$0

### Budget Summary

Description	Total Cost
Personnel Services Expenditures	\$156,730
Operating Expenses	30,880
Capital Outlay	0
Total for FY 2009	\$187,610

# Code Compliance Organization Chart





City of Marco Island  
 CODE COMPLIANCE DEPARTMENT  
 EXPENSE BUDGET

100% Yr Complete

ACCOUNT #	DESCRIPTION	ACTUAL FY2007	BUDGET FY2008	YTD ACT/ENCUM FY2008	PROJECTED FY2008	BUDGET FY2009	% OF FY2007
-----							
CODE COMPLIANCE							
9520							
0015201200	WAGES	96,538	111,121	104,485	110,000	109,358	98 %
0015201400	OVERTIME	1,803	1,000	1,913	1,000	1,000	100 %
0015201500	LONGEVITY PAY	0	0	0	0	0	0 %
0015201550	SAFETY/PERFORMANCE AWARDS	935	0	0	0	0	0 %
0015202000	BENEFITS	28,948	31,592	31,405	30,000	30,606	97 %
0015202100	FICA TAXES	8,990	10,262	9,646	10,000	10,379	101 %
0015202200	RETIREMENT	5,000	5,656	5,202	5,000	5,387	95 %
TOTAL PERSONNEL SERVICES:		142,214	159,631	152,650	156,000	156,730	98 %
-----							
0015203100	PROFESSIONAL SERVICES	(7)	0	0	3,000	0	0 %
0015203400	CONTRACTUAL SERVICES	40,650	60,000	76,260	25,000	20,000	33 %
0015204000	TRAVEL PER DIEM	0	1,500	10	250	250	17 %
0015204100	TELEPHONE & COMMUNICATIONS	0	0	0	0	0	0 %
0015204610	VEHICLE REPAIR & MAINTENANCE	495	1,500	2,360	2,500	2,000	133 %
0015204630	EQUIPMENT REPAIR & MAINTENANCE	1,200	1,500	0	250	250	17 %
0015204700	PRINTING	19	1,200	74	500	500	42 %
0015204901	MISCELLANEOUS EXPENSE	0	0	0	0	0	0 %
0015205100	OFFICE SUPPLIES	3,256	2,000	1,967	2,000	3,180	159 %
0015205210	FUEL	1,743	2,000	2,015	1,600	2,500	125 %
0015205220	UNIFORMS	298	500	278	300	500	100 %
0015205230	POSTAGE	56	100	155	100	100	100 %
0015205400	PUBLICATIONS & MEMBERSHIPS	0	580	65	0	580	100 %
0015205420	TRAINING	0	0	208	208	1,020	0 %
0015209099	CONTINGENCY	0	0	0	0	0	0 %
TOTAL OPERATING EXPENSES:		47,709	70,880	83,391	35,708	30,880	44 %
-----							
0015206400	EQUIPMENT PURCHASES	2,917	0	0	0	0	0 %
TOTAL CAPITAL OUTLAY:		2,917	0	0	0	0	0 %
-----							
GRAND TOTAL FOR DEPARTMENT:		192,840	230,511	236,042	191,708	187,610	81 %
*****							

**City of Marco Island  
Annual Budget Summary  
Fiscal Year 2008 - 2009**

*General Fund*

**Fiscal Year 2009  
Annual Budget**

**PUBLIC SAFETY  
EXPENDITURES:**

Police Services 4,239,291

Fire/Rescue 4,359,320

**TOTAL EXPENDITURES \$ 8,598,611**

# Police

---

## *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.*

The Police Department is responsible for providing protection of persons and property, 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, and the delivery of emergency medical services in conjunction with the Marco Island Fire-Rescue Department and Collier County EMS.

The members of the Police Department desire 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, businesses, and visitors.



## Further Description

The Florida Department of Law Enforcement reports that 189 Uniform Crime Report (UCR) index crimes were committed in Marco Island in 2007. This is a 14.90% decrease from the 222 index crimes committed in 2006 and is 52.51% lower than the 398 index crimes committed in the City in 2000, the first year of local law enforcement in Marco Island. The Florida Department of Law Enforcement reports the crime rate in Florida cities by population (per 100,000 persons) for comparisons across community boundaries. The 2007 crime rate in Marco Island was 1,194.3. This is significantly lower than the crime rate in unincorporated Collier County (2156.4) and the City of Naples (3,926.2). [See graph below for comparison]

The Police Department continues to provide professional police services while maintaining a ratio of police officers below the state average for similar sized cities.

Municipality	Ratio*	FY2008 Crime Clearance Rate
City of Sanibel	3.81	1572.2
City of Naples	3.28	3926.2
City of St. Petersburg Beach	3.17	3817.6
City of Mt. Dora	2.84	5935.1
Avg. City 15K to 30K	2.30	N/A
City of Venice	2.12	3079.1
City of Punta Gorda	2.06	2551.0
City of Marco Island	2.00	1194.3

\*In FY 2008, the Department had thirty-two (32) law enforcement officer positions, which included the Chief and all full-time officers with arrest powers. Based on a population estimate of 16,000 residents in the City of Marco Island we have a current ratio of 2.0 officers per thousand permanent residents. *This calculation understates our actual experience, as it does not account for the increase in population during the winter season.* By calculating this ratio based on a population of 35,000 residents during season and holidays, the ratio is less than 1.0 officer per thousand residents.

While not requesting an increase in personnel, we are requesting to increase the number of supervisory personnel, specifically, from four Lieutenants to five. This request is based on increased supervisory responsibilities as the agency and community has grown since 2000. Failure to supervise is one of highest forms of governmental liability, and lack of supervision reduces the Department's effectiveness and efficiency.

We are continuing our three-year replacement schedule for police cars with the purchase of three new vehicles. It should be noted, all vehicles taken out of police service since 2000 have been turned over to the City for use in other Departments. We are requesting the replacement of the 2003 marine outboard engine on the smaller police - fire vessel (Pathfinder).

## Accomplishments

- Crime decreased 14.9%.
- The crime clearance rate in 2007 was 22.2%.
- Citizen contacts +6%.
- Traffic Citations +3%.
- Traffic / Trespass Warnings, and Field Interviews +13%.
- Cooperated with numerous community organizations to assist with special events. These organizations and events include:
  - Parks and Recreation Department – Safety City, Police Youth Academy, etc.
  - Tommie Barfield Elementary School/Charter Middle School-Numerous events.
  - Marco Island Chamber of Commerce – Leadership Marco.
  - Christmas Island Style – Christmas events.
  - Marco Island Civic Association – Various special events.
  - Marco Police Foundation – Neighborhood Watch.
  - American Cancer Society – Relay for Life.

## Goals & Objectives

<b>Mission Element #1</b>	<i>To uphold the upscale community atmosphere.</i>
---------------------------	--

<b>Measurable Goal</b>	<i>Maintain the desired high quality of life throughout the City through specialized programs and equipment as described below.</i>
------------------------	---

### Action Plans / Strategies

#### Specialized Programs:

- In addition to customary proactive and visible patrol throughout our entire City, conduct 40,000 high intensity residential and business checks in.
- Continue to assign one officer as a School – Community Resource Officer to interact with Marco Island youth, community schools, and other organizations.
- Increase the understanding of the local criminal justice system and processes by providing instructor(s) for a pilot Citizen's Police Academy for 12 adults.
- Increase the understanding of the local criminal justice system and processes by providing an instructor(s) for two summer Police / Fire Youth Academies (in conjunction with the Parks and Recreation Department) for twenty-four youth.
- Instruct (in conjunction with the Parks and Recreation Department) one pre-school and one pre-summer safe bicycling class for Island youth.
- Convey crime prevention strategies to residents, businesses, and visitors in our community with both incident specific communications and with general crime prevention information.

#### Equipment:

- Maintain / Equip 100% of all marked police patrol vehicles and vessels with comprehensive first-aid kits including automatic external defibrillators.
- Maintain / Equip 100% of all marked police patrol vehicles with radar speed detection devices and pursuit termination devices (Stop Sticks).

<b>Mission Element #3</b>	<i>To provide for safety and welfare of its residents.</i>
---------------------------	--

<b>Measurable Goal</b>	<i>Maintain a lower crime rate and higher clearance rate in comparison to similar Florida cities (Sanibel, Naples, St. Petersburg Beach, Mt. Dora, Venice, and Punta Gorda) and unincorporated Collier County.</i>
------------------------	--

**Measurable Sub-Goals:**

- Conduct 730 hours radar or lidar (electronic speed measurement device) patrols.
- Provide training necessary to obtain "lidar certification" for 50% of all patrol officers.
- Deploy our radar/message sign trailer 292 days (80% of year) to educate drivers and raise their awareness regarding traffic and pedestrian safety.
- With respect to UCR Part I Crimes increase clearance rate, as measured by the Uniform Crime Reports, to 24%.
- With respect to UCR Part II Crimes, maintain a clearance rate, as measured by the Uniform Crime Reports, of 70%.
- Attend 80% of all COMSTAT meetings (bi-weekly information sharing meetings with the Collier County Sheriff, Naples Police Department, and other regional agencies).
- Attend 80% of all SOSIG meetings (monthly information sharing meetings with the U.S. Coast Guard and other marine law enforcement agencies).

**Action Plans / Strategies**

- Continue to assign one officer to marine patrol duties, providing waterway coverage twelve shifts per month.
- Regularly assign officers to focus on traffic enforcement at accident, congestion, or violation prone locations within the City, with instructions to issue warnings and citations.
- Provide training necessary to obtain "radar certification" for all patrol officers.
- Provide standardized sobriety field test (DUI) training to all patrol officers.
- Provide standardized sobriety field test (BUI) training to all marine officers.
- Develop a program to educate drivers on the dangers associated with private property parking crashes.
- Host, in conjunction with our other marine law enforcement partners, one boating safety day annually.
- Provide continuing education in advanced traffic crash investigation training for three officers.
- Continue to staff the Investigative section with two full-time Detective positions.
- Increase community awareness about the importance of reporting suspicious activities to the police and practicing crime prevention techniques.

<b>Mission Element #4</b>	<i>To provide cost-effective government</i>
---------------------------	---

<b>Measurable Goal</b>	<i>Manage the Police Department within the approved operating budget for FY09.</i>
------------------------	--

**Action Plans / Strategies**

- Expand our Community Service Volunteer program from six individuals to eight (+25%).
- Expand our Volunteer Reserve Officers program from four officers to five officers (+20%).
- As a collateral duty, maintain the assignment of a police officer to coordinate activities of Police Foundation volunteers.
- As a collateral duty, maintain the assignment of a police officer to coordinate the efforts of our volunteer Neighborhood Watch group.
- To increase efficiency, reduce duplication of effort, and maximize resources, actively participate in community partnerships with (not limited to):
  - Chamber of Commerce
  - Charter Middle School
  - Collier County Sheriff
  - Department of Juvenile Justice
  - Department of Children and Families
  - State Attorney's Office
  - Tommie Barfield Elementary School
  - Naples Police Department
  - United States Drug Enforcement Administration
  - United States Department of Homeland Security
  - United States Coast Guard & Coast Guard Auxiliary
  - YMCA
- Utilize various mediums such as internet, message boards, etc. to communicate with residents, businesses, and visitors to keep all informed about current crime trends and crime prevention tactics.

<b>Mission Element #5</b>	<i>To provide prompt and courteous service to all.</i>
---------------------------	--

<b>Measurable Goal</b>	<i>Respond to all calls for service in a timely manner based on call type and volume.</i>
------------------------	---

**Action Plans / Strategies**

- Conduct annual training and bi-annual and on-demand review of service delivery.
- Response time analysis conducted bi-annually, which includes a review of .5% (random sample) of all emergency and routine calls for service, specifically reviewing the elapsed time from dispatched call for service to Officer arrival at scene.

- Dispatch time analysis conducted bi-annually, which includes a review of .5% (random sample) of all emergency and routine calls for service, specifically reviewing the elapsed time from Operator intake of call to Officer dispatch.
- With respect to call to dispatch response time, conduct a quarterly review of 1% (random sample) of all emergent and routine calls for service.
- Conduct annual training emphasizing Department's mission statement, goals and objectives, and policies and procedures affiliated with service delivery.
- Conduct prompt and thorough review of all inquires regarding service delivery.



## Detail of Personnel Services

Position	FY 2008 Budget	FY 2009 Budget	Salary
Chief of Police	1.0	1.0	\$101,841
Administrative Assistant	1.0	1.0	38,358
Records Clerk	1.0	1.0	36,903
Police Captain	1.0	1.0	96,013
Police Lieutenants	4.0	5.0	407,396
Police Officers	26.0	25.0	1,508,670
Crime Victim Advocate Grant	0.50	0.50	31,941
Property/Evidence Technician	0.50	0.50	17,638
Maintenance Worker	0.50	0.50	16,234
Pay for Performance Incentives			31,306
Total Full Time Equivalents	35.5	35.5	\$2,286,300

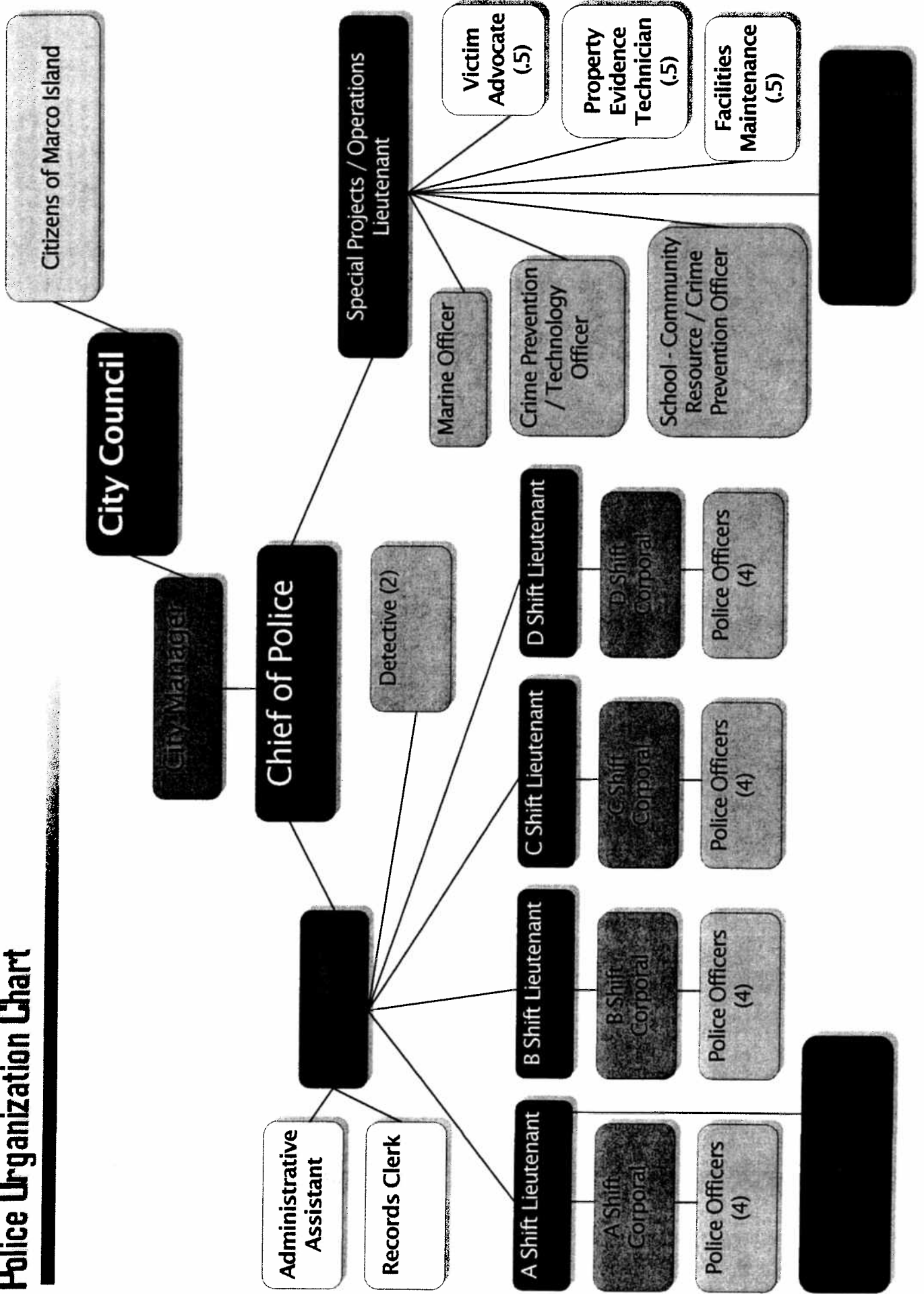
## Detail of Capital Purchases

Description	Total Cost
Replacement Vehicles w/Equipment (3)	\$117,000
Replacement Vessel Motor	10,000
Radios, Mobile Laptops (3)	16,500
Bridge Camera Project (Forfeiture Funds)	100,000
Auto. External Defibrulators (1)	1,500
Total Capital Outlay	\$245,000

## Budget Summary

Description	Total Cost
Personnel Services Expenditures	\$3,336,511
Operating Expenses	657,780
Capital Outlay	245,000
Total for FY 2009	\$4,239,291

# Police Organization Chart



City of Marco Island  
POLICE SERVICES  
EXPENSE BUDGET

100% Yr Complete

ACCOUNT #	DESCRIPTION	ACTUAL FY2007	BUDGET FY2008	YTD ACT/ENCUM FY2008	PROJECTED FY2008	BUDGET FY2009	% OF FY2007
-----							
POLICE SERVICES							
9521							
0015211100	SUPERVISOR SALARIES	179,616	199,483	169,208	180,000	198,348	99 %
0015211201	POLICE OFFICER WAGES	1,710,697	1,870,461	1,856,590	1,800,000	1,944,762	104 %
0015211202	C.O.P.S. GRANT PERSONNEL	0	0	0	0	0	0 %
0015211300	SUPPORT STAFF WAGES	94,977	140,886	110,680	120,000	143,190	102 %
0015211400	OVERTIME	99,979	88,000	92,661	88,000	88,000	100 %
0015211500	LONGEVITY PAY	0	4,000	0	4,000	28,000	700 %
0015211550	SAFETY/PERFORMANCE AWARDS	9,900	15,000	11,300	15,000	0	0 %
0015212000	BENEFITS	326,940	337,878	343,934	325,000	335,342	99 %
0015212100	FICA TAXES	167,987	176,739	180,008	170,000	191,030	108 %
0015212200	RETIREMENT	373,607	323,174	231,424	325,000	407,839	126 %
TOTAL PERSONNEL SERVICES:		2,963,703	3,155,621	2,995,805	3,027,000	3,336,511	106 %
-----							
0015213100	PROFESSIONAL SERVICES	1,656	5,000	2,790	1,650	3,500	70 %
0015213400	CONTRACTUAL SERVICES	23,520	46,600	30,578	12,500	43,510	93 %
0015213490	COLLIER COUNTY SERVICES	180,000	191,000	180,000	180,000	189,000	99 %
0015213500	INVESTIGATIONS	3,724	10,000	2,032	2,500	5,000	50 %
0015214000	TRAVEL PER DIEM	17,817	15,000	9,510	7,300	10,000	67 %
0015214100	TELEPHONE & COMMUNICATIONS	36,548	50,000	23,247	25,000	35,320	71 %
0015214300	UTILITIES	13,015	31,200	45,794	38,600	45,000	144 %
0015214400	RENTALS & LEASES	7,129	9,000	8,210	8,000	6,000	67 %
0015214500	INSURANCE	0	0	0	0	0	0 %
0015214610	VEHICLE REPAIR & MAINTENANCE	65,291	44,500	54,210	75,000	77,500	174 %
0015214620	BUILDING REPAIR & MAINTENANCE	2,742	28,150	14,893	12,375	27,600	98 %
0015214630	EQUIPMENT REPAIR & MAINTENANCE	8,916	9,500	12,031	16,925	11,000	116 %
0015214660	MARINE EXP-REPAIRS/MAINT	9,199	20,000	15,085	18,000	20,000	100 %
0015214700	PRINTING	3,102	2,500	135	350	1,500	60 %
0015214810	PUBLIC EDUCATION & GOODWILL	2,965	4,800	3,967	4,500	4,800	100 %
0015214901	MISCELLANEOUS EXPENSE	1,205	0	166	136	0	0 %
0015214920	DOT DUI GRANT EXPENSES	0	0	0	0	0	0 %
0015214960	COPS MORE GRANT	0	0	199	0	0	0 %
0015214970	ISLAND DRUG REDUCTION GRANT	1,795	0	2,467	2,467	0	0 %
0015214990	FEDERAL EQUITABLE SHARING AGRE	141,937	50,000	36,581	21,603	0	0 %
0015215100	OFFICE SUPPLIES	18,353	18,000	14,337	16,027	10,000	56 %
0015215200	OPERATING SUPPLIES	21,546	30,500	33,840	27,000	30,600	100 %
0015215210	FUEL	79,060	65,000	86,790	86,095	87,000	134 %
0015215220	UNIFORMS	20,762	22,000	23,726	17,500	17,000	77 %
0015215230	POSTAGE	1,021	1,200	1,002	1,150	600	50 %
0015215280	MARINE EXPENSE-FUEL	6,361	17,000	12,501	13,000	17,000	100 %
0015215290	SOLID WASTE DISPOSAL	1,416	3,500	1,538	2,100	1,600	46 %
0015215291	LEE COUNTRY SOLID WASTE DISPOS	50	0	0	0	0	0 %
0015215400	PUBLICATIONS & MEMBERSHIPS	2,287	4,075	2,416	2,800	2,450	60 %
0015215420	TRAINING	9,514	17,000	7,110	6,000	11,800	69 %
0015219099	CONTINGENCY	0	0	0	0	0	0 %
TOTAL OPERATING EXPENSES:		680,933	695,525	625,156	598,578	657,780	95 %
-----							
0015216400	EQUIPMENT PURCHASES	124,778	266,000	131,043	219,000	245,000	92 %
TOTAL CAPITAL OUTLAY:		124,778	266,000	131,043	219,000	245,000	92 %
-----							
GRAND TOTAL FOR DEPARTMENT:		3,769,414	4,117,146	3,752,003	3,844,578	4,239,291	103 %
=====							

# Fire-Rescue

---

## *Mission Statement*

*The mission of the Marco Island Fire-Rescue Department is to exceed your expectations of fire suppression and life safety services, to augment and provide emergency medical services, and deliver safe and quality emergency and prevention services to all persons within the City of Marco Island.*

*As a Team since 1965, We Have, and We Will Continue to Dedicate our lives to preserve Your:*

- Life
- Health
- Safety and
- Property

*"Everyone goes home."*

The Fire-Rescue Department is entering its 44<sup>th</sup> year of service to Marco Island. The personnel provide firefighting, emergency medical services, marine rescue, dive rescue and hazardous material response.

The major issue continuing to face the department is the need of staffing to keep up with high life hazard associated with multifamily mid and high rise buildings, resorts and an aging population. The history of the department shows that in the last 10 years the department has placed one additional person on each shift and there is a need to provide at least one additional engine per day to come close to National recommended standards. In 2007 there were 847 times outside emergency units were needed to assist. This resulted in delays of medical care and safe firefighting operations. This department fully understands the needs and wishes of citizens for comprehensive services and continues to present various solutions of funding and options of service delivery to assist in meeting a safe proper service level.



## Responsibilities of the Fire- Rescue Department

- Provide emergency services to 15,000-40,000 residents and visitors daily.
- Provide fire and emergency service response to 6,788 single family homes, 11,019 condominium/hotel/timeshares and approximately 874 registered businesses.
- Provide response to auto and boat accidents. There are approximately 28,000 vehicle trips over the bridge daily and 6,000 registered boats.
- Maintain appropriate response times to approximately 3,000 emergency requests for assistance.
- Provide primary fire and rescue marine services to all offshore and inland waterways.
- Provide primary hazardous material and weapon of mass destruction response as part of regional team to all of Collier County and secondary response to 10 surrounding counties.
- Primary responsibility as emergency management operations coordinator for hurricanes.
- Oversee and help coordinate 93 Community Emergency Response Team volunteers, which assist during disasters with medical, search and rescue as well as being trained in damage assessment.
- Review plans and permit all construction in multifamily and commercial structures to ensure compliance to state fire codes.
- Inspect all permitted work in commercial and multifamily buildings to ensure compliance.
- Provide training to contractors and other interested groups on fire code compliance.
- Provide education on various subjects, medical, hurricane, fire prevention, fire operations, and safety to schools, organizations and individuals upon request.
- Provide mutual aid fire and EMS services to requesting agencies outside of Marco Island.

## Accomplishments

- In 2007 responded to 2911 emergency calls for service.
- In 2007 completed 2,847 fire inspections, 1,042 plan reviews, 312 contractor meetings, and coordinated 30 public education events.
- Fire-Rescue helped develop proposal for Fire-Rescue Assessment as an alternative funding source as discussed in budget workshops.
- Fire Rescue Community Emergency Response Team (CERT) has been expanded and now includes 92 members. The team was trained to help Community Development Department with damage assessment reports post hurricane or storm events.
- Completed agreement and began construction to place Fire/Police boat on lift at Caxambas Park.
- Participated with Councilman Waldack in Countywide consolidation talks with all Fire-Rescue and EMS agencies as an option of service delivery.
- Fire Rescue participated in the Marco Island YMCA Water Wise Program teaching third grade students from Tommie Barfield and Manatee Elementary schools water safety, pool safety, and basic first aid awareness.
- Fire Rescue personnel responded to multiple major brush fire incidents in Lee and Collier Counties in one of the worst fire years including the Golden Gate major incident.
- The City of Marco Island and the Fire-Rescue Department created and instituted a countywide high-rise firefighting operational procedure and is helping coordinate the training of all departments.
- Successful in obtaining additional grant funds and equipment for hazardous material team.
- Participated in possible merger meetings with Collier County for better utilization of resources and EMS tax dollars and in a countywide workgroup looking at the pros and cons of a countywide Fire/EMS Agency.

- Participated in alternative funding meetings with Collier County EMS to help alleviate the taxpayers of Maco Island being a primary revenue source for needed EMS growth units in other areas of Collier County.

## Staffing

In 2008 the Fire Rescue Department had 35 FTE positions. Since incorporation the department has placed one additional person per shift. The Department staffing has not kept up with growth or demands and, in previous budgets, has presented the need to place an additional three-person engine crew per shift to provide safe service and meet the service demands. In FY 2007, one person was added per shift and it is requested that a plan to hire and staff an engine crew between FY 09/10 be put in place.

## Goals & Objectives

<b>Mission Element #3</b>	<i>To provide for safety and welfare of its residents.</i>
---------------------------	--

<b>Measurable Goal</b>	<i>Reduce the number of times that Isles of Capri and East Naples fire units provided response or standby on Marco Island from 530 to less than 250 times over a two-year period.</i>
------------------------	---

### Action Plans / Strategies

- Create a staffing plan to place one additional Engine Crew in service over the next two years to help meet safe recommended staffing levels per NFPA 1710.
- Place one Firefighter/Paramedic per shift mid year FY09 on duty.
- Staff a quick response vehicle with two individuals and respond with rescue when available, reducing engine responses.
- By end of FY10, have necessary personnel and staffing to maintain two engines and aerial in service 24/7.
- Address in contract negotiations acting positions to facilitate engines.
- Monitor dropped calls and delay of response on a monthly basis.

<b>Measurable Goal</b>	<i>Reduce the average response time in season to Hideaway and the north part of the island below 6 minutes in 30% of calls.</i>
------------------------	---

### Action Plans / Strategies

- Relocate Engine to the training station between 9 AM and 9 PM daily during season.
- Review call data on a monthly basis to adjust for trends.

<b>Measurable Goal</b>	<b><i>Increase EMS and Fire training to ensure operational safety and performance to target levels below.</i></b>
------------------------	---

**Measurable Sub-Goals**

- Certify 100% of all paramedics in Pediatric Advanced Life Support.
- Certify 100% of all paramedics in Advanced Trauma Life Support.
- Recertify all divers and provide one additional diver per shift.
- Train one additional boat operator per shift.
- Utilize 100% of available state grant funds for hazardous materials training. FY08 had \$50,000 availability; FY09 grant will be determined in December.

**Action Plans / Strategies**

- Develop and train all personnel in ventilation and search for rapid search and rescue.
- Utilize existing employee expertise for consistency of training by using overtime thus reducing need for full time training officer.
- Develop inter-agency training position splitting costs with Naples/other departments for full time training position in FY10.

<b>Measurable Goal</b>	<b><i>Increase operational safety in high-rise structures through pre-fire plans to target level below.</i></b>
------------------------	---

**Action Plans / Strategies**

- Update 50% of pre-fire plans on all high-rise structures inclusive of standpipe sprinkler system testing.

<b>Measurable Goal</b>	<b><i>Reduce response of both Fire and EMS apparatus to emergency calls by 10% first year.</i></b>
------------------------	--

**Action Plans / Strategies**

- Implement agreement with Collier County EMS to allow single unit response to certain types of calls.
- Take proposed call screening protocol and implement as beta site on Marco Island.
- When possible staff quick response vehicle to accompany EMS transport vehicle.

<b>Measurable Goal</b>	<b><i>Replace 20-year-old fire engine with reliable vehicle reducing current need of borrowing other jurisdiction's vehicles and the associated liability.</i></b>
------------------------	--

**Action Plans / Strategies**

- Spec out vehicle from existing bid.
- Develop lease agreement for Advanced Life Support Engine providing for no payment year one with full lease or lease purchase option over five to seven years.
- Do not put needed \$25,000 into 20-year-old vehicle's repair needs.

<b>Measurable Goal</b>	<b><i>Teach 100% of Middle School Sixth Grade Students CPR.</i></b>
------------------------	---

**Action Plans / Strategies**

- Work with Marco Island Charter Middle School and coordinate CPR classes for approximately 250 children.
- Complete the class by the end of the school year.

<b>Measurable Goal</b>	<b><i>Provide appropriate fire life safety plan review, permitting, and inspections at target level below (anticipate a total of 2,700 new construction inspections).</i></b>
------------------------	---

**Action Plans / Strategies**

- Complete anticipated 1,000 initial and subsequent plan reviews within three-day average.
- Complete approximately 75 occupational license inspections.
- Investigate all fires to determine cause and origin.
- Oversee and permit all special events.
- Complete 300 inspections of 1,600 current existing businesses.
- Coordinate 30 public education events.

<b>Measurable Goal</b>	<b><i>Increase the number of Building Contractor Educational Seminars from the 25 one-on-one sessions held this year.</i></b>
------------------------	---

**Action Plans / Strategies**

- Conduct two all day contractor seminars over the upcoming year on permitting and inspection issues.
- Maintain the current 25 one-on-one sessions.
- Adjust topics during the year to meet educational needs.

<b>Mission Element #4</b>	<b><i>To provide cost-effective government.</i></b>
---------------------------	---

<b>Measurable Goal</b>	<b><i>Operate the Fire-Rescue Department within the approved operating budget for FY09.</i></b>
------------------------	---

**Action Plans / Strategies**

- Begin negotiations with Collier County to increase fee in FY10.
- Consider use of in kind service or personnel in place of fee.
- Implement agreement.

<b>Measurable Goal</b>	<b><i>Complete analysis of Single Family Resort Dwelling Inspections to determine need for full time inspector, overtime personnel, or contract personnel.</i></b>
------------------------	--

**Action Plans / Strategies**

- Determine number of possible units on island.
- Prepare analysis based upon number of units for clerical and inspection needs.
- Review options of full time inspector/use of overtime/or contract personnel to meet requirements.
- Implement plan.



<b>Measurable Goal</b>	<i>Reduce or maintain utility costs at current level.</i>
------------------------	---

**Action Plans / Strategies**

- Train employees to recycle and conserve electricity.
- Attempt to obtain possible grant for solar power at fire station through CEMP.

<b>Measurable Goal</b>	<i>Obtain Fire Act and Federal Hazmat Grants at target levels below.</i>
------------------------	--

**Action Plans / Strategies**

- Attempt to again obtain \$50,000 in hazardous materials equipment and training grant.
- Apply for and obtain Fire Act Grant of \$276,275 to replace all self contained breathing apparatus and worn out cascade system. City share would be \$13,813.
- Seek industrial or private grants for firefighting equipment.
- Request County EMS grant to provide 100% funding for advanced life support, EKG monitors on fire apparatus.

<b>Measurable Goal</b>	<i>Increase fuel efficiency of two staff vehicles by 30%.</i>
------------------------	---

**Action Plans / Strategies**

- Attempt to convert two staff vehicles to alternative fuel and possible hydrogen conversion kits as beta test.
- Evaluate possible kit conversions.
- Purchase kit conversions and install.
- Evaluate effectiveness of fuel efficiency.

<b>Measurable Goal</b>	<i>Evaluate Fire Training Facility for possible relocation by Cedar Bay.</i>
------------------------	--

**Action Plans / Strategies**

- Continue talks with Cedar Bay regarding their rebuilding and relocating facility because of their desire for the property.
- Work with other City staff on possible site location for facility.
- Consider Master Plan of Veteran's Park for relocation affording a dual purpose of a community room and restroom facilities with fire station and tower.
- Implement plan with all parties concerned.

<b>Measurable Goal</b>	<i>Complete evaluation of service delivery options.</i>
------------------------	---

**Action Plans / Strategies**

- Continue talks with Collier County and Fire/Rescue agencies on consolidation.
- Continue talks with Collier County EMS on various options to recoup EMS monies or better regionalize service.

<b>Measurable Goal</b>	<i>Utilize in vehicle computers to streamline inspection process, meeting target levels below.</i>
------------------------	--

**Action Plans / Strategies**

- Use the in vehicle computer for real time inspection data on site 100% of the time.
- Send data to Building Department from field, for inspection updates real time 100%.
- Integrate Outlook for scheduling of inspections and contractors updates.
- Review and improve data monthly.

<b>Mission Element #5</b>	<i>To provide prompt and courteous service to all.</i>
---------------------------	--

<b>Measurable Goal</b>	<i>Maintain Customer Comment Cards at 98% satisfaction rating.</i>
------------------------	--

**Action Plans / Strategies**

- Continue to monitor comment cards and provide feedback to shift and crews as to performance and customers comments continuously.
- Provide personal callback from Chief to all cards with negative comments or check offs.
- Expand use of cards to permit and inspection process.
- Review overall data on a monthly basis.

<b>Measurable Goal</b>	<i>Aggressively increase organization contacts by 40%.</i>
------------------------	--

**Action Plans / Strategies**

- Have each staff member contact an organization or club and schedule a visit, talk or information session monthly.
- Review target audience and adjust.
- Provide monthly statistics.

<b>Measurable Goal</b>	<i>Reduce medical complications by 50% or greater on individual calls through "Dial Don't Drive" campaign.</i>
------------------------	--

**Action Plans / Strategies**

- Increase public awareness of the need to dial 911 and not drive to medical facilities.
- Place a minimum of one per day public service announcement concerning signs of stroke, heart attacks, jellyfish stings and other common emergencies on the Marco Island Public Access Network.
- Give out 1000 "Dial Don't Drive" bumper stickers.

<b>Measurable Goal</b>	<i>Double the Police/Fire Teen Academy Participants from FY08 level.</i>
------------------------	--

**Action Plans / Strategies**

- To provide for two separate academies of twelve participants each during the summer.

<b>Measurable Goal</b>	<i>Provide monthly permit review sessions with Community Development to improve customer feedback and avoid miscommunication.</i>
------------------------	---

**Action Plans / Strategies**

- Set a day each month for a joint staff meeting to discuss permits and plan review issues.
- Set major project plan review sessions with developers and all departments present to streamline review and process permitting.

## Detail of Personnel Services

Position	FY 2008 Budget	FY 2009 Budget	Salary
Fire Chief	1.0	1.0	\$102,593
Deputy Chief	1.0	1.0	103,272
Administrative Assistant	1.0	1.0	42,736
Division Chiefs	3.0	3.0	284,299
Captains (Company Officers)	6.0	6.0	499,628
Driver Engineers	6.0	6.0	405,376
Fire Code Official/Plans	1.0	1.0	79,825
Firefighters/Paramedics/EMTs	15.0	18.0	935,458
Fire Investigator/Inspector	1.0	1.0	55,430
Pay for Performance Incentives			75,857
<b>Total Full Time Equivalents</b>	<b>35.0</b>	<b>38.0</b>	<b>\$2,584,474</b>

## Detail of Capital Purchases

Description	Total Cost
Station 50 Bunk Room Renovations	25,000
ALS Engine-Year One	0
Boat 51 Motor Fire Department Half	10,000
Boat Communications Unit Fire Dept. Half	3,000
Cascade/SCBA Grant	15,000
Computers- Desktops	2,000
Computers-Tough Book Mobiles	6,000
Portable Radios	14,000
Vehicle Gas Conversion System	2,000
<b>Total Capital Outlay</b>	<b>\$77,000</b>

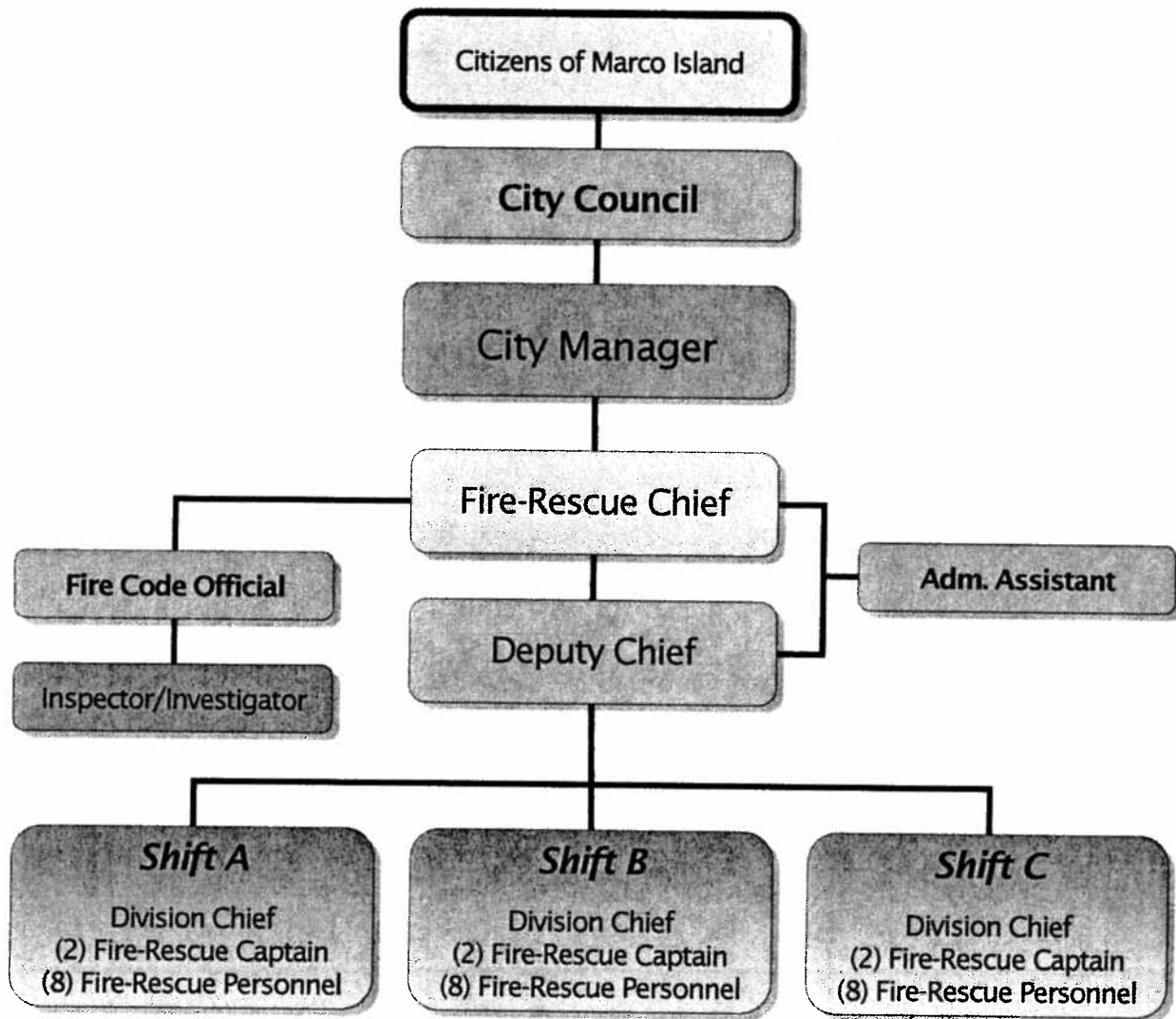
## Budget Summary

Description	Total Cost
Personnel Services Expenditures	\$3,878,330
Operating Expenses	\$403,990
Capital Outlay	\$77,000
<b>Total for FY 2009</b>	<b>\$4,500,401</b>

## FUNDING SOURCE TO FINANCE PROGRAM

Description	Total Cost
General Fund	\$4,383,001
Fire Grants	117,400
<b>Total for FY 2009</b>	<b>\$4,359,320</b>

# Fire-Rescue Organization Chart



City of Marco Island  
FIRE/RESCUE  
EXPENSE BUDGET

100% Yr Complete

ACCOUNT #	DESCRIPTION	ACTUAL FY2007	BUDGET FY2008	YTD ACT/ENCUM FY2008	PROJECTED FY2008	BUDGET FY2009	% OF FY2008
-----							
FIRE/RESCUE							
9522							
0015221100	SUPERVISOR SALARIES	191,240	346,290	213,579	185,000	354,765	102 %
0015221200	FIREFIGHTER WAGES	1,811,112	2,074,273	2,025,968	2,000,000	2,165,574	104 %
0015221300	SUPPORT STAFF WAGES	150,061	45,274	171,863	150,000	44,445	98 %
0015221400	OVERTIME	176,071	150,000	135,087	150,000	75,000	50 %
0015221500	LONGEVITY PAY	0	12,000	0	12,000	10,000	83 %
0015221550	SAFETY/PERFORMANCE AWARDS	0	0	0	0	0	0 %
0015222000	BENEFITS	470,569	504,035	485,804	450,000	515,747	102 %
0015222100	FICA TAXES	185,585	203,503	199,361	190,000	223,147	110 %
0015222200	RETIREMENT	342,522	461,731	344,575	460,000	489,652	106 %
TOTAL PERSONNEL SERVICES:		3,327,160	3,797,106	3,576,237	3,597,000	3,878,330	102 %
-----							
0015223100	PROFESSIONAL SERVICES	56,190	39,100	78,373	57,000	39,800	102 %
0015223400	CONTRACTUAL SERVICES	3,215	9,000	3,672	9,000	13,500	150 %
0015224000	TRAVEL & PER DIEM	5,540	6,000	7,357	3,900	6,000	100 %
0015224100	TELEPHONE & COMMUNICATIONS	23,416	28,000	20,821	23,000	28,000	100 %
0015224300	UTILITIES	22,710	37,140	31,265	37,140	37,140	100 %
0015224400	RENTALS & LEASES	1,467	6,440	5,361	6,440	5,000	78 %
0015224500	INSURANCE	0	0	0	0	0	0 %
0015224610	VEHICLE REPAIR & MAINTENANCE	66,352	85,600	86,687	82,000	85,600	100 %
0015224620	BUILDING REPAIR & MAINTENANCE	24,418	21,450	18,798	21,450	24,450	114 %
0015224630	EQUIPMENT REPAIR & MAINTENANCE	16,944	17,950	21,220	20,950	13,450	75 %
0015224700	PRINTING	840	3,500	2,617	3,500	2,000	57 %
0015224810	PUBLIC EDUCATION & GOODWILL	4,809	6,800	4,895	6,800	6,800	100 %
0015224901	MISCELLANEOUS EXPENSE	543	500	348	500	500	100 %
0015225100	OFFICE SUPPLIES	16,776	10,000	15,020	15,000	11,500	115 %
0015225200	OPERATING SUPPLIES	30,963	36,850	42,872	38,500	36,850	100 %
0015225210	FUEL	27,572	30,000	37,249	40,000	40,000	133 %
0015225220	UNIFORMS	14,605	10,500	9,410	10,500	10,500	100 %
0015225225	BUNKER GEAR	14,045	9,800	9,650	9,850	9,800	100 %
0015225230	POSTAGE	489	600	433	400	600	100 %
0015225265	MEDICAL SUPPLIES	8,610	7,000	6,887	7,000	8,000	114 %
0015225290	SOLID WASTE DISPOSAL	1,416	2,750	1,967	2,750	2,990	109 %
0015225400	PUBLICATIONS & MEMBERSHIPS	2,599	3,010	3,056	3,010	3,010	100 %
0015225420	TRAINING	15,174	18,500	29,834	31,195	18,500	100 %
0015229099	CONTINGENCY	0	0	0	0	0	0 %
TOTAL OPERATING EXPENSES:		358,695	390,490	437,793	429,885	403,990	103 %
-----							
0015226100	CAPITAL IMPROVEMENTS - LAND	0	37,200	4,400	32,200	0	0 %
0015226200	CAPITAL IMPROVEMENTS - BUILDIN	35,947	118,031	72,186	98,031	25,000	21 %
0015226400	EQUIPMENT PURCHASES	139,874	14,943	35,060	28,000	52,000	348 %
0015227300	LEASE ISSUANCE COSTS	0	0	0	0	0	0 %
0015227320	AMORTIZATION LEASE ISSUANCE CO	0	0	0	0	0	0 %
TOTAL CAPITAL OUTLAY:		175,821	170,174	111,646	158,231	77,000	45 %
-----							
GRAND TOTAL FOR DEPARTMENT:		3,861,676	4,357,770	4,125,677	4,185,116	4,359,320	100 %
=====							

**City of Marco Island  
Annual Budget Summary  
Fiscal Year 2008 - 2009**

*General Fund*

**Fiscal Year 2009  
Annual Budget**

**PUBLIC WORKS  
EXPENDITURES:**

Streets & Drainage 1,674,432

**TOTAL EXPENDITURES \$ 1,674,432**

# Streets Division

---

## *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.*

The Streets Division is one of four Divisions (Streets; Stormwater; Utilities; Engineering/Construction) in the Public Works Department, and is charged with the responsibility of providing fiscally sound and technically responsive services to the citizens of Marco Island.

The Streets Division is responsible for planning, designing, constructing, operating, and maintaining all public infrastructure and related facilities for the City of Marco Island. Principal infrastructure under the jurisdiction of the City includes:

- ↓ 383 roads (254 lane miles);
- ↓ 10 signalized intersections;
- ↓ 525 stop-controlled intersections;
- ↓ 2,000 streetlights;
- ↓ 100 miles of waterways;
- ↓ 15 bridges;
- ↓ Public sidewalk network;
- ↓ Right-of-way maintenance (including safety, roadway pavements, swales, etc.).





## Further Description

Essential maintenance, construction, and related services provided by the Streets Division staff include:

- Roadway and bridge repairs, street resurfacing, right-of-way debris removal, pavement rehabilitation, and sidewalk repairs;
- Traffic control and roadway safety improvements, replacing informational and regulatory roadway signs, installing new street name signs, repairing streetlights and traffic signals, and replacing waterway markers; and
- Right-of-way permitting activities, Site Development Plan reviews and an array of other incidental tasks in response to public requests.

The majority of infrastructure work and related support services are out-sourced through annual construction agreements. Qualified contractors help ensure that infrastructure construction and maintenance objectives are achieved cost-effectively, in a timely manner, and at minimal risk to the City. Contractual services provide major roadway and bridge rehabilitation projects, maintenance functions for traffic signals, roadway pavement markings, buoy and channel marker replacements, and miscellaneous utility repairs.

The department plans to outsource the following primary services:

### Professional Services

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

### Contractual Services

Street Sweeping Contract  
Streetlight Repairs  
Tree / Hazards Removal  
Roadway Pavement Markings  
Traffic Signal Repairs and Upgrades  
Debris Pick Up / Mowing of ROW  
Electrical Services  
Janitorial Services  
Temporary Worker Support Services  
Roadway / Right-of-Way Repairs

## Accomplishments

- Secured grants from the South Florida Water Management District for repair/replacement of existing storm sewer outfalls and grate inlet skimmer boxes.
- Completed North Collier Boulevard construction.
- Performed over 514 Right-of-way (ROW) inspections, final inspections for Certificates of Occupancy, and ROW modifications (i.e., driveway grades and culverts).
- Provided engineering support services to the Community Development Department. Completed detailed design reviews of numerous Site Development Plan proposals.
- Completed all budgeted drainage projects within the 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.
- 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 miscellaneous roadway repairs, including reconstruction and resurfacing.

- Participated in and provided staff support for the Waterways Advisory Committee, Bike Path Ad-Hoc Committee and the Technical Advisory Committee of the Collier County Metropolitan Planning Organization.
- Administered Adopt-a-Road Program.
- Supervised the installation of water quality inserts in 100 stormwater inlets.

## Staffing

The 2008 staffing level stands at eleven (11) persons. In 2009, we do not anticipate the need to add staff. Three persons have their cost transferred to the capital project they are working on. One person, the Director, has one half of his cost transferred to the operating utility budget. The full time personnel equivalent that is included in the operating budget is 7.75 persons.

## Goals & Objectives

<b>Mission Element #1</b>	<i>To uphold the upscale community atmosphere</i>
---------------------------	---

<b>Measurable Goal</b>	<i>Fix all identified street defects within 72 hours.</i>
------------------------	---

### Action Plans/ Strategies

- Maintain on-call contracts with local contractors.
- Inspect City roads monthly.

<b>Mission Element #2</b>	<i>To enhance its natural beauty and to promote architectural harmony.</i>
---------------------------	--

<b>Measurable Goal</b>	<i>Remove debris from roadway within 48 hours.</i>
------------------------	--

### Action Plans / Strategies

- Inspect City roads weekly.
- Respond to citizen calls within 8 hours.

<b>Mission Element #3</b>	<i>To provide for safety and welfare of its residents.</i>
---------------------------	--

<b>Measurable Goal</b>	<i>Repair all city owned streetlights within 24 hours.</i>
------------------------	--

**Action Plans/ Strategies**

- Maintain on-call contracts with local contractors.
- Train staff to maintain lights.

<b>Mission Element #4</b>	<i>To provide cost-effective government.</i>
---------------------------	--

<b>Measurable Goal</b>	<i>Operate the Streets/Drainage Department within the approved operating budget for FY09.</i>
------------------------	---

**Action Plans / Strategies**

- Meet monthly with staff to review controllable operating expenses.
- Identify lower cost alternative suppliers.

<b>Measurable Goal</b>	<i>Receive at least one SFWMD grant to lower the cost to our community to implement CIP in FY09.</i>
------------------------	--

**Action Plans / Strategies**

- Meet with SFWMD staff to demonstrate the City's commitment to complete projects on schedule.
- Timely complete grant applications.

<b>Mission Element #5</b>	<i>To provide prompt and courteous service to all.</i>
---------------------------	--

<b>Measurable Goal</b>	<i>Respond to all incoming calls by department staff within 24 hours 95% of the time.</i>
------------------------	---

**Action Plans / Strategies**

- Develop tracking method to record all incoming calls.
- Meet monthly with staff to reinforce the importance of timely response to citizen's calls.

## Detail of Personnel Services

Position	FY 2008 Budget	FY 2009 Budget	Salary
Public Works Director	1.00	1.00	\$116,613
Public Works Superintendent	1.00	1.00	68,058
Senior Project Manager	0.50	0.50	44,000
Streets/Drainage Coordinator	1.00	1.00	63,165
Grants Coordinator	1.00	1.00	47,965
Project Engineer	0.25	0.25	16,444
Maintenance Worker	1.00	1.00	38,384
Right-of-way Inspector	1.00	1.00	33,769
Vacuum Truck Operator	1.00	1.00	33,968
Pay for Performance Incentives			6,935
<b>Total Full Time Equivalents - Operations</b>	<b>7.75</b>	<b>7.75</b>	<b>\$469,301</b>
Senior Project Manager	0.50	0.50	\$43,999
Construction Manager	1.00	1.00	92,949
Project Engineer	0.75	0.75	49,331
Construction Inspector	1.00	1.00	44,620
Pay for Performance Incentives			3,464
<b>Total Full Time Equivalents - Projects</b>	<b>3.25</b>	<b>3.25</b>	<b>\$234,363</b>

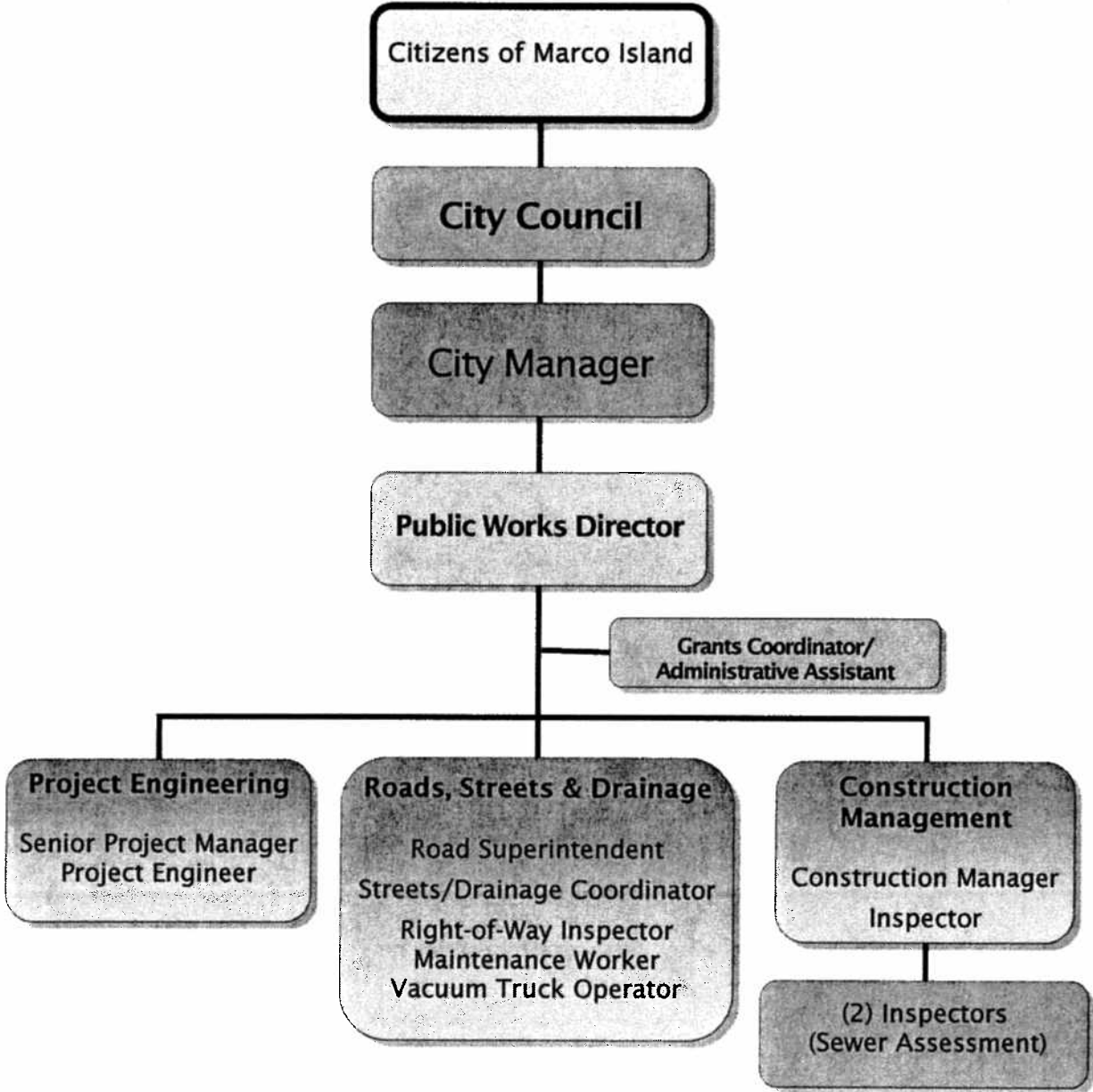
## Detail of Capital Purchases

Description	Total Cost
Vehicle - Construction Manager	\$30,000
<b>Total Capital Outlay</b>	<b>\$10,000</b>

## Budget Summary

Description	Total Cost
Personnel Services Expenditures	\$799,932
Operating Expenses	844,500
Capital Outlay	30,000
<b>Total for FY 2009</b>	<b>\$1,674,432</b>

# Streets & Drainage Organization Chart



City of Marco Island  
STREETS & DRAINAGE  
EXPENSE BUDGET

100% Yr Complete

ACCOUNT #	DESCRIPTION	ACTUAL FY2007	BUDGET YTD FY2008	ACT/ENCUM FY2008	PROJECTED FY2008	BUDGET FY2009	% OF FY2007
<b>STREETS &amp; DRAINAGE</b>							
<b>9541</b>							
0015411200	WAGES	643,498	698,031	659,284	640,000	703,664	101 %
0015411400	OVERTIME	8,950	12,000	1,929	2,000	12,000	100 %
0015411500	LONGEVITY PAY	0	0	0	0	10,000	0 %
0015411550	SAFETY/PERFORMANCE AWARDS	6,150	0	539	0	0	0 %
0015412000	BENEFITS	207,558	222,114	213,116	215,000	236,990	107 %
0015412100	FICA TAXES	56,715	62,443	56,803	60,000	59,414	95 %
0015412200	RETIREMENT	31,539	32,664	31,693	32,000	35,357	108 %
0015412900	CAPITALIZABLE PERSONNEL COSTS	(240,482)	(229,900)	(296,875)	(230,000)	(257,493)	112 %
<b>TOTAL PERSONNEL SERVICES:</b>		<b>713,929</b>	<b>797,352</b>	<b>666,488</b>	<b>719,000</b>	<b>799,932</b>	<b>100 %</b>
0015413100	PROFESSIONAL SERVICES	3,105	18,000	36,560	30,000	18,000	100 %
0015413400	CONTRACTUAL SERVICES	383,372	310,000	316,307	310,000	280,000	90 %
0015413490	COLLIER COUNTY SERVICES	0	0	0	0	0	0 %
0015414000	TRAVEL PER DIEM	1,288	2,500	530	1,000	2,500	100 %
0015414100	TELEPHONE & COMMUNICATIONS	14,083	20,000	12,630	12,000	20,000	100 %
0015414300	UTILITIES	10,986	12,000	25,373	16,000	362,000	3,017 %
0015414400	RENTALS & LEASES	0	2,000	81	0	2,000	100 %
0015414610	VEHICLE REPAIR & MAINTENANCE	21,135	18,000	17,530	18,000	18,000	100 %
0015414620	BUILDING REPAIR & MAINTENANCE	920	3,000	185	1,000	3,000	100 %
0015414630	EQUIPMENT REPAIR & MAINTENANCE	3,467	3,000	3,590	4,000	3,000	100 %
0015414700	PRINTING	273	1,000	67	0	1,000	100 %
0015414900	WATERWAYS EXPENSES	12,753	10,000	4,951	7,000	10,000	100 %
0015414901	MISCELLANEOUS EXPENSE	593	500	821	0	500	100 %
0015415100	OFFICE SUPPLIES	6,315	10,000	5,062	7,000	10,000	100 %
0015415200	ROADS & STREETS MATERIALS	41,697	70,000	48,839	70,000	70,000	100 %
0015415210	FUEL	21,284	20,000	26,893	25,000	30,000	150 %
0015415220	UNIFORMS	5,875	6,000	5,062	6,000	6,000	100 %
0015415230	POSTAGE	1,616	2,000	1,862	2,000	2,000	100 %
0015415290	SOLID WASTE DISPOSAL	0	0	0	0	0	0 %
0015415400	PUBLICATIONS & MEMBERSHIPS	3,546	1,500	1,774	2,000	1,500	100 %
0015415420	TRAINING & EDUCATION	4,923	5,000	840	2,000	5,000	100 %
0015419099	CONTINGENCY	0	0	0	0	0	0 %
<b>TOTAL OPERATING EXPENSES:</b>		<b>537,231</b>	<b>514,500</b>	<b>508,955</b>	<b>513,000</b>	<b>844,500</b>	<b>164 %</b>
0015416000	SWALLOW AVE DRAINAGE	0	0	14,000	0	0	0 %
0015416200	CAPITAL IMPROVEMENTS - BUILDIN	0	0	0	0	0	0 %
0015416400	EQUIPMENT PURCHASES	2,692	0	6,119	7,000	30,000	0 %
<b>TOTAL CAPITAL OUTLAY:</b>		<b>2,692</b>	<b>0</b>	<b>20,119</b>	<b>7,000</b>	<b>30,000</b>	<b>0 %</b>
<b>TOTAL DEBT SERVICE:</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>1,253,852</b>	<b>1,311,852</b>	<b>1,195,562</b>	<b>1,239,000</b>	<b>1,674,432</b>	<b>128 %</b>

**City of Marco Island  
Annual Budget Summary  
Fiscal Year 2008 - 2009**

*General Fund*

**Fiscal Year 2009  
Annual Budget**

**PARKS & RECREATION  
EXPENDITURES:**

Recreation	772,728
Parks Maintenance	579,257
Beautification	624,777
<b>TOTAL EXPENDITURES</b>	<b>\$ 1,976,762</b>

*Enterprise Funds:*

Recreation Enterprise Fund	175,572
Racquet Center Enterprise Fund	242,049
<b>TOTAL EXPENDITURES</b>	<b>\$ 417,621</b>

# Recreation

## *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.*

Recreation is a division of the Parks and Recreation Department. Division staff works with other City departments, private agencies, recreation service contractors, Collier County Schools, the Marco Island Civic Association, the Marco Island YMCA, the Art League of Marco Island, and the Parks and Recreation Advisory Committee in carrying out the Division mission. Administration for the Parks and Recreation Department is budgeted in the Recreation Division.

The responsibilities of the Recreation Division include:

- ↓ Administer all functions of the Parks and Recreation Department.
- ↓ Manage the Mackle Park Community Center.
- ↓ Manage use at City athletic fields.
- ↓ Develop and deliver Recreation Programs with City staff and recreation service contractors.
- ↓ Publish quarterly Recreation Program Guide.
- ↓ Maintain existing and developing new partnerships with other agencies for the delivery of recreation programs.
- ↓ Develop policy options for City Manager and City Council consideration.
- ↓ Manage contracts for the delivery of recreation programs.
- ↓ Manage capital projects.
- ↓ Special Event development and delivery.





## Accomplishments

- Successfully utilized the Recreation Enterprise Fund to deliver recreation programs at no cost to City taxpayers.
- Successfully utilized the Recreation Enterprise Fund to accept donations.
- Developed partnership with the Marco Island Civic Association, Marco Island YMCA, and Cleveland Clinic Florida to plan and deliver the Healthy Life Lecture Series in 2007-2008.
- Managed the roof replacement at the Mackle Park Community Center.
- Opened the Beach Access between the Madeira and Royal Seafarer Condominium.
- Managed the development of an improvement plan for Leigh Plummer Park.
- Began the Master Plan Project for Veterans Community Park
- Managed the Winterberry Park restroom capital project.
- Opened the Mackle Park Spray Play area.
- Managed design and construction of Mackle Park Phase 2 and Phase 3 improvements in accordance with the adopted Master Plan.
- Submitted a \$200,000 grant application to the Florida Recreation Development Assistance Program for Winterberry Park improvements. Funding decision expected in 2009.
- Opened and manage a dedicated Teen Center at the Mackle Park Community Center.
- Developed and delivered a successful AAU Travel Basketball program.
- Delivered over 60 programs for Marco Island residents.

## Goals & Objectives

<b>Mission Element #1</b>	<i>To uphold the upscale community atmosphere.</i>
---------------------------	--

<b>Measurable Goal</b>	<i>Develop and implement a container recycling program for parks and recreation facilities in FY09.</i>
------------------------	---

### Action Plans/ Strategies

- Identify proper containers for container recycling in public facilities.
- Acquire and install recycling containers in public facilities.
- Service (empty) containers weekly.
- Promote recycling with park and recreation customers.

<b>Mission Element #2</b>	<i>To enhance its natural beauty and to promote architectural harmony.</i>
---------------------------	--

<b>Measurable Goal</b>	<i>Develop tree donation program for City parks in FY09.</i>
------------------------	--

### Action Plans / Strategies

- Develop list of desired trees for City parks.
- Develop guidelines and price structure for tree donation program.
- Promote tree donation program within community.
- Plant donated trees within 30 days of receiving donations.

<b>Mission Element #3</b>	<i>To provide for safety and welfare of its residents.</i>
---------------------------	--

<b>Measurable Goal</b>	<i>Repair defects to outdoor recreation facilities and sports courts within 48 hours of identifying defect.</i>
------------------------	---

**Action Plans/ Strategies**

- Maintain service contracts with trade contractors for prompt response to service and repair calls.
- Inspect outdoor facilities and sports courts ever other day.
- Respond to customer concerns immediately.
- Perform minor repairs with in-house staff.
- Close defective facilities to the general public until they are safe for use.
- Complete Repairs

<b>Measurable Goal</b>	<i>Repair any damage to the Mackle Park Community Center within 24 hours of identifying damage.</i>
------------------------	---

**Action Plans/ Strategies**

- Maintain performance expectations for daily cleaning tasks performed by division staff.
- Maintain service contracts with trade contractors for prompt response to service/repair calls.
- Inspect building interior daily.
- Inspect building exterior, including roof, weekly.
- Respond to customer concerns immediately.
- Identify necessary repairs.
- Complete repairs.

<b>Measurable Goal</b>	<i>Offer programs and lectures that promote personal health and safety for residents in FY09.</i>
------------------------	---

**Action Plans / Strategies**

- Develop 2009 Healthy Life Lecture Series with Physicians Regional Medical Center, Marco Island Civic Association, YMCA and Orion Bank.
- Deliver Healthy Life Lecture Series during the months of January – April 2009.
- Develop 2009 Safety City and Police/Fire Academy with the Marco Island Fire Department and the Marco Island Police Department.
- Deliver the Safety City and Police/Fire Academy twice during FY09.

<b>Mission Element #4</b>	<i>To provide cost-effective government.</i>
---------------------------	--

<b>Measurable Goal</b>	<i>Manage the Recreation Division within the approved operating budget for FY09.</i>
------------------------	--

**Action Plans / Strategies**

- Discuss division expenditures at weekly staff meetings.
- Obtain competitive pricing for all products and services used by the Recreation Division.
- Reduce use of paper goods within office settings.
- Conduct quarterly review of staff efficiency.
- Provide consistent budget oversight.

<b>Mission Element #5</b>	<i>To provide prompt and courteous service to all.</i>
---------------------------	--

<b>Measurable Goal</b>	<i>Attend to customers at the Mackle Park Community Center service counter within 5 minutes of entering facility.</i>
------------------------	---

**Action Plans / Strategies**

- Require on-duty staff to be visible to customers entering the facility.
- Require staff to greet all customers as they enter the facility.
- Positively promote the community and City services to customers.
- Attend to customer needs promptly, politely and efficiently.

<b>Measurable Goal</b>	<i>Develop and implement internet registration capability for recreation programs in FY09.</i>
------------------------	--

**Action Plans / Strategies**

- Review various software applications for on-line program registration with City IT staff.
- Acquire and implement software for on-line program registration/payment.
- Promote on-line registration to customers.
- Track use of on-line registration and customer response to new service.

**Detail of Personnel Services**

<b>Position</b>	<b>FY 2008 Budget</b>	<b>FY 2009 Budget</b>	<b>Salary</b>
Parks & Recreation Director	1.0	1.0	\$102,593
Administrative Assistant	1.0	1.0	42,286
Recreation Administrative Supervisor	1.0	1.0	43,398
Recreation Program Supervisor	1.0	1.0	43,759
Recreation Leader - Teen Center	1.0	1.0	33,488
Park Attendant	2.0	2.0	51,314
Maintenance Worker	1.0	1.0	36,835
Pay for Performance Incentives			5,305
<b>Total Full Time Equivalent</b>	<b>8.0</b>	<b>8.0</b>	<b>\$358,977</b>

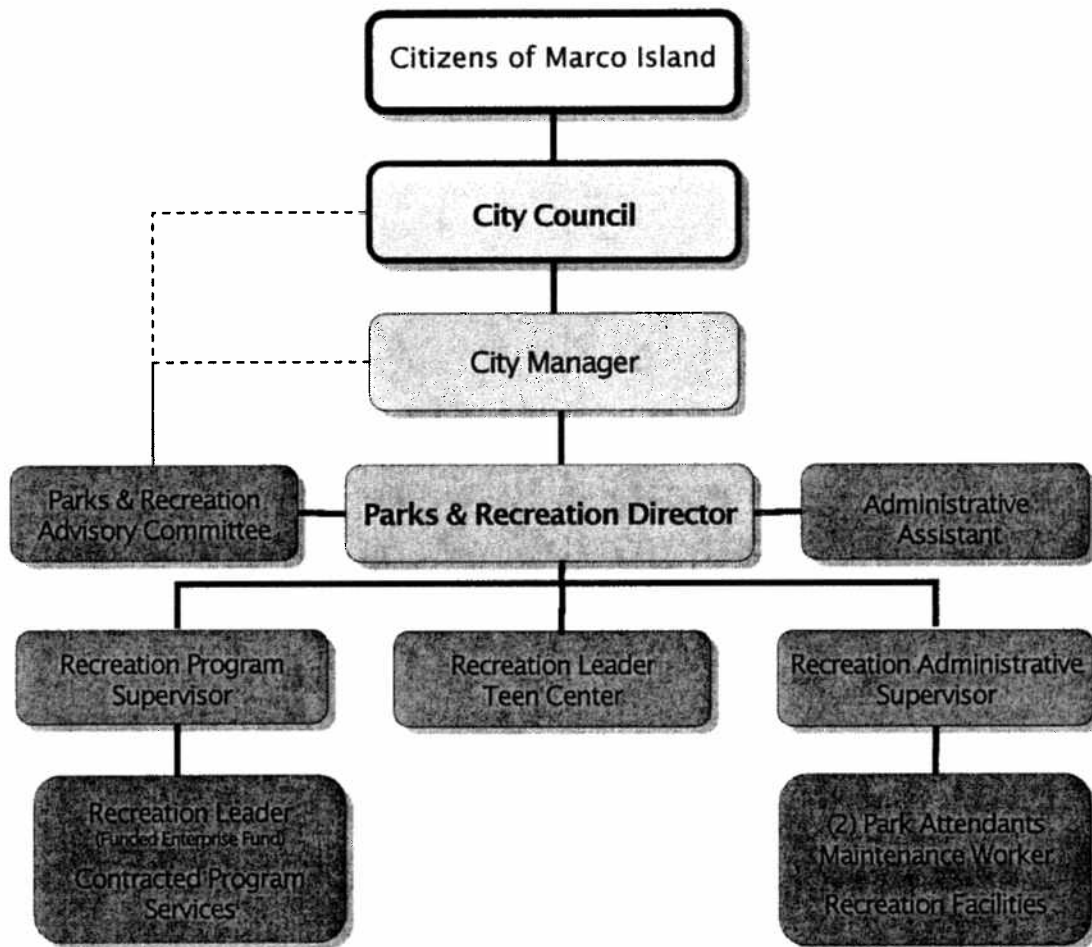
**Detail of Capital Purchases**

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

**Budget Summary**

<b>Description</b>	<b>Total Cost</b>
Personnel Services Expenditures	\$534,208
Operating Expenses	238,520
Capital Outlay	0
<b>Total for FY 2009</b>	<b>\$772,728</b>

# Recreation Organization Chart



City of Marco Island  
RECREATION DEPARTMENT  
EXPENSE BUDGET

100% Yr Complete

ACCOUNT #	DESCRIPTION	ACTUAL FY2007	BUDGET FY2008	YTD ACT/ENCUM FY2008	PROJECTED FY2008	BUDGET FY2009	% OF FY2007
RECREATION							
9572							
0015721200	WAGES	280,540	338,395	358,206	366,400	358,978	106 %
0015721400	OVERTIME	13,978	6,800	3,541	7,000	6,800	100 %
0015721500	LONGEVITY PAY	0	2,000	0	2,000	4,000	200 %
0015721550	SAFETY/PERFORMANCE AWARDS	2,948	0	0	0	0	0 %
0015722000	BENEFITS	86,065	101,665	102,238	109,000	111,720	110 %
0015722100	FICA TAXES	27,052	29,819	31,066	32,000	35,026	117 %
0015722200	RETIREMENT	13,759	17,260	16,011	19,000	17,684	102 %
TOTAL PERSONAL SERVICES:		424,343	495,939	511,062	535,400	534,208	108 %
0015723100	PROFESSIONAL SERVICES	0	0	0	0	0	0 %
0015723400	CONTRACTUAL SERVICES	7,069	4,700	4,109	4,700	5,100	109 %
0015723480	REC PROGRAMS CONTRACT SERVICES	59,785	88,500	56,714	86,000	76,000	86 %
0015724000	TRAVEL PER DIEM	1,256	3,000	1,512	3,000	3,000	100 %
0015724100	TELEPHONE & COMMUNICATIONS	4,146	4,600	8,216	8,000	4,720	103 %
0015724300	UTILITIES	4,798	10,000	5,578	8,000	11,100	111 %
0015724400	RENTALS & LEASES	8,832	12,040	10,847	12,200	12,100	101 %
0015724610	VEHICLE REPAIR & MAINTENANCE	446	1,100	8	600	1,100	100 %
0015724620	FACILITIES REPAIR & MAINTENANC	33,180	70,000	48,615	70,000	65,000	93 %
0015724630	EQUIPMENT REPAIR & MAINTENANCE	3,289	2,000	6,179	3,800	2,000	100 %
0015724700	PRINTING	17,894	23,300	15,304	20,500	23,300	100 %
0015724901	MISCELLANEOUS EXPENSE	689	0	116	54	0	0 %
0015725100	OFFICE SUPPLIES	4,837	6,600	4,626	6,200	6,600	100 %
0015725200	OPERATING SUPPLIES	20,457	22,500	21,624	23,000	22,500	100 %
0015725210	FUEL	941	1,260	808	1,100	2,000	159 %
0015725220	UNIFORMS	853	1,400	1,870	1,900	2,000	143 %
0015725230	POSTAGE	267	1,000	146	600	1,000	100 %
0015725400	PUBLICATIONS & MEMBERSHIPS	1,295	1,000	1,390	900	1,000	100 %
0015725420	TRAINING	438	0	302	102	0	0 %
0015729099	CONTINGENCY	0	55,800	0	0	0	0 %
TOTAL OPERATING EXPENSES:		170,471	308,800	187,965	250,656	238,520	77 %
0015726100	CAPITAL IMPROVEMENTS - LAND	0	0	0	0	0	0 %
0015726200	CAPITAL IMPROVEMENTS - BUILDIN	4,975	95,000	55,655	95,000	0	0 %
0015726400	EQUIPMENT PURCHASES	0	0	6,687	0	0	0 %
TOTAL CAPITAL OUTLAY:		4,975	95,000	62,342	95,000	0	0 %
GRAND TOTAL FOR DEPARTMENT:		599,789	899,739	761,370	881,056	772,728	86 %

# 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.*

Parks Maintenance is a Division of the Parks and Recreation Department. Division staff works with other City departments, Recreation Division staff, maintenance contractors, Collier County Schools, facility users, and the Parks and Recreation Advisory Committee in carrying out the Division's mission.

The responsibilities of the Parks Maintenance Division include:

- ↓ Perform grounds and landscape maintenance at all Parks, City Hall, Fire Department, Police Department, the Racquet Center, Tommie Barfield baseball and tennis facilities, and Athletic Fields.
- ↓ Perform required maintenance on playgrounds, fencing, athletic courts, and recreation equipment.
- ↓ Perform required (minor) preventive maintenance on grounds equipment.
- ↓ Manage contractors assisting with facilities, grounds and landscape management, and completing capital improvements.
- ↓ Assist with the Beautification Division projects as required.
- ↓ Assist with the setup, breakdown, and delivery of Special Events managed by the Recreation Division and other parks users.



## Accomplishments

- Successfully maintained City park and recreation facilities with low number of customer complaints.
- Assisted with the design of parks, recreation, and beautification capital projects.
- Performed all routine and emergency assignments without any lost-time injuries.
- Assisted in managing the installation of roadside tree plantings on North Collier Boulevard.
- Managed the wildflower demonstration project at Tract C and D.
- Installed new safety mulch at Kids' Cove Playground.
- Over-seeded the athletic fields at Mackle Park and Winterberry Park with perennial rye grass to provide quality playing fields during the winter months when fields receive very heavy use.
- Assisted with bid development, review and award for Beautification Maintenance contract.
- Coordinated Public Works needs for watering on various construction projects.
- Co-managed the construction of the restroom facility at Winterberry Park.
- Replaced fencing at the Tommie Barfield Baseball and Winterberry field as needed.
- Managed staining of beach access boardwalk and ramp.

## Goals & Objectives

<b>Mission Element #1</b>	<i>To uphold the upscale community atmosphere.</i>
---------------------------	--

<b>Measurable Goal</b>	<i>Provide moderate to high level of maintenance at all City parks within a five-day maintenance cycle throughout FY09</i>
------------------------	--

### Action Plans/ Strategies

- Develop maintenance plan that accounts for additional properties to be managed, scheduled public uses and changing seasonal conditions.
- Develop maintenance log.

<b>Mission Element #2</b>	<i>To enhance its natural beauty and to promote architectural harmony.</i>
---------------------------	--

<b>Measurable Goal</b>	<i>Complete funded park improvement projects within FY09.</i>
------------------------	---

### Action Plans / Strategies

- Design projects.
- Bid projects.
- Construct projects.
- Provide adequate project oversight.



<b>Mission Element #3</b>	<i>To provide for safety and welfare of its residents.</i>
---------------------------	--

<b>Measurable Goal</b>	<i>Remove hazards from landscaped park areas within 24 hours of identifying hazards.</i>
------------------------	--

**Action Plans/ Strategies**

- Inspect parks daily.
- Respond to customer concerns.
- Identify hazards.
- Remove hazards.

<b>Mission Element #4</b>	<i>To provide cost-effective government.</i>
---------------------------	--

<b>Measurable Goal</b>	<i>Manage the Parks Maintenance Division within the approved operating budget for FY09.</i>
------------------------	---

**Action Plans / Strategies**

- Discuss division expenditures at weekly staff meetings.
- Obtain competitive pricing for all products and services used by the Parks Maintenance Division.
- Conduct quarterly review of staff efficiency.
- Provide consistent budget oversight.

<b>Mission Element #5</b>	<i>To provide prompt and courteous service to all.</i>
---------------------------	--

<b>Measurable Goal</b>	<i>Respond to resident inquiries and concerns within 24 hours of first contact with resident.</i>
------------------------	---

**Action Plans / Strategies**

- Review voicemail and emails twice daily.
- Log customer inquiries and concerns from all contact with residents.
- Reply to resident within 24 hours.
- Provide follow-up to resident as necessary.

### Detail of Personnel Services

Position	FY 2008 Budget	FY 2009 Budget	Salary
Parks Superintendent	1.0	1.0	\$74,131
Parks Maintenance Worker	4.0	4.0	139,544
Pay for Performance Incentives			3,205
Total Full Time Equivalent	5.0	5.0	\$216,880

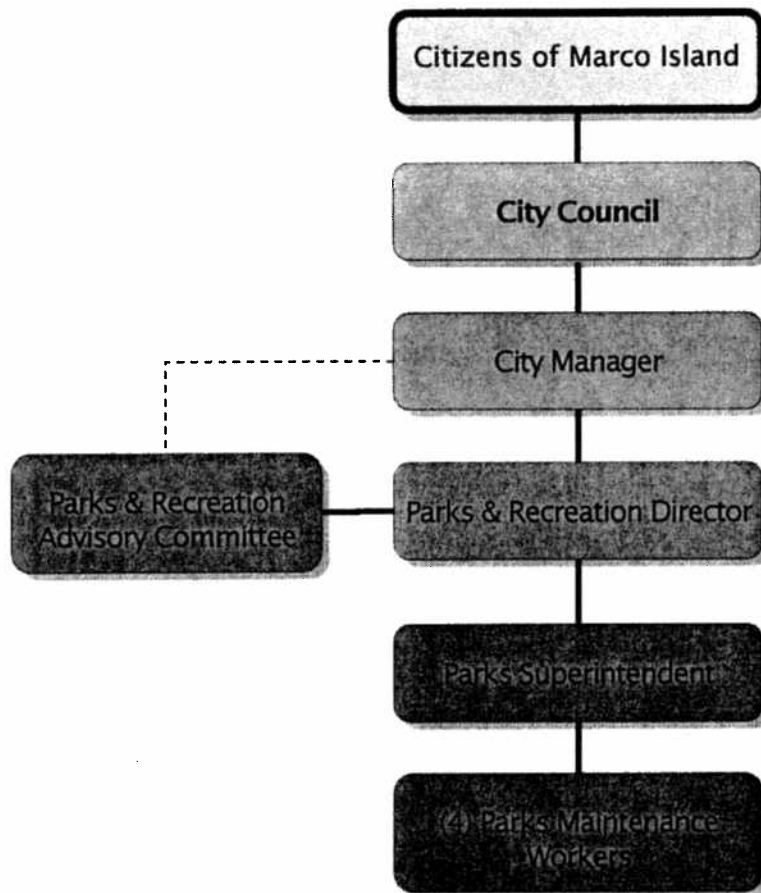
### Detail of Capital Purchases

Description	Total Cost
Small Power Tool Replacement	\$10,000
Chipper	12,500
Total Capital Outlay	\$22,500

### Budget Summary

Description	Total Cost
Personnel Services Expenditures	\$331,257
Operating Expenses	225,500
Capital Outlay	22,500
Total for FY 2009	\$579,257

# Parks Maintenance Organization Chart



City of Marco Island  
 PARKS MAINTENANCE  
 EXPENSE BUDGET

100% Yr Complete

ACCOUNT #	DESCRIPTION	ACTUAL FY2007	BUDGET YTD FY2008	ACT/ENCUM FY2008	PROJECTED FY2008	BUDGET FY2009	% OF FY2007
-----							
PARKS MAINTENANCE							
9542							
0015421200	WAGES	171,386	217,863	219,893	212,000	216,880	100 %
0015421400	OVERTIME	415	6,000	1,965	3,000	6,000	100 %
0015421500	LONGEVITY PAY	0	0	0	0	0	0 %
0015421550	SAFETY/PERFORMANCE AWARDS	1,630	0	0	0	0	0 %
0015422000	BENEFITS	58,606	74,218	72,711	72,000	76,801	103 %
0015422100	FICA TAXES	14,209	19,626	17,516	16,000	20,892	106 %
0015422200	RETIREMENT	8,192	11,193	9,788	10,000	10,684	95 %
TOTAL PERSONNEL SERVICES		254,438	328,900	321,873	313,000	331,257	101 %
-----							
0015423100	PROFESSIONAL SERVICES	0	0	0	0	0	0 %
0015423400	CONTRACTUAL SERVICES	21,051	18,000	13,745	18,500	18,000	100 %
0015424000	TRAVEL PER DIEM	0	0	20	20	0	0 %
0015424100	TELEPHONE & COMMUNIC	867	700	979	800	700	100 %
0015424300	UTILITIES	69,101	61,500	68,640	64,000	65,800	107 %
0015424400	RENTALS & LEASES	833	5,000	1,782	3,000	500	10 %
0015424610	VEHICLE REPAIR & MAINTENANCE	1,971	0	1,317	915	0	0 %
0015424620	FACILITIES REPAIR & MAINTENANCE	42,027	58,000	29,019	58,000	58,000	100 %
0015424630	EQUIP REPAIR & MAINT	3,259	9,000	5,592	6,500	9,000	100 %
0015424700	PRINTING	0	0	0	0	0	0 %
0015424901	MISCELLANEOUS EXPENSE	144	0	72	72	0	0 %
0015425200	OPERATING SUPPLIES	31,406	38,300	39,525	38,000	39,700	104 %
0015425210	FUEL	5,725	13,000	8,682	10,300	15,000	115 %
0015425220	UNIFORMS	2,461	2,500	3,306	2,400	2,500	100 %
0015425290	SOLID WASTE DISPOSAL	7,896	10,000	9,428	12,000	15,000	150 %
0015425400	PUBLICATIONS & MEMBERSHIPS	410	300	232	232	300	100 %
0015425420	TRAINING & EDUCATION	0	1,000	766	500	1,000	100 %
0015429099	CONTINGENCY	0	0	0	0	0	0 %
TOTAL OPERATING EXPENSES:		187,151	217,300	183,105	215,239	225,500	104 %
-----							
0015426100	CAPITAL IMPROVE-LAND & LAND IMP	0	0	2,400	2,400	0	0 %
0015426200	CAPITAL IMPROVEMENTS - BUILDING	0	0	0	0	0	0 %
0015426400	EQUIPMENT PURCHASES	84,822	21,400	25,392	25,392	22,500	105 %
TOTAL CAPITAL OUTLAY:		84,822	21,400	27,792	27,792	22,500	105 %
-----							
GRAND TOTAL FOR DEPARTMENT:		526,411	567,600	532,770	556,031	579,257	102 %
=====							

# Beautification

---

## *Mission Statement*

*To enhance the quality of life for Marco Island residents and visitors by providing aesthetically pleasing and well-maintained landscaped areas, within medians and public street rights-of-way, that is consistent with the tropical character and natural beauty of Marco Island.*

Beautification is a division of the Parks and Recreation Department. The Division maintains over nine miles of landscaped medians, roadside tree borders along arterial and collector streets, and performs selected maintenance at City owned cul-de-sacs.

The Department enjoys a collaborative relationship with the City's Beautification Advisory Committee. The Committee continues to advise staff on planting recommendations for future landscape and streetscape projects, improving maintenance techniques, and reviewing annual landscape budget requirements for operational and capital needs.

The Beautification Division carries out its landscape maintenance responsibilities through the use of annual service agreements. A landscape contractor performs all required landscape maintenance and replacement work and a licensed Landscape Architect and Arborist provides oversight inspection services and also prepares project designs and support specifications as requested by City staff. Inspections are completed by the Parks and Recreation Director and the Parks Superintendent.



## Areas of Responsibility

- North and South Collier Boulevard.
- Veteran’s Memorial Park at North Collier Boulevard / North Barfield Drive.
- Winterberry Drive.
- San Marco Road (Collier Boulevard to Balmoral Court).
- Bald Eagle Drive (San Marco Road to Palm Street).
- North Barfield Drive (Bald Eagle Drive to North Collier Boulevard).
- Intersection of San Marco Road /Barfield Drive.
- South Barfield Drive (South of San Marco Road).
- Jane Hittler Park.
- City gateways at the S.S. Judge Jolley Bridge and SR92.
- Roadside Boarder Landscaping/Cul-de-Sac Improvement projects funded through City’s CIP.
- Approximately 311 cul-de-sacs.

## Accomplishments

- Completed the South Collier Blvd Planting Project, between Swallow Ave. (east) and Swallow Ave. (west) through a LAP Grant and the CIP funded Roadside Border Landscaping Program.
- Installed City banners on Collier Boulevard streetlight poles in collaboration with the Beautification Advisory Committee.
- Conducted the City’s sixth annual Arbor Day celebration, in collaboration with the Beautification Advisory Committee, through the planting of trees at the Marco Island Charter Middle School.
- Developed and presented the “Marco in Bloom” Landscape Awards in collaboration with the Beautification Advisory Committee.
- Designed the roadside tree landscape project on No. Barfield Dr. between Piedmont Circle and San Marco Rd. Project will be constructed in FY09 with grant funds.
- Bid landscape maintenance contract for medians, ROW mowing, roadside tree maintenance and City owned lot mowing.
- Began review of LDC Landscape Section in collaboration with the Beautification Advisory Committee
- Developed Tree Ordinance for the care of publicly owned trees in collaboration with the Beautification Advisory Committee.
- Established a wildflower demonstration area on Tract C and D.

## Goals & Objectives

<b>Mission Element #1</b>	<i>To uphold the upscale community atmosphere.</i>
<b>Measurable Goal</b>	<i>Improve aesthetics of North Barfield Drive through at least 150 roadside tree plantings during FY09.</i>

## Action Plans/ Strategies

- Obtain final approval from the Florida DOT for the receipt of a \$240,000 grant to fund project.
- Obtain formal bids for the project.
- Inform residents in project area of planting schedule.
- Plant trees.

<b>Mission Element #2</b>	<i>To enhance its natural beauty and promote architectural harmony.</i>
---------------------------	---

<b>Measurable Goal</b>	<i>Plant additional wildflower plantings in at least 2 areas during FY09.</i>
------------------------	---

**Action Plans / Strategies**

- Select wildflower area with the Beautification Advisory Committee.
- Plant selected areas.

<b>Mission Element #3</b>	<i>To provide for safety and welfare of its residents.</i>
---------------------------	--

<b>Measurable Goal</b>	<i>Remove plantings that pose a threat to public safety within 24 hours of identifying hazards.</i>
------------------------	---

**Action Plans/ Strategies**

- Inspect planted medians and roadside trees daily.
- Respond to customer concerns immediately for landscape hazards in medians, roadside borders, and cul-de-sacs.
- Identify hazards.
- Remove hazards.

<b>Mission Element #4</b>	<i>To provide cost-effective government.</i>
---------------------------	--

<b>Measurable Goal</b>	<i>Manage the Beautification Division within the approved operating budget for FY09.</i>
------------------------	--

**Action Plans / Strategies**

- Discuss division expenditures at weekly staff meetings.
- Provide adequate oversight of contractor's maintenance performance.
- Conduct quarterly review of staff efficiency.
- Complete irrigation repairs with department staff when feasible.
- Provide consistent budget oversight.

<b>Mission Element #5</b>	<i>To provide prompt and courteous service to all.</i>
---------------------------	--

<b>Measurable Goal</b>	<i>Provide opportunities for public participation in all division design projects during FY09.</i>
------------------------	--

**Action Plans / Strategies**

- Develop public meeting schedule for all design projects.
- Invite residents to participate in public meetings for design projects.

- Consider all public comments during design development.
- Invite residents to view final design of projects prior to construction.

**Detail of Personnel Services**

Position	FY 2008 Budget	FY 2009 Budget	Salary
Parks Maintenance Worker	2.0	2.0	\$64,334
Pay for Performance Incentives			965
Total Full Time Equivalents	2.0	2.0	\$65,299

**Detail of Capital Purchases**

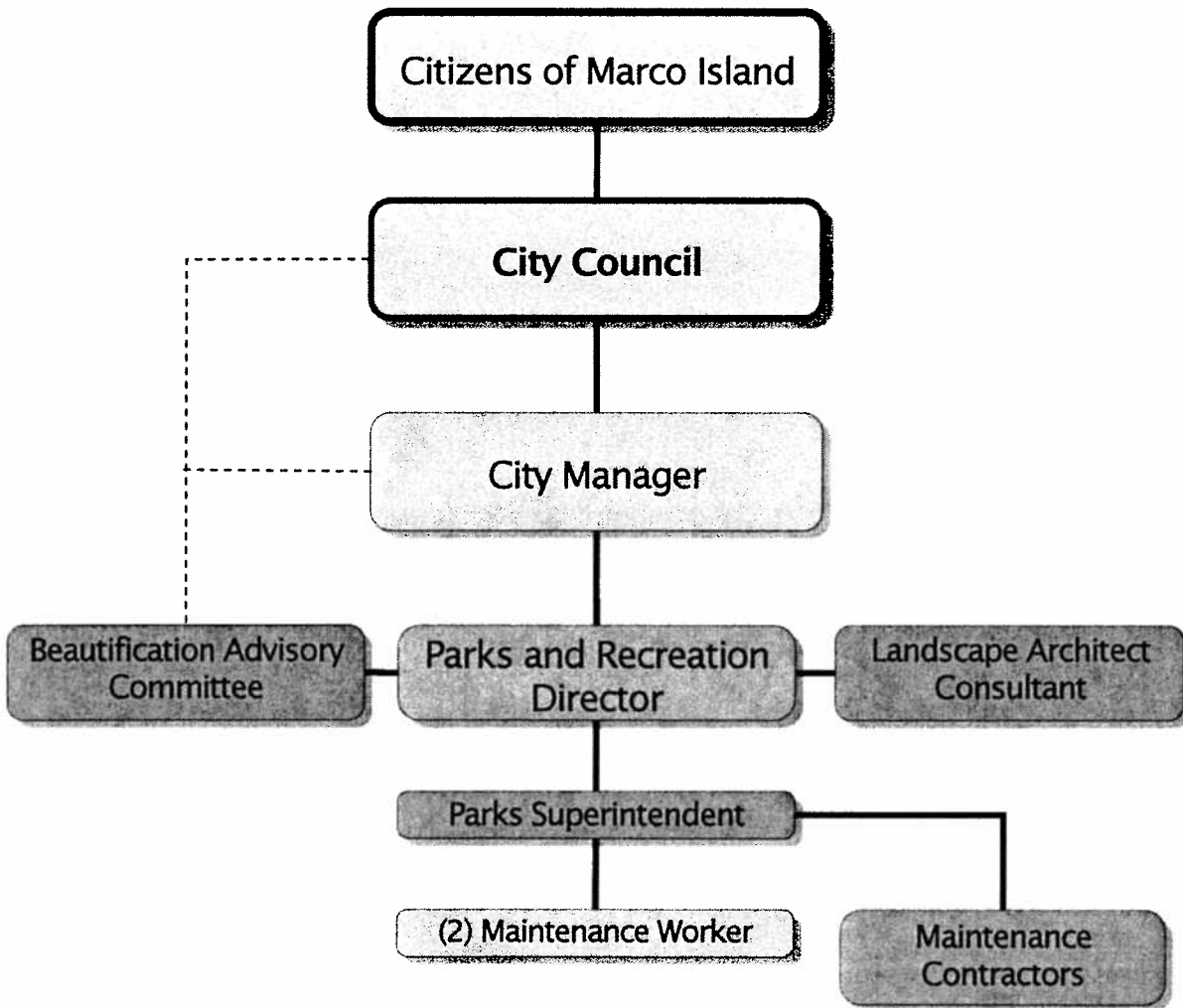
Description	Total Cost
	\$0
Total Capital Outlay	\$0

**Budget Summary**

Description	Total Cost
Personnel Services Expenditures	\$ 95,077
Operating Expenses	529,700
Capital Outlay	0
Total for FY 2009	\$624,777



# Beautification Organization Chart



City of Marco Island  
 BEAUTIFICATION DEPARTMENT  
 EXPENSE BUDGET

100% Yr Complete

ACCOUNT #	DESCRIPTION	ACTUAL FY2007	BUDGET FY2008	YTD ACT/ ENCUM FY2008	PROJECTED FY2008	BUDGET FY2009	% OF FY2007
<b>BEAUTIFICATION</b>							
<b>9579</b>							
0015791200	WAGES	30,626	36,641	40,588	43,637	65,299	178 %
0015791400	OVERTIME	657	0	247	800	500	0 %
0015791500	LONGEVITY PAY	0	0	0	0	0	0 %
0015791550	SAFETY/PERFORMANCE AWARDS	302	0	0	0	0	0 %
0015792000	BENEFITS	10,003	9,672	12,645	11,500	19,909	206 %
0015792100	FICA TAXES	2,834	2,516	3,587	3,300	6,152	245 %
0015792200	RETIREMENT	1,581	1,644	2,014	2,200	3,217	196 %
<b>TOTAL PERSONNEL</b>		<b>46,003</b>	<b>50,473</b>	<b>59,081</b>	<b>61,437</b>	<b>95,077</b>	<b>188 %</b>
0015793100	PROFESSIONAL SERVICES	18,875	17,000	11,730	17,000	17,000	100 %
0015793400	CONTRACTUAL SERVICES	335,816	450,000	201,828	445,000	459,200	102 %
0015794100	TELEPHONE & COMMUNICATIONS	0	0	0	0	0	0 %
0015794300	UTILITIES	20,841	26,000	32,629	28,000	28,700	110 %
0015794400	RENTALS & LEASES	341	0	0	0	0	0 %
0015794610	VEHICLE REPAIR & MAINTENANCE	7,362	7,000	1,600	3,500	7,000	100 %
0015794901	MISCELLANEOUS EXPENSE	1,708	1,300	2,537	2,500	1,300	100 %
0015795200	OPERATING SUPPLIES	46	0	102	11,000	5,000	0 %
0015795210	FUEL	7,590	10,000	8,141	9,000	10,000	100 %
0015795220	UNIFORMS	0	500	913	500	1,000	200 %
0015795290	SOLID WASTE DISPOSAL	0	0	0	0	0	0 %
0015795420	TRAINING	0	500	0	0	500	100 %
0015799099	CONTINGENCY	0	0	0	0	0	0 %
<b>TOTAL OPERATING EXPENSES:</b>		<b>392,577</b>	<b>512,300</b>	<b>259,481</b>	<b>516,500</b>	<b>529,700</b>	<b>103 %</b>
0015796100	CAPITAL IMPROVEMENTS - LAND	0	0	0	0	0	0 %
0015796400	EQUIPMENT PURCHASES	119,454	0	0	0	0	0 %
<b>TOTAL CAPITAL OUTLAY:</b>		<b>119,454</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0 %</b>
<b>GRAND TOTAL FOR DEPARTMENT:</b>		<b>558,034</b>	<b>562,773</b>	<b>318,562</b>	<b>577,937</b>	<b>624,777</b>	<b>111 %</b>

**City of Marco Island  
Annual Budget Summary  
Fiscal Year 2008 - 2009**

*Recreation Programs Fund*

<b>Fiscal Year Budget 2009</b>
--

*Recreation Program Revenues:*

Program Income	\$ 115,000
Other Income	20,572
Use of Reserves	40,000

<b>TOTAL REVENUES</b>	<b>\$ 175,572</b>
-----------------------	-------------------

*Recreation Program Expenditures:*

Personnel Services	55,772
Contractual Services	62,800
Other Operating Expenses	17,000
Transfer to CIP Fund - 1/2 Cost of Clay Court Conversion	40,000

<b>TOTAL EXPENDITURES</b>	<b>175,572</b>
---------------------------	----------------

<b>CASH FLOW</b>	<b>\$ -</b>
------------------	-------------

# Recreation Enterprise Fund

## *Mission Statement*

*To provide Marco Island residents and visitors with recreation programs, and social activities that meet the needs of the community in an efficient and cost effective manner; and to enhance City facilities consistent with the upscale community atmosphere by encouraging private investment in projects and programs.*

The Recreation Enterprise Fund is a division of the Parks and Recreation Department and was established to provide a mechanism for the department to deliver Recreation Programs to the community without direct funding from the General Fund. The enterprise fund also allows residents to make donations that support recreation programs or allow for the purchase of equipment and landscaping.

The responsibilities of the Recreation Division include:

- ↓ Administer all functions of the Parks and Recreation Department.
- ↓ Manage the Mackle Park Community Center.
- ↓ Manage use at City athletic fields.
- ↓ Develop and deliver Recreation Programs with City staff and recreation service contractors.
- ↓ Publish quarterly Recreation Program Guide.
- ↓ Maintain existing and developing new partnerships with other agencies for the delivery of recreation programs.
- ↓ Develop policy options for City Manager and City Council consideration.
- ↓ Manage contracts for the delivery of recreation programs.
- ↓ Manage capital projects.
- ↓ Special Event development and delivery.



## Accomplishments

- Successfully generated surplus.

## Goals & Objectives

<b>Mission Element #1</b>	<i>To uphold the upscale community atmosphere.</i>
---------------------------	--

<b>Measurable Goal</b>	<i>None applicable to this fund.</i>
------------------------	--------------------------------------

<b>Mission Element #2</b>	<i>To enhance its natural beauty, to promote architectural harmony.</i>
---------------------------	---

<b>Measurable Goal</b>	<i>None applicable to this fund.</i>
------------------------	--------------------------------------

<b>Mission Element #3</b>	<i>To provide for safety and welfare of its residents.</i>
---------------------------	--

<b>Measurable Goal</b>	<i>None applicable to this fund.</i>
------------------------	--------------------------------------

<b>Mission Element #4</b>	<i>To provide cost-effective government.</i>
---------------------------	--

<b>Measurable Goal</b>	<i>To increase customer participation in recreation programs.</i>
------------------------	---

## Action Plans / Strategies

- Improve program marketing through new and existing media resources.
- Coordinate program and registration information for all recreation programs and events with Public Information Coordinator for broadcast on City's Comcast channel.
- Develop and coordinate photographs and videos of recreation program participants with Public Information Coordinator for broadcast on City's Comcast channel.
- Coordinate and update program information on a continual basis for publication in community newspapers.

<b>Measurable Goal</b>	<i>To increase the opportunities for private investment in park improvements and recreation programs and events.</i>
------------------------	--

**Action Plans / Strategies**

- Develop a gift catalog identifying opportunities for residents, businesses, and visitors to fund memorial and general improvement in City parks or to sponsor recreation programs and events.
- Identify opportunities for private investment at various funding levels.
- Develop gift catalog that illustrates investment opportunities and donor levels.
- Coordinate marketing of the gift catalog with the Public Information Coordinator in order to maximize private investment in park improvements and recreation programs and events during FY09.
- Update gift catalog on an annual basis.

<b>Mission Element #5</b>	<i>To provide prompt and courteous service to all.</i>
---------------------------	--

<b>Measurable Goal</b>	<i>Reduce customer complaints by 25% during FY09.</i>
------------------------	---

**Action Plans / Strategies**

- Record customer complaints as they are received, including the name and telephone number for person registering the complaint.
- Provide each customer complaint to the Supervisor for review and follow-up.
- Contact customer when corrective action has been taken.
- Record series of events from complaint through corrective action and provide staff with instruction to prevent similar complaint from occurring again.

**Detail of Personnel Services**

<b>Position</b>	<b>FY 2008 Budget</b>	<b>FY 2009 Budget</b>	<b>Salary</b>
Recreation Leader	1.0	1.0	\$ 38,380
<b>Total Full Time Equivalents</b>	<b>1.0</b>	<b>1.0</b>	<b>\$ 38,380</b>

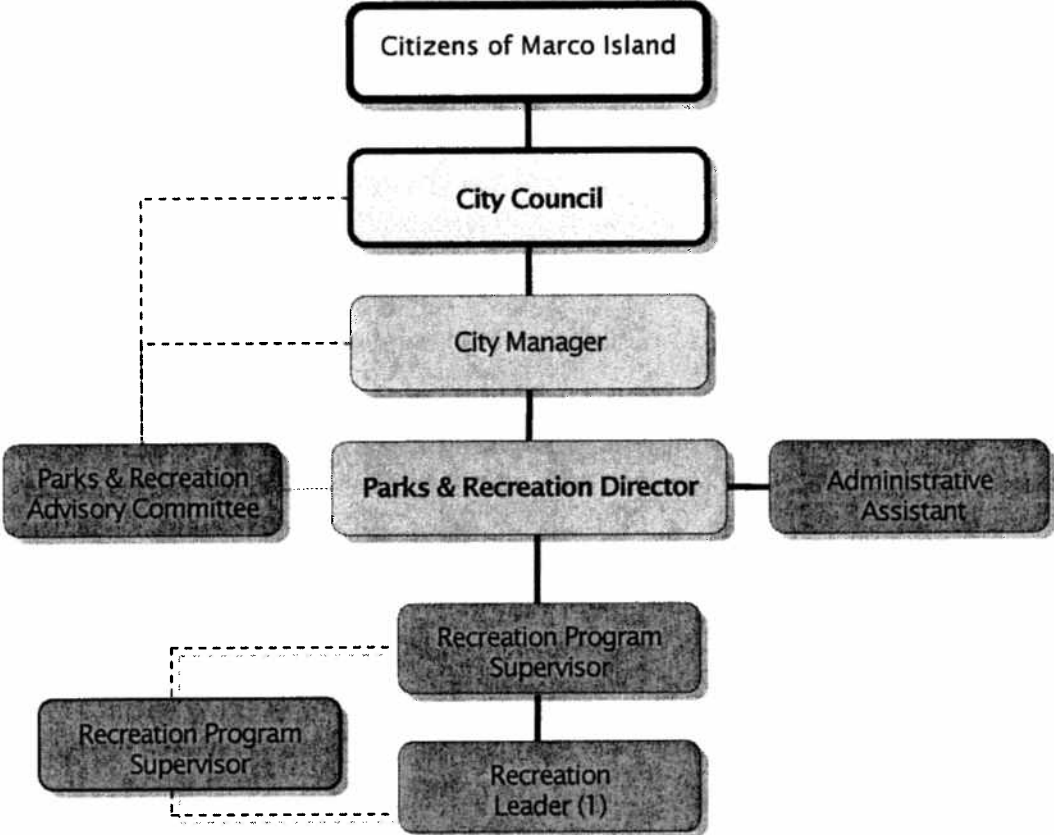
**Detail of Capital Purchases**

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

**Budget Summary**

<b>Description</b>	<b>Total Cost</b>
Personnel Services Expenditures	\$ 55,772
Operating Expenses	79,800
Capital Outlay	40,000
<b>Total for FY 2009</b>	<b>\$175,572</b>

# Recreation Enterprise Fund Organization Chart





City of Marco Island  
RECREATION FUND  
REVENUE & EXPENSE BUDGET

100% Yr Complete

ACCOUNT #	DESCRIPTION	ACTUAL FY2007	BUDGET FY2008	YTD ACT/ENCUM FY2008	PROJECTED FY2008	BUDGET FY2009	09 BGT % OF 08
RECREATION PROGRAMS FUND							
9585							
REVENUES:							
4053470000	PROGRAM INCOME	116,095	167,817	144,863	120,000	115,000	69 %
4053690000	MISC INCOME	16,017	0	23,910	15,000	0	0 %
4053810405	USE OF RESERVES	0	0	0	0	40,000	0 %
4053894000	DONATIONS	5,313	0	26,128	11,000	8,000	0 %
4053894010	RENTALS	510	0	0	0	7,100	0 %
4053894020	"MICKY'S" SAILING FUND	0	0	3,551	4,000	1,000	0 %
4053894030	PLAYGROUND MACKLE PARK	440	0	0	0	0	0 %
4053894040	RAQUET CENTER TOURNAMENTS	3,589	0	9,185	9,000	0	0 %
4053894041	Raquet Center Instruction	29,158	0	54,110	45,000	0	0 %
4053894042	TENNIS CONTRACTS	0	0	6,464	4,400	0	0 %
4053894043	FOOD/BEVERAGE	0	0	0	0	1,500	0 %
4053894044	ADVERTISING	0	0	0	0	2,972	0 %
4053894050	MARCO IN BLOOM	100	0	0	0	0	0 %
TOTAL REVENUE:		171,223	167,817	268,211	208,400	175,572	105 %
EXPENSES:							
4055721200	WAGES	18,322	37,262	36,100	38,000	38,380	103 %
4055721210	UNPAID COMPENSATED ABSENCES	0	0	0	0	0	0 %
4055721400	OVERTIME	97	0	930	600	0	0 %
4055721500	LONGEVITY PAY	0	0	0	0	0	0 %
4055721550	SAFETY-PERFORMANCE AWARDS	0	0	0	0	0	0 %
4055722000	BENEFITS	4,723	11,022	11,694	11,000	11,803	107 %
4055722100	FICA TAXES	1,732	2,741	3,303	2,800	3,670	134 %
4055722200	RETIREMENT	960	1,792	1,945	1,800	1,919	107 %
TOTAL PERSONNEL		25,833	52,817	53,971	54,200	55,772	106 %
4055723400	CONTRACTUAL SERVICES	109,053	95,000	165,883	110,000	62,800	66 %
4055724400	RENTALS & LEASES	0	0	0	0	0	0 %
4055724630	EQUIPMENT REPAIRS	0	1,000	0	1,000	1,000	100 %
4055724700	PRINTING	0	0	0	0	0	0 %
4055724901	MISCELLANEOUS EXPENSE	0	0	84	0	0	0 %
4055724970	MEMORIALS PURCHASED	2,435	3,000	0	1,000	4,000	133 %
4055725100	SUPPLIES	6,888	12,000	15,547	12,000	12,000	100 %
4055725210	FUEL	41	0	292	0	0	0 %
4055725902	DEPRECIATION EXPENSE	4,139	0	0	0	0	0 %
4055729099	CONTINGENCY	0	0	0	0	0	0 %
TOTAL OPERATING EXPENSES:		122,556	111,000	181,806	124,000	79,800	72 %
4055726400	EQUIPMENT PURCHASES	0	4,000	12,485	11,000	0	0 %
4053810001	TRANSFER TO CIP FUND	0	0	0	0	40,000	0 %
TOTAL CAPITAL OUTLAY:		0	4,000	12,485	11,000	40,000	1,000 %
GRAND TOTAL FOR FUND:		148,389	167,817	248,262	189,200	175,572	105 %

**City of Marco Island  
Annual Budget Summary  
Fiscal Year 2008 - 2009**

*Racquet Center  
Enterprise Fund*

<b>Fiscal Year Budget 2009</b>
--

*Racquet Center Revenues:*

Membership Income	\$ 77,139
Instruction Income	71,574
Sponsorship Income	43,000
Other Income	50,336

<b>TOTAL REVENUES</b>	<b>\$ 242,049</b>
-----------------------	-------------------

*Racquet Center Expenditures:*

Personnel Services	102,596
Contractual Services	66,689
Other Operating Expenses	67,418
Capital Equipment	5,346

<b>TOTAL EXPENDITURES</b>	<b>242,049</b>
---------------------------	----------------

<b>CASH FLOW</b>	<b>\$ -</b>
------------------	-------------

# Racquet Center Enterprise Fund

## *Mission Statement*

*To provide Marco Island residents and visitors with high quality tennis and racquetball facilities, professional instruction, league play, and social activities in an efficient and cost effective manner.*

Racquet Center is a division of the Parks and Recreation Department.

Division staff assists patrons with court reservations, season pass purchasing, league and round-robin scheduling, and works with tennis professionals to provide quality programming, racquet stringing, and lessons for Racquet Center customers.

The responsibilities of the Racquet Center Division include:

- ↓ Managing the use of courts, including the Tommie Barfield Courts.
- ↓ Maintaining tennis courts, racquetball courts, and office.
- ↓ Managing use at City athletic fields.
- ↓ Developing and delivering the City Kids Tennis Program and other instructional programs for customers of all ages.
- ↓ Developing and delivering the annual tennis tournament.



## Accomplishments

- Reduced water consumption through the construction of two artificial surface tennis courts and by improving efficiency of irrigating clay surface tennis courts.
- Expanded City Kids Tennis Program from two sessions (6 weeks/session) per year to four sessions per year.
- Developed successful recreation programs that were delivered in the Racquet Ball courts and meeting room.
- Developed and delivered new Tennis Flight programs.

## Goals & Objectives

<b>Mission Element #1</b>	<i>To uphold the upscale community atmosphere.</i>
---------------------------	--

<b>Measurable Goal</b>	<i>None applicable to this fund.</i>
------------------------	--------------------------------------

<b>Mission Element #2</b>	<i>To enhance its natural beauty, to promote architectural harmony.</i>
---------------------------	---

<b>Measurable Goal</b>	<i>None applicable to this fund.</i>
------------------------	--------------------------------------

<b>Mission Element #3</b>	<i>To provide for safety and welfare of its residents.</i>
---------------------------	--

<b>Measurable Goal</b>	<i>None applicable to this fund.</i>
------------------------	--------------------------------------

<b>Mission Element #4</b>	<i>To provide cost-effective government.</i>
---------------------------	--

<b>Measurable Goal</b>	<i>To operate the Racquet Center as an Enterprise Fund.</i>
------------------------	---

## Action Plans / Strategies

- Reorganize budget as an Enterprise Fund by providing accurate revenue and expenditure projections.
- Identify specific tennis programs, such as City Kids Tennis, that may be privately sponsored.
- Identify specific costs for facility maintenance that may be privately sponsored.
- Identify specific costs for capital improvements that may be privately sponsored.

- Identify sponsor benefits for all fundraising activities.
- Solicit sponsors for all fundraising activities.

<b>Measurable Goal</b>	<i>Develop opportunity for food and beverage vendor operations.</i>
------------------------	---

**Action Plans / Strategies**

- Develop desired food and beverage services for the Racquet Center.
- Discuss allowing beer and wine sales at the Racquet Center with City Council.
- Solicit vendor for Racquet Center food and beverage operation.
- Establish food and beverage vendor operation.

<b>Measurable Goal</b>	<i>Develop opportunity for naming rights at the Racquet Center.</i>
------------------------	---

**Action Plans / Strategies**

- Research methodologies used by other public agencies to allow for the naming rights of public facilities.
- Develop guidelines for naming rights at the Racquet Center and review with City Council.
- Solicit for naming rights sponsorship of the Racquet Center.
- Contract for naming rights sponsorship of the Racquet Center with City Council approval.

<b>Measurable Goal</b>	<i>Develop Activities Committee to generate tennis tournaments and social activities that will generate income for the Racquet Center.</i>
------------------------	--

**Action Plans / Strategies**

- Solicit Racquet Center players to participate on the Activities Committee.
- Develop regular events and tournaments to take place during FY09.
- Deliver events and tournaments.

<b>Mission Element #5</b>	<i>To provide prompt and courteous service to all.</i>
---------------------------	--

<b>Measurable Goal</b>	<i>Reduce customer complaints by 25% during FY09.</i>
------------------------	---

**Action Plans / Strategies**

- Record customer complaints as they are received, including the name and telephone number for person registering the complaint.
- Provide each customer complaint to the Supervisor for review and follow-up.
- Contact customer when corrective action has been taken.
- Record series of events from complaint through corrective action and provide staff with instruction to prevent similar complaint from occurring again.

### Detail of Personnel Services

Position	FY 2008 Budget	FY 2009 Budget	Salary
Maintenance Worker	0.5	0.5	\$ 11,690
Racquet Center Supervisor	1.0	1.0	44,776
Racquet Center Attendants	1.0	1.0	20,833
Pay for Performance Incentives			3,865
Total Full Time Equivalents	2.5	2.5	\$81,164

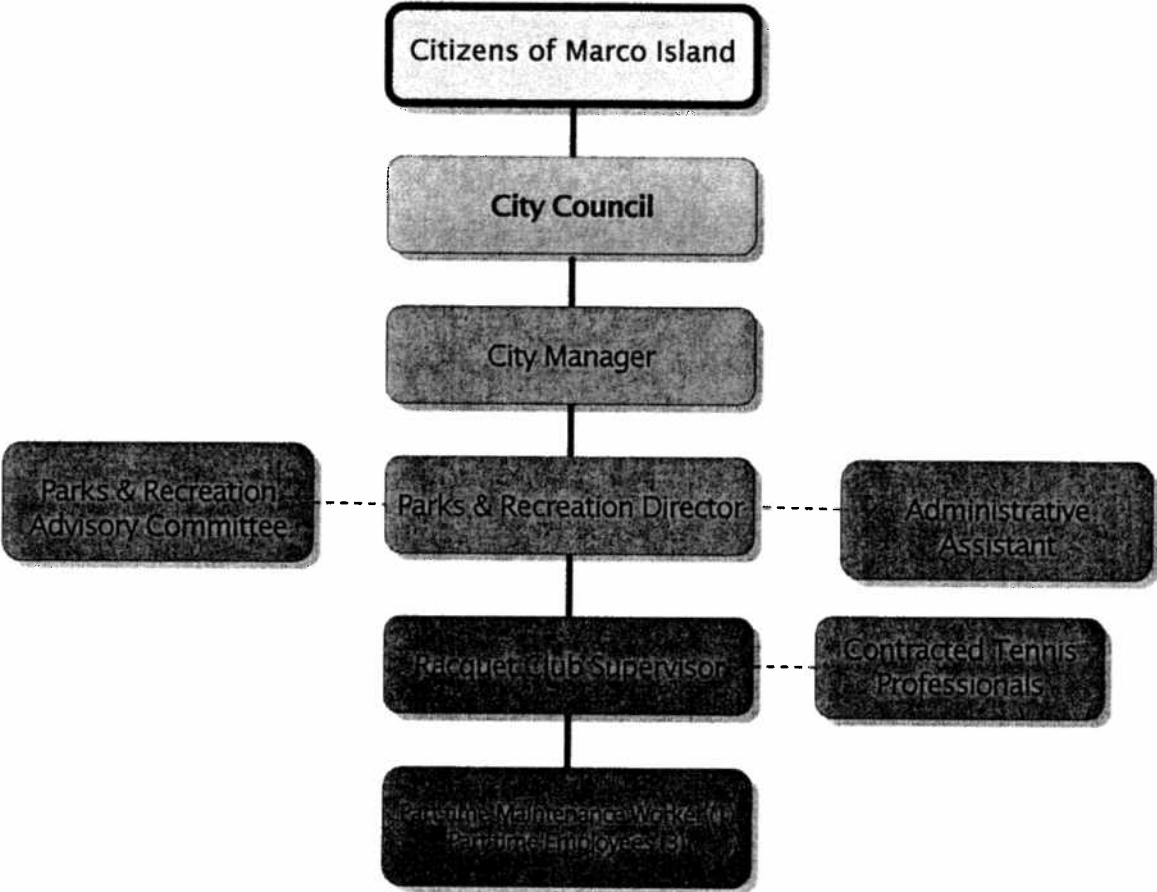
### Detail of Capital Purchases

Description	Total Cost
No Capital Purchases	\$0
Total Capital Outlay	\$0

### Budget Summary

Description	Total Cost
Personnel Services Expenditures	\$102,596
Operating Expenses	134,107
Equipment Purchases	5,346
Total for FY 2009	\$242,049

# Racquet Center Enterprise Fund Organization Chart



City of Marco Island  
 RACQUET CENTER ENT FUND  
 REVENUE & EXPENSE BUDGET

100% Yr Complete

ACCOUNT #	DESCRIPTION	ACTUAL FY2007	BUDGET FY2008	YTD ACT/ENCUM FY2008	PROJECTED FY2008	BUDGET FY2009	09 BGT % OF 08
-----							
RACQUET CENTER ENT FUND							
9586							
REVENUES:							
4063690000	MISC INCOME	0	0	0	0	27,711	0 %
4063894040	TOURNAMENT INCOME	0	0	0	0	12,500	0 %
4063894041	INSTRUCTION INCOME	0	0	0	0	71,574	0 %
4063894042	MEMBERSHIP INCOME	0	0	0	0	77,139	0 %
4063894043	RECREATION PROGRAMS	0	0	0	0	10,125	0 %
4063894044	SPONSORSHIP INCOME	0	0	0	0	43,000	0 %
-----							
TOTAL REVENUE:		0	0	0	0	242,049	0 %
-----							
EXPENSES:							
4065731200	WAGES	0	0	0	0	81,164	0 %
4065731400	OVERTIME	0	0	0	0	1,000	0 %
4065731500	LONGEVITY PAY	0	0	0	0	0	0 %
4065731550	SAFETY/PERFORMANCE AWARDS	0	0	0	0	0	0 %
4065732000	BENEFITS	0	0	0	0	12,356	0 %
4065732100	FICA TAXES	0	0	0	0	5,936	0 %
4065732200	RETIREMENT	0	0	0	0	2,140	0 %
-----							
TOTAL PERSONNEL		0	0	0	0	102,596	0 %
4065733100	PROFESSIONAL SERVICES	0	0	0	0	0	0 %
4065733400	CONTRACTUAL SERVICES	0	0	0	0	8,300	0 %
4065733480	RC PROGRAMS CONTRACT SVCS	0	0	0	0	66,689	0 %
4065734000	TRAVEL PER DIEM	0	0	0	0	0	0 %
4065734100	TELEPHONE & COMMUNICATIONS	0	0	0	0	1,900	0 %
4065734300	UTILITIES	0	0	0	0	23,500	0 %
4065734400	RENTALS & LEASES	0	0	0	0	1,560	0 %
4065734620	FACILITIES REPAIR & MAINT	0	0	0	0	2,500	0 %
4065734630	EQUIPMENT REPAIRS & MAINT	0	0	0	0	2,000	0 %
4065734700	PRINTING	0	0	0	0	1,000	0 %
4065734901	MISCELLANEOUS EXPENSE	0	0	0	0	0	0 %
4065735100	OFFICE SUPPLIES	0	0	0	0	1,600	0 %
4065735200	OPERATING SUPPLIES	0	0	0	0	7,500	0 %
4065735220	UNIFORMS	0	0	0	0	900	0 %
4065735230	POSTAGE	0	0	0	0	200	0 %
4065735300	OPERATING EXPENSE	0	0	0	0	16,358	0 %
4065735400	PUBLICATIONS & MEMBERSHIPS	0	0	0	0	100	0 %
-----							
TOTAL OPERATING EXPENSES:		0	0	0	0	134,107	0 %
4065736100	CAPITAL IMPROVEMENTS - LAND	0	0	0	0	0	0 %
4065736200	CAPITAL IMPROVEMENTS - BLDGS	0	0	0	0	0	0 %
4065736400	EQUIPMENT PURCHASES	0	0	0	0	5,346	0 %
-----							
TOTAL CAPITAL OUTLAY:		0	0	0	0	5,346	0 %
-----							
GRAND TOTAL FOR FUND:		0	0	0	0	242,049	0 %
-----							



*Capital Improvements Fund  
Fiscal Years 2009 - 2015*

PROJ NBR	CIP2009FINAL PROJECT DESCRIPTION	REFERENCE:						FIVE-YEAR TOTAL
		FISCAL YEAR 2008	FISCAL YEAR 2009	FISCAL YEAR 2010	FISCAL YEAR 2011	FISCAL YEAR 2012	FISCAL YEAR 2013	
<b>I. STORMWATER DRAINAGE</b>								
2	Water Quality Improvements	100,000						
3	Elkcam Circle Outfall Repl	277,912						
1	Swallow Avenue Drainage	316,000						
	Drainage Improvements		600,000	600,000	600,000	600,000	600,000	3,000,000
	LESS: Big Cypress Basin Grants		(200,000)	(200,000)	(200,000)	(200,000)	(200,000)	(1,000,000)
	<b>SUB-TOTAL</b>	<b>693,912</b>	<b>400,000</b>	<b>400,000</b>	<b>400,000</b>	<b>400,000</b>	<b>400,000</b>	<b>2,000,000</b>
<b>II. BEACH &amp; WATERWAYS</b>								
	Collier Bay Dredging	31,230						
	N. Barfield Seawall	9,077						
	Kendall Dredging	100,000						
	<b>SUB-TOTAL</b>	<b>140,307</b>	-	-	-	-	-	-
<b>III. BRIDGE IMPROVEMENTS</b>								
4	Bridge Integrity Study	90,525						
5	East Winterberry Bridge	5,309,734					100,000	100,000
6	City-Wide Bridge Repairs	1,189,562						
	Smokehouse Bay Bridges		1,271,600	545,000	350,000	3,900,000	4,400,000	2,166,600
	LESS: CIP Cash Forward		(200,000)	(200,000)	(200,000)	(200,000)	(200,000)	(1,000,000)
	LESS: County Grant							
	W'Berry Dr/Smokehouse Creek	4,044						
	Caxambas Bridge Repair	681,581						
	<b>SUB-TOTAL</b>	<b>7,275,446</b>	<b>1,421,600</b>	<b>1,845,000</b>	<b>1,850,000</b>	<b>2,700,000</b>	<b>3,300,000</b>	<b>11,116,600</b>

(HEALTH & SAFETY)

(UPSCALE RESIDENTIAL COMMUNITY)

(HEALTH & SAFETY)

PROJECT DESCRIPTION	REFERENCE		FISCAL YEAR 2009	FISCAL YEAR 2010	FISCAL YEAR 2011	FISCAL YEAR 2012	FISCAL YEAR 2013	FIVE-YEAR TOTAL
	FISCAL YEAR 2008	FISCAL YEAR 2008						
<b>IV. ROADWAY IMPROVEMENTS</b>								
Marco Lake Turn Lane	161,042							-
San Marco/Heathwood	131,273							-
Computerized Traffic Signals	341,545							-
Lighted Street Signs	185,000							-
Bike/Pedestrian Nodes	51,520							-
Bald Eagle Turn Lanes			75,000			400,000		475,000
San Marco/Barfield Signal	280,000							-
N. Collier Reconstruction	2,103,159							-
Street Improvements	190,000							-
LESS: Roadway Impact Fees			280,000	400,000	400,000	300,000	400,000	1,780,000
Bike Path Shoulder Widening	364,002		(200,000)	(200,000)	(200,000)	(200,000)	(200,000)	(1,000,000)
Collier @ Bald Eagle/Eikcam	470,000			100,000		100,000		300,000
Marco Lake Dr Sidewalk	88,000		96,000					96,000
LESS: CDBG Grant			(75,000)					(75,000)
<b>SUB-TOTAL</b>	<b>4,365,541</b>		<b>101,000</b>	<b>200,000</b>	<b>375,000</b>	<b>600,000</b>	<b>300,000</b>	<b>1,576,000</b>
<b>SUB-TOTAL:</b>			<b>1,922,600</b>	<b>2,445,000</b>	<b>2,625,000</b>	<b>3,700,000</b>	<b>4,000,000</b>	<b>14,692,600</b>
<b>PUBLIC WORKS</b>	<b>12,475,206</b>							
<b>V. PEDESTRIAN PATHWAYS</b>								
Bald Eagle Shared Use Path	217,500							-
<b>SUB-TOTAL</b>	<b>217,500</b>							
<b>(UPSCALE RESIDENTIAL COMMUNITY)</b>								

PROJECT DESCRIPTION	REFERENCE					FIVE-YEAR TOTAL
	FISCAL YEAR 2008	FISCAL YEAR 2009	FISCAL YEAR 2010	FISCAL YEAR 2011	FISCAL YEAR 2012	
<b>VI. STREETScape IMPROVEMENTS</b>						
11 Roadside Border Landscaping	263,276	220,000	150,000	150,000	200,000	200,000
LESS: DOT LAP Agreement		(220,000)				
<b>SUB-TOTAL</b>	<b>263,276</b>	<b>-</b>	<b>150,000</b>	<b>150,000</b>	<b>200,000</b>	<b>200,000</b>
<b>VII. PARKS &amp; RECREATION / OPEN SPACE</b>						
12 Mackle Park Improvements	1,182,776	220,000	7,605,000		150,000	150,000
LESS: State Parks & Rec grant		(200,000)				
LESS: Bond Referendum			(7,605,000)			
Racquet Center Improvements	78,074	350,000				
13 Winterberry Park Improvements	185,132	275,000	2,000,000			2,275,000
Jane Hittler Park	171,733					
Veterans Community Park	105,953					
LESS: CIP Cash Forward						
LESS: Bond Referendum						
15 Hard Court Conversion (2)		80,000				
LESS: Trf from Recreation fund	25,000	(40,000)				
Leigh Plummer Park Impr	42,033			300,000		300,000
Beach Access - Marriott						
LESS: Parks Impact Fees		(150,000)		(300,000)	(150,000)	(750,000)
<b>SUB-TOTAL</b>	<b>1,790,701</b>	<b>260,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>220,000</b>
<b>VIII. CIVIC FACILITIES</b>						
Police Station/Council Chambers	560,302					
Library Donation	200,000					
<b>SUB-TOTAL</b>	<b>760,302</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

(UPSCALE RESIDENTIAL COMMUNITY)

(UPSCALE RESIDENTIAL COMMUNITY)

(UPSCALE RESIDENTIAL COMMUNITY)

PROJECT DESCRIPTION	REFERENCE					FIVE-YEAR TOTAL
	FISCAL YEAR 2008	FISCAL YEAR 2009	FISCAL YEAR 2010	FISCAL YEAR 2011	FISCAL YEAR 2012	
<b>IX. CONTINGENCY</b>						
17 Capital Contingency	1,650,283	120,000	196,000	270,000	100,000	786,000
<b>SUB-TOTAL</b>	<b>1,650,283</b>	<b>120,000</b>	<b>196,000</b>	<b>270,000</b>	<b>100,000</b>	<b>786,000</b>
<b>TOTAL</b>	<b>17,157,268</b>	<b>2,302,600</b>	<b>2,791,000</b>	<b>3,045,000</b>	<b>4,000,000</b>	<b>16,398,600</b>

## **CATEGORY I – STORMWATER DRAINAGE:**

The development of the Stormwater Drainage component of the Capital Improvement Program (CIP) is based on the goals and objectives set forth in the Comprehensive Plan and the specific recommendations or action strategies set forth in the Master Drainage Plan (2000).

**Comprehensive Plan Goal:** “TO PROTECT THE HEALTH AND SAFETY OF THE PUBLIC BY ENSURING THAT STORMWATER MANAGEMENT FACILITIES ARE PROPERLY MAINTAINED, ENVIRONMENTALLY SOUND, COST EFFECTIVE, AND MEET THE COMMUNITY’S PRESENT AND FUTURE DEMANDS.”

**Comprehensive Plan Information** – The City’s Comprehensive Plan is divided into two sections: Part 1 – Goals, Objectives and Policies; and Part 2 – Data and Analysis. Part 1 identifies the goal of the Stormwater Drainage Sub-Element as listed above. The Comprehensive Plan Objectives from Part 1 are:

- The City of Marco Island will operate and maintain a stormwater management system that will meet or exceed adopted Level of Service (LOS) design standards over the next five years.
- To limit public expenditures for stormwater facilities that would have the effect of directly subsidizing private development.
- Surface water in canals will meet the criteria cited in Chapter 62-403.530, F.A.C. for Class II and Class III waters where applicable.
- The City will implement a proactive maintenance program to ensure that all current and future stormwater management facilities operate at design capacity.

Part 2 of the Comprehensive Plan, which addresses Stormwater Drainage, is based on information and recommendations contained in the City’s Master Drainage Plan. The City’s Plan consultant reviewed original Deltona design plans, and subjected field-verified conditions to a simulated hydraulic model. The resultant engineering data and findings indicated that the existing surface and subsurface drainage infrastructure generally has the capacity to convey and discharge runoff occurring from the ten-year (frequency) one-hour (duration) storm event. The Plan emphasizes that some planned outfalls were never constructed, and also states that extensive reconstruction/replacement work is necessary for the stormwater drainage system to function at design capacity.

**Master Drainage Plan Recommendations** - Drainage improvement needs identified in the Master Drainage Plan fall into seven categories: 1) major intersections; 2) additional outfalls; 3) swale regrading; 4) elimination of swale intersections; 5) replacement of throat structures; 6) sediment removal; and 7) relining/reconstructing storm sewer pipes. The Master Drainage Plan estimated a total construction cost of \$28,000,000 - \$32,000,000, which is planned for an implementation period of approximately fifteen years.

In recognition that drainage deficiencies exist throughout the City requiring diverse corrective actions, this CIP and prior CIP's provided for a multifaceted approach of funding to support various improvement actions. While significant progress has been made with critical drainage failures addressed in a timely fashion, remaining drainage systems requiring improvements will be perpetuated due to limited capital funds.

**Consistency With Adopted Schedule of Capital Improvements** – The stormwater drainage expenditures contained in this proposed Five-Year CIP through FY12 promote financial consistency with the adopted Comprehensive Plan.

The Five Year CIP for fiscal years 2009-2013 allocates \$3,000,000 for storm drainage.

## **PROJECT # 1: Drainage Improvements**

**Project Goal:** “To continue with a repair/replacement program for deficient storm sewer outfalls; right-of-way swale drainage; cul-de-sac outfalls; and North Bald Eagle drainage as recommended in the Master Drainage Plan.”

### **Project Objectives:**

1. To annually repair or replace existing storm sewers to maintain or increase existing storm drainage system capacity.
2. To continue with a long-term repair/replacement program for collapsed or structurally failed storm sewers.
3. To perform swale re-grading activities in a prioritized sequence to address developed areas that receive the most valid public complaints of nuisance ponding that affects multiple properties (cul-de-sac outfalls; North Bald Eagle Drive).
4. To perform swale re-grading activities upstream and/or downstream of new single-family home construction to correct inadequate flow conditions.

### **Project's Relationship to Comprehensive Plan:**

- “The City of Marco Island will operate and maintain a stormwater management system that will meet or exceed adopted Level of Service (LOS) design standards over the next five years.” (Section IV(c), Objective 1.1)
- “The City will implement a proactive maintenance program to ensure that all current and future stormwater management facilities operate at design capacity.” (Section IV(c), Objective 1.4)

### **Project's Relationship to Master Drainage Plan Recommendations:**

- The Master Drainage Plan identified 31 miles of existing storm sewer pipes and outfalls (15 inch to 48-inch diameter) that in the long-term would require various types of repair and replacement throughout the fourteen (14) drainage areas.
- The Master Drainage Plan identifies a need to install 171 additional storm sewer outfalls to achieve adopted LOS standards.

**Success Measurement:** Repair/replace approximately five (5) existing outfalls in FY08 and the re-grading of 2,000 linear feet of swales along public rights-of-way in FY09.

**Project Narrative:** The repair or replacement of existing storm sewers is an on-going program 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 as negative impacts on public safety and welfare.

Pipe failures are generally not known or monitored in advance. Information is received by 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.

Annual re-grading of roadside drainage swales is required to minimize nuisance ponding and to maintain adequate stormwater drainage along local streets to achieve efficient discharges to receiving water bodies. 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.

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

North Bald Eagle Drive is in need of major drainage improvements. Strip mercantile businesses along this corridor of Bald Eagle are at an elevation below the roadway. Parking lots become flooded from roadway runoff. This area, on the most southerly portion, begins at the Riverside Club property line, runs north to the Sunrise Bay Resort, and encompasses adjacent property across the street, at Marco Vista Condos. Improvements made with this project would make this area safe for pedestrians and motorists.

**Five-Year Funding Recommendation:**

FY09	FY10	FY11	FY12	FY13	Total
600,000	600,000	600,000	600,000	600,000	3,000,000

**Funding: \$2,000,000 GF  
\$1,000,000GRANTS**



## **CATEGORY II – BEACHES AND WATERWAYS:**

The development of the Beaches and Waterways Improvement component of the Capital Improvement Program is not derived from any specific recommendations or action strategies set forth in any City plan, but is recognized and included in the Schedule of Capital Improvements, which is an adopted component of the Comprehensive Plan.

**Comprehensive Plan Goal:** Not Applicable.

**Consistency With Adopted Schedule of Capital Improvements** – The beaches and waterways expenditures contained in this proposed Five-Year CIP promote financial consistency with the adopted Comprehensive Plan.

There are no projects recommended for funding in this category in the current five-year Capital Improvement Program.

### **CATEGORY III – BRIDGE IMPROVEMENTS:**

The development of the Bridge Improvement component of the Capital Improvement Program is based on the goals and objectives set forth in the Comprehensive Plan and the specific recommendations or action strategies set forth in the City's Bridge Plan.

**Comprehensive Plan Goal:** "TO PROVIDE AND ENCOURAGE A MULTIMODAL TRANSPORTATION SYSTEM THAT MEETS THE CIRCULATION NEEDS OF MARCO ISLAND IN A SAFE AND EFFICIENT MANNER BUT DOES NOT ADVERSELY IMPACT THE QUALITY OF LIFE OF THE RESIDENTS."

**Comprehensive Plan Information** – The City's Comprehensive Plan is divided into two sections: Part 1 – Goals, Objectives and Policies; and Part 2 – Data and Analysis. Part 1 identifies the goal of the Transportation Element as listed above. The applicable Comprehensive Plan Objectives from Part 1 are:

- Incorporation of recommended improvements contained in the Bridge Plan that will enhance bridge safety and capacity into future capital improvement budgets.
- The City will aggressively seek grants, and other funding sources to augment and expand the financial resources available for capital improvement projects.

Part 2 of the Comprehensive Plan discusses bridges as a component of the transportation network and references the Bridge Plan, from which the City will implement a capital improvement program to replace and/or renovate deficient bridges.

The State of Florida Department of Transportation (FDOT) is required by federal law to administer annual inspections of bridges statewide. Through contracted consulting services, FDOT conducts annual inspections of the City's fourteen bridges for operational safety and structural integrity. An evaluation rating system is employed consisting of four performance factors: (1) structural adequacy and safety; (2) serviceability and functional obsolescence; (3) essentiality for public use; and, (4) special features.

**Right-of-Way Master Plan Recommendations:** The Right-of-Way Master Plan (2000) discussed the need for special bridge design treatments, and included an overview of traffic concerns, pedestrian facilities, and aesthetic concerns. A total of ten bridges, including Smokehouse Bay Bridge, were identified in the Right-of-Way Master Plan as candidates for enhancements consistent with the design concepts advanced.

**Consistency With Adopted Schedule of Capital Improvements:** Based on the Adopted Schedule of Capital Improvements contained in the amended Comprehensive Plan, \$11,116,600 as allocated to bridge improvement projects for the prior Five-Year CIP for FY09-FY13. The CIP anticipates that \$3 million will come from annual \$1,000,000 County Transportation grant and the balance from general fund and the annual use of unexpended operating funds. Due to the costs associated with the reconstruction of North and South Collier Boulevard some capital expenditures, including bridge projects, have been deferred to future years or scaled back. Per the City's adopted Comprehensive Plan, bridge improvements are not subject to Level of Service (LOS) standards.

**Project #4: Bridge Integrity Study**

**Project Goal:** “To perform a detailed investigation of bridges to determine the detail structural integrity of our bridges and identify level of maintenance required to extend life of the bridges.”

**Project Objectives:**

1. To ensure that the City has accurate information of the condition of each bridge.

**Project’s Relationship to Comprehensive Plan:**

- “incorporation of recommended improvements contained in the bridge analysis study will enhance bridge safety and capacity into future capital improvement budgets.” (Section II, Objective 1.6)

**Project Narrative:**

Location	Year Built or Upgraded	Design Life	Projected Replacement Year
Collier – Smokehouse Bay - South	1963	45	2012 / 2014
Collier – Smokehouse Bay - North	1971	45	2012 / 2014
Winterberry – Smokehouse Cr	1967 / 2006	40	2020
Winterberry – Roberts Bay (East)	2008	75	2093
Goldenrod – Smokehouse Bay	1972 / 2004	40	2018
Kendall – Clam Bay	1972	40	2026
Hernando – Clam Bay	1972 / 2009	40	2023
Blackmore – Clam Bay	1972	40	2015
Kendall – Collier Bay	1972 / 2009	40	2023
Caxambas – Roberts Bay	1973 / 2009	35	2025
Sandhill – Tidal Canal	1986 / 2008	40	2025
South Seas – Tidal Canal	1986 / 2008	40	2023
N. Barfield – Marco Bay	2002	70	2072
N. Barfield – Marco River Inlet	2005	70	2075
Collier Boulevard – Tidal Canal	1963 / 2008	45	2025

**Five-Year Funding Recommendation:**

FY09	FY10	FY11	FY12	FY13	Total
-	-	-	-	100,000	100,000

**Funding: \$100,000 GF**

## **PROJECT #5: Citywide Bridge Repairs**

**Project Goal:** “To perform operational, safety and rehabilitative repairs to various bridges to achieve a condition of maintainability.”

### **Project Objectives:**

1. To complete remedial work for the various bridges in FY07 to result in a satisfactory performance rating for operational adequacy, safety, serviceability, and essentiality for public use.

### **Project’s Relationship to Comprehensive Plan:**

- “Incorporation of recommended improvements contained in the various bridge analysis studies will enhance bridge safety and capacity into future capital improvement budgets.” (Section II, Objective 1.6)

**Success Measurement:** Completion of design and construction stages in FY09 within the allocated budget.

**Project Narrative:** The following are the repairs recommended by bridge engineering consultants based on the damages and deterioration caused by Hurricane Wilma and age:

#### **1. Bridge No. 034118 – Hernando Dr. over Clam Bay – Year Constructed: 1972 (FY09)**

The following repairs are recommended:

1. Repair holes and open joints in bulkheads.
2. Replace areas of lost fill behind bulkheads with flowable fill.
3. Remove existing slope pavement and replace with fabric formed concrete revetment.
4. Repair the undermined approach slabs by placing flowable fill in the undermined areas.

#### **2. Bridge No. 034117 – Kendall Dr. (South) over Clam Bay – Year Constructed: 1972 (FY09)**

The following repairs are recommended:

1. Repair holes and open joints in bulkheads.
2. Replace areas of lost fill behind bulkheads with flowable fill.
3. Repair the undermined end bent by placing flowable fill underneath it.
4. Repair the slope protection with fabric formed concrete.
5. Repair the undermined approach slab by placing flowable fill in the undermined areas.
6. Dredge waterway under bridge (funded under Project #5).

**3. Bridge No. 034120 – Kendall Dr. (North) over Collier Bay – Year Constructed: 1972 (FY11)**

The following repairs are recommended:

1. Repair holes and open joints in bulkheads.
2. Repair bulkhead caps and broken H-piles in the south bulkhead.
3. Replace areas of lost fill behind bulkheads with flowable fill.
4. Re-grade embankment slopes and protect slopes with fabric formed concrete.
5. Repair the undermined approach slabs and end bents by placing flowable fill in the undermined areas.
6. Dredge waterway under bridge (funded under Project #5)

**4. Bridge No. 036001 – N. Barfield over Factory Bay – Year Constructed: 2001 (FY09)**

The following repairs are recommended:

1. Repair spalls in sidewalk and curb.
2. Repair bulkhead joints.
3. Repair spall in the face of End Bent 4.

**5. Bridge No. 036002 – N. Barfield over Marco River Inlet – Year Constructed: 2004 (FY09)**

The following repairs are recommended:

1. Repair crack I the bridge rail curb.
2. Repair cracked slope pavement.
3. Replace fill in areas where it has undermined the slope pavement.
4. Repair cracks located in the MSE wall coping on the Northwest corner of the bridge.

The Florida Department of Transportation engineers recently advised that their inspector reported a “potential critical structure condition” for the Goldenrod Avenue Bridge over Smokehouse Bay. The FDOT report and the bridge will be evaluated by the City’s bridge inspection firm. The results of the evaluation may require that the FY08 funds be transferred from the repairs listed above to this bridge.

**Five-Year Funding Recommendation:**

FY09	FY10	FY11	FY12	FY13	Total
1,271,600	545,000	350,000	-	-	2,166,600
<b>Funding:</b>	<b>\$2,166,600</b>	<b>GF</b>			

## **PROJECT #6: Smokehouse Bay Bridge**

**Project Goal:** “To perform aesthetic improvements and associated minor repairs to the Smokehouse Bay Bridge.”

### **Project Objectives:**

1. To complete enhancement and associated minor repair work for the Smokehouse Bay Bridge in FY08 concurrently with or separate from the North Collier Boulevard improvement project.
2. Replace the existing two Smokehouse Bay bridges with a new bridge in FY12-FY14.

### **Project’s Relationship to Comprehensive Plan:**

- “Incorporation of recommended improvements contained in the bridge analysis study will enhance bridge safety and capacity into future capital improvement budgets.” (Section II, Objective 1.6)
- “The City will aggressively seek grants, and other funding sources to augment and expand the financial resources available for capital improvement projects.” (Section VIII, Objective 1.3)

### **Project’s Relationship to the Right-of-Way Master Plan:**

- This bridge enhancement project is consistent with recommendations set forth in the Right-of-Way Master Plan, and is comprised of streetscape and sidewalk improvements that will result in substantial aesthetic improvements for this unique area of the City. Although the scope of work for this project does not explicitly include widening work or structural related repairs to the existing bridge, minor repairs and maintenance activities will be necessary and are considered to be inherent to accomplishing the beautification / enhancement work.

**Success Measurement:** Completion of design and construction stages in FY12-FY14 within the allocated budget.

### **Project Narrative:**

It is expected that initial new bridge planning efforts will begin in FY09 and will involve development of alternative concepts to complement and maximize architectural benefits anticipated from the current Esplanade mixed use development project. In particular, the sidewalk component of the Smokehouse Bay bridge enhancements will be designed to functionally and aesthetically integrate with waterfront pedestrian uses by the Esplanade developer. In FY10-FY11, it is anticipated that the bridge will be redesigned. The new bridge profile will be increased to allow an increase of three to five feet of additional waterway clearance as well as incorporating access under the bridge for pedestrians to allow for a boardwalk (Bay Walk) connection between the Esplanade and the Veterans Community

Park Property. The 2011 project cost is estimated at \$13,000,000. Staff will pursue various grant sources to reduce the impact on the General Fund.

Funding for the two Smokehouse Bay Bridges (\$13 million) will come from the annual \$1 million Collier County transportation grant being provided to the City between 2003 and 2017. In FY2013, the final four years of the grant program will be bonded. \$6 million in additional funds to complete these bridges will come from the general fund.

**Five-Year Funding Recommendation:**

FY09	FY10	FY11	FY12	FY13	Total
350,000	1,500,000	2,700,000	3,900,000	4,400,000	12,850,000

**Funding: \$3,000,000 County Grant  
\$9,850,000 General Fund**



## **CATEGORY IV – ROADWAY IMPROVEMENTS:**

The development of the Roadway Improvement component of the Capital Improvement Program is based on the goals and objectives set forth in the Comprehensive Plan and the specific recommendations or action strategies set forth in the Right-of-Way Master Plan.

**Comprehensive Plan Goal:** “TO PROVIDE AND ENCOURAGE A MULTIMODAL TRANSPORTATION SYSTEM THAT MEETS THE CIRCULATION NEEDS OF MARCO ISLAND IN AN SAFE AND EFFICIENT MANNER BUT DOES NOT ADVERSELY IMPACT THE QUALITY OF LIFE OF THE RESIDENTS.”

**Comprehensive Plan Information** – The City’s Comprehensive Plan is divided into two sections: Part 1 – Goals, Objectives and Policies; and Part 2 – Data and Analysis. Part 1 identifies the goal of the Transportation Element as listed above. Applicable Comprehensive Plan Objectives from Part 1 are:

- Promote a safe, convenient, and energy efficient multimodal transportation system.
- Coordinate the transportation system with the Future Land Use Map to ensure population densities, housing and employment patterns, and land uses are consistent with the capabilities and capacities of the transportation network.
- Coordination of the City’s Transportation Element with the MPO and FDOT to ensure project/improvement consistency with external plans and programs.
- Maintain designed Levels of Service for arterial, collector, and local roads on Marco Island.
- Protect and preserve existing and future rights-of-way to prevent structural encroachments and to ensure adequate ultimate roadway widths for maintenance of adopted level of service standards, consistent with this element, the 2020 Collier County MPO Transportation Plan, and the Land Development Code (LDC).

Part 2 of the Comprehensive Plan addressing Transportation Improvements is based on information and recommendations contained in the City’s Right-of-Way Master Plan (2000). Policy 1.1.1 of the Comprehensive Plan sought, “Incorporation of the recommendations contained in the Right-of-Way Master Plan into the five-year Capital Improvement Element based on priority of need and availability of fiscal resources.”

**Consistency With Adopted Schedule of Capital Improvements:** The roadway improvement expenditures contained in this proposed Five-Year CIP promote financial consistency with the adopted Comprehensive Plan. An amount of \$376,000 is allocated toward roadway improvement projects in FY09 of which 275,000 will come from impact fees or grants.

The Five-Year CIP for FY09-FY13 allocates \$2,651,000 for Roadway Improvements.

## **PROJECT #7: Bald Eagle Turn Lanes**

**Project Goal:** “To ensure that traffic flows smoothly along Bald Eagle Drive, turning lanes will be added between Goldenrod Avenue and Elkcam Circle and at North Barfield Drive.”

### **Project Objectives:**

1. Turning lanes will be added between Goldenrod Avenue and Elkcam Circle along Bald Eagle Drive. This will complete the turning lane addition on Bald Eagle Drive that was terminated at Goldenrod Avenue due to lack of funds to complete the project to Bald Eagle Drive.
2. Turning lanes will be added at the North Barfield and Bald Eagle Drive intersection.

### **Project’s Relationship to Comprehensive Plan:**

- “Promote a safe, convenient, and energy efficient multimodal transportation system.” (Section II, Objective 1.1)
- “Maintain designated Level of Service for arterials, collector, and local roads on Marco Island.” (Section II, Objective 1.4)
- “The City will aggressively seek grants, and other funding sources to augment and expand the financial resources available for capital improvement projects.” (Section VIII, Objective 1.3)

**Success Measurement:** To commence and complete construction on schedule with special emphasis on development of maintenance of traffic and construction phasing plans to minimize public inconvenience and disruption of business operations.

**Project Narrative:** Bald Eagle Drive turning lanes will be provided between Goldenrod Avenue and Elkcam Circle and at the intersection of North Barfield Drive and Bald Eagle Drive.

### **Five-Year Funding Recommendation:**

FY09	FY10	FY11	FY12	FY13	Total
-	-	75,000	400,000	-	475,000

**Funding: \$475,000 GF**

## **PROJECT #8: Street Improvements**

**Project Goal:** “To resurface streets, San Marco Road between Dogwood Drive and the Goodland Bridge, and reconstruct failed or deteriorating alley pavements.”

### **Project Objectives:**

1. To complete reconstruction of inverted street intersections in the Five-Year CIP through FY13, resulting in elimination of stormwater ponding and correction of operational safety and maintenance deficiencies.
2. To preserve the structural integrity and load carrying capacity of City streets through an annual resurfacing program.
3. To reduce long-term recurring expenditures for miscellaneous street maintenance and repairs through preservation of pavement conditions by asphalt resurfacing and milling.
4. To annually reconstruct and resurface deteriorated street and alley asphalt pavements caused by repetitive truckloads, failed sub-base stratum due to water table fluctuations, and shoulder distress and raveling.

### **Project’s Relationship to Comprehensive Plan:**

- “Promote a safe, convenient, and energy efficient multimodal transportation system.” (Section II, Objective 1.1)
- “Maintain designated Level of Service for arterials, collector and local roads on Marco Island.” (Section II, Objective 1.4)
- “The City will aggressively seek grants, and other funding sources to augment and expand the financial resources available for capital improvement projects.” (Section VIII, Objective 1.3)

### **Project’s Relationship to Right-of-Way Master Plan Recommendations:**

- Intersection improvements and resurfacing of streets under this project are consistent with recommendations outlined in the City’s Right-of-Way Master Plan as well as the Master Drainage Plan.

**Success Measurement:** Complete all construction activities in each fiscal year in which funding is allocated per the Five-Year CIP.

**Project Narrative:** If funds become available, this project may involve the partial or full reconstruction of roadway intersection areas to resolve drainage problems, to replace raveled asphalt pavement, to resolve inadequate turning radii, to remedy safety concerns, to alleviate excessive ponding of stormwater, and to construct or reconstruct paved shoulders and sidewalk improvements.

The primary scope of work may also include reconstruction and resurfacing of deteriorated asphalt pavements caused by repetitive truckloads, failed sub-base stratum due to water table fluctuations, and shoulder distress and raveling along the section of San Marco Road not being upgraded under the STRP program. Storm sewer installations may also be required to eliminate drainage problems.

Street and alley improvement projects involve the reconstruction and resurfacing of deteriorated asphalt pavements caused by repetitive truckloads, failed sub-base stratum due to water table fluctuations, and shoulder distress and raveling. Since failed or deteriorated pavement conditions are usually verified upon visual inspection, individual maintenance projects for streets and alleys will not be selected for repair in a prioritized sequence based on a pavement serviceability rating system. However, repair work along alleys may need to be accomplished first due to the extensive loss of pavements and negative economic impacts to commercial business enterprises that depend on alleys for delivery of goods and products. The scope of work may also include some minor reconstruction, widening, and resurfacing of localized failed pavements as well as milling of existing pavements to extend and maximize the pavement design life.

**Five-Year Funding Recommendation:**

FY09	FY10	FY11	FY12	FY13	Total
280,000	400,000	400,000	300,000	400,000	1,780,000

**Funding: \$1,000,000 Road Impact Fees**  
**\$ 780,000 GF**

## **PROJECT #9: Bike Path Shoulder Widening**

**Project Goal:** “To provide safe riding areas for bicyclists to use on City streets.”

### **Project Objectives:**

1. Provide a shoulder on existing streets to allow for safe bike riding.
2. The annual level of construction will depend on available CIP funds.

### **Project’s Relationship to Comprehensive Plan:**

- “Promote a safe, convenient, and energy efficient multimodal transportation system.” (Section II, Objective 1.1)
- “Maintain designated Level of Service for arterials, collector and local roads on Marco Island.” (Section II, Objective 1.4)
- “The City will aggressively seek grants, and other funding sources to augment and expand the financial resources available for capital improvement projects.” (Section VIII, Objective 1.3)

### **Project’s Relationship to Right-of-Way Master Plan Recommendations:**

- The scope of work proposed is consistent with recommendations set forth in the Right-of-Way Master Plan.

**Success Measurement:** To commence and complete construction on schedule with special emphasis on development of maintenance of traffic and construction phasing plans to minimize public inconvenience and disruption of business operations.

**Project Narrative:** The City has identified approximately 30 miles of bike path streets. Most of these do not have a pavement shoulder to allow for off-traffic pavement and riding surface. A three to four foot wide asphalt pavement will be constructed.

### **Five-Year Funding Recommendation:**

FY09	FY10	FY11	FY12	FY13	Total
-	-	100,000	100,000	100,000	300,000

**Funding: \$300,000 GF**

**PROJECT #10: Marco Lake Drive Sidewalk**

**Project Goal:** “To provide safe pedestrian walkways.”

**Project Objectives:**

1. Construct a 6-foot wide sidewalk on Marco Lake Drive between 1<sup>st</sup> and 6<sup>th</sup> Avenue.

**Project’s Relationship to Comprehensive Plan:**

- “Promote a safe, convenient, and efficient multimodal transportation system.” (Section II, Objective 1.1)
- “The City will aggressively seek grants and other funding sources to augment and expand the financial resources available for capital improvement projects.” (Section VIII, Objective 1.3)

**Project Narrative:** The Community Development Department has applied for Community Block Grants (\$75,000) from HUD for the funds to build a sidewalk in an area of the City that does not have adequate sidewalks.

**Five-Year Funding Recommendation:**

FY09	FY10	FY11	FY12	FY13	Total
96,000	-	-	-	-	96,000
<b>Funding:</b>	<b>\$75,000</b>	<b>HUD Grant (Community Development Block Grant)</b>			
	<b>\$21,000</b>	<b>GF</b>			

## **CATEGORY V – PEDESTRIAN / BICYCLE WAYS:**

The development of the Pedestrian/Bicycle Ways component of the Capital Improvement Program is based on the goals and objectives set forth in the Comprehensive Plan and the specific recommendations, or action strategies, set forth in the Right-of-Way Master Plan.

**Comprehensive Plan Goal:** “TO PROVIDE AND ENCOURAGE A MULTIMODAL TRANSPORTATION SYSTEM THAT MEETS THE CIRCULATION NEEDS OF MARCO ISLAND IN A SAFE AND EFFICIENT MANNER BUT DOES NOT ADVERSELY IMPACT THE QUALITY OF LIFE OF THE RESIDENTS.”

**Comprehensive Plan Information** – The City’s Comprehensive Plan is divided into two sections: Part 1 – Goals, Objectives and Policies; and Part 2 – Data and Analysis. Part 1 identifies the goal of the Transportation Element as listed above. The relevant Comprehensive Plan Objectives from Part 1 are:

- Promotion of a safe, convenient, and energy efficient multimodal transportation system
- The City shall coordinate future transportation, park and infrastructure improvements to ensure compatibility and appropriateness of adjacent land uses, and to promote the Island’s small town character
- Encourage non-motorized travel on the island to reduce fossil fuel emissions through improved pedestrian and bicycle facilities

Part 2 of the Comprehensive Plan addressing the desire to advance a multimodal transportation network is based on information and recommendations contained in the City’s Master Park, Recreation and Open Space Study, and the Right-of-Way Master Plan.

**Master Park, Recreation, and Open Space Study Recommendations:** In 1999 the City developed the Master Park, Recreation and Open Space Study, which incorporates a review and analysis of the current recreation and open space system, projection of future needs, and a recommended action plan. Discussions included bikeways, trails, and sidewalk systems. The Citywide interconnected system of pedestrian-friendly facilities includes shaded sidewalks in our neighborhoods, safe facilities for bicycle use and improved safety at pedestrian crosswalks. The system of sidewalks and bikeways connect neighborhoods to town centers, parks, public buildings, and natural areas. The benefits of an interconnecting alternative transportation system include:

- Improved safety for pedestrians and cyclists;
- Less reliance on the automobile and other motorized travel;
- Improved air quality; and
- Improved quality of life for residents

**Right-of-Way Master Plan Recommendations:** Consistent with the proposed improvements in the City’s Right-of-Way Master Study, multi-purpose sidewalks are proposed along all major roadways. These walks can accommodate cyclists, walkers and joggers, and rollerbladers. A system of multi-purpose paths for more intensive recreation use, eventually linking to a bike path along CR 92, was proposed for Tracts “C” and “D”. The design of these paths should also include “trailheads” consisting of bike racks, water fountains,

and possibly a pavilion. The project, identified as the Racquet Center – Mackle Park – Winterberry Pathway was designed in FY05. However, because of increasing construction cost estimates in the CIP and because of the need to provide additional funding for the North Collier Boulevard project, the project was postponed to a future year.

**Consistency With Adopted Schedule of Capital Improvements** – The Adopted Schedule of Capital Improvements (FY07-011) committed \$250,000 to pedestrian and bicycle improvement projects. The Five-Year CIP for fiscal years 2008-2012 allocated \$800,000 to re-establish the Racquet Center-Mackle Park-Winterberry Pathway project. Due to funding constraints in the current five-year capital budget, no projects are funded in this category.



**UNFUNDED PROJECT: Racquet Center – Mackle Park – Winterberry Pathway**

**Project Goal:** “To increase the City’s park and recreational facilities by constructing the first phase of the new 1.4 mile pathway project.”  
**Project Objectives:**

1. Initiate the first phase of construction on the 1.4-mile long 12’ wide pathway system.

**Project’s Relationship to Comprehensive Plan:**

- “Promotion of a safe, convenient, and energy efficient multimodal transportation system.” (Section VI, Objective 1.3)
- “Encourage non-motorized travel on the island to reduce fossil fuel emissions through improved pedestrian and bicycle facilities.” (Section V, Policy 1.1.2)
- “Seek enhancement grants through the MPO to fund bicycle and pedestrian improvements.” (Section VI, Policy 1.3.5)

**Project’s Relationship to Master Park, Recreation and Open Space Study Recommendations:**

- The Study recommended as a short term action, “Develop a multi-purpose, paved trail loop connecting Mackle Park, YMCA, Racquet Center, Library / Park and Winterberry Ball fields utilizing the power line easement, Tract RB (San Marco Road), Tract Q (Winterberry Drive), and the Sandhill Street or South Barfield Avenue ROW”.

**Success Measurement:** Completion of the first construction phase in FY07 and within budget.

**Project Narrative:** This new pathway project (project has also been referred to as the “linear park project”, the “multi-purpose path project”, the “Racquet Center Path”) has been designed with funds from previous capital project funding years. As construction estimates escalated for this project and the North Collier Boulevard reconstruction project, the City Council instructed staff to transfer funds from the park/path project to North Collier Boulevard with the belief that the pathway project would be funded in a future CIP when the need for transportation funding was not as significant. FY11 provides the first opportunity to fund the first construction phase of this project in the amount of \$500,000. Funding will be used to update plans and to construct the first phase of the project. Staff will also requests funds in future years to complete the project.

Once completed, the park/path will extend from the Racquet Club to Tracts “C” and “D”, passing through both Mackle Park and Winterberry Park. The first phase of construction will begin on Tracts C and D (Winterberry Drive) and then work north toward the Racquet Center.

**Five-Year Funding Recommendation:**

FY08	FY09	FY10	FY11	FY12	Total
-	-	-	-	-	-

**Funding:**

## **CATEGORY VI – STREETSCAPE IMPROVEMENTS:**

The development of the Streetscape Improvement component of the Capital Improvement Program is derived from specific recommendations or action strategies set forth in the Master Park, Recreation, and Open Space Study and the Right-of-Way Master Plan. Additionally, the Transportation Element goal statement suggests aesthetic improvements are a desired component the City's transportation system.

**Comprehensive Plan Goal:** "TO PROVIDE AND ENCOURAGE A MULTIMODAL TRANSPORTATION SYSTEM THAT MEETS THE CIRCULATION NEEDS OF MARCO ISLAND IN A SAFE AND EFFICIENT MANNER BUT DOES NOT ADVERSELY IMPACT THE QUALITY OF LIFE OF THE RESIDENTS."

**Comprehensive Plan Information:** The City's Comprehensive Plan is divided into two sections: Part 1 – Goals, Objectives and Policies; and Part 2 – Data and Analysis. Part 1 identifies the goal of the Transportation Element as listed above. The relevant Comprehensive Plan Objectives from Part 1 are:

- Promote a safe, convenient, and energy efficient multimodal transportation system
- The City shall coordinate future transportation, park and infrastructure improvements to ensure compatibility and appropriateness of adjacent land uses, and to promote the Island's small town character

Part 2 of the Comprehensive Plan addressing the desire to advance a multimodal transportation network that reflects aesthetic expectations of the community is based on information and recommendations contained in the City's Master Park, Recreation and Open Space Study, and the Right-of-Way Master Plan.

**Master Park, Recreation and Open Space Study Recommendations:** The Citywide interconnected system of pedestrian-friendly facilities include landscaped sidewalks borders in our neighborhoods, safe facilities for bicycle use and improved safety at pedestrian crosswalks. The system of sidewalks and bikeways connect neighborhoods to town centers, parks, public buildings, and natural areas. The benefits of an interconnecting alternative transportation system include:

- Improved safety for pedestrians and cyclists;
- Less reliance on the automobile and other motorized travel;
- Improved air quality; and
- Improved quality of life for residents

**Right-of-Way Master Plan Recommendations:** Although the City's Right-of-Way Master Study is primarily a transportation-planning document that focuses on capacity and system preservation improvements to bridges and arterial, collector, and local streets, the document also provides evaluations and recommendations for aesthetic designs within roadway right-of-way. At the outset, the planning document clearly announces a citizen-supported goal that future transportation infrastructure improvements be balanced with elements of streetscape aesthetics.

Section Six of the Right-of-Way Master Plan is devoted solely to streetscape improvements, and provides recommendations for street furniture and elements, street signage, lighting and landscaping.

Streetscape improvements generally include roadside and median landscaping. Also included are associated street level amenities such as benches, architectural lighting and signing, brick paver designs, linear parks, aesthetic mast arm traffic signals, decoratively designed newspaper arbors, sidewalks, bicycle facilities and other landscape architecture elements servicing the needs of pedestrians and bicyclists.

Optimally, streetscape improvements are designed concurrently with transportation engineering projects to achieve maximum benefits in first costs and perpetual maintenance. However, in instances of limited funds or different program time lines whereby roadway expansion projects follow initial streetscape improvements consisting of basic landscaping elements, design strategies need to be employed to minimize future loss or relocation of constructed streetscape improvements.

## **PROJECT #11: Roadside Border Landscaping**

**Project Goal:** “To increase the number of trees planted along streets, within the rights-of-way, that serve to improve the landscape quality and character of Marco Island.”

### **Project Objectives:**

1. To improve the quality of landscaping, in medians and roadside areas, on South Collier Blvd. between Winterberry Drive and Collier Ct.

### **Project’s Relationship to Comprehensive Plan:**

- “Incorporation of the recommendations contained in the Master Right-of-Way Plan into the five year Capital Improvement Elements based on priority of need and availability of fiscal resources” (Section II, Policy 1.1.1)

### **Project’s Relationship to Master Right-of-Way Plan:**

- “Due to the high temperature and intense sunlight the island experiences in a year, citizens want to maximize the amount of shade available within the roadway pedestrian corridors. The new roadway cross section has been prepared to maximize room within the right of way for meandering sidewalks and increased amounts of shade trees.” (Section 5, Roadway Shade/Lighting, pages 3 & 4)
- “Due to extensive overhead power lines along the majority of the project area, the small tree acts as the staple street tree on the island. Because of their smaller size, more trees would be planted to permit the desired shade and streetscape effect. No understory planting is recommended, except to accent proposed pedestrian nodes.” (Section 6, Streetscaping, page 10)
- “Landscape Palette provides recommendations for suitable species.” (Section 6, Streetscaping, pages 14-31)

### **Project’s Relationship to MPROSS:**

- “Establish a tree-planting program that targets individual corridors for improvements.” (Section 4, page 5, #5)

**Success Measurement:** Completion of the FY09, FY10, FY11, FY12 and FY13 planting projects within the approved budget and within the fiscal year.

**Project Narrative:** Marco Island is a beautiful City. The landscape character sets the City apart from many other Florida communities and is a significant enhancement to both the physical beauty of the island and the quality of life for residents. To further enrich the beauty of the Island, planting street trees along major roadways has been a priority for the last three fiscal years. A combination of palms, shade trees, flowering

trees, and shrubbery have been used to improve the visual quality of Winterberry Drive (FY02), Bald Eagle Drive (FY03), San Marco Road (FY04), Bald Eagle Drive Phase 2 (FY05), North Barfield Drive (FY06), North Collier Blvd (FY07).

Using the plant recommendations from the Right-of-Way Master Plan (1999), staff has worked with the Beautification Advisory Committee and consultants to design the first three phases of the "Roadside Border Landscaping" project. This collaboration will continue in FY00 as North Barfield Drive, between Piedmont Circle and San Marco Rd. is planted.

**Five-Year Funding Recommendation:**

FY09	FY10	FY11	FY12	FY13	Total
220,000	150,000	150,000	200,000	200,000	920,000

**Funding: FY09 - \$220,000 Grant: \$720,000 GF**

## **CATEGORY VII – PARKS, RECREATION, AND OPEN SPACE:**

The development of the Parks, Recreation and Open Space element of the Capital Improvement Program is based on the goals and objectives set forth in the Comprehensive Plan and the specific recommendations, or action strategies, set forth in the Master Parks, Recreation and Open Space Study.

**Comprehensive Plan Goal:** “TO ENHANCE MARCO ISLAND’S OPEN SPACE AND RECREATIONAL OPPORTUNITIES WHILE MAINTAINING ITS TROPICAL, SMALL TOWN CHARACTER.”

**Comprehensive Plan Information** - The City’s Comprehensive Plan is divided into two sections: Part 1 – Goals, Objectives and Policies; and Part 2 – Data and Analysis. Part 1 identifies the goal of the Parks and Open Space Element as listed above. The Comprehensive Plan Objectives from Part 1 are:

- Establishment of minimum Level of Service (LOS) standards for community parklands and regional parkland acreages per 1,000 residents
- To seek additional recreational and open space sites on Marco Island and maintain and enhance the existing sites
- Promotion of a safe, convenient, and energy efficient multimodal transportation system
- The City will actively seek and cooperatively pursue partnerships with Island entities for enhanced and expanded recreational an civic use facilities

Part 2 of the Comprehensive Plan also states: “To gain a better understanding of our park, recreation and open space needs and opportunities, the City commissioned the creation of a Park an Open Space Study in 1999. That Study provides critical information and guidance as to how the City should address open space and recreational needs of the community through build-out. It also provides benchmark data and analysis to facilitate development of this Comprehensive Plan element.” Since the Master Parks, Recreation and Open Space Study (MPROSS) is given great weight in the Comprehensive Plan and, since it provides a more detailed examination of parks and recreation facilities along with more detailed improvement recommendations, the MPROSS serves as the foundation for the CIP recommendations. The approved CIP projects serve as the action strategies that will fulfill the Comprehensive Plan’s goal and objectives.

**Master Parks, Recreation and Open Space Study Objective:** The City’s Master Parks, Recreation and Open Space Study (MPROSS) stated objective is, “to develop a long-range, visionary, yet practical parks and open space vision that: has broad-based public consensus, identifies open space needs in ‘new’ areas, identifies opportunities for linkages and partnerships, provides recreation opportunities for all residents, includes a comprehensive variety of facility types, creates opportunities for recreation programs, accommodates changing demographics, respects individual neighborhood needs, develops an implementation strategy and establishes priorities for land acquisition and park development.”

**MPROSS Information** – The City’s MPROSS is comprised of four sections: 1 – Introduction; 2 – Physical Characteristics of Marco Island; 3 – Needs Analysis and; 4 – The Future of Parks, Recreation and Open Space System. The specific recommendations provided in Section 4, The Future of Parks, Recreation and Open Space System, serve as the basis for CIP recommendations.

**Consistency With Adopted Schedule of Capital Improvements:** The FY09 Five Year CIP budget recommends that much of the park improvements be funded through a voter approved referendum for Parks and Beautification projects. It is anticipated the referendum will take place in 2010.

## **PROJECT #12: Mackle Park Improvements**

**Project Goal:** “To increase Mackle Park’s ability to meet the needs of the community through phased implementation of the Mackle Park Master Plan.”

### **Project Objectives:**

1. To increase Mackle Park’s ability to meet the needs of the community through phased implementation of the Mackle Park Master Plan during the City’s five-year capital improvement program.

### **Project’s Relationship to Comprehensive Plan:**

- “To seek additional recreational and open space sites on Marco Island and maintain and enhance the existing sites” (Section VI, Objective 1.2)
- “Public meetings will be held by the Parks and Recreation Department, to seek input from the resident of Marco Island on the design of all public recreational facilities to be built or expanded on Marco Island” (Section VI, Policy 1.2.5) (Completed during the Master Plan development).
- 

### **Project’s Relationship to MPROSS:**

- “Renovate and expand Mackle Park: Develop a final master plan and construction documents for the proposed improvements to Mackle Park” (Section 4, page 43, #7)

**Success Measurement:** Completion of FY07 construction projects within the approved budget.

**Project Narrative:** Mackle Park is the primary public space in the City’s park system. 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 publicly owned community center, which is heavily used throughout the year. A comprehensive Master Plan for the park,

in accordance with the MPROSS, was completed in 2004 and approved by the City Council on February 22, 2005. The plan provides the framework for investing CIP funds, defines long and short term improvement priorities, provides cost estimates, graphically illustrate the future park, explains user patterns, documents development chronology and eliminates or mitigates current conflicts between users.

Implementation of the Master Plan began with the construction of Kids' Cove playground. The projects described below represents Phase III improvements.

Improvements to Mackle Park beyond FY09 will be mostly dependant on the results of a Bond Referendum to fund park and beautification projects.

- **Fiscal Year 2009:** Grant funds supporting Phase 3 which expands the existing lake trail from a width of 8' to a width of 12'. These improvements are consistent with the Mackle Park Master Plan.

**Five-Year Funding Recommendation:**

FY09	FY10	FY11	FY12	FY13	Total
220,000	7,605,000	0	150,000	150,000	8,125,000

**Funding: FY 09 \$200,000 State Grant; \$20,000 GF, FY10 Bond Referendum**

**PROJECT #13: Winterberry Park Improvements**

**Project Goal:** "To increase Winterberry Park's ability to meet the needs of the community through implementing the Winterberry Park Improvement Plan"

**Project Objectives:**

1. To increase Winterberry Park's ability to meet the needs of the community through the planting of new sod in the softball outfield and multi-purpose field areas, relocate field lighting and install additional landscaping.

**Project's Relationship to Comprehensive Plan:**

- "To seek additional recreational and open space sites on Marco Island and maintain and enhance the existing sites" (Section VI, Objective 1.2)



**Project's Relationship to MPROSS:**

- “Develop a Master Development Plan and Construction Documents for Winterberry which creates an urban” facility capable of supporting multiple uses” (Section 4, page 44, #8, bullet 1)
- “Implement improvements including construction of new ball field facilities, reconfiguration of the parking lots and pedestrian walks” (Section 4, page 44, #8, bullet 1)

**Success Measurement:** Completion of FY10 construction project within the approved budget.

**FY09 Project Narrative:** An Improvement Plan for Winterberry Park was developed in FY03-04 in accordance with the MPROSS. The improvement plan makes long term recommendations for the improvement of the park. Like the plan developed for Mackle Park, it must be implemented in phases.

- **Fiscal Year 2009:** Improvements per the Improvement Plan to include: planting of new sod in the softball outfield and multi-purpose field areas, relocate field lighting and install additional landscaping.

**Five-Year Funding Recommendation:**

FY09	FY10	FY11	FY12	FY13	Total
350,000	0	0	0	0	350,000

**Funding: \$200,000 GF; \$150,000 PARK IMPACT FEE**

## PROJECT #14: Veterans Community Park

Project Goal: “To increase the amount of park land available to residents through the development of the Veterans Community Park.”

### Project Objectives:

1. Improve the park site by planting sod, paving a parking area and installing irrigation in the areas formerly used for construction staging.
  2. Construct Phase 1 of the new park based on the completed Master Plan (expected FY08).
- “To seek additional recreational and open space sites on Marco Island and maintain and enhance the existing sites” (Section VI, Objective 1.2)
  - “Within one year of the Plan’s effective date, the City will investigate and negotiate, if feasible, the purchase of vacant property on Marco Island that is suitable for future parks/or community/cultural center” (Section VI, Policy 1.2.1)
  - “Public meetings will be held by the Parks and Recreation Department, to seek input from the resident of Marco Island on the design of all public recreational facilities to be built or expanded on Marco Island” (Section VI, Policy 1.2.5)

### Project’s Relationship to MPROSS:

- “The collection of 6 undeveloped lots along Elkcam Circle, in the southwest quadrant of downtown, presents the opportunity for the development of the signature civic space of Marco Island. This space could begin as a public gathering space, complete with plazas fronting the water, and green space to accommodate festivals.” (Section 4, page 58, paragraph 3)
- “Develop and implement a Master Site Plan for the town Center gathering space or ‘green’” (Section 4, page 58, #3)

Success Measurement: Completion of the project within the approved budget and within the fiscal year.

Project Narrative FY09 – Provides sod, parking and irrigation for former construction staging areas.

### Five-Year Funding Recommendation:

FY09	FY10	FY11	FY12	FY13	Total
275,000	2,000,000	0	0	0	\$2,275,000

**Funding: FY09 \$275,000 CARRY FORWARD FROM FY2008; FY10 \$2,000,000 Bond Referendum**

**PROJECT #15: Hard Court Conversion**

**FY08 Project Goal:** “To replace under-court irrigation at courts 3 and 4”

**Project Objectives:**

1. To resurface courts 1, 2 to improve player safety and increase play.

**Project’s Relationship to Comprehensive Plan:**

- “To seek additional recreational and open space sites on Marco Island and maintain and enhance the existing sites” (Section VI, Objective 1.2)

**Project’s Relationship to MPROSS:**

- “All parks and facilities must be maintained to be clean, safe, well-lighted, attractive, comfortable and uniform in appearance” (Section 4, page 63, #5)

**Success Measurement:** Completion of FY08 construction project within the approved budget.

**FY09 Project Narrative:** Funding allows for the resurfacing of hard courts #'s 1 and 2 with a synthetic surface that does not require irrigation and plays like clay courts. The existing surface is not used by many Racquet Center patrons. Most patrons prefer clay court as they are not as physically demanding as hard courts. Installing classic clay will increase the number of courts that will be used by facility patrons for league play.

**Five-Year Funding Recommendation:**

FY09	FY10	FY11	FY12	FY13	Total
80,000	0	0	0	0	80,000

**Funding: \$40,000 GENERAL FUND; \$40,000 TRF FROM RECREATION ENTERPRISE FUND**

**PROJECT #16: Leigh Plummer Park Improvements**

**Project Goal:** “To increase Leigh Plummer Park’s ability to meet the needs of the community.”

**Project Objectives:**

1. Improve Leigh Plummer Park in accordance with completed improvement plan (expected FY08).

**Project’s Relationship to Comprehensive Plan:**

- “To seek additional recreational and open space sites on Marco Island and maintain and enhance the existing sites.” (Section VI, Objective 1.2)
- “Public meetings will be held by the Parks and Recreation Department, to seek input from the resident of Marco Island on the design of all public recreational facilities to be built or expanded on Marco Island.” (Section VI, Policy 1.2.5)

**Project’s Relationship to MPROSS:**

- “Improve existing Neighborhood Parks according to the specific needs of surrounding residents (e.g. Leigh Plummer Park).” (Section 4, page 47, #4)

**Success Measurement:** Completion of the FY11 planning project within the approved budget and within the fiscal year.

**Project Narrative:** Improve Leigh Plummer Park in accordance with the improvement plan completed in FY08. Funding provided in FY11 will begin the phased improvements for this park.

**Five-Year Funding Recommendation:**

FY09	FY10	FY11	FY12	FY13	Total
0	0	300,000	0	0	300,000
<b>Funding:</b>	<b>\$300,000</b>	<b>GF</b>			

## ***CATEGORY VIII – CIVIC FACILITIES:***

The development of the Civic Facilities component of the Capital Improvement Program is not derived from specific recommendations or action strategies set forth in any City plan, but is recognized and included in the Schedule of Capital Improvements, which is an adopted component of the Comprehensive Plan.

**Comprehensive Plan Goal:** Not applicable.

There are no projects recommended for funding in this category in the current five-year Capital Improvement Program.

**CATEGORY IX – CONTINGENCY:**

**PROJECT ID #17: Capital Contingency**

An annual budget allocation 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.

**Five-Year Funding Recommendation:**

FY09	FY10	FY11	FY12	FY13	Total
120,000	196,000	270,000	100,000	100,000	786,000

**Funding: \$786,000 GF**

City of Marco Island  
 CAPITAL PROJECTS FUND  
 REVENUE BUDGET

100% Yr Complete

ACCOUNT #	DESCRIPTION	ACTUAL FY2007	BUDGET FY2008	YTD ACTUAL FY2008	PROJECTED FY2008	BUDGET FY2009	09 BGT % OF 08
-----							
CAP PROJ FUND REVENUES							
9301							
3003319001	FEMA BRIDGE REPAIRS	0	0	0	0	0	0 %
3003360000	STATE DOT CONTRIBUTIONS ILOT	170,416	929,250	298,159	929,250	220,000	24 %
3003374000	COLLIER COUNTY TRANSPN GRANT	0	0	0	0	0	0 %
3003375000	S FL WATER MANAGEMENT GRANT	725,000	295,064	200,000	295,064	200,000	68 %
3003376000	HUD/CDBG GRANT	0	70,000	0	70,000	75,000	107 %
3003377000	PARKS & REC GRANT	0	0	100,000	0	200,000	0 %
	INTERGOVERNMENTAL REVENUE:	895,416	1,294,314	598,159	1,294,314	695,000	54 %
-----							
3003632400	ROAD IMPACT FEES	238,525	200,000	161,475	200,000	200,000	100 %
3003632700	COMMUNITY PARK IMPACT FEES	21,455	150,000	22,364	25,000	150,000	100 %
3003639904	SIDEWALK ASSESSMENTS PHASE IV	14,447	0	0	0	0	0 %
3003660000	CONTRIBUTIONS FROM PRIVATE SOU	0	0	0	0	0	0 %
	SPECIAL REVENUES:	274,427	350,000	183,839	225,000	350,000	100 %
-----							
3003810000	TRANSFER FROM GENERAL FUND	13,736,951	3,283,128	0	3,283,128	2,302,600	70 %
3003810001	TRANSFER FROM REC CTR FUND	0	0	0	0	40,000	0 %
3003810300	USE OF RESERVES	0	12,194,723	0	0	0	0 %
3003840000	DEBT PROCEEDS	0	0	0	0	0	0 %
3003610000	INTEREST EARNED	0	0	0	0	0	0 %
3003690000	MISCELLANEOUS REVENUE	(592)	0	228,000	228,000	0	0 %
	NON-REVENUES:	13,736,359	15,477,851	228,000	3,511,128	2,342,600	15 %
-----							
	GRAND TOTAL FOR FUND:	14,906,202	17,122,165	1,009,998	5,030,442	3,387,600	20 %
-----							

City of Marco Island  
CAPITAL PROJECTS FUND  
EXPENSE BUDGET

100% Yr Complete

ACCOUNT #	DESCRIPTION	ACTUAL FY2007	BUDGET FY2008	YTD ACT/ENCUM FY2008	PROJECTED FY2008	BUDGET FY2009	09 BGT % OF 08
CAPITAL PROJECTS FUND							
9530							
3005380020	N COLL/ SEAVIEW STORM SEWER	0	0	0	0	0	0 %
3005380101	RECONSTRUCT THROAT INLETS	5,000	0	(72,400)	0	0	0 %
3005380200	VACUUM TRUCK	0	0	0	0	0	0 %
3005380210	ASSET MANAGEMENT SYSTEM	0	0	0	0	0	0 %
3005380220	ELKCAM CIRCLE OUTFALL	46,094	187,912	188,730	0	0	0 %
3005380230	WATER QUALITY IMPROVEMENT	199,610	100,000	99,560	0	0	0 %
3005380096	REPLACE/REPAIR EXISTING OUTFAL	19,284	0	0	0	0	0 %
3005380098	ROW SWALE DRAINAGE GRADING	15,516	0	0	0	0	0 %
3005380099	CITY WIDE DRAINAGE IMPR	1,204,275	491,000	429,236	0	600,000	122 %
	STORMWATER DRAINAGE:	1,489,779	778,912	645,127	0	600,000	77 %
3005430001	COLLIER CREEK DREDGING	64,091	15,483	15,843	0	0	0 %
3005430007	MARINA FEASIBILITY	0	0	0	0	0	0 %
3005430010	KENDALL DREDGING	0	25,000	26,274	0	0	0 %
	BEACH AND WATERWAYS:	64,091	40,483	42,117	0	0	0 %
3005400025	EAST WINTERBERRY BRIDGE REPAIR	151,132	5,309,734	5,264,671	0	0	0 %
3005400030	BRIDGE PLANNING STUDY	0	0	0	0	0	0 %
3005400099	CITY-WIDE BRIDGE REPAIRS	32,438	1,389,562	659,531	0	1,071,600	77 %
3005400100	BRIDGE INTEGRITY STUDY	2,348	90,525	13,276	0	0	0 %
3005400150	WINTERBERRY SMOKEHOUSE	45,956	(16,775)	(16,775)	0	0	0 %
3005400160	SMOKEHOUSE BAY BRIDGES	0	150,000	0	0	350,000	233 %
3005430009	N BARFIELD SEAWALL	0	0	0	0	0	0 %
	BRIDGE IMPROVEMENTS:	231,874	6,923,046	5,920,703	0	1,421,600	21 %
3005410005	SAN MARCO/HEATHWOOD INTERSECTI	334,691	117,523	47,031	0	0	0 %
3005410020	SAN MARCO/BALD EAGLE INTERSECT	0	0	0	0	0	0 %
	INTERSECTIONS:	334,691	117,523	47,031	0	0	0 %
3005410012	NORTH COLLIER BOULEVARD	7,803,115	3,129,554	3,186,318	0	0	0 %
3005410016	SOUTH COLLIER BOULEVARD	336,207	0	0	0	0	0 %
3005410024	S COLLIER BICYCLE & PEDESTRIAN	37,122	60,597	57,281	0	0	0 %
3005410098	STREET IMPROVEMENTS	0	205,747	64,083	0	280,000	136 %
3005410100	COMPUTERIZED TRAFFIC SIGNALS	3,483	341,545	249,551	0	0	0 %
3005410101	LIGHTED STREET NAMES	0	39,202	39,502	0	0	0 %
3005410103	ELKHAM CIRCLE WIDENING	0	0	0	0	0	0 %
3005410104	BALD EAGLE TURN LANES	11,003	0	0	0	0	0 %
3005412000	BIKE PATH WIDENING	0	364,002	130,731	0	0	0 %
3005412100	MARCO LAKE DR TURN	0	1,042	0	0	0	0 %
3005415303	ROAD RESURFACING	0	0	0	0	0	0 %
3005415304	COLLIER @ BALD EAGLE/ELKCAM	0	483,750	464,714	0	0	0 %
3005415305	MARCO LAKE DR. SIDEWALK	0	88,000	28,000	0	96,000	109 %
	ROADWAYS:	8,190,931	4,713,439	4,220,179	0	376,000	8 %
3005420010	LELAND WAY PATHWAY TO YMCA	234,977	0	80,106	0	0	0 %
3005420012	BALD EAGLE PATHWAY	32,500	217,500	2,736	0	0	0 %
	PEDESTRIAN/BICYCLE WAYS:	267,477	217,500	82,842	0	0	0 %
3005790008	BALD EAGLE STREETScape	0	0	1,455	0	0	0 %
3005790010	BRIDGE LIGHTING	0	0	0	0	0	0 %
3005790000	CUL DE SAC IMPROVEMENTS	840	0	0	0	0	0 %



City of Marco Island  
 CAPITAL PROJECTS FUND  
 EXPENSE BUDGET

100% Yr Complete

ACCOUNT #	DESCRIPTION	ACTUAL FY2007	BUDGET FY2008	YTD ACT/ENCUM FY2008	PROJECTED FY2008	BUDGET FY2009	09 BGT % OF 08
3005790004	ROADSIDE BORDER LANDSCAPING	86,724	263,276	90,065	0	220,000	84 %
	STREETSCAPE IMPROVEMENTS:	87,564	263,276	91,520	0	220,000	84 %
3005420001	LEIGH PLUMMER PARK SITE IMPROV	0	25,000	24,803	0	0	0 %
3005420020	MACKLE PARK EXPANSION	347,544	1,182,776	823,264	0	220,000	19 %
3005420021	WINTERBERRY PARK EXPANSION	8,379	185,132	201,515	0	350,000	189 %
3005420022	TENNIS COURT CONVERSION	0	0	0	0	80,000	0 %
3005420050	VETERANS PARK PROPERTY PLAN	174,127	380,953	82,635	0	0	0 %
3005420052	RACQUET CENTER IMPROVEMENTS	180,564	78,074	102,596	0	0	0 %
3005420054	BEACH ACCESS-MARRIOTT	167,967	42,033	43,354	0	0	0 %
3005420056	JANE HITTLER PARK	33,377	171,733	171,500	0	0	0 %
	PARKS, REC & OPEN SPACE:	911,959	2,065,701	1,449,666	0	650,000	31 %
3005800065	POLICE SERVICES EXPANSION	3,121,261	560,302	447,113	0	0	0 %
	CIVIC FACILITIES:	3,121,261	560,302	447,113	0	0	0 %
3005810001	TRANSFER TO GENERAL FUND	0	0	0	0	0	0 %
3005810203	TRANSFER TO SALES TAX BOND DS	0	0	0	0	0	0 %
3005810204	TRANS TO N COLLIER BANK NOTE D	0	0	0	0	0	0 %
3005810404	TRANSFER TO ELECTRIC FUND	0	95,000	95,000	0	0	0 %
3009009099	CAPITAL PROJECTS CONTINGENCY	0	164,283	0	0	120,000	73 %
	CONTINGENCY AND OTHER:	0	259,283	95,000	0	120,000	46 %
	GRAND TOTAL FOR FUND:	14,699,627	15,939,465	13,041,297	0	3,387,600	21 %

**City of Marco Island  
Annual Budget Summary  
Fiscal Year 2008 - 2009**

*Building Services Fund*

Fiscal Year Budget 2009
-------------------------------

*Building Services Revenues*

Building Permit Fees	\$ 1,506,863
----------------------	--------------

<b>TOTAL REVENUES</b>	<b>\$ 1,506,863</b>
-----------------------	---------------------

*Building Services Expenditures*

Personal Services	760,759
Collier County Services	80,000
Other Operating Expenses	65,250
Central Administration	413,567
Self-Insurance	67,287
Capital Outlay	120,000

<b>TOTAL EXPENDITURES</b>	<b>1,506,863</b>
---------------------------	------------------

<b>CASH FLOW</b>	<b>\$ -</b>
------------------	-------------

**NOTE:** By action of the City Council, Building Services established as a self-supporting Enterprise Fund in the 2006 Budget. Fund is exempt from calculation of Spending Cap expenditures.

# Building Services

## Mission Statement

*To provide prompt and courteous response and service to customer requests; thorough plan review; consistent application of the City's building code and regulations; and responsive and timely building inspections necessary to uphold the upscale community atmosphere in a cost effective manner.*

The Building Services Division is charged with providing a full range of plan review, permitting, and building inspection services to the development community and citizens of Marco Island. Prompt delivery of courteous and efficient customer service in a "one-stop shop" is a guiding principle.

The division reviews and inspects all projects requiring a permit. Personnel consists of a team of licensed and qualified plans examiners, permit technicians, and building inspectors. The division supervisor is state certified as a Building Official. All three building inspectors are certified inspectors in their respective disciplines.

The Building Services Division receives staff support from Community Development, Administrative, and Public Works staffs. Support includes site plan review, engineering review, and right-of-way permitting. The Building Services Fund is utilized to offset costs associated with the external support provided to the Division.

The Building Services Fund has been defined as a self-supporting Enterprise Fund. Pursuant to Florida Statutes, building permit revenues are used to support the operations of the Building Division. Functionally, the Building Services Division operates as a division of the Community Development Department.



## Accomplishments

In the first 6 months of the fiscal year -

- Issued 2,687 permits for new construction and remodeling projects
- Performed 8,344 inspections for permitted projects
- Collected over \$1,471,005 in total fees (including impact fees)
- Maintained a 94% permit closure rate.
- Provided 3 property damage assessment training classes to Community Emergency Response Team (CERT) members utilizing recently developed damage assessment software

## Staffing

The Building Services Division employed a staff of 10 in FY 2008. One staff member will be lost through attrition. This position will remain vacant for the last one third of 2008 and for all of FY 2009.

## Goals and Objectives

<b>Mission Element #1</b>	<i>To uphold the upscale community atmosphere.</i>
---------------------------	--

<b>Measurable Goal</b>	<i>None applicable to this fund.</i>
------------------------	--------------------------------------

<b>Mission Element #2</b>	<i>To enhance its natural beauty, to promote architectural harmony..</i>
---------------------------	--

<b>Measurable Goal</b>	<i>None applicable to this fund.</i>
------------------------	--------------------------------------

<b>Mission Element #3</b>	<i>To provide for safety and welfare of its residents.</i>
---------------------------	--

<b>Measurable Goal</b>	<i>Maintain a class 6 CRS rating and achieve an improved class 5 rating from the Community Rating System.</i>
------------------------	---

## Action Plans/Strategies

- Participate in required community outreach programs (speaking engagements, flood news flyers, maintain CEU's, and maintain a Certified Floodplain Manager).
- Attend Emergency Management Institute training sessions.

<b>Mission Element #4</b>	<i>To provide cost-effective government.</i>
---------------------------	--

<b>Measurable Goal</b>	<i>Review plans, complete inspections, and implement conditions of approval with no errors.</i>
------------------------	---

### **Action Plans/Strategies**

- Provide 1 and 2 family dwelling unit structural inspection license training to plumbing and electrical inspectors as necessary to achieve multi-certification.
- Purchase and implement a software program that will connect all divisions of the Community Development Department, allow for more efficient permitting, provide the public with access to automated building inspection requests and monitoring, allow for automated inspection reports, and provide the administration with access to more detailed monitoring reports.
- Assign partial building code and contractor licensing enforcement responsibilities to building inspection staff.
- Continue implementation of a sensible, cost-effective strategy for records/plan storage and recovery and continue review and storage of plans in electronic, digital format.
- Recommend adjustments to building permit fee schedule to include justifiable rate increases.

<b>Mission Element #5</b>	<i>To provide prompt and courteous service to all.</i>
---------------------------	--

<b>Measurable Goal</b>	<i>Achieve a 100% customer satisfaction rating.</i>
------------------------	---

### **Action Plans/Strategies**

- Formalize establishment of pre-construction meetings to improve communication between division staff and contractors prior to project commencement.
- Implement a customer satisfaction survey to identify performance areas in need of improvement.
- Develop an internal permit tracking system that measures and assesses permit processing times and utilizes tracking data as a baseline from which customer service goals and response times can be established and measured.

## Detail of Personnel Services

Position	FY 2008 Budget	FY 2009 Budget	Salary
Building Official	1.00	1.00	\$80,214
Deputy Building Official	1.00	1.00	55,763
Electrical Inspector	1.00	1.00	57,330
Plumbing/Mechanical Inspector	1.00	1.00	57,680
Structural Inspector	1.00	1.00	52,943
Customer Service Supervisor	1.00	1.00	57,500
Permit Clerk	3.00	3.00	87,926
Administrative Technician	1.00	1.00	39,325
Pay for Performance Incentives			14,660
Total Full Time Equivalents	10.0	10.0	\$503,341

## Detail of Capital Purchases

Description	Total Cost
Management and Permitting Software	\$120,000
Total Capital Outlay	\$120,000

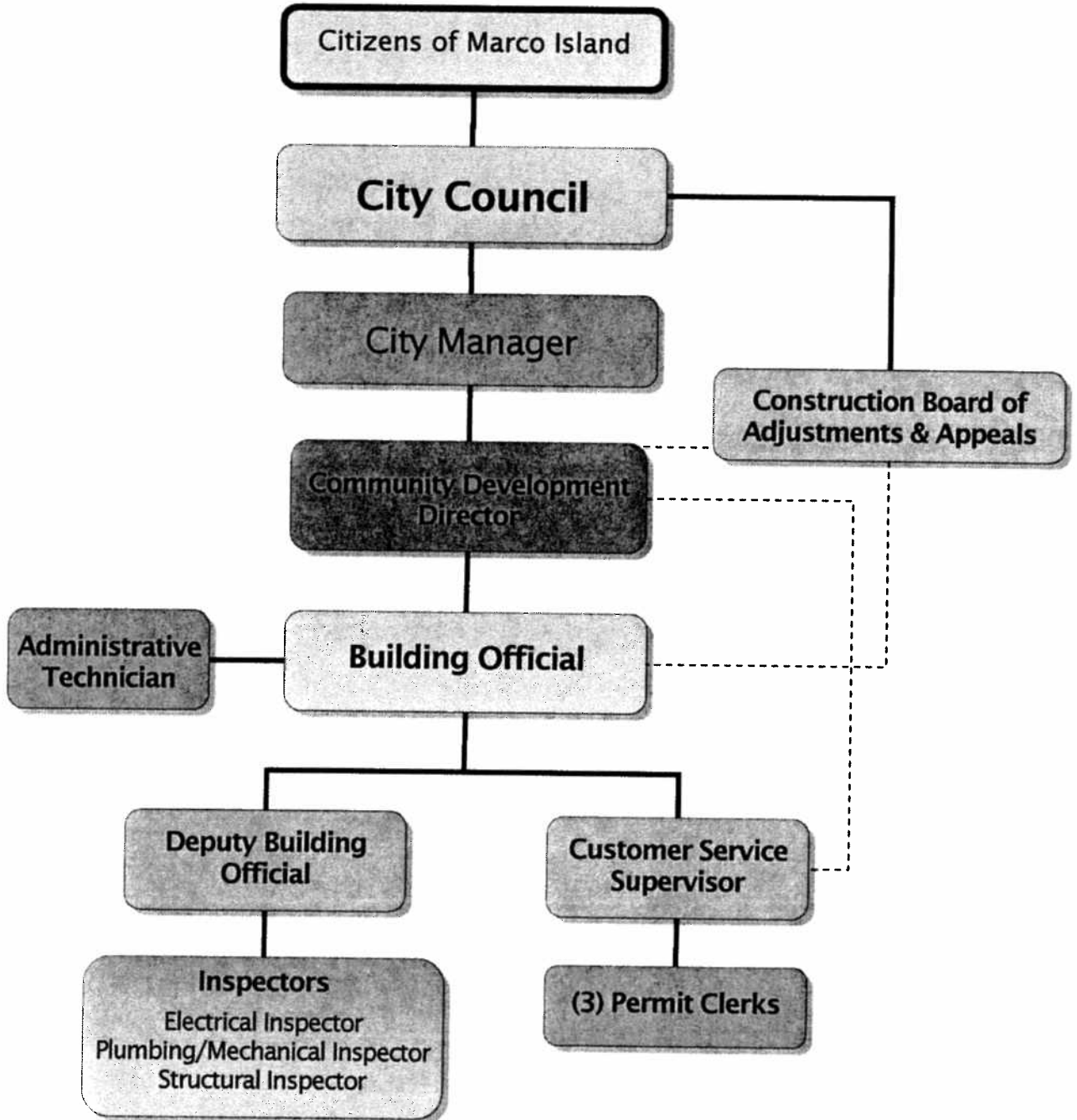
## Budget Summary

Description	Total Cost
Personnel Services Expenditures	\$760,759
Operating Expenses	212,537
Allocated Administration	413,567
Capital Outlay	120,000
Total for FY 2009	\$1,506,863

## Revenue Summary

Description	Total Cost
Building Permits	\$1,506,863
Total for FY 2009	\$1,506,863

# Building Services Organization Chart



City of Marco Island  
 BUILDING SERVICE FUND  
 REVENUE BUDGET

100% Yr Complete

ACCOUNT #	DESCRIPTION	ACTUAL FY2007	BUDGET FY2008	YTD ACTUAL FY2008	PROJECTED FY2008	BUDGET FY2009	09 BGT % 08
-----							
BLG SERV FUND REVENUES							
9201							
1013220000	BUILDING PERMIT FEES	972,129	1,526,943	809,570	1,000,000	1,506,863	99 %
1013610000	INTEREST EARNED	136,198	0	0	80,000	0	0 %
1013690000	MISCELLANEOUS REVENUE	0	0	0	0	0	0 %
-----							
GRAND TOTAL FOR FUND:		1,108,327	1,526,943	809,570	1,080,000	1,506,863	99 %
-----							



City of Marco Island  
 BUILDING SERVICE FUND  
 EXPENSE BUDGET

100% Yr Complete

ACCOUNT #	DESCRIPTION	ACTUAL FY2007	BUDGET FY2008	YTD ACT/ENCUM FY2008	PROJECTED FY2008	BUDGET FY2009	09 BGT % OF 08
-----							
BLDG SERV FUND							
9501							
1015241200	WAGES	455,648	537,982	491,948	500,000	503,341	94 %
1015241400	OVERTIME	10,736	5,000	0	1,000	5,000	100 %
1015241550	SAFETY/PERFORMANCE AWARDS	4,500	0	0	0	0	0 %
1015242000	BENEFITS	142,943	178,301	152,580	160,000	177,015	99 %
1015242100	FICA TAXES	42,627	39,704	46,480	47,000	48,132	121 %
1015242200	RETIREMENT	22,584	25,618	24,769	25,000	27,271	106 %
TOTAL PERSONNEL SERVICES:		679,037	786,605	715,778	733,000	760,759	97 %
-----							
1015243100	PROFESSIONAL FEES	3,150	4,000	2,500	3,500	3,500	88 %
1015243400	CONTRACTUAL SERVICES	19,552	10,000	5,886	10,000	10,000	100 %
1015243490	COLLIER COUNTY SERVICES	49,750	80,000	8,766	80,000	80,000	100 %
1015244000	TRAVEL PER DIEM	3,565	5,000	3,345	5,000	5,000	100 %
1015244100	TELEPHONE & COMMUNICATIONS	7,277	9,000	4,812	7,000	8,000	89 %
1015244400	RENTALS & LEASES	4,090	7,500	5,431	7,500	7,500	100 %
1015244610	VEHICLE REPAIR & MAINTENANCE	1,126	1,480	794	1,480	1,600	108 %
1015244630	EQUIPMENT REPAIR & MAINTENANCE	743	500	494	500	500	100 %
1015244700	PRINTING	1,924	2,000	153	1,000	1,500	75 %
1015245100	OFFICE SUPPLIES	13,545	15,000	9,272	15,000	15,000	100 %
1015245210	FUEL	5,338	6,000	6,319	6,000	6,600	110 %
1015245220	UNIFORMS	975	800	656	800	800	100 %
1015245230	POSTAGE	175	500	142	300	400	80 %
1015245400	PUBLICATIONS & MEMBERSHIPS	1,453	1,500	1,818	1,500	1,350	90 %
1015245420	TRAINING	1,883	2,000	2,028	1,600	2,000	100 %
1015249099	CONTINGENCY	0	2,000	0	0	1,500	75 %
1015249900	CENTRAL ADM ALLOCATION	405,060	425,311	425,316	425,300	413,567	97 %
1015249910	CONT TO LIABILITY INSURANCE FU	50,244	52,747	52,752	52,700	67,287	128 %
TOTAL OPERATING EXPENSES:		569,849	625,338	530,484	619,180	626,104	100 %
-----							
1015246400	EQUIPMENT PURCHASES	77,885	115,000	0	0	120,000	104 %
TOTAL CAPITAL OUTLAY:		77,885	115,000	0	0	120,000	104 %
-----							
GRAND TOTAL FOR FUND:		1,326,772	1,526,943	1,246,262	1,352,180	1,506,863	99 %
=====							

# *City of Marco Island*

## **Water/Sewer Fund Summary**

(NOTE: Excludes Sewer Assessment Funds)

Fiscal Year 2009
------------------------

UPDATED 10/14/08

### REVENUES:

Marco Island Water	18,125,000
Marco Island Sewer	6,057,500
Marco Shores Water	303,300
Marco Shores Sewer	452,400
Re-Use Water Sales	616,900
Connection Charges	100,000
Other Revenues	325,000
<b>OPERATING REVENUES</b>	<b>25,980,100</b>
Plant Capacity Charges	500,000
Water Management Grants	2,000,000
Bond Proceeds	16,344,300
<b>CAPITAL REVENUES</b>	<b>18,844,300</b>

<b>TOTAL REVENUES:</b>	<b>\$ 44,824,400</b>
------------------------	----------------------

### EXPENDITURES:

Marco Island North Water Plant	2,625,175
Marco Island South Water Plant	2,211,979
Marco Island Sewer	1,542,875
Collection & Distribution	1,666,859
Utility Maintenance Operations	1,155,339
Marco Shores Water	209,675
Marco Shores Sewer	181,668
Administration	713,947
<b>TOTAL OPERATING EXPENDITURES:</b>	<b>10,307,517</b>
Debt Service: 2003 Utility Revenue Bonds	6,569,418
Debt Service: 2006 Utility Revenue Bonds	460,544
Debt Service: 2008 Utility Revenue Bonds	-
Reimbursed Administration	1,074,767
Transfer: Self-Insurance Fund	662,948
Bond Issuance Cost Amortization	150,000
Contingency Fund	82,006
<b>TOTAL OTHER EXPENDITURES:</b>	<b>8,999,683</b>
Renewal & Replacement Fund	1,800,000
Capital Reserve Fund	1,500,000
6% of Marco Island rate base for STRP re-surfacing	1,445,500
8% of Marco Island rate base for STRP reduction	1,927,400
<b>TOTAL CAPITAL RESERVES</b>	<b>6,672,900</b>
<b>EXPENDITURES PAYABLE FROM RATE BASE:</b>	<b>25,980,100</b>
Capital Projects Financed by Bonds	16,344,300
Capital Projects Financed by Grants	2,000,000
Capital Projects Financed by Capacity Fees	350,000

<b>TOTAL EXPENDITURES:</b>	<b>\$ 44,674,400</b>
----------------------------	----------------------

# City of Marco Island

## Septic Tank Replacement Program

Fiscal Year 2009
------------------------

### REVENUES:

Payments on Assessments	1,875,748
Utility Rate Base - Road Overlay Costs	1,415,400
Utility Rate Base - \$2,758 per ERC	2,338,784
Bond Proceeds	16,300,000

<b>TOTAL REVENUES:</b>	<b>\$ 21,929,932</b>
------------------------	----------------------

### EXPENDITURES:

#### DEBT SERVICE - COMPLETED AREAS:

Pre-Construction Loan (SRF)	53,639
Tigertail	148,999
South Barfield	44,546
North Barfield	332,870
North Marco	184,625
West Winterberry	429,017

#### CONSTRUCTION IN PROGRESS:

Lamplighter (Road Overlay)	573,600
Sheffield (Road Overlay)	841,800

#### 2009 CONSTRUCTION AREAS:

Kendall	9,442,311
Mackle Park	9,221,525

#### ENGINEERING - 2010 CONSTRUCTION:

Gulfport	322,000
East Winterberry North	110,000
East Winterberry South	225,000

<b>TOTAL EXPENDITURES:</b>	<b>\$ 21,929,932</b>
----------------------------	----------------------

# Utilities

---

## *Mission Statement*

*To provide the highest quality utility products and services possible to our customers which enable the public health and well being of our community, through the efforts of a professional staff that is always courteous and responsive.*

The Utilities Department provides water, wastewater, and reuse services to the residents of Marco Island, Marco Shores, and the Isles of Capri (wastewater). Water is sold in bulk to Collier County for Goodland, and bulk wastewater treatment is provided to the North Marco Utilities.

In FY08, the City discontinued operating the water plant at Marco Shores. A new water supply Interconnect with the County was installed and the City will be purchasing water from the County to supply our Marco Shores customers. The Marco Shores water plant is being connected to a reuse water storage and processing facility.

Marco Island Utilities is comprised of five divisions: Water Treatment; Wastewater Treatment; Maintenance, Collection & Distribution; and Engineering.



## **Responsibilities of the Utility Department**

- Provide service to 15,000-40,000 residents through 11,000 customer meters.
- Maintain 500 miles of water transmission lines.
- Maintain 200 miles of sewer collection lines.
- Operate and maintain 68 wastewater lift stations.
- Operate and maintain 18 brackish water wells.
- Maintain 25 miles of reuse water distribution lines.
- Produce and distribute 2.93 billion gallons of potable water in 2007.
- Collect and treat 631 million gallons of wastewater in 2007.
- Produce and distribute 509 million gallons of reuse water for irrigation in 2007.
- Repair approximately 394 pipe breaks.
- Respond to 3,600 "Sunshine One Call" requests to identify locations of utility lines for construction purposes.

## **Accomplishments**

- Selected as the best operated secondary wastewater plant in the State by the Florida Water Environment Federation.
- Received \$2.86 million in grants for various projects by South Florida Water Management District.
- Received commitment from Big Cypress Basin to provide \$1 million per year for each of the following five years to help with the Septic Tank Replacement Program.
- Completed the start up of three additional Aquifer Recovery and Storage (ASR) wells at Marco Lakes, which will ensure surface water supply during future drought periods.
- Completed an agreement for the bulk water purchase for the Marco Shores service area with Collier County.
- Completed the installation of gravity sanitary sewers in the Tigertail and South Barfield sewer districts.
- Completed the upgrade of the existing 3 MGD wastewater treatment plant with membrane technology.
- Initiated an Asset Management System to assist the utility in proactively managing our facilities.
- Initiated the installation of dead-end flushing equipment at cul-de-sacs to comply with regulatory mandate.
- Initiated a residential meter replacement program. The new meters will ensure timely and accurate readings.
- Initiated a safety program with a goal of zero accidents and zero lost time. The total Utility Department staff work in excess of 110,000 hours per year.

## **Staffing**

Marco Island Utilities had 61 staff positions in FY08. In FY09 no additional staff is being requested. In FY10, an additional lift station maintenance technician will need to be added to meet the additional maintenance needs as the result of the addition of 36 lift stations from the Septic Tank Replacement Program.

## Goals & Objectives

<b>Mission Element #1</b>	<i>To uphold the upscale community atmosphere.</i>
---------------------------	--

<b>Measurable Goal</b>	<i>Complete the construction of the Sheffield and Lamplighter Sewer District by February 2009.</i>
------------------------	--

### Action Plans / Strategies

- Hold monthly progress meeting with the contractor.
- Communicate quarterly with the residents in each sewer district.

<b>Measurable Goal</b>	<i>Complete all necessary components of the Reuse Water Production Facility Phase 2 expansion in FY09 to meet June 1, 2010 plant startup in a manner that is able to maintain current treatment within all regulatory requirements.</i>
------------------------	---

### Action Plans / Strategies

- Hold monthly meeting with the contractor, operating and maintenance staff.
- Respond within 7 days to all inquiries / clarifications requested by the contractor.

<b>Mission Element #2</b>	<i>To enhance its natural beauty, to promote architectural harmony..</i>
---------------------------	--

<b>Measurable Goal</b>	<i>None applicable to this fund.</i>
------------------------	--------------------------------------

<b>Mission Element #3</b>	<i>To provide for safety and welfare of its residents.</i>
---------------------------	--

<b>Measurable Goal</b>	<i>Fix and place in operation water line leaks within 8 hours 95% of the time.</i>
------------------------	--

### Action Plans / Strategies

- Maintain an inventory of the majority of the components of the water distribution system.
- Train new staff on repair methods / procedures.

<b>Measurable Goal</b>	<i>Operate the South Plant with no more than 12 incidents of verified odor complaints.</i>
------------------------	--

**Action Plans / Strategies**

- Contract with Design Engineer to evaluate the system and design upgrade.
- Monitor chemical feed system daily.

<b>Measurable Goal</b>	<i>Receive at least one DEP or SFWMD grant to lower the cost to our community to implement CIP in FY09.</i>
------------------------	---

**Action Plans / Strategies**

- Meet with DEP / SFWMD staff to demonstrate the City's commitment to complete projects on schedule.
- Timely complete all grant applications.

<b>Mission Element #4</b>	<i>To provide cost-effective government.</i>
---------------------------	--

<b>Measurable Goal</b>	<i>Operate the Utility to meet the FY09 Controllable Operating Expense budget.</i>
------------------------	--

**Action Plans / Strategies**

- Meet monthly with staff to review controllable operating expenses.
- Look for lower cost alternative suppliers of chemicals and supplies.

<b>Mission Element #5</b>	<i>To provide prompt and courteous service to all.</i>
---------------------------	--

<b>Measurable Goal</b>	<i>Respond to all incoming calls by Utility staff within 24 hours 95% of the time.</i>
------------------------	--

**Action / Strategies**

- Develop tracking method to record all incoming calls.
- Meet monthly with staff to reinforce importance of timely response to citizen's calls.

NOTE: Utility Customer Service, responsible for meter reading and account billing and collection, is part of the Finance Department. That function will be reviewed as part of the General Fund.

## Detail of Personnel Services

Position	FY 2008 Budget	FY 2009 Budget	Salary
Utility Operations Manager	1.0	1.0	82,815
Utility Maintenance Manager	1.0	1.0	79,800
Collection/Distribution Manager	1.0	1.0	75,693
Administrative Assistant	2.0	2.0	73,473
Water Operators	17.0	17.0	789,553
Wastewater Operators	9.0	9.0	410,972
Maintenance	9.0	9.0	588,265
Electrician	1.0	1.0	71,146
Utility Technicians	14.0	14.0	560,731
Engineer	1.0	1.0	88,157
Asset Manager	-	1.0	80,000
Pay for Performance Incentives			87,018
<b>Total Full Time Equivalents - Operations</b>	<b>56.0</b>	<b>57.0</b>	<b>2,987,623</b>
Meter Installers	2.0	2.0	70,572
Inspectors	2.0	3.0	141,421
Engineer	1.0	1.0	72,498
Pay for Performance Incentives			8,535
<b>Total Full Time Equivalents - Projects</b>	<b>5.0</b>	<b>6.0</b>	<b>293,026</b>

## Detail of Capital Purchases

### Description

5-Year Capital Improvement Plan Attached

## Budget Summary

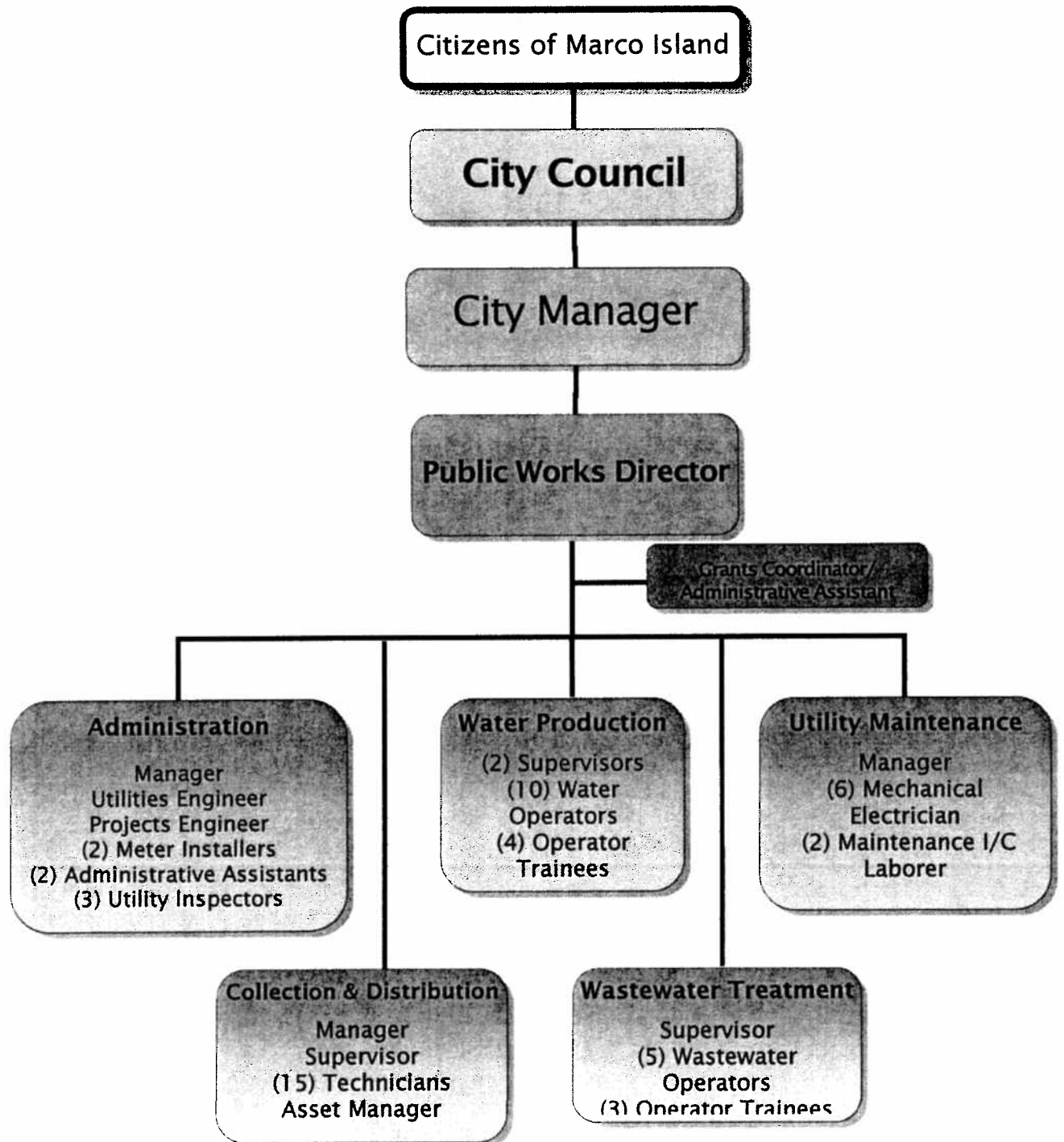
Description	Total Cost
Water Production	5,046,829
Wastewater Treatment	1,724,543
Distribution & Collection	1,666,859
Utility Maintenance	1,155,339
Administration	2,683,668
Capital Outlay	46,100,000
Debt Service	7,019,962
<b>Total for FY 2009</b>	<b>65,397,200</b>

## Funding Sources to Finance Program

Description	Total Cost
Water/Sewer Operating Revenues	25,980,100
Plant Capacity Charges	500,000
Bond Proceeds/Grants/Assessments	38,917,100
<b>Total for FY 2009</b>	<b>65,397,200</b>



# Utilities Organization Chart



# *Water/Wastewater Five Year Capital Projects*

UPDATED 10/14/08

PROJECT DESCRIPTION	REFERENCE					FISCAL YEAR 2013	FISCAL YEAR 2012	FISCAL YEAR 2011	FISCAL YEAR 2010	FISCAL YEAR 2009	FISCAL YEAR 2008	FUNDED TOTAL
	FISCAL YEAR 2008	FISCAL YEAR 2009	FISCAL YEAR 2010	FISCAL YEAR 2011	FISCAL YEAR 2012							
<b>PROJECTS FINANCED BY 2003 BOND ISSUE:</b>												
<b>WATER SYSTEM</b>												
Site Plans	544,787											-
Marco Shores Wholesale Water Chemical Equipment Upgrade	159,349 228,071											-
<b>TOTAL PROJECTS FINANCED FROM BOND PROCEEDS:</b>	<b>932,207</b>											-
<b>WATER IMPACT FEE FUND:</b>												
Emergency Capital Equipment Finished Water Storage - North Plant	219,053 6,294,408											-
<b>SUB-TOTAL</b>	<b>6,513,461</b>											-
<b>WASTEWATER IMPACT FEE FUND:</b>												
WWater Line Relocation & Upgrade Capital Improvements	498,827	350,000	350,000	350,000	350,000	350,000	350,000	350,000	350,000	350,000	350,000	1,750,000
<b>SUB-TOTAL</b>	<b>498,827</b>	<b>350,000</b>	<b>350,000</b>	<b>350,000</b>	<b>350,000</b>	<b>350,000</b>	<b>350,000</b>	<b>350,000</b>	<b>350,000</b>	<b>350,000</b>	<b>350,000</b>	<b>1,750,000</b>

PROJECT DESCRIPTION	REFERENCE							FUNDED TOTAL
	FISCAL YEAR 2008	FISCAL YEAR 2009	FISCAL YEAR 2010	FISCAL YEAR 2011	FISCAL YEAR 2012	FISCAL YEAR 2013		
<b>RENEWAL &amp; REPLACEMENT FUND:</b>								
<b>WATER SYSTEM:</b>								
1 Leak Detection	359,478	100,000						100,000
2 SCADA System	46,079	10,900						10,900
3 Facility Security	231,933		750,000	775,000	800,000	820,000		3,145,000
4 Renewal & Replacement (1)		250,000	250,000	300,000	325,000			250,000
Inoperative Valves	464,331							875,000
Meter Replacement Program								
High Service Pumps	215,951							
Odor Control System	315,430		555,000	570,000				1,125,000
Vehicle Replacement Program								
<b>SUB-TOTAL</b>	<b>1,633,202</b>	<b>360,900</b>	<b>1,555,000</b>	<b>1,645,000</b>	<b>1,125,000</b>	<b>820,000</b>		<b>5,505,900</b>
<b>WASTEWATER SYSTEM:</b>								
3 Rehabilitate Lift Stations	81,955		300,000	325,000	350,000	375,000		1,350,000
Renewal & Replacement (1)								
<b>SUB-TOTAL</b>	<b>81,955</b>	<b>-</b>	<b>300,000</b>	<b>325,000</b>	<b>350,000</b>	<b>375,000</b>		<b>1,350,000</b>
<b>TOTAL PROJECTS FINANCED FROM RENEWAL &amp; REPLACEMENT FUND:</b>	<b>1,715,157</b>	<b>360,900</b>	<b>1,855,000</b>	<b>1,970,000</b>	<b>1,475,000</b>	<b>1,195,000</b>		<b>6,855,900</b>

(1) Renewal & Replacement funds allocated annually to operating divisions as capital expenditures.

	PROJECT DESCRIPTION	REFERENCE							FUNDED TOTAL
		FISCAL YEAR 2008	FISCAL YEAR 2009	FISCAL YEAR 2010	FISCAL YEAR 2011	FISCAL YEAR 2012	FISCAL YEAR 2013		
	<b>CAPITAL RESERVE &amp; GRANT FUNDS:</b>								
	<b>WATER PROJECTS:</b>								
	Potable Water Transmission	180,781							-
	Replacement R.O. Membranes	781,664	350,000	350,000	365,000	375,000	395,000		1,835,000
	R.O. Wells - Control Panel Elevation	146,029							-
	Capital Equipment	316,996							-
	North Plant Site Preparation	692,997							-
	North Plant Filter Cover	252,816		150,000	150,000	150,000	150,000		600,000
	Unscheduled Capital Projects								
	<b>SUB-TOTAL</b>	<b>2,371,283</b>	<b>350,000</b>	<b>500,000</b>	<b>515,000</b>	<b>525,000</b>	<b>545,000</b>		<b>2,435,000</b>
	<b>WASTEWATER PROJECTS:</b>								
	SCADA Data Management	227,399							-
	Wastewater Collection Rehabilitation	291,761							-
	Wastewater Capital Equipment	90,376							-
	W'Water Treatment Plant Impr	4,810,577	2,448,100						2,448,100
	Re-Use Line Extension	1,341,214							-
	Unscheduled Capital Projects		400,000	400,000	400,000	400,000	400,000		1,600,000
	<b>NOTE 1: Budget based on \$2 million in grant funds</b>								
	<b>SUB-TOTAL</b>	<b>6,761,327</b>	<b>2,448,100</b>	<b>400,000</b>	<b>400,000</b>	<b>400,000</b>	<b>400,000</b>	<b>400,000</b>	<b>4,048,100</b>
	<b>TOTAL PROJECTS FINANCED FROM CAPITAL RESERVE FUND:</b>	<b>9,132,610</b>	<b>2,798,100</b>	<b>900,000</b>	<b>915,000</b>	<b>925,000</b>	<b>945,000</b>		<b>6,483,100</b>

5

7

	PROJECT DESCRIPTION	REFERENCE							FUNDED TOTAL
		FISCAL YEAR 2008	FISCAL YEAR 2009	FISCAL YEAR 2010	FISCAL YEAR 2011	FISCAL YEAR 2012	FISCAL YEAR 2013		
<b>FUTURE BOND ISSUE PROJECTS:</b>									
<b>WATER PROJECTS:</b>									
8	Regulatory Monitoring	80,930							-
9	Filter Upgrades - North Plant	350,000	1,598,300						1,598,300
	North Plant Treatment Expansion	1,398,372	1,475,000	4,000,000					5,475,000
	Waterline Relocation & Upgrade	300,627							-
	Asset Management System	60,000							-
	Storage Tank Isolation Valves (5)	1,360,000							-
	North Plant Land Acquisition	1,861,350							-
	Pipeline under Marco River		1,500,000					4,600,000	4,600,000
	Emerg. Generator - N. Plant								
	South Plant Water Storage								
	<b>SUB-TOTAL</b>	<b>5,411,279</b>	<b>4,573,300</b>	<b>4,000,000</b>	<b>-</b>	<b>4,600,000</b>	<b>-</b>	<b>-</b>	<b>11,673,300</b>
<b>WASTEWATER PROJECTS:</b>									
	Marco Shores Re-Use	191,666							-
	WWater Plant Capital Equipment	92,976							-
7	WWater Treatment Plant Impr	5,272,869	11,771,000					187,500	11,771,000
	Gravity Line Upgrades	649,303						2,000,000	2,187,500
	Re-Use - 2 MG Storage Tank							2,000,000	2,000,000
	<b>SUB-TOTAL</b>	<b>6,206,814</b>	<b>11,771,000</b>	<b>-</b>	<b>-</b>	<b>2,187,500</b>	<b>2,000,000</b>	<b>2,000,000</b>	<b>15,958,500</b>
<b>FUTURE BOND ISSUES FINANCED THROUGH RATE BASE:</b>									
		<b>11,618,093</b>	<b>16,344,300</b>	<b>4,000,000</b>	<b>-</b>	<b>6,787,500</b>	<b>2,000,000</b>	<b>2,000,000</b>	<b>27,631,800</b>

	PROJECT DESCRIPTION	REFERENCE							FUNDED TOTAL
		FISCAL YEAR 2008	FISCAL YEAR 2009	FISCAL YEAR 2010	FISCAL YEAR 2011	FISCAL YEAR 2012	FISCAL YEAR 2013		
10	<b>SEPTIC TANK REPLACEMENT PROGRAM FINANCED THROUGH ASSESSMENTS:</b>								
	Master Plan Sewer System	1,630,999							-
	Wastewater Treatment Plant Expansion to 5 MGD	5,950,449	3,144,500						3,144,500
	Existing Sewer Upgrades	3,557,623							-
	Healthwood/San Marco line Upgrades	150,000							-
	Deep Well Injection	3,212,986	2,448,100						2,448,100
	<b>COSTS FINANCED BY STRP CAPACITY ASSESSMENTS</b>	<b>14,502,057</b>	<b>5,592,600</b>	-	-	-	-	-	<b>5,592,600</b>
13	Wastewater Collection Construction - Neighborhoods	19,079,386	18,663,836	9,989,257	8,139,895	11,628,556			48,421,544
	<b>COSTS FINANCED BY STRP CONSTRUCTION ASSESSMENTS</b>	<b>19,079,386</b>	<b>18,663,836</b>	<b>9,989,257</b>	<b>8,139,895</b>	<b>11,628,556</b>			<b>48,421,544</b>
	<b>ASSESSMENT PROJECTS:</b>	<b>33,581,443</b>	<b>24,256,436</b>	<b>9,989,257</b>	<b>8,139,895</b>	<b>11,628,556</b>			<b>54,014,144</b>
	<b>ROAD RE-SURFACING FINANCED BY RATE BASE INCREASE</b>								
	<b>2% ANNUAL INCREASE EACH OF FOUR YEARS - TOTAL 8% RATE INCREASE</b>								
	<b>INCREASE STAYS IN PLACE UNTIL PROJECT PAID FOR</b>								
6	STRP Road Re-Surfacing	2,379,500	1,415,400	2,221,800	1,149,300	939,700			5,726,200
	<b>GRAND TOTAL</b>	<b>69,371,299</b>	<b>46,628,136</b>	<b>15,211,057</b>	<b>12,574,195</b>	<b>23,015,756</b>			<b>102,465,117</b>

**PROJECT #1: Leak Detection**

**Project Goal:** “To reduce the amount of water leaks in the distribution system.”

**Project Objective:**

1. Reduce the amount of water lost due to leaks in the system.
2. Pilot study of small area to determine benefit of the study.

**Success Measurement:** To reduce the amount of lost water.

**Project Narrative:** An older area of Marco Island will be selected and sound wave technology will be used to identify leaks. Once identified and determined the source and quantity of lost water then appropriate remedial action will be taken.

**Five-Year Funding Recommendations**

FY09	FY10	FY11	FY12	FY13	Total
100,000	-	-	-	-	100,000

**Funding:** \$100,000 Water R & R Fund

**PROJECT #2: System Control and Data Acquisition (SCADA)**

**Project Goal:** “To improve reliability of the SCADA System and expand capabilities of the system.”

**Project Objective:**

1. To improve reliability and operation confidence of the system.
2. Replace all obsolete components
3. Add more parameters to this monitoring system, such as security.

**Success Measurement:** To make initial improvements and establish a foundation, which will be improved in the following years.

**Project Narrative:** The current SCADA System is an old-style radio-polling system. The server polls hundreds of monitoring sites and does so one at a time. This slow polling causes various control problems or failed communication.

The new system is “live” which means it virtually monitors all sites continuously. This allows the operators to monitor hundreds of remote sites with confidence and reliability. This in turn enables the Utility Department to monitor and control with less people and to do so reliably.

**Five-Year Funding Recommendations**

FY09	FY10	FY11	FY12	FY13	TOTAL
10,900	-	-	-	-	10,900
<b>Funding: \$10,900</b>					<b>Water R &amp; R Fund</b>



**PROJECT #3: Renewal and Replacement – Water / Wastewater System**

**Project Goal:** “To fund water distribution system repairs.”

**Project Narrative:** Historically, the utility experiences a variety of distribution and collection system repairs. These repairs are unplanned and in some cases unknown.

Examples of these events would be:

- Lightening strikes equipment or waterlines.
- Galvanized pipe taps corroding and breaking off.
- Random pipe breaks.
- Sink holes in street due to broken pipe.

**Five-Year Funding Recommendations**

	FY09	FY10	FY11	FY12	FY13	Total
<b>Water</b>	690,000	800,000	825,000	850,000	870,000	4,035,000
<b>W Water</b>	325,000	350,000	375,000	400,000	425,000	1,875,000

**Funding:** \$4,035,000 **Water R & R Fund**  
 \$1,875,000 **Wastewater R & R Fund**

**PROJECT #4: Inoperative Valves**

**Project Goal:** “To reduce the number of customers inconvenienced by water shutdowns and subsequent boil water notices.”

**Project Objective:**

1. To annually replace existing inoperable water distribution valves and install new isolation valves for the distribution systems.
2. To continue with a long-term replacement program.

**Success Measurement:** Replace or install 25 valves in FY09.

**Project Narrative:** These valves are located inside both water plants grounds and throughout Marco Island. The program will allow Marco Island Utilities to have fewer customers out of service in maintenance situations, such as water main breaks and utility relocation. The age, environment, and infrequent use of the valves have created an urgent need to begin the valve replacement program.

In August of 2003, FDEP published wide-ranging rule changes. FDEP Rules and Regulations, Chapter 62.555 established the requirement of a mandatory valve-exercising program. This program (62.555.350(2)) requires the utility to exercise each valve (open and close) once per year. Many of these valves are inoperable and require replacement.

**Five-Year Funding Recommendation:**

FY09	FY10	FY11	FY12	FY13	TOTAL
250,000	-	-	-	-	250,000

**Funding:** \$250,000 Water R & R Fund

**PROJECT #5: Replace RO Membranes**

**Project Goal:** “To continue the ongoing RO replacement/cleaning program.”

**Project Objectives:**

1. To replace one set (train) of RO membranes per year.
2. To chemically clean the remaining 5 membrane trains each year.

**Success Measurements:** Improve system reliability.

**Project Narrative:** The RO facility has 6 parallel treatment trains. Each train contains 24 membranes tubes. The source water is provided by 15 active brackish wells. This brackish well water enters a series of high-pressure vessels that operate at an elevated pressure. The membranes are located in the center of these vessels. A hydraulic pressure of 350-500 psi is applied to the source water and forced through the membrane pores. The membrane pore size is < .001 micron. This microscopic pore size is so small that it prevents 98% of the dissolved salt and other solids from passing through the membrane. As the membrane ages, the rejection level of the solids decreases, allowing more dissolved solids to pass through the treatment plant.

**Five-Year Funding Recommendation:**

FY09	FY10	FY11	FY12	FY13	Total
350,000	350,000	365,000	375,000	395,000	1,835,000
<b>Funding: \$1,835,000 Capital Reserve &amp; Grant Funds</b>					

**PROJECT #6: STRP Street Resurfacing**

**Project Goal:** “To resurface the roads that are impacted during the installation of the Septic Tank Replacement Program.”

**Success Measurement:** To complete the overlay in each sewer district prior to the end of December each year.

**Project Narrative:** City Council directed that the cost for asphalt overlay associated with the STRP should be paid for by all utility customers and has established a 2% annual rate increase for the next 4 years to generate the funds to cover the asphalt overlay cost.

**Five-Year Funding Recommendations**

FY09	FY10	FY11	FY12	FY13	TOTAL
1,415,400	2,221,800	1,149,300	939,700	-	5,726,200

**Funding:** \$5,726,200 Rate Base Increase

**PROJECT #7: Wastewater Treatment Plant Improvements**

**Project Goal:** “To provide ample treatment capacity to allow expansion of the centralized wastewater collection system.”

**Project Objectives:**

1. To upgrade and expand the existing wastewater treatment plant to five million gallons per day capacity.

**Project’s Relationship to Utility Master Plan:**

- Replace and improve the wastewater treatment plant process as documented in the Utility Master Plan.

**Project Narrative:** The first step consisted of the upgrade to the wastewater treatment facility. The first phase added no additional capacity. Membrane treatment was added to provide a state-of-the-art approach to modern wastewater treatment. The second phase (FY09 – FY12) will add capacity to allow the completion of the Septic Tank Replacement Program. Upgrades will continue throughout the five-year planning period.

**Five-Year Funding Recommendation:**

	FY09	FY10	FY11	FY12	FY13	Total
WW Imp.	2,448,100	-	-	-	-	2,448,100
WW Imp.	11,771,000	-	-	-	-	11,771,100
WW Exp 5 mgd	3,144,500	-	-	-	-	3,144,500

**Funding:** \$2,448,100 Capital Reserve & Grant Funds  
 \$11,771,100 Wastewater Future Bond Issue  
 \$3,144,500 Sewer Assessments

**PROJECT #8: Filter Upgrades – North Plant**

**Project Goal:** “To purchase appropriate equipment to efficiently operate and maintain the water treatment plants.”

**Project Objectives:**

1. To replace the media and equipment in the filter box and construct a cover for the filter box to comply with regulatory requirements.

**Success Measurement:**

- Complete the project by the end of FY09.

**Project Narrative:** Rehabilitation of the lime softening clarifier includes replacement of radial and effluent launders. In addition, per the new water system regulations (FAC 62-55) the filter will be covered as required to protect against possible microbial contamination from the atmosphere. The filter box will be modified to extend filter depth and improve water quality.

**Five-Year Funding Recommendation:**

FY09	FY10	FY11	FY12	FY13	Total
1,598,300	-	-	-	-	1,598,300

**Funding: \$1,598,300 Water Future Bond Issue**

**PROJECT #9: North Plant Treatment Expansion**

**Project Goal:** “To add an additional 1.67 million gallons per day of surface water treatment.”

**Project Objectives:**

1. Ensure that an adequate water volume is available to meet demand.

**Success Measurement:**

- Complete the installation of the new system by December 2011.

**Project Narrative:** The current treatment plants are unable to treat sufficient water to meet peak demand. As the population grows and the quality of the South Plant water supply degrades, the need for additional surface water treatment is required. The increase of reuse water (condos along the current reuse force main and extension along South Collier Boulevard) will reduce the increase in drinking water expansion required from 3.6 mgd to 1.67 mgd.

**Five-Year Funding Recommendation:**

FY09	FY10	FY11	FY12	FY13	Total
1,475,000	4,000,000	-	-	-	5,475,000
<b>Funding: \$5,475,000 Water Future Bond Issue</b>					

**PROJECT #10: Deep Well Injection**

**Project Goal:** “To expand the production capabilities of wastewater treatment and water treatment.”

**Project Objectives:**

1. Design and build a second to deep well injection.
2. Expand production capacities at the water plant and sewer plant.

**Project’s Relationship to Utility Master Plan:**

- The Marco Island Utility Master plan identified that need for a second to deep well injection.

**Success Measurement:** Completion of a new deep well injection.

**Project Narrative:** The existing deep injection well takes reject water from the RO facility as well as wastewater effluent that does not meet reuse standards. Expansion of the wastewater treatment plant will increase the amount of treated wastewater that may have to go down the injection well. The existing deep injection well is at maximum capacity and cannot accommodate these increases. A second injection well is required to expand these capacities.

**Five-Year Funding Recommendation:**

FY09	FY10	FY11	FY12	FY13	Total
2,448,100	-	-	-	-	2,448,100

**Funding:** \$2,448,100 Sewer Assessments



**PROJECT #11: Capital Improvements – Water / Wastewater**

**Project Goal:** “To provide funds to meet unscheduled projects due to regulatory and operational requirements”

**Project Objectives:**

1. To have the resources available within the CIP budget to meet unscheduled needs.

**Success Measurement:**

- Cost-effectively utilize the available funds.

**Project Narrative:** No project has been identified.

**Five-Year Funding Recommendation:**

	FY09	FY10	FY11	FY12	FY13	TOTAL
<b>WW Imp.</b>	350,000	350,000	350,000	350,000	350,000	1,750,000
<b>W Imp.</b>	-	150,000	150,000	150,000	150,000	600,000
<b>WW Imp.</b>	-	400,000	400,000	400,000	400,000	1,600,000

**Funding:** \$1,750,000 Wastewater Impact Fee Fund  
 \$ 600,000 Water Capital Reserve & Grant Fund  
 \$1,600,000 Wastewater Capital Reserve & Grant Fund

**Project #12: Standby Generator North Plant**

**Project Goal:** “To provide a dependable water source.”

**Project Objectives:**

1. Design and install emergency generator connections at the North Water Plant.

**Project’s Relationship to Utility Master Plan:**

- The Marco Island Utility Master plan identified the need to have the capability to operate the water plant continuously.

**Project Narrative:** The North plant is supplied by 18 brackish water wells on the Island. In a power outage situation these wells must be capable of running utilizing standby generator power. Installing an electrical high-voltage outlet to the well system will facilitate the hooking up of remote generators.

**Five-Year Funding Recommendation:**

FY09	FY07	FY08	FY09	FY10	TOTAL
1,500,000	-	-	-	-	1,500,000

**Funding: \$1,500,000 Water Future Bond Issue**

**PROJECT #13: Septic Tank Replacement Program  
Wastewater Collection Construction - Neighborhoods**

**Project Goal:** “Design wastewater collection for the unsewered areas in a systematic manner.”

**Project Objectives:**

1. Provide sanitary sewer services to defined areas on a yearly basis.

**Project’s Relationship to Utility Master Plan:**

- Utility Master Plan identifies this program as a major component of upgrading the services to the residents.

**Project Narrative:** The Septic Tank Replacement Program requires engineering of a gravity and forcemain system for each of the remaining 13 districts. Funding includes design services and professional services during construction.

**Five-Year Funding Recommendation:**

FY09	FY10	FY11	FY12	FY13	Total
18,663,836	9,989,257	8,139,895	11,628,556	-	48,421,544

**Funding: \$48,521,544 Sewer Assessments**

City of Marco Island  
 UTILITY FUND  
 REVENUE BUDGET

100% Yr Complete

ACCOUNT #	DESCRIPTION	ACTUAL FY2007	BUDGET FY2008	YTD ACTUAL FY2008	PROJECTED FY2008	BUDGET FY2009	09 BGT % OF 08
-----							
UTILITY FUND REVENUES							
9401							
OP REVENUES-MARCO ISLAND							
40034010000000	SEWER UTILITY FEES	4,344,874	5,089,400	5,048,011	5,000,000	6,057,500	119 %
40034010000001	STRP STREET PAVING SURCHG (200	0	0	0	0	0	0 %
40034010000002	SEWER PLANT UPGRADE SURCHG (20	0	0	0	0	0	0 %
40034010001000	WATER UTILITY FEES	15,167,637	17,291,000	15,395,706	16,500,000	18,125,000	105 %
40034010002000	EFFLUENT SERVICE	213,988	353,500	317,150	275,000	476,900	135 %
40036310000010	SEWER MAIN EXTENSION CHARGES	14,198	15,000	18,240	20,000	15,000	100 %
40036310000030	SEWER SERVICE INSTALLATION CHA	4,384	10,000	2,192	5,000	10,000	100 %
40036310000040	SEWER PLANT CAPACITY CHARGES	53,690	150,000	178,409	200,000	150,000	100 %
40036310000050	ENGINEERING SEWER PLAN REVIEW	75	0	300	0	0	0 %
40036310000060	SEWER INITIAL CONNECTION CHARG	(2,910)	0	0	0	0	0 %
40036310001000	SEPTIC TANK/SEWER HOOKUP	0	0	0	0	0	0 %
40036310001010	WATER MAIN EXTENSION CHARGES	25,461	40,000	23,643	30,000	40,000	100 %
40036310001020	WATER METER INSTALLATION CHARG	5,799	5,000	3,905	5,000	5,000	100 %
40036310001030	WATER SERVICE INSTALLATION CHA	6,556	10,000	4,492	5,000	10,000	100 %
40036310001040	WATER PLANT CAPACITY CHARGES	200,834	360,000	248,087	300,000	350,000	97 %
40036310001050	ENGINEERING WATER PLAN REVIEW	300	0	0	0	0	0 %
40036310001060	WATER INITIAL CONNECTION CHARG	700	0	334	0	0	0 %
40036310002000	METER CHANGE OUT / INSTALLATIO	19,958	20,000	34,529	20,000	20,000	100 %
TOT OP REVENUES-MARCO ISLAND:		20,055,544	23,343,900	21,274,998	22,360,000	25,259,400	108 %
-----							
OP REVENUES-MARCO SHORES							
40034010500000	SEWER UTILITY FEES	468,468	452,400	529,759	450,000	452,400	100 %
40034010501000	WATER UTILITY FEES	286,147	303,300	308,713	290,000	303,300	100 %
40034010502000	EFFLUENT SERVICE	79,603	140,000	140,456	130,000	140,000	100 %
40036310500010	SEWER MAIN EXTENSION CHARGES	0	0	0	0	0	0 %
40036310500030	SEWER SERVICE INSTALLATION CHA	0	0	0	0	0	0 %
40036310500040	SEWER PLANT CAPACITY CHARGES	0	0	0	0	0	0 %
40036310500050	ENGINEERING SEWER PLAN REVIEW	0	0	0	0	0	0 %
40036310500060	SEWER INITIAL CONNECTION CHARG	0	0	0	0	0	0 %
40036310501010	WATER MAIN EXTENSION CHARGES	0	0	0	0	0	0 %
40036310501020	WATER MAIN INSTALLATION CHARGE	0	0	0	0	0	0 %
40036310501030	WATER SERVICE INSTALLATION CHA	0	0	0	0	0	0 %
40036310501040	WATER PLANT CAPACITY CHARGES	0	0	0	0	0	0 %
40036310501050	ENGINEERING WATER PLAN REVIEW	0	0	0	0	0	0 %
40036310501060	WATER INITIAL CONNECTION CHARG	0	0	0	0	0	0 %
40036310502000	METER CHANGE OUT / INSTALLATIO	140	0	710	0	0	0 %
TOT OP REVENUES-MARCO SHORES:		834,358	895,700	979,638	870,000	895,700	100 %
-----							
OTHER REVENUE							
40036110000000	INTEREST EARNINGS	622,881	300,000	222,080	250,000	300,000	100 %
40036410000000	DISPOSITION OF FIXED ASSETS	0	0	0	0	0	0 %
40036910000000	MISCELLANEOUS REVENUE	1,013,313	5,000	52,084	50,000	25,000	500 %
40038110000000	USE OF RESERVES	0	0	0	0	0	0 %
40038110000400	USE OF RESERVES	0	6,299,448	0	6,000,000	0	0 %
40038410000000	BOND PROCEEDS	860,000	36,469,533	3,633,484	22,000,000	16,344,300	45 %
40038910000000	NON-OPERATING REVENUE	0	0	0	0	0	0 %
40038940000000	GRANTS	150,000	0	560,000	0	2,000,000	0 %
40039010000000	DEPRECIATION OF FA CONTRIBUTED	0	0	0	0	0	0 %
40038110000000	USE OF RESERVES	0	0	0	0	0	0 %
TOT OTH REVENUE:		2,646,194	43,073,981	4,467,648	28,300,000	18,669,300	43 %
-----							
GRAND TOTAL FOR FUND:		23,536,096	67,313,581	26,722,284	51,530,000	44,824,400	67 %
=====							

City of Marco Island  
NORTH WATER PLANT  
EXPENSE BUDGET

100% Yr Complete

ACCOUNT #	DESCRIPTION	ACTUAL FY2007	BUDGET FY2008	YTD ACT/ENCUM FY2008	PROJECTED FY2008	BUDGET FY2009	09 BGT % OF 08
-----							
UTILITY FUND							
NORTH WATER PLANT							
9532							
40053310001200	WAGES	375,870	451,845	513,929	452,000	437,330	97 %
40053310001210	UNPAID COMPENSATED ABSENCES	0	0	0	0	0	0 %
40053310001400	OVERTIME	53,316	45,000	41,558	35,000	45,000	100 %
40053310001500	LONGEVITY PAY	0	0	0	0	0	0 %
40053310001550	SAFETY/PERFORMANCE AWARDS	3,600	0	400	0	0	0 %
40053310002000	BENEFITS	79,043	122,472	116,777	105,000	124,217	101 %
40053310002100	FICA TAXES	36,012	38,008	47,659	42,000	39,908	105 %
40053310002200	RETIREMENT	20,952	22,592	27,687	25,000	22,904	101 %
40053310002900	CAPITALIZABLE PERSONNEL COSTS	(2,826)	0	0	0	0	0 %
TOTAL PERSONNEL SERVICES:		565,967	679,917	748,009	659,000	669,359	98 %
-----							
40053310003100	PROFESSIONAL SERVICES	43,460	30,000	12,393	30,000	30,000	100 %
40053310003400	OTHER CONTRACTUAL SERVICES	177,743	300,000	173,520	185,000	250,000	83 %
40053310003410	SLUDGE HAULING	133,913	200,640	156,391	142,000	200,640	100 %
40053310003430	TRASH / DUMPSTER SERVICES	4,878	9,600	2,250	2,000	9,600	100 %
40053310004000	TRAVEL PER DIEM	821	8,150	783	4,000	8,150	100 %
40053310004020	SAFETY	2,195	3,300	7,070	3,300	3,300	100 %
40053310004100	TELEPHONE & COMMUNICATIONS	8,945	14,000	9,599	12,000	14,000	100 %
40053310004110	RADIO & PAGER	0	0	0	0	0	0 %
40053310004300	ELECTRICITY-LIME PLANT	431,168	350,000	367,552	433,000	450,000	129 %
40053310004305	ELECTRICITY-RAW WATER	282,338	300,000	187,336	230,000	200,000	67 %
40053310004310	OTHER UTILITIES	0	0	0	0	0	0 %
40053310004400	RENTALS AND LEASES	7,200	2,900	5,748	3,800	2,900	100 %
40053310004610	VEHICLE REPAIRS & MAINTENANCE	2,237	4,000	972	2,600	4,000	100 %
40053310004620	BUILDING REPAIRS & MAINTENANCE	3,769	1,000	8,693	1,000	1,000	100 %
40053310004630	EQUIPMENT REPAIR & MAINTENANCE	42,264	25,000	61,499	47,000	50,000	200 %
40053310004690	OTHER REPAIR & MAINTENANCE	5,284	5,000	10,117	2,000	5,000	100 %
40053310004695	EMERGENCY REPAIRS	(4,205)	0	17,605	20,000	25,000	0 %
40053310004698	R & R REPAIRS	6,891	0	4,590	10,000	0	0 %
40053310004900	MISC CHARGES	0	0	0	0	0	0 %
40053310005100	OFFICE SUPPLIES	0	0	0	0	0	0 %
40053310005200	OPERATING SUPPLIES	37,672	10,000	29,815	25,000	10,000	100 %
40053310005220	UNIFORMS	3,837	3,850	3,324	3,850	3,850	100 %
40053310005250	JANITORIAL SUPPLIES	125	0	358	0	0	0 %
40053310005255	SMALL TOOLS	516	500	0	500	500	100 %
40053310005270	CHEMICALS-LIME PLANT	484,933	528,000	493,442	525,000	617,926	117 %
40053310005275	CHEMICALS-RAW WATER	26,406	22,000	63,627	51,000	42,300	192 %
40053310005280	FUEL	12,632	20,000	14,471	14,000	20,000	100 %
40053310005400	PUBLICATIONS & MEMBERSHIP	135	1,650	398	1,400	1,650	100 %
40053310005420	TRAINING	2,893	6,000	3,380	6,000	6,000	100 %
40053310005900	DEPRECIATION EXPENSE	0	0	0	0	0	0 %
40053310009000	OTHER OPERATING EXPENSE-NORTH	25	0	50	0	0	0 %
40053310009005	OTHER OPERATING EXPENSES-RAW W	0	0	0	0	0	0 %
TOTAL OPERATING EXPENSES:		1,718,074	1,845,590	1,634,983	1,754,450	1,955,816	106 %
-----							
40053310006200	BLGS & BLG IMPROVEMENT PURCHAS	0	0	0	0	0	0 %
40053310006400	EQUIPMENT PURCHASES	0	20,000	17,946	25,000	0	0 %
40053310006431	RENEWAL & REPLACEMENT	0	58,977	99,083	100,000	50,000	85 %
TOTAL CAPITAL OUTLAY:		0	78,977	117,029	125,000	50,000	63 %
-----							
GRAND TOTAL FOR DEPARTMENT:		2,284,041	2,604,484	2,500,021	2,538,450	2,675,175	103 %
=====							

City of Marco Island  
SOUTH WATER PLANT  
EXPENSE BUDGET

100% Yr Complete

ACCOUNT #	DESCRIPTION	ACTUAL FY2007	BUDGET FY2008	YTD ACT/ENCUM FY2008	PROJECTED FY2008	BUDGET FY2009	09 BGT % OF 08
-----							
UTILITY FUND							
SOUTH WATER PLANT							
9533							
40053310201200	WAGES	254,226	297,601	249,103	325,000	375,910	126 %
40053310201210	UNCOMPENSATED ABSENCES	0	0	0	0	0	0 %
40053310201400	OVERTIME	52,555	15,000	14,635	20,000	15,000	100 %
40053310201500	LONGEVITY PAY	0	4,000	0	4,000	0	0 %
40053310201550	SAFETY/PERFORMANCE AWARDS	1,900	0	0	0	0	0 %
40053310202000	BENEFITS	51,582	69,226	50,375	73,000	71,758	104 %
40053310202100	FICA TAXES	22,684	27,856	19,366	26,000	32,261	116 %
40053310202200	RETIREMENT	17,516	14,880	16,650	20,000	17,194	116 %
40053310202900	CAPITALIZABLE PERSONNEL COSTS	0	0	0	0	0	0 %
TOTAL PERSONNEL SERVICES:		400,463	428,563	350,128	468,000	512,123	120 %
-----							
40053310203100	PROFESSIONAL SERVICES	0	0	0	0	0	0 %
40053310203400	OTHER CONTRACTUAL SERVICES	67,460	100,000	59,903	80,000	80,000	80 %
40053310203410	SLUDGE HAULING	0	0	0	0	0	0 %
40053310203430	TRASH / DUMPSTER SERVICES	1,264	1,700	2,000	1,700	2,100	124 %
40053310204000	TRAVEL PER DIEM	1,006	3,675	665	2,100	3,675	100 %
40053310204020	SAFETY	1,775	1,660	5,720	1,660	1,660	100 %
40053310204100	TELEPHONE & COMMUNICATIONS	3,852	6,000	4,382	5,200	6,000	100 %
40053310204110	RADIO & PAGER	0	0	0	0	0	0 %
40053310204300	ELECTRICITY	1,089,219	1,150,000	917,415	1,100,000	1,100,000	96 %
40053310204310	OTHER UTILITIES	0	0	0	0	0	0 %
40053310204400	RENTALS AND LEASES	122	350	7,121	6,000	350	100 %
40053310204610	VEHICLE REPAIRS & MAINTENANCE	1,378	1,420	1,386	2,250	1,420	100 %
40053310204620	BUILDING REPAIRS & MAINTENANCE	539	2,100	9,552	2,100	2,100	100 %
40053310204630	EQUIPMENT REPAIR & MAINTENANCE	34,273	85,000	121,531	125,000	105,000	124 %
40053310204690	OTHER REPAIR & MAINTENANCE	3,667	14,400	19,744	10,000	14,400	100 %
40053310204695	EMERGENCY REPAIRS	18,484	0	120,858	100,000	25,000	0 %
40053310204698	R & R REPAIRS	67,710	0	134,630	100,000	25,000	0 %
40053310204900	MISC CHARGES	0	0	218	0	0	0 %
40053310205100	OFFICE SUPPLIES	0	0	0	0	0	0 %
40053310205200	OPERATING SUPPLIES	16,609	22,000	19,200	22,000	22,000	100 %
40053310205220	UNIFORMS	2,673	2,400	2,482	2,400	2,400	100 %
40053310205250	JANITORIAL SUPPLIES	132	0	372	0	0	0 %
40053310205255	SMALL TOOLS	764	500	0	500	500	100 %
40053310205270	CHEMICALS	202,304	170,000	207,157	247,000	301,801	178 %
40053310205280	FUEL	3,485	3,000	4,844	3,000	3,000	100 %
40053310205400	PUBLICATIONS & MEMBERSHIPS	95	950	103	900	950	100 %
40053310205420	TRAINING	3,334	2,500	2,640	2,500	2,500	100 %
40053310205900	DEPRECIATION EXPENSE	0	0	0	0	0	0 %
40053310209000	OTHER OPERATING EXPENSE	50	0	0	0	0	0 %
TOTAL OPERATING EXPENSES:		1,520,196	1,567,655	1,641,923	1,814,310	1,699,856	108 %
-----							
40053310206400	EQUIPMENT PURCHASES	0	25,000	24,496	30,000	0	0 %
40053310206431	RENEWAL & REPLACEMENT	0	154,371	184,233	170,000	265,000	172 %
TOTAL CAPITAL OUTLAY:		0	179,371	208,729	200,000	265,000	148 %
-----							
GRAND TOTAL FOR DEPARTMENT:		1,920,659	2,175,589	2,200,780	2,482,310	2,476,979	114 %
=====							

City of Marco Island  
 WASTEWATER TMT-MARCO ISLAND  
 EXPENSE BUDGET

100% Yr Complete

ACCOUNT #	DESCRIPTION	ACTUAL FY2007	BUDGET FY2008	YTD ACT/ENCUM FY2008	PROJECTED FY2008	BUDGET FY2009	09 BGT % OF 08
-----							
UTILITY FUND							
WASTEWATER TRMT-MARCO ISLAND							
9536							
40053510001200	WAGES	337,205	368,888	338,068	350,000	370,466	100 %
40053510001210	UNPAID COMPENSATED ABSENCES	0	0	0	0	0	0 %
40053510001400	OVERTIME	75,466	25,000	57,526	50,000	25,000	100 %
40053510001500	LONGEVITY PAY	0	0	0	0	0	0 %
40053510001550	SAFETY/PERFORMANCE AWARDS	4,900	0	0	0	0	0 %
40053510002000	BENEFITS	95,645	105,799	87,591	92,000	104,355	99 %
40053510002100	FICA TAXES	33,399	36,364	30,224	31,000	35,599	98 %
40053510002200	RETIREMENT	25,085	25,822	24,184	24,000	25,320	98 %
40053510002900	CAPITALIZABLE PERSONNEL COSTS	0	0	0	0	0	0 %
TOTAL PERSONNEL SERVICES:		571,699	561,873	537,593	547,000	560,740	100 %
-----							
40053510003100	PROFESSIONAL SERVICES	0	0	0	0	0	0 %
40053510003400	CONTRACTUAL SERVICES	78,207	180,000	162,078	120,000	155,500	86 %
40053510003410	CONTRACTUAL SERVICES-SLUGE HAU	157,050	190,000	286,500	165,000	200,000	105 %
40053510003430	TRASH / DUMPSTER SERVICES	9,483	10,800	12,750	10,800	10,800	100 %
40053510003450	CONSTRUCTION SERVICE-SEPTIC/SE	0	0	0	0	0	0 %
40053510003490	COLLIER COUNTY SERVICES	0	0	0	0	0	0 %
40053510004000	TRAVEL PER DIEM	1,678	4,950	1,912	3,000	4,950	100 %
40053510004020	SAFETY	4,100	3,230	8,613	3,230	4,230	131 %
40053510004100	TELEPHONE & COMMUNICATIONS	3,251	6,000	2,765	3,500	6,000	100 %
40053510004110	RADIO & PAGER	0	0	0	0	0	0 %
40053510004300	ELECTRICITY	138,072	270,000	214,040	200,000	200,000	74 %
40053510004310	OTHER UTILITIES	0	0	0	0	0	0 %
40053510004400	RENTALS AND LEASES	300	500	250	500	500	100 %
40053510004500	INSURANCE	0	0	0	0	0	0 %
40053510004610	VEHICLE REPAIRS & MAINTENANCE	1,822	5,000	6,128	3,200	5,000	100 %
40053510004620	BUILDING REPAIRS & MAINTENANCE	7,883	10,000	5,863	5,000	10,000	100 %
40053510004630	EQUIPMENT REPAIR & MAINTENANCE	34,054	56,000	55,035	75,000	56,000	100 %
40053510004660	MECHANICAL INTEGRITY TESTING	0	0	0	0	0	0 %
40053510004690	OTHER REPAIR & MAINTENANCE	5,018	6,000	5,670	6,000	6,000	100 %
40053510004695	EMERGENCY REPAIRS	10,717	0	34,984	40,000	20,000	0 %
40053510004698	R & R REPAIRS	1,272	0	3,254	0	0	0 %
40053510004900	MISC CHARGES	0	0	175	0	0	0 %
40053510004980	HAZARDOUS WASTE DISPOSAL	0	500	0	500	500	100 %
40053510005100	OFFICE SUPPLIES	0	0	0	0	0	0 %
40053510005200	OPERATING SUPPLIES	18,918	23,000	33,477	35,000	23,000	100 %
40053510005220	UNIFORMS	3,643	3,700	4,069	3,700	3,450	93 %
40053510005250	JANITORIAL SUPPLIES	130	0	366	0	0	0 %
40053510005255	SMALL TOOLS	14	500	0	500	500	100 %
40053510005270	CHEMICALS	103,778	204,000	112,299	200,000	240,250	118 %
40053510005280	FUEL	16,683	27,500	25,579	27,500	27,500	100 %
40053510005400	PUBLICATIONS & MEMBERSHIPS	637	1,305	77	1,305	1,305	100 %
40053510005420	TRAINING	4,305	6,650	2,650	6,650	6,650	100 %
40053510005900	DEPRECIATION EXPENSE	0	0	0	0	0	0 %
40053510009000	OTHER OPERATING EXPENSES	75	0	25	0	0	0 %
TOTAL OPERATING EXPENSES:		601,090	1,009,635	978,559	910,385	982,135	97 %
-----							
40053510006400	EQUIPMENT PURCHASES	0	0	1,116	0	0	0 %
40053510006431	RENEWAL & REPLACEMENT	0	35,231	45,201	50,000	50,000	142 %
TOTAL CAPITAL OUTLAY:		0	35,231	46,317	50,000	50,000	142 %
-----							
GRAND TOTAL FOR DEPARTMENT:		1,172,789	1,606,739	1,562,469	1,507,385	1,592,875	99 %
*****							

City of Marco Island  
 WATER DIST & COLLECTION  
 EXPENSE BUDGET

100% Yr Complete

ACCOUNT #	DESCRIPTION	ACTUAL FY2007	BUDGET FY2008	YTD ACT/ENCUM FY2008	PROJECTED FY2008	BUDGET FY2009	09 BGT % OF 08
-----							
UTILITY FUND							
WATER DISTRIBUTION & COLLECTION							
9535							
40053320001200	WAGES	659,466	708,240	722,947	705,000	728,206	103 %
40053320001210	UNPAID COMPENSATED ABSENCES	0	0	0	0	0	0 %
40053320001400	OVERTIME	60,861	70,800	64,382	75,000	70,800	100 %
40053320001500	LONGEVITY PAY	0	2,000	0	2,000	0	0 %
40053320001550	SAFETY/PERFORMANCE AWARDS	6,200	0	400	0	0	0 %
40053320002000	BENEFITS	170,748	180,991	191,186	190,000	185,656	103 %
40053320002100	FICA TAXES	56,517	69,120	62,052	61,000	69,120	100 %
40053320002200	RETIREMENT	46,983	54,533	47,098	48,000	54,533	100 %
40053320002900	CAPITALIZABLE PERSONNEL COSTS	(136,088)	(107,600)	(159,008)	(120,000)	(107,600)	100 %
TOTAL PERSONNEL SERVICES:		864,687	978,084	929,056	961,000	1,000,715	102 %
-----							
40053320003100	PROFESSIONAL SERVICES	0	6,000	0	0	10,000	167 %
40053320003400	OTHER CONTRACTUAL SERVICES	127,603	150,000	221,463	184,834	175,000	117 %
40053320003430	TRASH / DUMPSTER SERVICES	14,334	15,000	23,593	17,895	15,000	100 %
40053320004000	TRAVEL PER DIEM	2,004	4,000	655	1,522	13,560	339 %
40053320004020	SAFETY	4,279	5,000	10,009	5,657	7,500	150 %
40053320004100	TELEPHONE & COMMUNICATIONS	10,705	11,150	8,171	8,247	11,150	100 %
40053320004110	RADIO & PAGER	0	0	0	0	0	0 %
40053320004120	FAX & MODEMS	0	0	0	0	0	0 %
40053320004300	ELECTRICITY	28,901	35,000	24,092	23,884	35,000	100 %
40053320004400	RENTALS AND LEASES	4,063	20,000	6,807	7,582	15,000	75 %
40053320004610	VEHICLE REPAIRS & MAINTENANCE	16,522	23,194	23,634	16,407	20,000	86 %
40053320004620	BUILDING REPAIRS & MAINTENANCE	226	2,500	2,531	3,506	3,500	140 %
40053320004630	EQUIPMENT REPAIR & MAINTENANCE	25,669	65,000	63,122	16,651	30,000	46 %
40053320004680	ROAD REPAIRS	12,728	18,760	30,595	24,379	0	0 %
40053320004690	OTHER REPAIR & MAINTENANCE	73,079	65,173	126,684	106,353	100,000	153 %
40053320004695	EMERGENCY REPAIRS	124,162	0	45,987	75,000	40,000	0 %
40053320004698	R & R REPAIRS	31,530	0	0	0	0	0 %
40053320004900	MISC CHARGES	0	0	4,628	10,000	0	0 %
40053320005100	OFFICE SUPPLIES	0	0	0	0	0	0 %
40053320005200	OPERATING SUPPLIES	47,028	56,434	49,915	75,000	77,434	137 %
40053320005220	UNIFORMS	8,625	13,152	8,514	5,959	10,000	76 %
40053320005225	OTHER CLOTHING	0	0	0	0	0	0 %
40053320005240	NEW INSTALLATIONS SUPPLY	0	0	0	0	0	0 %
40053320005250	JANITORIAL SUPPLIES	158	1,000	543	1,185	0	0 %
40053320005255	SMALL TOOLS	0	0	0	0	0	0 %
40053320005260	REPAIR SUPPLIES	65,880	75,000	84,042	120,000	50,000	67 %
40053320005270	CHEMICALS	0	0	0	0	0	0 %
40053320005280	FUEL	42,570	40,000	48,301	39,982	40,000	100 %
40053320005400	PUBLICATIONS & MEMBERSHIPS	314	500	340	1,109	3,500	700 %
40053320005420	TRAINING	4,130	5,000	1,664	1,135	9,500	190 %
40053320005900	DEPRECIATION EXPENSE	0	0	0	0	0	0 %
40053320009000	OTHER OPERATING EXPENSES	0	0	0	0	0	0 %
TOTAL OPERATING EXPENSES:		644,511	611,863	785,289	746,287	666,144	109 %
-----							
40053320006400	EQUIPMENT PURCHASES	0	54,000	50,768	100,000	0	0 %
40053320006431	RENEWAL & REPLACEMENT	0	447,264	482,070	500,000	200,000	45 %
TOTAL CAPITAL OUTLAY:		0	501,264	532,838	600,000	200,000	40 %
-----							
GRAND TOTAL FOR DEPARTMENT:		1,509,199	2,091,211	2,247,183	2,307,287	1,866,859	89 %
-----							



City of Marco Island  
 UTILITY MAINTENANCE OPERATION  
 EXPENSE BUDGET

100% Yr Complete

ACCOUNT #	DESCRIPTION	ACTUAL FY2007	BUDGET FY2008	YTD ACT/ENCUM FY2008	PROJECTED FY2008	BUDGET FY2009	09 BGT % OF 08
-----							
UTILITY FUND							
UTILITY MAINTENANCE OPERATIONS							
9563							
40053630001200	WAGES	432,752	585,859	547,741	575,000	605,913	103 %
40053630001210	UNPAID COMPENSATED ABSENCES	0	0	0	0	0	0 %
40053630001400	OVERTIME	86,138	49,200	57,703	55,000	49,200	100 %
40053630001500	LONGEVITY PAY	0	0	0	0	0	0 %
40053630001550	SAFETY/PERFORMANCE AWARDS	4,950	0	400	0	0	0 %
40053630002000	BENEFITS	103,265	153,589	133,685	125,000	154,873	101 %
40053630002100	FICA TAXES	41,572	57,251	49,010	48,000	57,251	100 %
40053630002200	RETIREMENT	25,013	42,367	31,802	32,000	42,367	100 %
40053630002900	CAPITALIZABLE PERSONNEL COSTS	0	0	0	0	0	0 %
TOTAL PERSONAL SERVICES:		693,691	888,266	820,341	835,000	909,604	102 %
-----							
40053630003100	PROFESSIONAL SERVICES	0	0	395	0	10,000	0 %
40053630003400	OTHER CONTRACTUAL SERVICES	3,542	6,000	10,064	7,051	32,500	542 %
40053630003430	TRASH / DUMPSTER SERVICES	0	0	0	0	0	0 %
40053630004000	TRAVEL PER DIEM	108	4,650	888	238	4,650	100 %
40053630004020	SAFETY	4,475	6,225	6,706	1,579	6,675	107 %
40053630004100	TELEPHONE & COMMUNICATIONS	6,189	7,560	5,055	0	7,570	100 %
40053630004110	RADIO & PAGER	0	0	0	0	0	0 %
40053630004120	FAX & MODEMS	0	0	0	0	0	0 %
40053630004300	ELECTRICITY	0	0	0	0	0	0 %
40053630004400	RENTALS AND LEASES	3,453	4,960	6,805	6,183	7,500	151 %
40053630004610	VEHICLE REPAIRS & MAINTENANCE	10,055	10,120	13,636	9,567	12,000	119 %
40053630004620	BUILDING REPAIRS & MAINTENANCE	64	0	2,559	0	2,500	0 %
40053630004630	EQUIPMENT REPAIR & MAINTENANCE	13,916	5,600	55,160	60,000	35,000	625 %
40053630004680	ROAD REPAIRS	0	0	0	0	0	0 %
40053630004690	OTHER REPAIR & MAINTENANCE	1,039	0	11,494	20,000	35,000	0 %
40053630004695	EMERGENCY REPAIRS	0	0	127,999	75,000	0	0 %
40053630004698	R & R REPAIRS	0	0	5,400	0	0	0 %
40053630004900	MISC CHARGES	0	0	162	0	0	0 %
40053630005100	OFFICE SUPPLIES	175	0	1,821	0	0	0 %
40053630005200	OPERATING SUPPLIES	27,670	20,000	94,490	67,125	30,000	150 %
40053630005220	UNIFORMS	3,015	3,400	3,920	2,297	4,500	132 %
40053630005225	OTHER CLOTHING	242	0	0	0	0	0 %
40053630005240	NEW INSTALLATIONS SUPPLY	0	0	0	0	0	0 %
40053630005250	JANITORIAL SUPPLIES	201	0	345	0	0	0 %
40053630005255	SPECIAL TOOLS	1,965	37,000	6,064	9,624	5,500	15 %
40053630005260	REPAIR SUPPLIES	2,337	0	0	0	0	0 %
40053630005270	CHEMICALS	0	0	0	0	0	0 %
40053630005280	FUEL	23,895	50,000	40,921	17,253	40,000	80 %
40053630005400	PUBLICATIONS & MEMBERSHIPS	0	325	1,012	0	500	154 %
40053630005420	TRAINING	3,444	12,000	3,080	703	11,840	99 %
40053630005900	DEPRECIATION EXPENSE	0	0	0	0	0	0 %
40053630009000	OTHER OPERATING EXPENSES	0	0	0	0	0	0 %
TOTAL OPERATING EXPENSES:		105,784	167,840	397,975	276,620	245,735	146 %
-----							
40053630006400	EQUIPMENT PURCHASES	0	433,000	431,904	500,000	0	0 %
40053630006431	RENEWAL & REPLACEMENT	0	10,616	11,140	15,000	200,000	1,884 %
TOTAL CAPITAL OUTLAY:		0	443,616	443,045	515,000	200,000	45 %
-----							
GRAND TOTAL FOR DEPARTMENT:		799,475	1,499,722	1,661,361	1,626,620	1,355,339	90 %
-----							

City of Marco Island  
 WATER PRODUCTION-MARCO SHORES  
 EXPENSE BUDGET

100% Yr Complete

ACCOUNT #	DESCRIPTION	ACTUAL FY2007	BUDGET FY2008	YTD ACT/ENCUM FY2008	PROJECTED FY2008	BUDGET FY2009	09 BGT % OF 08
-----							
UTILITY FUND							
WATER PRODUCTION-MARCO SHORES							
9534							
40053310501200	WAGES	39,704	0	(1,491)	0	0	0 %
40053310501210	UNPAID COMPENSATED ABSENCES	0	0	0	0	0	0 %
40053310501400	OVERTIME	10,192	0	(118)	0	0	0 %
40053310501500	LONGEVITY PAY	0	0	0	0	0	0 %
40053310501550	SAFETY/PERFORMANCE AWARDS	250	0	0	0	0	0 %
40053310502000	BENEFITS	15,047	0	(649)	0	0	0 %
40053310502100	FICA TAXES	4,583	0	(145)	0	0	0 %
40053310502200	RETIREMENT	2,080	0	(78)	0	0	0 %
40053310502900	CAPITALIZABLE PERSONNEL COSTS	0	0	0	0	0	0 %
TOTAL PERSONNEL SERVICES:		71,856	0	(2,481)	0	0	0 %
-----							
40053310503100	PROFESSIONAL SERVICES	0	0	0	0	0	0 %
40053310503400	OTHER CONTRACTUAL SERVICES	11,068	12,000	2,468	4,000	12,000	100 %
40053310503430	TRASH / DUMPSTER SERVICES	175	2,400	168	500	2,400	100 %
40053310504000	TRAVEL PER DIEM	0	0	0	0	0	0 %
40053310504020	SAFETY	192	0	0	0	0	0 %
40053310504100	TELEPHONE & COMMUNICATIONS	2,811	1,650	2,325	3,200	1,650	100 %
40053310504110	RADIO & PAGER	0	0	0	0	0	0 %
40053310504300	ELECTRICITY	26,544	10,000	13,566	18,000	10,000	100 %
40053310504310	OTHER UTILITIES	0	0	0	0	0	0 %
40053310504400	RENTALS AND LEASES	0	250	0	250	250	100 %
40053310504610	VEHICLE REPAIRS & MAINTENANCE	0	0	0	0	0	0 %
40053310504620	BUILDING REPAIRS & MAINTENANCE	0	0	0	0	0	0 %
40053310504630	EQUIPMENT REPAIR & MAINTENANCE	4,854	2,250	0	2,250	2,250	100 %
40053310504690	OTHER REPAIR & MAINTENANCE	316	0	0	0	0	0 %
40053310504695	EMERGENCY REPAIRS	0	0	0	0	0	0 %
40053310504698	R & R REPAIRS	0	0	0	0	0	0 %
40053310504900	MISC CHARGES	0	0	0	0	0	0 %
40053310505100	OFFICE SUPPLIES	0	0	0	0	0	0 %
40053310505200	OPERATING SUPPLIES	1,163	750	0	750	750	100 %
40053310505220	UNIFORMS	0	0	0	0	0	0 %
40053310505250	JANITORIAL SUPPLIES	0	0	0	0	0	0 %
40053310505255	SMALL TOOLS	246	375	0	375	375	100 %
40053310505270	CHEMICALS	16,070	0	0	0	0	0 %
40053310505280	FUEL	0	0	0	0	0	0 %
40053310505400	PUBLICATIONS & MEMBERSHIPS	0	0	0	0	0	0 %
40053310505420	TRAINING	101	0	120	0	0	0 %
40053310505900	DEPRECIATION EXPENSE	0	0	0	0	0	0 %
40053310509000	OTHER OPERATING EXPENSES	8,814	190,000	190,000	180,000	180,000	95 %
TOTAL OPERATING EXPENSES:		72,354	219,675	208,647	209,325	209,675	95 %
-----							
40053310506400	EQUIPMENT PURCHASES	0	0	0	0	0	0 %
40053310506431	RENEWAL & REPLACEMENT	0	0	0	0	50,000	0 %
TOTAL CAPITAL OUTLAY:		0	0	0	0	50,000	0 %
-----							
GRAND TOTAL FOR DEPARTMENT:		144,210	219,675	206,166	209,325	259,675	118 %
-----							

City of Marco Island  
 WASTEWATER TMT-MARCO SHORES  
 EXPENSE BUDGET

100% Yr Complete

ACCOUNT #	DESCRIPTION	ACTUAL FY2007	BUDGET FY2008	YTD ACT/ENCUM FY2008	PROJECTED FY2008	BUDGET FY2009	09 BGT % OF 08
-----							
UTILITY FUND							
WASTEWATER TRMT-MARCO SHORES							
9537							
40053510501200	WAGES	48,462	51,200	51,585	51,000	52,836	103 %
40053510501210	UNPAID COMPENSATED ABSENCES	0	0	0	0	0	0 %
40053510501400	OVERTIME	2,208	10,000	4,090	2,000	10,000	100 %
40053510501500	LONGEVITY PAY	0	0	0	0	0	0 %
40053510501550	SAFETY/PERFORMANCE AWARDS	250	0	0	0	0	0 %
40053510502000	BENEFITS	8,463	9,180	7,922	9,000	9,195	100 %
40053510502100	FICA TAXES	3,772	5,013	4,082	4,000	5,084	101 %
40053510502200	RETIREMENT	2,545	2,560	2,541	2,500	2,565	100 %
40053510502900	CAPITALIZABLE PERSONNEL COSTS	0	0	0	0	0	0 %
TOTAL PERSONNEL SERVICES:		65,700	77,953	70,220	68,500	79,680	102 %
-----							
40053510503100	PROFESSIONAL SERVICES	650	0	0	0	0	0 %
40053510503400	CONTRACTUAL SERVICES	22,397	40,000	15,626	29,000	40,000	100 %
40053510503410	CONTRACTUAL SERVICES-SLUDGE HA	0	0	0	0	0	0 %
40053510503430	TRASH / DUMPSTER SERVICES	1,759	3,600	2,172	3,600	3,600	100 %
40053510503490	COLLIER COUNTY SERVICES	0	0	0	0	0	0 %
40053510504000	TRAVEL PER DIEM	10	0	0	0	0	0 %
40053510504020	SAFETY	192	0	88	0	0	0 %
40053510504100	TELEPHONE & COMMUNICATIONS	414	2,200	86	2,200	2,200	100 %
40053510504110	RADIO & PAGER	0	0	0	0	0	0 %
40053510504300	ELECTRICITY	22,616	25,000	14,882	25,000	25,000	100 %
40053510504310	OTHER UTILITIES	0	0	0	0	0	0 %
40053510504400	RENTALS AND LEASES	0	0	0	0	0	0 %
40053510504500	INSURANCE	0	0	0	0	0	0 %
40053510504610	VEHICLE REPAIRS & MAINTENANCE	0	0	0	0	0	0 %
40053510504620	BUILDING REPAIRS & MAINTENANCE	41	0	240	0	0	0 %
40053510504630	EQUIPMENT REPAIR & MAINTENANCE	6,548	5,000	12,916	18,000	5,000	100 %
40053510504690	OTHER REPAIR & MAINTENANCE	422	0	619	0	0	0 %
40053510504695	EMERGENCY REPAIRS	5,133	0	0	0	0	0 %
40053510504698	R & R REPARIS	0	0	0	0	0	0 %
40053510504900	MISC CHARGES	0	0	0	0	0	0 %
40053510504980	HAZARDOUS WASTE DISPOSAL	0	0	0	0	0	0 %
40053510505100	OFFICE SUPPLIES	0	0	0	0	0	0 %
40053510505200	OPERATING SUPPLIES	1,794	3,000	937	3,000	3,000	100 %
40053510505220	UNIFORMS	0	0	0	0	0	0 %
40053510505250	JANITORIAL SUPPLIES	0	0	0	0	0	0 %
40053510505255	SMALL TOOLS	0	500	0	500	500	100 %
40053510505270	CHEMICALS	13,278	20,000	13,532	20,000	19,688	98 %
40053510505280	FUEL	1,140	3,000	1,500	3,000	3,000	100 %
40053510505400	PUBLICATIONS & MEMBERSHIPS	0	0	0	0	0	0 %
40053510505420	TRAINING	0	0	0	0	0	0 %
40053510505900	DEPRECIATION EXPENSE	0	0	0	0	0	0 %
40053510509000	OTHER OPERATING EXPENSES	0	0	0	0	0	0 %
TOTAL OPERATING EXPENSES:		76,395	102,300	62,598	104,300	101,988	100 %
-----							
40053510506400	EQUIPMENT PURCHASES	0	0	0	0	0	0 %
40053510506431	RENEWAL & REPLACEMENT	0	1,026	847	25,000	200,000	9,999 %
TOTAL CAPITAL OUTLAY:		0	1,026	847	25,000	200,000	9,999 %
-----							
GRAND TOTAL FOR DEPARTMENT:		142,095	181,279	133,665	197,800	381,668	211 %
*****							

City of Marco Island  
 UTILITY ADMINISTRATION  
 EXPENSE BUDGET

100% Yr Complete

ACCOUNT #	DESCRIPTION	ACTUAL FY2007	BUDGET FY2008	YTD ACT/ENCUM FY2008	PROJECTED FY2008	BUDGET FY2009	09 BGT % OF 08
-----							
UTILITY FUND							
UTILITY ADMINISTRATION							
9538							
40053690001200	WAGES	332,170	375,106	400,644	375,000	557,175	149 %
40053690001210	UNPAID COMPENSATED ABSENCES	34,350	0	0	0	0	0 %
40053690001400	OVERTIME	9,278	1,000	16,944	15,000	1,000	100 %
40053690001500	LONGEVITY PAY	0	2,000	0	2,000	0	0 %
40053690001550	SAFETY/PERFORMANCE AWARDS	3,400	5,000	1,492	5,000	0	0 %
40053690002000	BENEFITS	103,638	108,679	124,648	120,000	161,019	148 %
40053690002100	FICA TAXES	30,742	38,866	37,273	35,000	45,456	117 %
40053690002200	RETIREMENT	17,141	18,755	19,824	18,500	24,768	132 %
40053690002900	CAPITALIZABLE PERSONNEL COSTS	(118,448)	(181,700)	(138,986)	(130,000)	(272,700)	150 %
TOTAL PERSONNEL SERVICES:		412,272	367,706	461,840	440,500	516,718	141 %
-----							
40053690003050	ENGINEER PLAN REVIEW FEE	0	0	0	0	0	0 %
40053690003100	PROFESSIONAL SERVICES	46,267	30,000	37,375	50,000	30,000	100 %
40053690003110	OUTSIDE COUNSEL	0	0	11,028	0	0	0 %
40053690003400	OTHER CONTRACTUAL SERVICES	7,884	14,300	15,320	14,300	14,300	100 %
40053690003420	AUDIT EXPENSES	0	0	0	0	0	0 %
40053690003800	PAYMENT IN LIEU OF TAXES	0	0	0	0	0	0 %
40053690004000	TRAVEL PER DIEM	1,988	9,500	4,104	0	9,500	100 %
40053690004020	SAFETY	841	1,040	5,348	4,600	1,040	100 %
40053690004100	TELEPHONE & COMMUNICATIONS	15,550	55,000	31,075	30,000	55,000	100 %
40053690004120	FAX & MODEMS	0	0	0	0	0	0 %
40053690004300	ELECTRICITY	4,279	5,400	10,047	10,000	5,000	93 %
40053690004310	OTHER UTILITIES	0	0	0	0	0	0 %
40053690004400	RENTALS & LEASES	2,298	2,500	396	2,500	2,500	100 %
40053690004410	BUILDING RENTAL	58,907	4,400	95	0	0	0 %
40053690004610	VEHICLES REPAIRS & MAINTENANCE	2,254	2,000	6,287	5,000	2,000	100 %
40053690004620	BUILDING REPAIRS & MAINTENANCE	994	1,500	8,744	1,500	1,500	100 %
40053690004630	EQUIPMENT REPAIR & MAINTENANCE	228	0	717	0	0	0 %
40053690004690	OTHER REPAIR & MAINTENANCE	6	0	0	0	0	0 %
40053690004700	PRINTING	4,441	5,000	2,896	5,000	5,000	100 %
40053690004710	ADVERTISING	0	0	0	0	0	0 %
40053690004720	DUPLICATING	0	0	0	0	0	0 %
40053690004900	MISCELLANEOUS EXPENSE	3,989	4,000	8,129	4,000	4,000	100 %
40053690005100	OFFICE SUPPLIES	11,643	20,400	17,089	15,000	28,909	142 %
40053690005200	OPERATING SUPPLIES	2,404	2,500	6,420	7,000	2,500	100 %
40053690005220	UNIFORMS	1,011	800	1,173	1,000	800	100 %
40053690005230	POSTAGE	6,737	8,000	7,500	8,000	8,000	100 %
40053690005280	FUEL	4,050	5,000	5,626	6,000	5,000	100 %
40053690005400	PUBLICATIONS & MEMBERSHIPS	1,436	860	1,881	1,500	860	100 %
40053690005420	TRAINING	3,161	6,320	5,346	6,320	21,320	337 %
40053690009000	OTHER OPERATING EXPESNES	0	0	0	0	0	0 %
TOT CONTROLLABLE OPER EXP:		180,368	178,520	186,595	171,720	197,229	110 %
-----							
40053690004910	BOND CLOSING COSTS	0	0	60,321	140,000	0	0 %
40053690004920	BAD DEBT EXPENSE	1	10,500	5	10,000	10,500	100 %
40053690004500	INSURANCE	0	0	0	0	0	0 %
40053690005900	DEPRECIATION EXPENSE	4,769,306	0	0	0	0	0 %
40053690009099	OPERATING CONTINGENCY	59,365	120,120	0	0	0	0 %
40053690009900	CENTRAL ADMINISTRATION ALLOCAT	749,556	787,100	787,104	787,000	1,074,767	137 %
40053690009910	CONT TO LIABILITY INSURANCE FU	439,224	527,040	527,040	527,000	662,948	126 %
OTHER OPERATING EXPENSES:		6,017,453	1,444,760	1,374,469	1,464,000	1,748,215	121 %
-----							
TOTAL OPERATING EXPENSES:		6,197,821	1,623,280	1,561,064	1,635,720	1,945,444	120 %
-----							
40053690006300	CAPITAL IMPROVEMENTS ALLOCATIO	0	0	0	0	0	0 %
40053690006400	EQUIPMENT PURCHASES	0	0	9,667	0	0	0 %
-----							

City of Marco Island  
 UTILITY ADMINISTRATION  
 EXPENSE BUDGET

100% Yr Complete

ACCOUNT #	DESCRIPTION	ACTUAL FY2007	BUDGET FY2008	YTD ACT/ENCUM FY2008	PROJECTED FY2008	BUDGET FY2009	09 BGT % OF 08
TOTAL CAPITAL OUTLAY:		0	0	9,667	0	0	0 %
40053690007104	DEBT SERVICE PRINCIPAL	0	2,030,000	0	2,030,000	2,286,844	113 %
40053690007204	DEBT SERVICE INTEREST	4,774,994	5,049,650	4,954,217	5,049,700	4,743,118	94 %
40053690007209	DEBT SERVICE INTEREST-BOND PRE	(40,704)	0	(40,704)	0	0	0 %
40053690007310	INTEREST ON DEPOSITS	0	0	82	0	0	0 %
40053690007320	AMORTIZATION	97,171	150,000	103,201	150,000	150,000	100 %
40053690007321	CURRENT YR BOND EXPENSE	700	0	1,700	0	0	0 %
OTHER NON-OPERATING EXPENSES:		4,832,161	7,229,650	5,018,496	7,229,700	7,179,962	99 %
GRAND TOTAL FOR DEPARTMENT:		11,442,254	9,220,636	7,051,067	9,305,920	9,642,124	105 %

City of Marco Island  
 UTILITY CONSTRUCTION FUND  
 EXPENSE BUDGET

ACCOUNT #	DESCRIPTION	ACTUAL FY2007	BUDGET FY2008	YTD ACT/ENCUM FY2008	PROJECTED FY2008	100% Yr Complete	
						BUDGET FY2009	09 BGT % OF 08
-----							
UTILITY CONSTRUCTION FUND							
9940							
40153615336402	REVERSE OSMOSIS (3 WELLS)	0	0	0	0	0	0 %
40153615336403	ASR WELLS 4,5,6	0	0	0	0	0	0 %
40153615336406	RO MEMBRANE REPLACEMENT	0	0	0	0	0	0 %
40153615336412	CHEMICAL EQUIPMENT UPGRADE	0	228,071	0	0	0	0 %
40153615336910	SITE PLANS	0	544,787	58,117	0	0	0 %
40153615336916	YELLOWBIRD PIPELINE DESIGN	0	0	0	0	0	0 %
40153615336918	MARCO SHORES BULK WATER	0	159,349	183,888	0	0	0 %
-----							
	WATER PROJECTS:	0	932,207	242,004	0	0	0 %
-----							
40153625336310	N COLLIER-N OF SAN MARCO UTIL	0	0	0	0	0	0 %
-----							
	WASTEWATER PROJECTS:	0	0	0	0	0	0 %
-----							
40153695336902	UTILITY LAND SWAP	0	0	0	0	0	0 %
-----							
	ADMINISTRATION:	0	0	0	0	0	0 %
-----							
	GRAND TOTAL FOR FUND:	0	932,207	242,004	0	0	0 %
-----							

City of Marco Island  
 UTILITY CAPITAL PROJECTS  
 EXPENSE BUDGET

100% Yr Complete

ACCOUNT #	DESCRIPTION	ACTUAL FY2007	BUDGET FY2008	YTD ACT/ENCUM FY2008	PROJECTED FY2008	BUDGET FY2009	09 BGT % OF 08
<b>UTILITIES CAPITAL PROJECTS</b>							
<b>9939</b>							
<b>Water:</b>							
40053695336350	ROOF REPAIRS	0	0	0	0	0	0 %
40053695336351	FACILITY SECURITY	0	231,933	189,278	0	0	0 %
40053695336430	SCADA SYSTEM	0	105,594	116,366	0	10,900	10 %
40053695336431	RENEWAL & REPLACEMENT	0	0	0	0	0	0 %
40053695336432	INOPERATIVE VALVE REPLACEMENT	0	464,371	8,401	0	250,000	54 %
40053695336433	DEAD END FLUSHING	0	211,419	177,157	0	0	0 %
40053695336436	METER REPLACEMENT PROGRAM	0	100,000	116,570	0	0	0 %
40053695336437	CAUSTIC TANK	0	0	0	0	0	0 %
40053695336459	SULFURIC ACID FEED SYSTEM	0	255,915	31,423	0	0	0 %
40053695336475	HIGH SERVICE PUMPS	0	215,951	88,796	0	0	0 %
40053695336477	LEAK DETECTION	0	148,059	53,989	0	100,000	68 %
40053695336510	WINTERBERRY BRIDGE LINE REPLAC	0	0	3,208	0	0	0 %
<b>Wastewater:</b>							
40053695336301	UTILITY RELOCATION	0	21,098	21,098	0	0	0 %
40053695336434	REHAB LIFT STATION CONTROLS	0	60,857	52,923	0	0	0 %
<b>RENEWAL &amp; REPLACEMENT:</b>		<b>0</b>	<b>1,815,197</b>	<b>859,209</b>	<b>0</b>	<b>360,900</b>	<b>20 %</b>
<b>Water:</b>							
40053695336356	UPGRADE US 41/951 LINE TO 30 I	0	29,720	21,778	0	0	0 %
40053695336362	NORTH PLANT SITE PREP	0	692,997	20,960	0	0	0 %
40053695336365	STRP ROAD RESURFACE	0	2,379,500	3,022,077	0	1,415,400	59 %
40053695336450	POTABLE WATER LINES	0	180,781	25,737	0	0	0 %
40053695336460	RO MEMBRANE REPLACEMENT	0	781,664	0	0	350,000	45 %
40053695336464	STANDBY GENERATOR WELL HEAD HO	0	0	17,911	0	0	0 %
40053695336465	RO WELLS CONTROL PANEL ELEVATI	0	146,029	58,086	0	0	0 %
40053695336472	REHAB-LIME SOFTENING CLARIFIER	0	0	11,512	0	0	0 %
40053695336478	CAPITAL EQUIPMENT	0	260,053	100,963	0	0	0 %
40053695336479	RAW WATER GENERATOR	0	0	0	0	0	0 %
40053695336481	REPLACE/UPGRADE DEGASIFIER	0	0	0	0	0	0 %
40053695336482	NORTH PLANT FILTER COVER	0	0	0	0	0	0 %
<b>Wastewater:</b>							
40053695336454	HOFFMAN BLOWER REPLACEMENT	0	0	0	0	0	0 %
40053695336455	SCADA DATA MANAGEMENT	0	339,163	98,447	0	0	0 %
40053695336462	W/W COLLECTION REHAB	0	291,761	75,918	0	0	0 %
40053695336466	W/W PLANT UPGRADES	0	4,810,577	4,433,279	0	2,448,100	51 %
40053695336469	RE-USE EXTN-COLLIER BLVD	0	1,341,214	1,550,979	0	0	0 %
40053695336483	WASTEWATER EQUIPMENT	0	90,376	5,010	0	0	0 %
<b>CAPITAL RESERVE:</b>		<b>0</b>	<b>11,343,835</b>	<b>9,442,656</b>	<b>0</b>	<b>4,213,500</b>	<b>37 %</b>
40053695336456	S COLLIER UTILITY EXPANSION-WA	0	0	245	0	0	0 %
40053695336457	FINISHED WATER STORAGE	0	6,265,433	5,316,798	0	0	0 %
40053695336473	EMERGENCY CAPITAL EQUIPMENT	0	219,053	78,774	0	0	0 %
<b>WATER IMPACT FEES:</b>		<b>0</b>	<b>6,484,486</b>	<b>5,395,817</b>	<b>0</b>	<b>0</b>	<b>0 %</b>
40053695336400	CAPITAL IMPROVEMENTS	0	0	0	0	350,000	0 %
40053695336458	S COLLIER UTILITY EXPANSION-SE	0	0	0	0	0	0 %
40053695336471	N COLLIER BLVD DESIGN-SEWER	0	146,640	146,640	0	0	0 %
<b>SEWER IMPACT FEES:</b>		<b>0</b>	<b>146,640</b>	<b>146,640</b>	<b>0</b>	<b>350,000</b>	<b>239 %</b>
<b>GRAND TOTAL FOR FUND:</b>		<b>0</b>	<b>19,790,158</b>	<b>15,844,322</b>	<b>0</b>	<b>4,924,400</b>	<b>25 %</b>

City of Marco Island  
 UTIL CONST FUND NEW BONDS  
 EXPENSE BUDGET

ACCOUNT #	DESCRIPTION	ACTUAL FY2007	BUDGET FY2008	YTD ACT/ENCUM FY2008	PROJECTED FY2008	100% Yr Complete	
						BUDGET FY2009	09 BGT % OF 08
-----							
UTILITIES CONST FUND NEW BONDS							
9951							
40353695336354	N COLLIER RELOC & UPGR-WATER	0	341,655	341,712	0	0	0 %
40353695336355	UPGRADE RAW WATER SUPPLY TO 30	0	810,101	810,468	0	0	0 %
40353695336358	EMERGENCY GENERATOR - N PLANT	0	0	0	0	1,500,000	0 %
40353695336407	DEGASIFIER REHABILITATION	0	0	0	0	0	0 %
40353695336408	STORAGE TANK ISOLATION VALVES	0	0	0	0	0	0 %
40353695336463	ASR WELL 7	0	43,173	39,487	0	0	0 %
40353695336476	CONVERSION: ACID/ANTISCALANT	0	0	0	0	0	0 %
40353695336487	FILTER UPGRADES-NORTH PLANT	0	0	0	0	1,598,300	0 %
40353695336903	STORAGE TANK SITE	0	1,360,000	1,070,514	0	0	0 %
40353695336953	ASSET MANAGEMENT SYSTEM	0	257,454	20,588	0	0	0 %
40353695336955	REGULATORY MONITORING	0	36,052	2,426	0	0	0 %
40353695336357	N PLANT TREATMENT EXPANSION	0	350,000	183,397	0	1,475,000	421 %
40353695336957	WATERLINE UNDER RIVER	0	1,716,690	1,717,157	0	0	0 %
WATER BOND ISSUE PROJECTS:		0	4,915,125	4,185,750	0	4,573,300	93 %
-----							
40353695356358	CONVERSION OF WWTP TO MBNR	0	5,272,869	4,392,415	0	11,771,000	223 %
40353695356361	MARCO SHORES WWTP	0	466,204	217,022	0	0	0 %
40353695356486	CAPITAL EQUIPMENT	0	67,976	44,921	0	0	0 %
40353695356488	N COLLIER BLVD GRAVITY SEWER U	0	649,303	54,736	0	0	0 %
WW BOND ISSUE PROJECTS:		0	6,456,352	4,709,094	0	11,771,000	182 %
-----							
GRAND TOTAL FOR FUND:		0	11,371,477	8,894,844	0	16,344,300	144 %
-----							



City of Marco Island  
 WASTEWATER ASSESSMENT FUND  
 EXPENSE BUDGET

100% Yr Complete

DESCRIPTION	ACTUAL FY2007	BUDGET FY2008	YTD ACT/ENCUM FY2008	PROJECTED FY2008	BUDGET FY2009	09 BGT % OF 08
<b>WASTEWATER ASSESSMENT FUND</b>						
<b>9950</b>						
40253605356316	S COLLIER SEWER MAIN UPGRADE	0	0	0	0	0 %
40253605356317	N COLLIER SEWER MAIN UPGRADE	0	1,003,373	1,003,684	0	0 %
40253605356318	WWTP: DESIGN/BUILD MBNR	0	8,320,373	7,404,773	0	0 %
40253605356362	HEATHWOOD/SAN MARCO LINE	0	0	0	0	0 %
40253605356484	DESIGN/BUILD EQUIPMENT TANKS	0	75,280	75,280	0	0 %
40253605356485	DEEP WELL INJECTION	0	3,212,986	4,887,897	0	76 %
40253605356903	MASTER PLAN SEWER SYSTEM	0	1,565,673	664,990	0	0 %
<hr/>						
	<b>WASTEWATER TREATMENT:</b>	0	14,177,685	14,036,625	0	2,448,100 17 %
<hr/>						
<b>GRAND TOTAL FOR FUND:</b>						
		0	14,177,685	14,036,625	0	2,448,100 17 %
<hr/>						

**City of Marco Island  
Water/Sewer Fund  
Fiscal Year 2008-2009**

*Debt Service Summary*

<b>Fiscal Year Budget 2009</b>
--

*Revenues for Debt Service:*

Utility Rate Base	\$ 7,029,962
Capitalized Interest - 2008 Utility Revenue Note	324,823
Sewer Capacity Assessments	144,147
Tigertail Construction Assessments	148,999
South Barfield Construction Assessments	44,547
North Barfield Construction Assessments	248,870
North Marco Construction Assessments	136,625
West Winterberry Construction Assessments	297,017

<b>TOTAL REVENUES</b>	<b>\$8,374,990</b>
-----------------------	--------------------

*Debt Service Expenditures:*

Utility Revenue Bond, Series 2003		
Principal	2,030,000	
Interest	4,539,418	6,569,418
Utility Revenue Note, Series 2006		
Principal	256,844	
Interest	203,700	460,544
Utility Revenue Note, Series 2008		
Principal	-	
Interest	324,823	324,823
State Revolving Loan - Preconstruction		
Principal	803	
Interest	21,618	
Service Fee	31,218	53,639

*Water/Sewer Fund*  
*Debt Service Expenditures:*

<b>Fiscal Year</b> <b>Budget</b> <b>2009</b>
--

<b>CONTINUED:</b>		7,408,424
Tigertail Assessment Area Note - Series 2008		
Principal	89,726	
Interest	126,214	215,940
South Barfield Assessment Area Note - Series 2008		
Principal	28,302	
Interest	39,812	68,114
State Revolving Loan - North Barfield		
Principial	139,030	
Interest	109,840	248,870
State Revolving Loan - North Marco		
Principal	74,854	
Interest	61,771	136,625
State Revolving Loan - West Winterberry		
Principal	166,899	
Interest	130,118	297,017
<b>TOTAL EXPENDITURES</b>		<b>8,374,990</b>
<b>CASH FLOW</b>		<b>\$ -</b>

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

**Utility System Revenue Bonds, Series 2003  
Florida Water Acquisition  
\$101,115,000**

**Bond Date: October 1, 2003  
Outstanding Principal Balance September 30, 2007: \$97,255,000  
Interest Rate: 4.89%  
Final Maturity: October 1, 2033  
Revenue Pledged: Water/Sewer System Revenues**

<b>Fiscal Year</b>	<b>Payment Date</b>	<b>Principal</b>	<b>Interest</b>	<b>Total Payment</b>
2009	1-Oct-08	2,030,000.00	2,281,888.75	4,311,888.75
	1-Apr-09		2,257,528.75	2,257,528.75
2010	1-Oct-09	2,075,000.00	2,257,528.75	4,332,528.75
	1-Apr-10		2,228,997.50	2,228,997.50
2011	1-Oct-10	2,135,000.00	2,228,997.50	4,363,997.50
	1-Apr-11		2,195,371.25	2,195,371.25
2012	1-Oct-11	2,200,000.00	2,195,371.25	4,395,371.25
	1-Apr-12		2,157,971.25	2,157,971.25
2013	1-Oct-12	2,275,000.00	2,157,971.25	4,432,971.25
	1-Apr-13		2,116,452.50	2,116,452.50
2014	1-Oct-13	2,360,000.00	2,116,452.50	4,476,452.50
	1-Apr-14		2,071,612.50	2,071,612.50
2015	1-Oct-14	2,450,000.00	2,071,612.50	4,521,612.50
	1-Apr-15		2,007,300.00	2,007,300.00
2016	1-Oct-15	2,580,000.00	2,007,300.00	4,587,300.00
	1-Apr-16		1,939,575.00	1,939,575.00
2017	1-Oct-16	2,715,000.00	1,939,575.00	4,654,575.00
	1-Apr-17		1,868,306.25	1,868,306.25
2018	1-Oct-17	2,855,000.00	1,868,306.25	4,723,306.25
	1-Apr-18		1,793,362.50	1,793,362.50
2019	1-Oct-18	3,005,000.00	1,793,362.50	4,798,362.50
	1-Apr-19		1,714,481.25	1,714,481.25
2020	1-Oct-19	3,165,000.00	1,714,481.25	4,879,481.25
	1-Apr-20		1,631,400.00	1,631,400.00

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

**Utility System Revenue Bonds, Series 2003  
Florida Water Acquisition  
\$101,115,000**

(CONTINUED)

<b>Fiscal Year</b>	<b>Payment Date</b>	<b>Principal</b>	<b>Interest</b>	<b>Total Payment</b>
2021	1-Oct-20	3,330,000.00	1,631,400.00	4,961,400.00
	1-Apr-21		1,543,987.50	1,543,987.50
2022	1-Oct-21	3,505,000.00	1,543,987.50	5,048,987.50
	1-Apr-22		1,451,981.25	1,451,981.25
2023	1-Oct-22	3,690,000.00	1,451,981.25	5,141,981.25
	1-Apr-23		1,359,731.25	1,359,731.25
2024	1-Oct-23	3,875,000.00	1,359,731.25	5,234,731.25
	1-Apr-24		1,262,856.25	1,262,856.25
2025	1-Oct-24	4,065,000.00	1,262,856.25	5,327,856.25
	1-Apr-25		1,161,231.25	1,161,231.25
2026	1-Oct-25	4,270,000.00	1,161,231.25	5,431,231.25
	1-Apr-26		1,054,481.25	1,054,481.25
2027	1-Oct-26	4,485,000.00	1,054,481.25	5,539,481.25
	1-Apr-27		942,356.25	942,356.25
2028	1-Oct-27	4,705,000.00	942,356.25	5,647,356.25
	1-Apr-28		824,731.25	824,731.25
2029	1-Oct-28	4,940,000.00	824,731.25	5,764,731.25
	1-Apr-29		707,406.25	707,406.25
2030	1-Oct-29	5,175,000.00	707,406.25	5,882,406.25
	1-Apr-30		584,500.00	584,500.00
2031	1-Oct-30	5,425,000.00	584,500.00	6,009,500.00
	1-Apr-31		448,875.00	448,875.00
2032	1-Oct-31	5,695,000.00	448,875.00	6,143,875.00
	1-Apr-32		306,500.00	306,500.00
2033	1-Oct-32	5,980,000.00	306,500.00	6,286,500.00
	1-Apr-33		157,000.00	157,000.00
2034	1-Oct-33	6,280,000.00	157,000.00	6,437,000.00
<b>TOTALS</b>		<b>95,265,000.00</b>	<b>73,857,881.25</b>	<b>169,122,881.25</b>

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

**Utility System Revenue Note, Series 2006  
\$5,500,000**

**Bond Date: December 5, 2006  
Outstanding Principal Balance September 30, 2007: \$5,500,000  
Interest Rate: 3.74%  
Final Maturity: October 1, 2023  
Revenue Pledged: Water/Sewer System Revenues**

<b>Fiscal Year</b>	<b>Payment Date</b>	<b>Principal</b>	<b>Interest</b>	<b>Total Payment</b>
2009	1-Oct-08	256,844.17	104,564.17	361,408.34
	1-Apr-09	-	99,136.43	99,136.43
2010	1-Oct-09	267,013.70	99,681.13	366,694.83
	1-Apr-10	-	94,087.79	94,087.79
2011	1-Oct-10	277,000.01	94,604.76	371,604.77
	1-Apr-11	-	88,850.33	88,850.33
2012	1-Oct-11	287,359.82	89,338.52	376,698.34
	1-Apr-12	-	83,875.33	83,875.33
2013	1-Oct-12	297,655.02	83,875.33	381,530.35
	1-Apr-13	-	77,789.00	77,789.00
2014	1-Oct-13	309,239.37	78,216.42	387,455.79
	1-Apr-14	-	71,941.98	71,941.98
2015	1-Oct-14	320,804.92	72,337.26	393,142.18
	1-Apr-15	-	65,876.27	65,876.27
2016	1-Oct-15	332,803.03	66,238.22	399,041.25
	1-Apr-16	-	59,911.08	59,911.08
2017	1-Oct-16	344,926.96	59,911.08	404,838.04
	1-Apr-17	-	53,061.90	53,061.90
2018	1-Oct-17	358,150.13	53,353.45	411,503.58
	1-Apr-18	-	46,290.08	46,290.08
2019	1-Oct-18	371,544.94	46,544.42	418,089.36
	1-Apr-19	-	39,264.99	39,264.99
2020	1-Oct-19	385,440.72	39,480.73	424,921.45
	1-Apr-20	-	32,152.86	32,152.86

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

**Utility System Revenue Bonds, Series 2006  
\$5,500,000**

(CONTINUED)

Fiscal Year	Payment Date	Principal	Interest	Total Payment
2021	1-Oct-20	399,682.91	32,152.86	431,835.77
	1-Apr-21	-	24,420.04	24,420.04
2022	1-Oct-21	414,804.35	24,554.22	439,358.57
	1-Apr-22	-	16,577.02	16,577.02
2023	1-Oct-22	430,318.03	16,668.10	446,986.13
	1-Apr-23	-	8,440.66	8,440.66
2024	1-Oct-23	446,411.92	8,487.03	454,898.95
<b>TOTALS</b>		<b>5,500,000.00</b>	<b>1,831,683.46</b>	<b>7,331,683.46</b>

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

**Utility System Revenue Note, Series 2008  
\$7,477,241**

**Bond Date: March 7, 2008  
Outstanding Principal Balance September 30, 2008: \$7,477,241  
Interest Rate: 4.01%  
Final Maturity: October 1, 2025  
Revenue Pledged: Water/Sewer System Revenues**

<b>Fiscal Year</b>	<b>Payment Date</b>	<b>Principal</b>	<b>Interest</b>	<b>Total Payment</b>
2009	1-Oct-08	-	173,239.37	173,239.37
	1-Apr-09	-	151,584.45	151,584.45
2010	1-Oct-09	-	152,417.33	152,417.33
	1-Apr-10	-	151,584.45	151,584.45
2011	1-Oct-10	340,931.75	152,417.33	493,349.08
	1-Apr-11	-	144,672.81	144,672.81
2012	1-Oct-11	354,793.00	145,467.72	500,260.72
	1-Apr-12	-	138,235.56	138,235.56
2013	1-Oct-12	368,462.41	138,235.56	506,697.97
	1-Apr-13	-	130,010.42	130,010.42
2014	1-Oct-13	384,198.35	130,724.76	514,923.11
	1-Apr-14	-	122,221.65	122,221.65
2015	1-Oct-14	399,818.68	122,893.20	522,711.88
	1-Apr-15	-	114,116.22	114,116.22
2016	1-Oct-15	416,074.09	114,743.23	530,817.32
	1-Apr-16	-	106,261.90	106,261.90
2017	1-Oct-16	432,409.72	106,261.90	538,671.62
	1-Apr-17	-	96,915.09	96,915.09
2018	1-Oct-17	450,570.85	97,447.59	548,018.44
	1-Apr-18	-	87,780.77	87,780.77
2019	1-Oct-18	468,889.68	88,263.08	557,152.76
	1-Apr-19	-	78,275.07	78,275.07
2020	1-Oct-19	487,953.30	78,705.16	566,658.46
	1-Apr-20	-	68,758.63	68,758.63



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

**Utility System Revenue Note, Series 2008  
\$7,477,241**

(CONTINUED)

Fiscal Year	Payment Date	Principal	Interest	Total Payment
<b>SUB-TOTAL</b>		<b>4,104,101.83</b>	<b>2,891,233.25</b>	<b>6,995,335.08</b>
2021	1-Oct-20	507,416.25	68,758.63	576,174.88
	1-Apr-21	-	58,096.17	58,096.17
2022	1-Oct-21	528,421.99	58,415.38	586,837.37
	1-Apr-22	-	47,383.59	47,383.59
2023	1-Oct-22	549,906.01	47,643.93	597,549.94
	1-Apr-23	-	36,235.46	36,235.46
2024	1-Oct-23	572,263.51	36,434.56	608,698.07
	1-Apr-24		24,769.44	24,769.44
2025	1-Oct-24	595,394.64	24,769.44	620,164.08
	1-Apr-25		12,563.79	12,563.79
2026	1-Oct-25	619,736.92	12,632.82	632,369.74
<b>TOTALS</b>		<b>7,477,241.15</b>	<b>3,318,936.46</b>	<b>-</b>
				<b>10,796,177.61</b>

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

Septic Tank Replacement Program - Pre-Construction Loan  
Florida Department of Environment Protection - Revolving Loan Program  
\$1,626,230

Dated: August 10, 2007  
Outstanding Principal Balance September 30, 2008: \$1,626,230  
Interest Rate: 2.65%  
Final Maturity: October 15, 2028  
Revenue Pledged: Sewer Assessments

Fiscal Year	Payment Date	Principal	Interest	DEP Service Fee	Total Payment
2009	15-Apr-09	803.09	21,617.80	31,218.00	53,638.89
2010	15-Oct-09	32,101.98	21,536.92		53,638.90
	15-Apr-10	32,527.34	21,111.56		53,638.90
2011	15-Oct-10	32,958.32	20,680.58		53,638.90
	15-Apr-11	33,395.02	20,243.86		53,638.88
2012	15-Oct-11	33,837.50	19,801.38		53,638.88
	15-Apr-12	34,285.85	19,353.04		53,638.89
2013	15-Oct-12	34,740.14	18,898.76		53,638.90
	15-Apr-13	35,200.45	18,438.44		53,638.89
2014	15-Oct-13	35,666.85	17,972.04		53,638.89
	15-Apr-14	36,139.44	17,499.46		53,638.90
2015	15-Oct-14	36,618.28	17,020.62		53,638.90
	15-Apr-15	37,103.48	16,535.40		53,638.88
2016	15-Oct-15	37,595.10	16,043.80		53,638.90
	15-Apr-16	38,093.23	15,545.66		53,638.89
2017	15-Oct-16	38,597.97	15,040.92		53,638.89
	15-Apr-17	39,109.39	14,529.50		53,638.89
2018	15-Oct-17	39,627.59	14,011.30		53,638.89
	15-Apr-18	40,152.66	13,486.22		53,638.88
2019	15-Oct-18	40,684.68	12,954.20		53,638.88
	15-Apr-19	41,223.75	12,415.14		53,638.89
2020	15-Oct-19	41,769.97	11,868.92		53,638.89
	15-Apr-20	42,323.42	11,315.46		53,638.88

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

Septic Tank Replacement Program - Pre-Construction Loan  
\$1,626,230

(CONTINUED)

<b>Fiscal Year</b>	<b>Payment Date</b>	<b>Principal</b>	<b>Interest</b>	<b>DEP Service Fee</b>	<b>Total Payment</b>
<b>SUB-TOTAL</b>		<b>814,555.50</b>	<b>387,920.98</b>	<b>31,218.00</b>	<b>1,233,694.48</b>
2021	15-Oct-20	42,884.20	10,754.70		53,638.90
	15-Apr-21	43,452.42	10,186.46		53,638.88
2022	15-Oct-21	44,028.16	9,610.72		53,638.88
	15-Apr-22	44,611.54	9,027.36		53,638.90
2023	15-Oct-22	45,202.64	8,436.26		53,638.90
	15-Apr-23	45,801.57	7,837.32		53,638.89
2024	15-Oct-23	46,408.45	7,230.44		53,638.89
	15-Apr-24	47,023.36	6,615.52		53,638.88
2025	15-Oct-24	47,646.42	5,992.48		53,638.90
	15-Apr-25	48,277.73	5,361.16		53,638.89
2026	15-Oct-25	48,917.41	4,721.48		53,638.89
	15-Apr-26	49,565.57	4,073.32		53,638.89
2027	15-Oct-26	50,222.31	3,416.58		53,638.89
	15-Apr-27	50,887.76	2,751.14		53,638.90
2028	15-Oct-27	51,562.02	2,076.86		53,638.88
	15-Apr-28	52,245.22	1,393.68		53,638.90
2029	15-Oct-28	52,937.67	701.42		53,639.09
<b>TOTALS</b>		<b>1,626,229.95</b>	<b>488,107.88</b>	<b>31,218.00</b>	<b>2,145,555.83</b>

DebtSvcDEPpre-con2009

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

Tigertail Assessment Note, Series 2008  
\$2,321,886

Bond Date: March 7, 2008  
Outstanding Principal Balance September 30, 2008: \$2,321,886  
Interest Rate: 4.01%  
Final Maturity: January 15, 2028  
Revenue Pledged: Sewer Assessments

Fiscal Year	Payment Date	Principal	FUND 402 PRINCIPAL	FUND 410 PRINCIPAL	Interest	FUND 402 INTEREST	FUND 410 INTEREST	Total Payment
2009	15-Jan-09	89,725.97	27,815.05	61,910.92	81,210.54	25,175.27	56,035.27	260,662.48
	15-Jul-09	-	-	-	45,003.45	13,951.07	31,052.38	45,003.45
2010	15-Jan-10	80,183.71	24,856.95	55,326.76	45,749.36	14,182.30	31,567.06	206,116.78
	15-Jul-10	-	-	-	43,386.83	13,449.92	29,936.91	43,386.83
2011	15-Jan-11	83,443.73	25,867.56	57,576.17	44,105.95	13,672.84	30,433.11	210,993.41
	15-Jul-11	-	-	-	41,704.49	12,928.39	28,776.10	41,704.49
2012	15-Jan-12	86,836.30	26,919.25	59,917.05	42,395.72	13,142.67	29,253.05	216,068.32
	15-Jul-12	-	-	-	40,174.49	12,454.09	27,720.40	40,174.49
2013	15-Jan-13	90,146.06	27,945.28	62,200.78	40,615.97	12,590.95	28,025.02	220,908.09
	15-Jul-13	-	-	-	38,136.28	11,822.25	26,314.03	38,136.28
2014	15-Jan-14	94,031.86	29,149.88	64,881.98	38,768.37	12,018.19	26,750.18	226,832.09
	15-Jul-14	-	-	-	36,240.47	11,234.55	25,005.92	36,240.47
2015	15-Jan-15	97,854.91	30,335.02	67,519.89	36,841.14	11,420.75	25,420.39	232,550.96
	15-Jul-15	-	-	-	34,267.58	10,622.95	23,644.63	34,267.58
2016	15-Jan-16	101,833.39	31,568.35	70,265.04	34,835.55	10,799.02	24,036.53	238,502.33
	15-Jul-16	-	-	-	32,392.45	10,041.66	22,350.79	32,392.45
2017	15-Jan-17	105,795.64	32,796.65	72,998.99	32,748.42	10,152.01	22,596.41	244,339.70
	15-Jul-17	-	-	-	30,081.49	9,325.26	20,756.23	30,081.49
2018	15-Jan-18	110,274.95	34,185.23	76,089.72	30,580.07	9,479.82	21,100.25	251,129.97
	15-Jul-18	-	-	-	27,858.19	8,636.04	19,222.15	27,858.19
2019	15-Jan-19	114,758.39	35,575.10	79,183.29	28,319.93	8,779.18	19,540.75	257,836.71
	15-Jul-19	-	-	-	25,544.50	7,918.80	17,625.71	25,544.50
2020	15-Jan-20	119,424.12	37,021.48	82,402.64	25,967.89	8,050.05	17,917.84	264,816.13
	15-Jul-20	-	-	-	23,264.57	7,212.02	16,052.55	23,264.57

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

Tigertail Assessment Note, Series 2008  
\$2,321,886

(CONTINUED)

Fiscal Year	Payment Date	Principal	FUND 402 PRINCIPAL	FUND 410 PRINCIPAL	Interest	FUND 402 INTEREST	FUND 410 INTEREST	Total Payment
<b>SUB-TOTAL</b>		<b>1,174,309.03</b>	<b>364,035.80</b>	<b>810,273.23</b>	<b>900,193.70</b>	<b>279,060.05</b>	<b>621,133.65</b>	<b>3,248,811.76</b>
2021	15-Jan-21	124,151.71	38,487.03	85,664.68	23,520.23	7,291.27	16,228.96	271,823.65
	15-Jul-21	-	-	-	20,633.68	6,396.44	14,237.24	20,633.68
2022	15-Jan-22	129,327.17	40,091.42	89,235.75	20,975.67	6,502.46	14,473.21	279,630.01
	15-Jul-22	-	-	-	18,026.26	5,588.14	12,438.12	18,026.26
2023	15-Jan-23	134,585.21	41,721.42	92,863.79	18,325.04	5,680.76	12,644.28	287,495.46
	15-Jul-23	-	-	-	15,312.84	4,746.98	10,565.86	15,312.84
2024	15-Jan-24	140,057.04	43,417.68	96,639.36	15,566.64	4,825.66	10,740.98	295,680.72
	15-Jul-24	-	-	-	12,558.09	3,893.01	8,665.08	12,558.09
2025	15-Jan-25	145,682.33	45,161.52	100,520.81	12,696.09	3,935.79	8,760.30	304,060.75
	15-Jul-25	-	-	-	9,551.93	2,961.10	6,590.83	9,551.93
2026	15-Jan-26	151,674.33	47,019.04	104,655.29	9,710.25	3,010.18	6,700.07	313,058.91
	15-Jul-26	-	-	-	6,493.97	2,013.13	4,480.84	6,493.97
2027	15-Jan-27	157,840.94	48,930.69	108,910.25	6,601.60	2,046.50	4,555.10	322,283.48
	15-Jul-27	-	-	-	3,311.67	1,026.62	2,285.05	3,311.67
2028	15-Jan-28	164,258.27	50,920.06	113,338.21	3,366.56	1,043.63	2,322.93	331,883.10
<b>TOTALS</b>		<b>2,321,886.03</b>	<b>719,784.67</b>	<b>1,602,101.36</b>	<b>1,096,844.22</b>	<b>340,021.71</b>	<b>756,822.51</b>	<b>5,076,644.06</b>
Sewer Plant Expansion	Principal				402-536-9000-7014			31%
	Interest				402-536-9000-7204			
Neighborhood Const.	Principal				410-538-9000-7104			69%
	Interest				410-538-9000-7204			

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

South Barfield Assessment Note, Series 2008  
\$732,378

Bond Date: March 7, 2008  
Outstanding Principal Balance September 30, 2008: \$732,378  
Interest Rate: 4.01%  
Final Maturity: January 15, 2028  
Revenue Pledged: Sewer Assessments

Fiscal Year	Payment Date	Principal	FUND 402 PRINCIPAL	FUND 411 PRINCIPAL	Interest	FUND 402 INTEREST	FUND 411 INTEREST	Total Payment
2009	15-Jan-09	28,301.70	9,792.39	18,509.31	25,615.73	8,863.04	16,752.69	82,219.13
	15-Jul-09	-	-	-	14,195.16	4,911.53	9,283.63	14,195.16
2010	15-Jan-10	25,291.85	8,750.98	16,540.87	14,430.43	4,992.93	9,437.50	65,014.13
	15-Jul-10	-	-	-	13,685.24	4,735.09	8,950.15	13,685.24
2011	15-Jan-11	26,320.13	9,106.76	17,213.37	13,912.06	4,813.57	9,098.49	66,552.32
	15-Jul-11	-	-	-	13,154.59	4,551.49	8,603.10	13,154.59
2012	15-Jan-12	27,390.23	9,477.02	17,913.21	13,372.62	4,626.93	8,745.69	68,153.08
	15-Jul-12	-	-	-	12,671.99	4,384.51	8,287.48	12,671.99
2013	15-Jan-13	28,434.21	9,838.24	18,595.97	12,811.24	4,432.69	8,378.55	69,679.66
	15-Jul-13	-	-	-	12,029.09	4,162.07	7,867.02	12,029.09
2014	15-Jan-14	29,659.88	10,262.32	19,397.56	12,228.47	4,231.05	7,997.42	71,548.23
	15-Jul-14	-	-	-	11,431.10	3,955.16	7,475.94	11,431.10
2015	15-Jan-15	30,865.76	10,679.55	20,186.21	11,620.57	4,020.72	7,599.85	73,352.09
	15-Jul-15	-	-	-	10,808.81	3,739.85	7,068.96	10,808.81
2016	15-Jan-16	32,120.67	11,113.75	21,006.92	10,987.96	3,801.83	7,186.13	75,229.30
	15-Jul-16	-	-	-	10,217.35	3,535.20	6,682.15	10,217.35
2017	15-Jan-17	33,370.46	11,546.18	21,824.28	10,329.63	3,574.05	6,755.58	77,070.55
	15-Jul-17	-	-	-	9,488.42	3,282.99	6,205.43	9,488.42
2018	15-Jan-18	34,783.34	12,035.04	22,748.30	9,645.68	3,337.41	6,308.27	79,212.36
	15-Jul-18	-	-	-	8,787.14	3,040.35	5,746.79	8,787.14
2019	15-Jan-19	36,197.52	12,524.34	23,673.18	8,932.78	3,090.74	5,842.04	81,327.82
	15-Jul-19	-	-	-	8,057.34	2,787.84	5,269.50	8,057.34
2020	15-Jan-20	37,669.20	13,033.54	24,635.66	8,190.89	2,834.05	5,356.84	83,529.29
	15-Jul-20	-	-	-	7,338.20	2,539.02	4,799.18	7,338.20

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

South Barfield Assessment Note, Series 2008  
\$732,278

(CONTINUED)

Fiscal Year	Payment Date	Principal	FUND 402 PRINCIPAL	FUND 411 PRINCIPAL	Interest	FUND 402 INTEREST	FUND 411 INTEREST	Total Payment
<b>SUB-TOTAL</b>		<b>370,404.95</b>	<b>128,160.11</b>	<b>242,244.84</b>	<b>283,942.49</b>	<b>98,244.10</b>	<b>185,698.39</b>	<b>1,024,752.39</b>
2021	15-Jan-21	39,160.40	13,549.50	25,610.90	7,418.84	2,566.92	4,851.92	85,739.84
	15-Jul-21	-	-	-	6,508.35	2,251.89	4,256.46	6,508.35
2022	15-Jan-22	40,792.86	14,114.33	26,678.53	6,616.22	2,289.21	4,327.01	88,201.94
	15-Jul-22	-	-	-	5,685.91	1,967.32	3,718.59	5,685.91
2023	15-Jan-23	42,451.37	14,688.17	27,763.20	5,780.15	1,999.93	3,780.22	90,682.89
	15-Jul-23	-	-	-	4,830.03	1,671.19	3,158.84	4,830.03
2024	15-Jan-24	44,177.32	15,285.35	28,891.97	4,910.09	1,698.89	3,211.20	93,264.73
	15-Jul-24	-	-	-	3,961.12	1,370.55	2,590.57	3,961.12
2025	15-Jan-25	45,951.67	15,899.28	30,052.39	4,004.65	1,385.61	2,619.04	95,907.99
	15-Jul-25	-	-	-	3,012.91	1,042.47	1,970.44	3,012.91
2026	15-Jan-26	47,841.69	16,553.22	31,288.47	3,062.84	1,059.74	2,003.10	98,746.22
	15-Jul-26	-	-	-	2,048.35	708.73	1,339.62	2,048.35
2027	15-Jan-27	49,786.78	17,226.23	32,560.55	2,082.30	720.48	1,361.82	101,655.86
	15-Jul-27	-	-	-	1,044.58	361.42	683.16	1,044.58
2028	15-Jan-28	51,810.96	17,926.59	33,884.37	1,061.89	367.41	694.48	104,683.81
		-	-	-	-	-	-	-
<b>TOTALS</b>		<b>732,378.00</b>	<b>253,402.79</b>	<b>478,975.21</b>	<b>345,970.72</b>	<b>119,705.87</b>	<b>226,264.85</b>	<b>1,601,294.12</b>
<b>Sewer Plant Expansion</b>	<b>Principal</b>		<b>34.6%</b>		<b>402-536-9000-7104</b>			
	<b>Interest</b>				<b>402-536-9000-7204</b>			
<b>Neighborhood Const.</b>	<b>Principal</b>		<b>65.4%</b>		<b>411-536-9000-7104</b>			
	<b>Interest</b>				<b>411-536-9000-7204</b>			

DebtSvcSBarfield2009

# City of Marco Island Annual Budget Summary Fiscal Year 2008-2009

## *Debt Service Fund*

Fiscal Year Budget 2009
-------------------------------

### *Debt Service Fund Revenues:*

Ad Valorem Property Tax	\$ 844,834
Transfer - General Fund	817,083
Collier County Transportation Grant	1,000,000

<b>TOTAL REVENUES</b>	<b>\$2,661,917</b>
-----------------------	--------------------

### *Debt Service Expenditures:*

2000 Florida Loan Pool (Factory Bay Bridge)		
Principal	65,000	
Interest	29,904	
Expenses	1,406	96,310
2004 General Obligation Bonds (Veterans Comm. Park)		
Principal	580,000	
Interest	264,534	
Expenses	300	844,834
2005 Lease-Purchase (Fire Truck)		
Principal	77,782	
Interest	7,918	85,700
2005 Sales Tax Revenue Bonds (Roads & Bridges, Police Bldg)		
Principal	350,000	
Interest	197,273	547,273



*Debt Service Expenditures:*

Fiscal Year Budget 2009
-------------------------------

**CONTINUED:**

2006 Revenue Note (N. Collier Blvd.)

Principal	1,000,000	
Interest	87,800	1,087,800

**TOTAL EXPENDITURES** 2,661,917

**CASH FLOW** \$ -

DebtSvc2009Summary

**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 Balance September 30, 2008: \$605,000  
Interest Rate: 5.02%  
Final Maturity: November 1, 2015  
Revenue Pledged: Non-Ad Valorem Revenues**

<b>Fiscal Year</b>	<b>Payment Date</b>	<b>Principal</b>	<b>Interest</b>	<b>Expenses</b>	<b>Total Payment</b>
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>605,000.00</b>	<b>139,725.00</b>	<b>9,655.85</b>	<b>754,380.85</b>

NOTE: Payments due to Wachovia Bank by 20th of month preceding due date.

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

**General Obligation Bonds, Series 2004  
Veterans Park Property Acquisition  
\$9,860,000**

**Bond Date: March 1, 2004  
Outstanding Principal Balance September 30, 2008: \$8,195,000  
Interest Rate: 3.3001%  
Final Maturity: July 1, 2020  
Revenue Pledged: Ad Valorem Tax**

<b>Fiscal Year</b>	<b>Payment Date</b>	<b>Principal</b>	<b>Interest</b>	<b>Total Payment</b>
2009	1-Jan-09	-	132,266.88	132,266.88
	1-Jul-09	580,000.00	132,266.88	712,266.88
2010	1-Jan-10	-	127,466.88	127,466.88
	1-Jul-10	590,000.00	127,466.88	717,466.88
2011	1-Jan-11	-	118,616.88	118,616.88
	1-Jul-11	610,000.00	118,616.88	728,616.88
2012	1-Jan-12	-	109,466.88	109,466.88
	1-Jul-12	625,000.00	109,466.88	734,466.88
2013	1-Jan-13	-	100,091.88	100,091.88
	1-Jul-13	645,000.00	100,091.88	745,091.88
2014	1-Jan-14	-	90,416.88	90,416.88
	1-Jul-14	665,000.00	90,416.88	755,416.88
2015	1-Jan-15	-	80,026.25	80,026.25
	1-Jul-15	685,000.00	80,026.25	765,026.25
2016	1-Jan-16	-	68,895.00	68,895.00
	1-Jul-16	705,000.00	68,895.00	773,895.00
2017	1-Jan-17	-	56,557.50	56,557.50
	1-Jul-17	730,000.00	56,557.50	786,557.50
2018	1-Jan-18	-	43,782.50	43,782.50
	1-Jul-18	760,000.00	43,782.50	803,782.50
2019	1-Jan-19	-	30,007.50	30,007.50
	1-Jul-19	785,000.00	30,007.50	815,007.50
2020	1-Jan-20	-	15,485.00	15,485.00
	1-Jul-20	815,000.00	15,485.00	830,485.00
<b>TOTALS</b>		<b>8,195,000.00</b>	<b>1,946,160.06</b>	<b>10,141,160.06</b>

DebtSvcVeteransPark2007

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

**Fire Truck Lease-Purchase  
\$536,292**

**Lease Date: February 8, 2005  
Outstanding Principal Balance September 30, 2008: \$241,823.77  
Interest Rate: 3.56%  
Final Maturity: August 8, 2011  
Revenue Pledged: Non-ad Valorem Revenue**

<b>Fiscal Year</b>	<b>Payment Date</b>	<b>Principal</b>	<b>Interest</b>	<b>Total Payment</b>
<b>PAYABLE FROM GENERAL FUND NON-AD VALOREM SOURCES:</b>				
2009	8-Feb-09	38,548.34	4,301.98	42,850.32
	8-Aug-09	39,234.10	3,616.22	42,850.32
2010	8-Feb-10	39,932.07	2,918.25	42,850.32
	8-Aug-10	40,642.45	2,207.87	42,850.32
2011	8-Feb-11	41,365.47	1,484.85	42,850.32
	8-Aug-11	42,101.34	748.98	42,850.32
<b>TOTALS</b>		<b>241,823.77</b>	<b>15,278.15</b>	<b>257,101.92</b>

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

**Sales Tax Revenue Bonds, Series 2005  
\$6,000,000**

**Bond Date: July 1, 2005  
Outstanding Principal Balance September 30, 2008: \$5,655,000  
Interest Rate: 3.6385%  
Final Maturity: November 1, 2020  
Revenue Pledged: Local Option 1/2% Sales Tax**

<b>Fiscal Year</b>	<b>Payment Date</b>	<b>Principal</b>	<b>Interest</b>	<b>Total Payment</b>
2009	1-Nov-08	350,000.00	101,480.00	451,480.00
	1-May-09	-	95,792.50	95,792.50
2010	1-Nov-09	365,000.00	95,792.50	460,792.50
	1-May-10	-	89,861.25	89,861.25
2011	1-Nov-10	375,000.00	89,861.25	464,861.25
	1-May-11	-	83,298.75	83,298.75
2012	1-Nov-11	390,000.00	83,298.75	473,298.75
	1-May-12	-	76,473.75	76,473.75
2013	1-Nov-12	400,000.00	76,473.75	476,473.75
	1-May-13	-	69,473.75	69,473.75
2014	1-Nov-13	415,000.00	69,473.75	484,473.75
	1-May-14	-	62,211.25	62,211.25
2015	1-Nov-14	430,000.00	62,211.25	492,211.25
	1-May-15	-	54,686.25	54,686.25
2016	1-Nov-15	445,000.00	54,686.25	499,686.25
	1-May-16	-	46,787.50	46,787.50
2017	1-Nov-16	460,000.00	46,787.50	506,787.50
	1-May-17	-	38,507.50	38,507.50
2018	1-Nov-17	480,000.00	38,507.50	518,507.50
	1-May-18	-	29,627.50	29,627.50
2019	1-Nov-18	495,000.00	29,627.50	524,627.50
	1-May-19	-	20,346.25	20,346.25
2020	1-Nov-19	515,000.00	20,346.25	535,346.25
	1-May-20	-	10,432.50	10,432.50
2021	1-Nov-20	535,000.00	10,432.50	545,432.50
<b>TOTALS</b>		<b>5,655,000.00</b>	<b>1,456,477.50</b>	<b>7,111,477.50</b>

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

**Capital Improvements Revenue Note  
\$4,000,000**

**Dated: May 16, 2006  
Outstanding Principal Balance September 30, 2008: \$2,000,000  
Interest Rate: 4.39%  
Final Maturity: August 1, 2010  
Revenue Pledged: Non-ad Valorem Revenue**

<b>Fiscal Year</b>	<b>Payment Date</b>	<b>Principal</b>	<b>Interest</b>	<b>Total Payment</b>
2009	1-Feb-09	-	43,900.00	43,900.00
	1-Aug-08	1,000,000.00	43,900.00	1,043,900.00
2010	1-Feb-10	-	21,950.00	21,950.00
	1-Aug-10	1,000,000.00	21,950.00	1,021,950.00
<b>TOTALS</b>		<b>2,000,000.00</b>	<b>131,700.00</b>	<b>2,131,700.00</b>

City of Marco Island  
DEBT SERVICE FUND  
REVENUE BUDGET

100% Yr Complete

ACCOUNT #	DESCRIPTION	ACTUAL FY2007	BUDGET FY2008	YTD ACTUAL FY2008	PROJECTED FY2008	BUDGET FY2009	09 BGT % OF 08
-----							
9417							
PARK AVE PROPTY DEB SRV REV							
2003110000	AD VALOREM PROPERTY TAXES	854,943	862,800	876,072	873,000	844,834	98 %
2003112000	DELINQUENT AD VALOREM PROPERTY	336	0	1,465	200	0	0 %
2003690000	MISCELLANEOUS REVENUE	0	0	0	0	0	0 %
2003810001	TRANSFER FROM GENERAL FUND	0	0	0	0	0	0 %
2003810300	TRANSFER FROM CAPITAL PROJ FUN	0	0	0	0	0	0 %
TOT PARK AVE PRP DEBT SV REV:		855,279	862,800	877,537	873,200	844,834	98 %
-----							
FL LOAN POOL DEBT SVC REV							
2013690000	MISCELLANEOUS REVENUE	0	94,263	0	94,263	96,310	102 %
2013810001	TRANSFER FROM GENERAL FUND	97,068	0	0	0	0	0 %
TOTAL FL POOL DEBT SVC REV:		97,068	94,263	0	94,263	96,310	102 %
-----							
FIRE LEASE DEBT SV REV							
2023690000	MISCELLANEOUS REVENUE	0	85,700	0	85,700	85,700	100 %
2023810001	TRANSFER FROM GENERAL FUND	85,704	0	0	0	0	0 %
TOTAL FIRE LEASE DBT SV REV:		85,704	85,700	0	85,700	85,700	100 %
-----							
SALES TAX BOND DEBT SVC REV							
2033690000	MISCELLANEOUS REVENUE	0	553,135	0	553,135	547,273	99 %
2033810001	TRANSFER FROM GENERAL FUND	529,560	0	0	0	0	0 %
2033810300	TRANSFER FROM CIP FUND	0	0	0	0	0	0 %
TOT SALES TAX BOND DBT SV REV:		529,560	553,135	0	553,135	547,273	99 %
-----							
N COLLIER BK NOTE DEBT SV REV							
2043690000	MISCELLANEOUS REVENUE	1,000,000	0	1,000,000	0	0	0 %
2043810001	TRANSFER FROM GENERAL FUND	168,288	131,700	0	131,700	87,800	67 %
2043810300	TRANSFER FROM CIP FUND	0	1,000,000	0	1,000,000	1,000,000	100 %
TOT N COLLIER BK NT DBT SV RV:		1,168,288	1,131,700	1,000,000	1,131,700	1,087,800	96 %
-----							

City of Marco Island  
DEBT SERVICE FUND  
EXPENSE BUDGET

100% Yr Complete

ACCOUNT #	DESCRIPTION	ACTUAL FY2007	BUDGET FY2008	YTD ACT/ENCUM FY2008	PROJECTED FY2008	BUDGET FY2009	09 BGT % OF 08
-----							
9517							
PARK AVE PRPTY DEBT SVC PMTS							
2005177100	DEBT SERVICE-PRINCIPAL	555,000	565,000	565,000	565,000	580,000	103 %
2005177200	DEBT SERVICE-INTEREST	288,934	277,834	277,834	277,834	264,534	95 %
2005177300	DEBT SERVICE EXPENSE	0	0	300	300	300	0 %
TOT PARK AVE PRP DEBT SV PMTS:		843,934	842,834	843,134	843,134	844,834	100 %
-----							
FL LOAN POOL DEBT SVC PMTS							
2015177100	DEBT SERVICE-PRINCIPAL	60,000	60,000	60,000	60,000	65,000	108 %
2015177200	DEBT SERVICE-INTEREST	35,540	32,795	32,795	32,795	29,904	91 %
2015177300	DEBT SERVICE EXPENSE	1,453	1,468	531	1,468	1,406	96 %
TOTAL FL POOL DEBT SVC PMTS:		96,993	94,263	93,326	94,263	96,310	102 %
-----							
FIRE LEASE DEBT SVC PMTS							
2025177100	DEBT SERVICE-PRINCIPAL	72,485	75,087	80,063	75,087	77,782	104 %
2025177200	DEBT SERVICE-INTEREST	13,215	10,613	5,638	10,613	7,918	75 %
2025177300	DEBT SERVICE EXPENSE	0	0	0	0	0	0 %
TOTAL FIRE LEASE DEBT SV PMTS:		85,701	85,700	85,701	85,700	85,700	100 %
-----							
SALES TAX BOND DEBT SVC PMTS							
2035177100	DEBT SERVICE-PRINCIPAL	0	345,000	345,000	345,000	350,000	101 %
2035177200	DEBT SERVICE-INTEREST	213,310	208,135	208,135	208,135	197,273	95 %
2035177300	DEBT SERVICE EXPENSE	0	0	0	0	0	0 %
TOT SALES TAX BOND DBT SV PMT:		213,310	553,135	553,135	553,135	547,273	99 %
-----							
N COLLIER BANK NT DEBT SVC PMT							
2045177100	DEBT SERVICE-PRINCIPAL	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	100 %
2045177200	DEBT SERVICE-INTEREST	175,600	131,700	131,578	131,700	87,800	67 %
2045177300	DEBT SERVICE EXPENSE	0	0	0	0	0	0 %
TOT N COLLIER BK NT DT SV REV:		1,175,600	1,131,700	1,131,578	1,131,700	1,087,800	96 %
-----							



**City of Marco Island  
Annual Budget Summary  
Fiscal Year 2008 - 2009**

*Electric Franchise Fee Fund*

Fiscal Year Budget 2009
-------------------------------

CASH BALANCE - OCTOBER 1, 2008 \$ (1,000,000)

*Electric Franchise Revenues:*

LCEC Franchise Fees	3 Months @ 5.0%	450,000
LCEC Franchise Fees	9 Months @ 3.6%	972,000

<b>TOTAL REVENUES</b>	<b>\$ 1,422,000</b>
-----------------------	---------------------

*Electric Franchise Expenditures:*

Consultant Study	75,000
------------------	--------

<b>TOTAL EXPENDITURES</b>	<b>\$ 75,000</b>
---------------------------	------------------

CASH BALANCE - SEPTEMBER 30, 2009 \$ 497,000

ElectricFranchAMENDED

City of Marco Island  
 ELECTRIC ENTERPRISE FUND  
 REVENUE BUDGET

100% Yr Complete

ACCOUNT #	DESCRIPTION	ACTUAL FY2007	BUDGET FY2008	YTD ACTUAL FY2008	PROJECTED FY2008	BUDGET FY2009	09 BGT % OF 08
-----							
ELECTRIC ENTERPRISE REVENUES							
9404							
4043131000	FRANCHISE FEE REVENUES	1,913,134	1,800,000	1,380,029	1,800,000	1,422,000	79 %
4043610000	INTEREST INCOME	0	0	0	0	0	0 %
4043690000	MISC INCOME	0	0	0	688,530	0	0 %
4043810300	TRANSFER FROM CIP FUND	0	95,000	95,000	0	0	0 %
4043840000	PROCEEDS OF BOND ISSUE	0	0	0	0	0	0 %
-----							
TOTAL REVENUES TO DATE:		1,913,134	1,895,000	1,475,029	2,488,530	1,422,000	75 %
-----							

City of Marco Island  
 ELECTRIC ENTERPRISE FUND  
 EXPENSE BUDGET

100% Yr Complete

ACCOUNT #	DESCRIPTION	ACTUAL FY2007	BUDGET FY2008	YTD ACT/ENCUM FY2008	PROJECTED FY2008	BUDGET FY2009	09 BGT % OF 08
<b>ELECTRIC ENTERPRISE PROJECTS</b>							
<b>9504</b>							
4045315800	STREET LIGHT RPR & MAINT	0	350,000	331,129	350,000	0	0 %
4045316301	S COLLIER BLVD IMPROVEMENT	740,262	495,000	489,569	495,000	0	0 %
4045316302	N COLLIER BLVD IMPROVEMENT	0	688,530	471,442	400,000	0	0 %
4045316303	NEIGHBORHOOD UNDERGROUND	0	0	20,000	0	0	0 %
4045316304	STREET LIGHTING	287,573	0	0	0	0	0 %
4045316305	SAN MARCO / HEALTHWOOD	0	0	0	0	0	0 %
4045316306	CITY HALL CAMPUS LIGHTING	0	0	0	0	0	0 %
4045316307	MUNICIPALIZATION	0	0	0	0	75,000	0 %
4045317100	DEBT SERVICE	0	0	0	0	0	0 %
4045317300	BOND ISSUANCE COSTS	0	0	0	0	0	0 %
<b>TOTAL EXPENSES TO DATE:</b>		<b>1,027,835</b>	<b>1,533,530</b>	<b>1,312,139</b>	<b>1,245,000</b>	<b>75,000</b>	<b>5 %</b>

**City of Marco Island  
Annual Budget Summary  
Fiscal Year 2008 - 2009**

*Hideaway Beach Fund*

<b>Fiscal Year Budget 2009</b>
--

**BEGINNING CASH BALANCE** **\$ 425,000**

*Hideaway Beach Revenues:*

Ad Valorem Property Tax @ 2.600 mils	1,334,300
Renourishment Loan from City	1,600,000
Earnings on Investments	15,000

<b>TOTAL REVENUES</b>	<b>2,949,300</b>
-----------------------	------------------

*Hideaway Beach Expenditures:*

<b>Beach Renourishment - Phase II</b>	<b>2,400,000</b>
Debt Service - Bonds	528,300
Bond Cost Amortization	5,750
Debt Service - City Loan	48,000
Professional Services	32,000
Monitoring Services	20,000
Travel, Per Diem & Misc Services	2,000
Beach Maintenance	20,000
Storm Event Reserve	200,000

<b>TOTAL EXPENDITURES</b>	<b>3,256,050</b>
---------------------------	------------------

<b>CASH FLOW</b>	<b>(306,750)</b>
------------------	------------------

**ENDING CASH BALANCE** **\$ 118,250**

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

**Hideaway Beach Tax District  
Beach Renourishment  
\$2,900,000**

**Bond Date: February 14, 2005  
Outstanding Principal Balance September 30, 2008: \$1,550,000  
Interest Rate 2.89%  
Final Maturity: January 1, 2011  
Revenue Pledged: Ad Valorem Tax**

<b>Fiscal Year</b>	<b>Payment Date</b>	<b>Principal</b>	<b>Interest</b>	<b>Total Payment</b>
2009	Jan 1 2009	490,000.00	22,750.00	512,750.00
	July 1 2009	-	15,550.00	15,550.00
2010	Jan 1 2010	520,000.00	15,550.00	535,550.00
	July 1 2010	-	7,950.00	7,950.00
2011	Jan 1 2011	540,000.00	7,950.00	547,950.00
<b>TOTALS</b>		<b>1,550,000.00</b>	<b>69,750.00</b>	<b>1,619,750.00</b>

DebtSvcHideaway2009

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

Hideaway Beach Tax District  
Beach Renourishment  
\$2,900,000

Bond Date: February 14, 2005  
Outstanding Principal Balance September 30, 2008: \$1,550,000  
Interest Rate 2.89%  
Final Maturity: January 1, 2011  
Revenue Pledged: Ad Valorem Tax

<b>Fiscal Year</b>	<b>Payment Date</b>	<b>Principal</b>	<b>Interest</b>	<b>Total Payment</b>
2009	Jan 1 2009	490,000.00	22,750.00	512,750.00
	July 1 2009	-	15,550.00	15,550.00
2010	Jan 1 2010	520,000.00	15,550.00	535,550.00
	July 1 2010	-	7,950.00	7,950.00
2011	Jan 1 2011	540,000.00	7,950.00	547,950.00
<b>TOTALS</b>		<b>1,550,000.00</b>	<b>69,750.00</b>	<b>1,619,750.00</b>

DebtSvcHideaway2009

City of Marco Island  
HIDEAWAY BEACH SPEC TAX DIST  
REVENUE BUDGET

100% Yr Complete

ACCOUNT #	DESCRIPTION	ACTUAL FY2007	BUDGET FY2008	YTD ACTUAL FY2008	PROJECTED FY2008	BUDGET FY2009	09 BGT % OF 08
-----							
HIDEAWAY BEACH REVENUES							
9450							
1503110000	AD VALOREM PROPERTY TAXES	908,608	796,350	821,914	822,000	1,334,300	168 %
1503112000	DELINQUENT AD VALOREM PROPERTY	0	0	855	0	0	0 %
1503610000	INTEREST EARNED	28,966	25,000	722	25,000	15,000	60 %
1503810001	TRANSFER FROM GENERAL FUND	0	0	0	0	1,600,000	0 %
1503810150	USE OF RESERVES	0	400,000	0	400,000	0	0 %
-----							
GRAND TOTAL FOR FUND:		937,575	1,221,350	823,491	1,247,000	2,949,300	241 %
-----							

City of Marco Island  
HIDEAWAY BEACH SPEC TAX DIST  
EXPENSE BUDGET

100% Yr Complete

ACCOUNT #	DESCRIPTION	ACTUAL FY2007	BUDGET FY2008	YTD ACT/ENCUM FY2008	PROJECTED FY2008	BUDGET FY2009	% OF FY2007
-----							
HIDEAWAY BEACH SPEC TAX DIST							
9550							
1505376100	BEACH RENOURISHMENT	25,887	400,000	438,175	400,000	2,400,000	600 %
1505377100	ANNUAL DEBT SERVICE-PRINCIPAL	0	470,000	0	470,000	490,000	104 %
1505377200	ANNUAL DEBT SERVICE-INTEREST	61,630	52,350	49,226	52,350	86,300	165 %
1505377300	BOND ISSUANCE COSTS	0	0	0	0	0	0 %
1505377320	AMORTIZATION	5,751	0	6,350	5,750	5,750	0 %
TOTAL CAPITAL EXPENSES:		93,268	922,350	493,752	928,100	2,982,050	323 %
-----							
1505373100	PROFESSIONAL SERVICES	10,633	32,000	16,536	32,000	32,000	100 %
1505373110	MONITORING SERVICES	26,678	20,000	0	20,000	20,000	100 %
1505373200	AUDITING SERVICES	0	0	0	0	0	0 %
1505374000	TRAVEL & PER DIEM & MISC EXPEN	3,367	2,000	1,823	2,000	2,000	100 %
1505374500	INSURANCE	0	0	0	0	0	0 %
1505374690	OTHER REPAIR & MAINTENANCE	17,383	20,000	5,325	20,000	20,000	100 %
1505379900	STORM EVENT RESERVE	0	200,000	0	200,000	200,000	100 %
TOTAL OPERATING EXPENSES:		58,060	274,000	23,684	274,000	274,000	100 %
-----							
GRAND TOTAL FOR FUND:		151,329	1,196,350	517,435	1,202,100	3,256,050	272 %
=====							



**ORDINANCE 08- 07**

**AN ORDINANCE DETERMINING AND FIXING THE 2008 TAX LEVY AND MILLAGE RATE FOR THE HIDEAWAY BEACH SPECIAL TAXING DISTRICT, FOR THE FISCAL YEAR COMMENCING OCTOBER 1, 2008 AND ENDING SEPTEMBER 30, 2009, FOR THE PURPOSE OF PROVIDING SUFFICIENT FUNDS FOR THE OPERATIONS OF THE SPECIAL TAXING DISTRICT, AND FOR CONTRIBUTING TO THE SINKING FUNDS OF THE SPECIAL TAXING DISTRICT TO PAY INTEREST ON AND PROVIDE FOR THE RETIREMENT OF DEBT APPROVED BY VOTER REFERENDUM; PROVIDING FOR INCORPORATION, CONFLICT AND SEVERABILITY; AND PROVIDING AN EFFECTIVE DATE.**

WHEREAS, the 2008 Tax Assessment Roll for the Hideaway Beach Special Taxing District has been prepared, equalized and certified, showing:

Total Taxable Value of Real and Personal Property ... \$ 539,326,098

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

**Sec. 1.** That the operating tax levy and millage rate for the Hideaway Beach Special Taxing District hereby is fixed and determined to be 1.5570 mils.

**Sec.2.** That the voted debt service millage rate for the Hideaway Beach Special Taxing District hereby is fixed and determined to be 1.043 mils.

**Sec. 3.** That the tax levy and millage rate have been fixed and determined in accordance with the following assessments and findings of the City Council, and making allowances for tax delinquents, discounts and losses therein, show, to-wit:

Hideaway Beach Special Taxing District Operations	1.5570 mils	\$ 797,700
Hideaway Beach Voted Debt Service	1.0430 mils	\$ 534,300

**Sec. 4.** The current year's roll-back rate is 1.6047 mils. The decrease in the millage rate from the roll-back rate is 2.97%.

**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 Marco Island City Code of Ordinances, all City of Marco Island resolutions or parts of resolutions made applicable by City Charter in conflict herewith are hereby repealed to the extent of such conflict.

(c) If any word, phrase, clause, subsection or section of this Ordinance is for any reason held unconstitutional or invalid by any court of competent jurisdiction, the invalidity thereof shall not affect the validity of any remaining portions of this Ordinance.

**Sec. 6. Effective Date.**

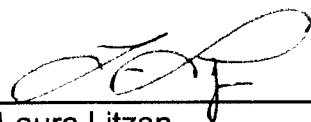
This Ordinance shall take effect immediately upon adoption at second reading.

First Reading (Tentatively adopted) passed in open and regular session through roll call vote by the City Council of the City of Marco Island, Florida, this 2<sup>nd</sup> day of September, 2008.

Second Reading passed in open and regular session through roll call vote by the City Council of the City of Marco Island, Florida, this 15<sup>th</sup> day of SEPTEMBER, 2008.

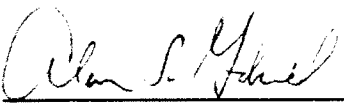
Attest:

CITY OF MARCO ISLAND, FLORIDA

  
\_\_\_\_\_  
Laura Litzan  
City Clerk

BY:   
\_\_\_\_\_  
William D. Trotter., Chairman

Approved as to form and legal sufficiency:

  
\_\_\_\_\_  
Alan L. Gabriel  
City Attorney

## ORDINANCE 08- 09

**AN ORDINANCE ADOPTING THE FINAL BUDGET FOR THE HIDEAWAY BEACH SPECIAL TAXING DISTRICT FOR THE FISCAL YEAR COMMENCING OCTOBER 1, 2008 AND ENDING SEPTEMBER 30, 2009; APPROPRIATING FUNDS FOR OPERATING EXPENSES OF THE CITY OF MARCO ISLAND FOR THE GENERAL OPERATION OF THE HIDEAWAY BEACH SPECIAL TAXING DISTRICT, AND FOR CONTRIBUTING TO THE SINKING FUND TO PAY INTEREST ON AND PROVIDE FOR THE RETIREMENT OF BONDS AND OTHER FIXED OBLIGATIONS OF THE TAXING DISTRICT, FOR AND DURING THE FISCAL YEAR COMMENCING OCTOBER 1, 2008 AND ENDING SEPTEMBER 30, 2009, PROVIDING FOR BUDGET CONTROL POLICIES, PROVIDING FOR INCORPORATION, CONFLICT AND SEVERABILITY; AND PROVIDING 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 any Special Taxing Districts; and

WHEREAS, the City of Marco Island held an operating budget workshop on the fiscal year 2008-2009 budget on August 4, 2008 and reviewed the 2008-2009 budget for the Hideaway Beach Special Taxing District as proposed by the Tax District Board at the Hideaway Beach Special Taxing District Board Meeting held on July 17, 2008; and

WHEREAS, the 2008 Tax Assessment Roll for the Hideaway Beach Special Taxing District has been prepared, equalized, and certified, showing:

Total Taxable Value of Real and Personal Property:      \$539,326,098

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 ordinances.

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

**Sec. 1.** That the budget for the Hideaway Beach Special Taxing District for the fiscal year commencing October 1, 2008 and ending September 30, 2009 is hereby adopted:

HIDEAWAY BEACH SPECIAL TAXING DISTRICT \$ 3,256,050

**Sec. 2.** That for the payment of expenses and obligations of the Hideaway Beach Special Taxing District for the fiscal year ending September 30, 2009, there is hereby appropriated out of any monies in the treasury of the Hideaway Beach Special Taxing District and any accruing revenues of the Special Taxing District available for said purposes to the funds and for the purposes hereinafter set forth, the sums of money shown in the following schedule:

SPECIAL REVENUE FUND:  
Hideaway Beach Special Taxing District \$ 3,256,050

**Sec. 3.** Budgetary control is maintained at the fund level in all funds except for the General Fund. 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 and those recommended by the Hideaway Beach Tax District Board near the end 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.4.** The Finance Director is authorized to reserve at October 1, 2008 the unpaid purchase orders, outstanding contracts, and other commitments of Fiscal Year 2007-08. Said amounts reserved shall be designated as reservations of fund balance for encumbrances under fund equity and shall be carried forward into the next fiscal year as additions to the respective budgets.

**Sec.5.** The City Manager, through the Finance Director, is hereby authorized and directed to receipt all revenues listed herein for the purpose of which said revenues are designated and appropriated. In so doing, the Finance Director, through the City Manager, shall accurately account and record said receipts in the ledgers and financial records in each respective account. Such ledgers and financial records shall be subject to audit.

**Sec.6.** The City Manager, through the Finance Director, is hereby authorized and directed to disburse moneys for the purpose of meeting the expenses and expenditures as appropriated.

**Sec.7. 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 Marco Island City Code of Ordinances, all City of Marco Island resolutions or parts of resolutions made applicable by City Charter in conflict herewith are hereby repealed to the extent of such conflict.

**C.** If any word, phrase, clause, subsection or section of this Ordinance is for any reason held unconstitutional or invalid by any court of competent jurisdiction, the invalidity thereof shall not affect the validity of any remaining portions of this Ordinance.

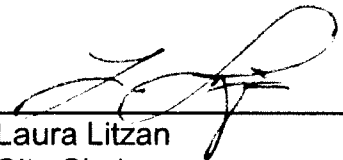
**Sec.8. Effective Date.**

This Ordinance shall take effect immediately upon adoption at second reading.

First Reading (Tentatively Adopted) passed in open and regular session through roll call vote by the City Council of the City of Marco Island, Florida, this 2<sup>nd</sup> day of September, 2008.

Second Reading passed in open and regular session through roll call vote by the City Council of the City of Marco Island, Florida, this 15<sup>th</sup> day of SEPTEMBER, 2008.

Attest:

  
\_\_\_\_\_  
Laura Litzan  
City Clerk

CITY OF MARCO ISLAND, FLORIDA

BY:   
\_\_\_\_\_  
William D. Trotter, Chairman

Approved as to form and  
legal sufficiency:

  
\_\_\_\_\_  
Alan L. Gabriel, City Attorney

**City of Marco Island  
Annual Budget Summary  
Fiscal Year 2008 - 2009**

*Self-Insurance Fund*

<b>Fiscal Year Budget 2009</b>
--

*Self-Insurance Fund Revenues:*

Transfer - General Fund	\$ 682,798
Transfer - Utilities Fund	662,948
Transfer - Building Services	67,287

<b>TOTAL REVENUES</b>	<b>\$1,413,033</b>
-----------------------	--------------------

*Self-Insurance Fund Expenditures:*

Premiums - Excess Insurance	860,500
State of Florida Work Comp Pool	52,000
Claims Loss Pool	400,000
Contract Services - Claims Administrator	16,000
Contract Services - Plan Consultant	18,000
Sidewalk Repairs	25,000
Repair & Maintenance	10,000

<b>TOTAL EXPENDITURES</b>	<b>1,381,500</b>
---------------------------	------------------

<b>CASH FLOW</b>	<b>\$ 31,533</b>
------------------	------------------

Effective with Fiscal Year 2005, the City has elected to self-insure property, liability, and workers' compensation coverages. Risk has been limited with the purchase of specific excess and aggregate excess insurance. Costs are allocated proportionally to the General Fund, Water & Sewer Utility Fund, and the Building Services Fund.

City of Marco Island  
 LIABILITY INSURANCE FUND  
 REVENUE BUDGET

100% Yr Complete

ACCOUNT #	DESCRIPTION	ACTUAL FY2007	BUDGET FY2008	YTD ACTUAL FY2008	PROJECTED FY2008	BUDGET FY2009	09 BGT % OF 08
<b>LIABILITY INSURANCE REVENUES</b>							
<b>9405</b>							
5003400001	CHARGES FOR SRVCS - GEN FUND	415,248	0	0	0	0	0 %
5003400400	CHARGE FOR SVCS WATER/WASTWATE	439,224	0	0	0	0	0 %
5003400450	CHARGES FOR SVCS - BLDG SVC FU	50,244	0	0	0	0	0 %
5003412000	INTERNAL FEES & CHARGES	0	0	0	0	0	0 %
5003610000	INTEREST EARNED	2,182	0	1,215	0	0	0 %
5003690000	MISCELLANEOUS REVENUE	14,750	0	35,637	30,000	0	0 %
5003810001	CONTRIBUTIONS FROM GENERAL FUN	0	574,127	624,128	574,127	682,798	119 %
5003810400	CONTRIBUTIONS FROM UTILITY FUN	0	527,040	527,040	527,040	662,948	126 %
5003810450	CONTRIBUTIONS FROM BLG SERV FU	0	52,747	52,752	52,747	67,287	128 %
5003810500	USE OF RESERVES	0	83,431	0	0	0	0 %
<b>GRAND TOTAL FOR FUND:</b>		<b>921,648</b>	<b>1,237,345</b>	<b>1,240,772</b>	<b>1,183,914</b>	<b>1,413,033</b>	<b>114 %</b>

City of Marco Island  
 LIABILITY INSURANCE FUND  
 EXPENSE BUDGET

100% Yr Complete

ACCOUNT #	DESCRIPTION	ACTUAL FY2007	BUDGET FY2008	YTD ACT/ENCUM FY2008	PROJECTED FY2008	BUDGET FY2009	09 BGT % OF 08
<b>LIABILITY INSURANCE EXPENSES</b>							
<b>9505</b>							
5005193400	CONTRACTUAL SERVICES - TPA	0	14,000	14,825	15,000	16,000	114 %
5005193401	CONTRACTUAL SERVICES-CONSULTAN	32,000	18,000	18,000	18,000	18,000	100 %
5005194501	INSURANCE PREMIUMS	739,842	830,345	791,899	844,000	912,500	110 %
5005194502	INSURANCE CLAIMS PAID	366,921	350,000	124,751	200,000	400,000	114 %
5005194600	REPAIRS & MAINTENANCE	14,275	0	8,758	10,000	10,000	0 %
5005194670	SIDEWALK REPAIRS	13,613	25,000	3,870	25,000	25,000	100 %
5005194900	BANK FEES OR MISC. EXPENSE	1,700	0	0	0	0	0 %
<b>GRAND TOTAL FOR FUND:</b>		<b>1,168,351</b>	<b>1,237,345</b>	<b>962,103</b>	<b>1,112,000</b>	<b>1,381,500</b>	<b>112 %</b>