

City of Marco Island, Florida

ANNUAL BUDGET Fiscal Year 2004 – 2005

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

Cover Art by Jo-Ann Sanborn

“IN THE SPOTLIGHT”

Jo-Ann Sanborn is a well known artist in South Florida, exhibiting her paintings from Marco Island to Gloucester, Massachusetts. The Florida landscape has become a focus of her work and provides unlimited inspiration. Her strong compositional arrangements combined with uncommon colors bring a simplicity and integrity to the unique landscape of the Everglades and Ten Thousand Islands adjacent to Marco Island. Ms. Sanborn is represented by the Studio Gallery and is a member of the Art League of Marco Island.

City of Marco Island, Florida

ANNUAL BUDGET Fiscal Year 2004 – 2005

PRINCIPAL OFFICIALS:

TERRI DISCIULLO, CITY COUNCIL CHAIRWOMAN
VICKIE KELBER, CITY COUNCIL VICE-CHAIRWOMAN
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A. WILLIAM MOSS, CITY MANAGER
RICHARD YOVANOVICH, CITY ATTORNEY

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LAURA LITZAN, CITY CLERK
K. GREG NILES, COMMUNITY DEVELOPMENT DIRECTOR
MICHAEL MURPHY, FIRE CHIEF
ROGER REINKE, POLICE CHIEF
A. RONY JOEL, PUBLIC WORKS DIRECTOR
JACOB ROHRICH, UTILITIES DIRECTOR

City of Marco Island

Consolidated Budget Summary

UPDATED 8/11/04

Fiscal Year 2003 ACTUAL	Fiscal Year 2004 PROJECTED	Fiscal Year 2005 BUDGET
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REVENUES:

General Fund:

Taxes (1.54 Mills @95%)	\$ 10,776,436	\$ 11,434,000	\$ 12,042,000
Licenses & Permits	33,833	28,000	28,000
Intergov't Revenues	2,178,301	2,103,100	2,133,600
Charges for Services	539,395	352,000	332,000
Fines & Forfeitures	130,744	62,000	62,000
Miscellaneous	632,693	740,000	575,000
Less: Interfund Trfs	(1,642,986)	(3,254,000)	(3,353,754)
Sub-Total	12,648,416	11,465,100	11,818,846

Capital Projects Fund:

Intergov't Revenues	1,900,136	1,523,500	4,522,591
Impact Fees	346,200	550,000	350,000
Special Assessments	119,906	-	-
Bond Proceeds	-	13,015,000	6,400,000
Miscellaneous	604,580	-	-
Transfer from Genl Fund	1,642,986	3,254,000	3,016,509
Sub-Total	4,613,808	18,342,500	14,289,100

Debt Service Fund:

Taxes (0.046 Mills @95%)	-	-	308,100
Transfer from Genl Fund	-	-	337,245
Sub-Total	-	-	645,345

Building Services Fund:	1,285,765	2,000,000	977,730
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Utility Fund:

Marco Island Water		11,500,000	12,225,000
Marco Island Sewer	837,646	4,500,000	4,950,000
Shores Water/Sewer		545,000	572,200
Plant Capacity Charges		850,000	1,510,000
Bond Proceeds		102,791,200	-
Other Revenues		695,000	708,100
Sub-Total	837,646	120,881,200	19,965,300

Recreation Fund:	-	100,000	100,000
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Hideaway Beach Tax District:	-	-	2,725,000
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Use of Reserves:	(3,248,242)	(9,922,600)	424,678
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TOTAL REVENUES:	\$ 16,137,393	\$ 142,866,200	\$ 50,945,999
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City of Marco Island

Consolidated Budget Summary

Fiscal Year 2003 ACTUAL	Fiscal Year 2004 PROJECTED	Fiscal Year 2005 BUDGET
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EXPENDITURES:

General Fund:

Police Department	\$ 2,619,125	\$ 2,659,000	\$ 2,830,504
Fire Department	2,455,073	2,645,000	2,836,700
Community Dev'l	551,074	615,000	672,604
Public Works	1,134,815	1,262,000	1,242,638
Parks & Rec.	1,396,611	1,567,000	1,601,163
General Gov't	2,093,257	2,544,000	2,964,081
Sub-Total	10,249,955	11,292,000	12,147,690
Less: Admin Allocation	(318,873)	(433,000)	(942,800)
Sub-Total	9,931,082	10,859,000	11,204,890

Capital Projects Fund:

General Capital	603,331	150,000	2,400,000
Drainage Projects	1,512,621	2,010,800	1,000,000
Transportation	2,381,095	10,808,300	11,032,000
Waterways	10,713	315,500	50,000
Parks & Recreation	104,464	10,847,000	688,000
Contingency	-	-	200,000
Sub-Total	4,612,224	24,131,600	15,370,000

Debt Service Fund:

637,079

Building Services Fund:

888,148 950,000 977,730

Utility Fund:

Marco Island Water		2,400,000	2,844,223
Marco Island Sewer	705,939	850,000	943,033
Shores Water/Sewer		250,000	292,487
Collection & Distribution		1,400,000	2,200,698
Administration		2,000,000	1,865,581
Debt Service		4,680,800	6,590,778
Capital Projects		7,000,000	5,228,500
Acquisition costs		90,644,800	-
Sub-Total	705,939	106,825,600	19,965,300

Recreation Fund:

- 100,000 100,000

Hideaway Beach Tax District:

- - 2,691,000

TOTAL EXPENDITURES:	\$ 16,137,393	\$ 142,866,200	\$ 50,945,999
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AN ORDINANCE DETERMINING AND FIXING THE 2004 TAX LEVY AND MILLAGE RATE FOR THE CITY OF MARCO ISLAND, EXCLUSIVE OF DEPENDENT TAXING DISTRICTS, FOR THE FISCAL YEAR COMMENCING OCTOBER 1, 2004 AND ENDING SEPTEMBER 30, 2005, 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 2004 Tax Assessment Roll for the City of Marco Island has been prepared, equalized and certified, showing:

Total Assessed Valuation of Real and Personal Property ... \$7,117,033,513

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 1.5400 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 0.0460 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 1.5400 mils \$11,415,000

Voted Debt Service 0.0460 mils \$ 311,100

Sec. 4. The current year's roll-back rate is 1.4749 mils. The increase in the millage rate over the roll-back rate is 4.41%.

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.

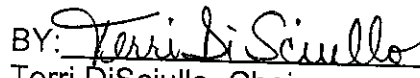
Passed in open and regular session through roll call vote by the City Council of the City of Marco Island, Florida, this 20TH day of SEPTEMBER, 2004.

Attest:

CITY OF MARCO ISLAND, FLORIDA

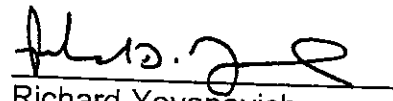


Laura Litzan
City Clerk

BY: 

Terri DiSciullo, Chairwoman

Approved as to form and
legal sufficiency:



Richard Yovanovich
City Attorney

ORDINANCE 04-15

AN ORDINANCE ADOPTING THE FINAL BUDGET FOR THE CITY OF MARCO ISLAND, EXCLUSIVE OF DEPENDENT TAXING DISTRICTS, FOR THE FISCAL YEAR COMMENCING OCTOBER 1, 2004 AND ENDING SEPTEMBER 30, 2005; 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, 2004 AND ENDING SEPTEMBER 30, 2005; 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 2004-2005 budget, specifically:

Five-Year Capital Improvement Program Budget and Fiscal Year 2005 Proposed Budget workshop held on June 8th and 10th, 2004; and

WHEREAS, the 2004 Tax Assessment Roll for the City of Marco Island has been prepared, equalized and certified, showing:

Total Assessed Valuation of Real and Personal Property ... \$7,117,033,513; 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, 2004 and ending September 30, 2005 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, 2005, 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, determined that "operating expenditures" would be interpreted on a budget-to-budget basis. The resolution further determined that expenditures funded by the proceeds of municipal debt would not be included in the calculation of expenditures against the Spending Cap; however, all repayment of municipal debt, including principal, interest, costs of issuance, and other related costs, would be included in the calculation of expenditures against the Spending Cap for the life of the indebtedness.

B. 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, 2004 the unpaid purchase orders, outstanding contracts, and other commitments for Fiscal Year 2003-04. 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.

Passed in open and regular session through roll call vote by the City Council of the City of Marco Island, Florida, this 20th day of September, 2004.

Attest:

CITY OF MARCO ISLAND, FLORIDA

BY: Terri DiSciullo
Terri DiSciullo, Chairwoman

Richard Yovanovich
Richard Yovanovich, City Attorney

Laura Litzan
Laura Litzan
City Clerk

Approved as to form and legal sufficiency:

**Exhibit "A" to Appropriations Ordinance
Annual Budget for the City of Marco Island, Florida
for the Fiscal Year 2004 - 2005**

General Fund	Debt Service Fund	Capital Projects Fund	Building Services Fund	Utility Fund	Recreation Fund	Hideaway Beach Fund	Total Budget
\$ 7,484,025	\$ -	\$ 1,488,017	\$ 1,119,480	\$ 601,343	\$ 14,682	\$ -	\$ 10,707,547

Cash Balances

Revenues
Ad Valorem Property Taxes 311,100
Other Revenues 11,272,591
Interfund transfers (3,353,754)

TOTAL REVENUES:

\$ 11,818,846

TOTAL AVAILABLE:

\$ 19,302,871

APPROPRIATIONS:

Legislative 62,713
Executive 440,662
Finance 1,075,386
Legal 165,000
General Government 1,220,320
Community Development 461,167
Code Compliance 211,437
Fire/Rescue 2,836,700
Police Services 2,830,504
Public Works 1,242,638
Parks Maintenance 389,681
Recreation Programs 562,209
Racquet Center 131,377
Beautification 517,896
Less: Admin. Allocation (942,800)

Debt Service 637,079
Capital Projects 15,370,000
Operating Expenditures 977,730

APPROPRIATION TOTALS RESERVES

\$ 11,204,890
613,956

Appropriations &

Reserve Balances

\$ 19,302,871
\$ 648,345
\$ 15,777,117
\$ 2,097,210
\$ 20,566,643
\$ 112,882
\$ 2,725,000
\$ 61,231,868

10,415,000
4,757,600
(3,353,754)
\$ 11,818,846

\$ 7,484,025
\$ -
\$ 1,488,017
\$ 1,119,480
\$ 601,343
\$ 14,682
\$ -
\$ 10,707,547

10,726,100
39,798,221
100,000
100,000
19,965,300
19,965,300
2,725,000
2,725,000
601,343
14,682
2,725,000
61,231,868

62,713
440,662
1,075,386
165,000
1,220,320
461,167
211,437
2,836,700
2,830,504
1,242,638
389,681
562,209
131,377
517,896
(942,800)
7,227,857
2,400,000
9,123,752
165,000
2,400,000
126,000
7,227,857
2,691,000
34,000
50,945,999
(421,678)

October 1, 2004

Members of the City Council
City of Marco Island, Florida

Ladies and Gentlemen:

It is with pleasure that we present to you the approved budget for the City of Marco Island for Fiscal Year 2004-2005. Several significant actions have taken place in our community in the past year that affect this year's budget. In November 2003, the City successfully concluded a lengthy effort with the acquisition of the operations of Florida Water Services, Inc. on Marco Island and at Marco Shores. This budget reflects the first full year of operation of the utility. In December 2003, voters authorized the acquisition of the Park Avenue Property, the last large undeveloped tract of land on the island, for civic purposes. This budget includes the tax levy for voted debt service as well as the first full year of interest on the bonds issued to finance the acquisition. Two additional referendums have passed during the year that will affect the 2005 budget: 1) beach renourishment at Hideaway Beach will be financed through bonds issued in Fall 2004 and repaid from ad valorem property taxes levied only on property within Hideaway Beach; 2) Horr's Island (Key Marco) has agreed to be annexed into the City of Marco Island and will be part of the City's service area.

The high costs of hurricanes in terms of human misery and damage to local infrastructure continue to be facts of life in Southwest Florida. City Council policy requires that 25% of the current General Fund budget be held as restricted reserves to respond to emergencies. \$500,000 of those reserves have been budgeted by the City during Fiscal Year 2004 to account for the costs related to hurricanes in August and September 2004. The majority of those costs will be reimbursed to the City by the federal government under FEMA disaster assistance.

City Council has recognized that infrastructure on the island has suffered from years of deferred maintenance and has adopted an aggressive capital program to address needs for renovation and improvements to our roadway and bridge network, substantial improvements required in the area of stormwater management, and enhancements to the facilities available for parks and recreation. This year's Capital Improvement Program budget is \$15,370,000. Of that amount, \$9,863,000 has been dedicated to the rebuilding of North Collier Boulevard from San Marco Road to the Jolley Bridge.

The Fiscal Year 2005 operating budget is a continuation budget, with limited funds budgeted to expand service levels. Three new positions have been funded for departments outside of Utilities. In the General Fund, an Information Technology Coordinator position has been created to address our expanding needs for computer services with the utility

acquisition. A new position of Secretary has been approved for Parks & Recreation to meet growing service levels. In the Building Services Fund, an additional permit clerk is approved to handle the high workload in that Department. One additional position has been restructured to better serve the organization: the previous Contracts Manager position in Public Works has been transferred to Finance as Purchasing/Contracts Manager and will provide centralized purchasing functions for the entire organization, including Marco Island Utilities.

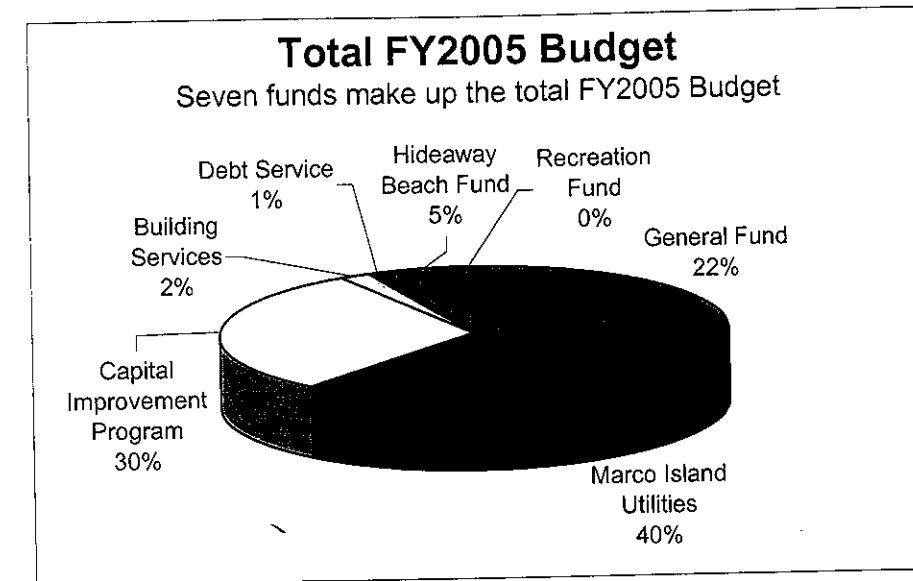
The City started the operations of Marco Island Utilities with 50.5 positions including those in Customer Service and Meter Reading who report to the Finance Department. This budget adds an additional 4.5 positions to that budget. Two new Utility Technician positions will provide lift station maintenance that was previously handled through an outside vendor. Two new positions of Utility Laborer have been created to handle basic maintenance, such as cleaning and painting, formerly performed by day laborers hired on an as-needed basis by Florida Water Services. A new one-half time clerical position has been created to assist with administrative activities.

During Fiscal Year 2002, three-year labor agreements with both the Police Benevolent Association and the International Association of Firefighters were completed. Funds for the third and final year of the Firefighters' contract have been included in the Fiscal Year 2005 budget. The Police contract will expire January 1, 2005. We are currently in negotiations with this union on a new three-year contract.

As required by law, two public hearings were held in the month of September. City Council determined that the City of Marco Island is financially secure and could reduce the tax load on our citizens by dropping the mil levy from 1.62 mils to 1.586 mils. That change assures that homesteaded property owners will pay no more in City taxes than they paid last year, while at the same time allowing the City to increase unrestricted reserves to keep pace with debt issued by the City. Fiscal Year 2005 is the third consecutive year in which homesteaded properties have paid the same or less to the City in municipal property taxes. The ad valorem tax levy of 1.586 mils is divided between 1.54 mils for operations and 0.046 mils for debt service on the bonds issued for the acquisition of the Park Avenue Property.

The final budget for all funds is:

General Fund Operations	\$11,204,890
Marco Island Utilities	19,965,300
Capital Improvement Program	15,370,000
Building Services	977,730
Debt Service	637,079
Hideaway Beach Fund	2,691,000
Recreation Fund	100,000
Total	<u>\$50,945,999</u>



THE SPENDING CAP

On June 2, 2003, the City Council established the Fiscal Year 2004 Spending Cap at \$14,835,420. For 2005 that Spending Cap is increased by the allowable 3% annual increase and an additional 2.1% increase for the cost of living index. This budget is in compliance with that Cap.

FISCAL YEAR 2005 SPENDING CAP: \$15,601,372

Expenditures Subject to the Spending Cap:

* GENERAL FUND (Less expenditures of Grant and Impact Fee funds)	\$11,052,140
* BUILDING SERVICES FUND	977,730
* CAPITAL IMPROVEMENTS FUND (Less expenditures of Grant, Gift, and Impact Fees)	2,928,500
* DEBT SERVICE FUND	<u>637,079</u>
	\$15,595,449

"NO NET DEBT" POLICY

At this year's budget workshop, City Council endorsed the policy of "No Net Debt." Under this policy, ad valorem tax revenues from increases in assessed valuations will be allowed to flow into General Fund unrestricted reserves until a point is reached where a public referendum would be held to allow for the repayment of outstanding debt outside of the constraints of the Spending Cap. At the end of Fiscal Year 2005, the City of Marco Island will have the following debt outstanding, exclusive of Utility Fund debt:

* General Obligation Bonds (Park Avenue property)	\$ 9,860,000
* Sales Tax Revenue Bonds, Series 2004	5,415,000
* Florida Bond Pool (Factory Bay Bridge)	835,000

AD VALOREM RATE FOR GENERAL FUND

As part of the deliberations on the Fiscal Year 2005 budget, City Council determined that an operating tax levy of 1.54 mils would be sufficient, with the use of long-term debt, to finance operations and the 5-year Capital Improvements Plan. This year, assessed valuations in the community increased 12%. Those valuation increases provided the opportunity to lower the operating tax levy to 1.54 mils.

VOTED DEBT SERVICE

In December 2003, voters approved the referendum to purchase the Park Avenue Property with the issuance of General Obligations bonds financed with an additional ad valorem tax levy. The tax levy will be established by the City Council on an annual basis in an amount sufficient to meet the debt repayment schedule on the bonds. For this first year, a tax levy of 0.046 mils is required.

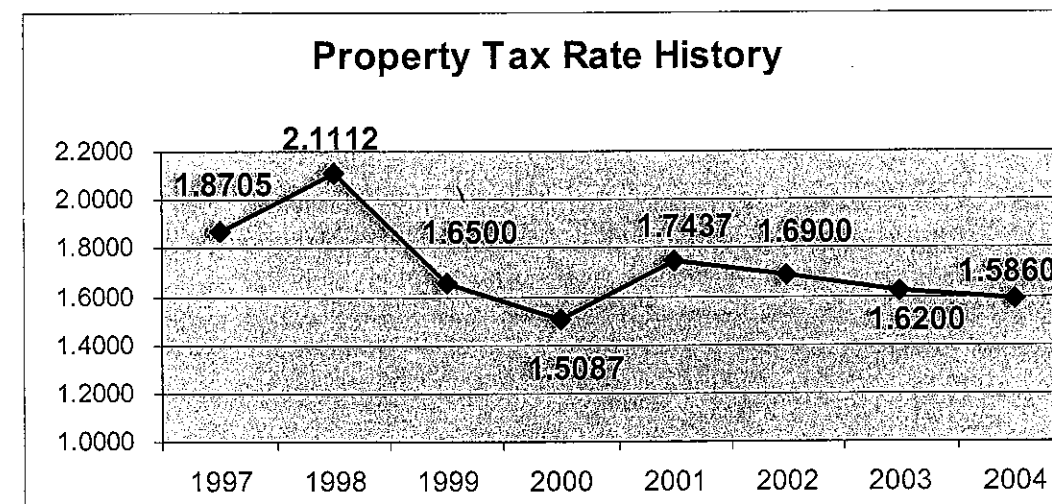
PROPERTY TAX RATE HISTORY

Since 1995, owners of homesteaded properties have been protected against increases in the tax valuations of their homes by the "Save Our Homes" constitutional amendment. That amendment limits the annual increase in tax valuations of homesteaded properties to the lower of the rate of inflation or 3%. The modest reduction in the City's tax levy from 1.62 mils to 1.586 mils, including both the operating and debt service tax levies, will mean that property owners of homesteaded properties will see no increase in their property taxes due to the City of Marco Island.

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

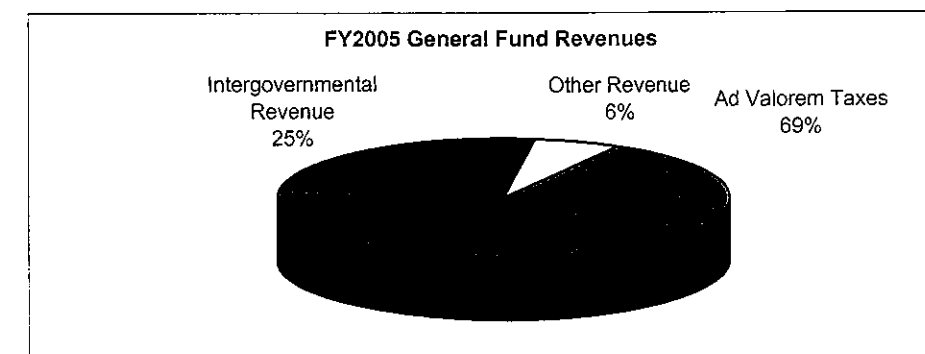
Marco Island Fire Control District	0.8800 mils
Roads MSTU	0.1950 mils
Marco Street Lighting MSTU	0.0564 mils
Marco Beautification MSTU	0.1670 mils
Unincorporated MSTU	<u>0.5721 mils</u>
Total Before Incorporation	1.8705 mils

The property tax rate history, including the adopted millage rate for the year 2004 (Fiscal Year 2004-05) is as follows:



REVENUES

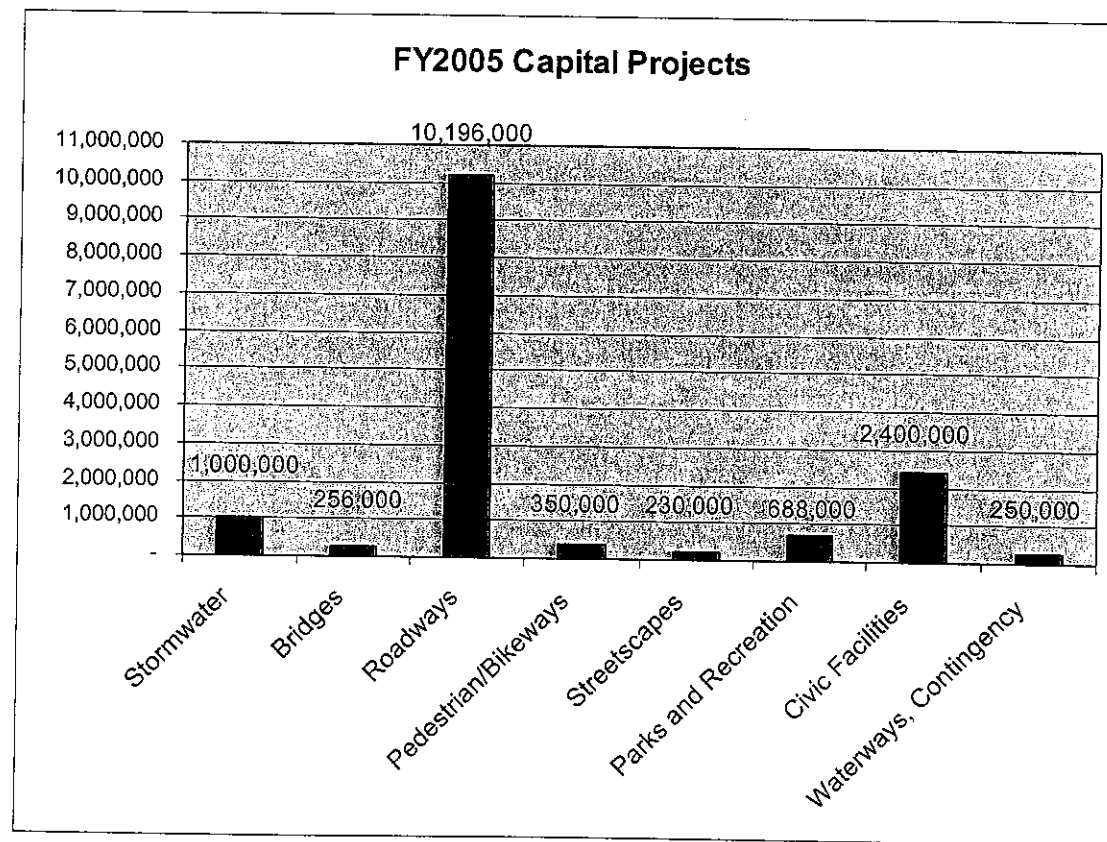
Total General Fund Revenues for Fiscal Year 2005 are \$15,172,600, a 4.7% increase over the Fiscal Year 2004 budget.



FIVE-YEAR CAPITAL IMPROVEMENT PROGRAM

City Council tentatively approved a Five-year Capital Improvement Program in June 2004. The Program provides for 34 funded projects and a CIP contingency totaling \$27,284,000 over five years. The approved budget for Fiscal Year 2005 is \$15,370,000. Projects fall within ten major categories as follows:

- Stormwater Drainage
- Bridge Improvements
- Beaches & Waterways
- Intersection Improvements
- Roadway Improvements
- Pedestrian/Bikeways
- Streetscape Improvements
- Parks, Recreation, and Open Space
- Civic Facilities
- Capital Contingency



PERSONNEL

The proposed budget includes total personnel costs of \$11,157,663. That total includes personnel costs in the General Fund, Building Services Fund, and Marco Island Utilities Fund. Personal Services budgets are determined as follows:

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

City Council adopted Personnel Rules and Regulations to provide for a classification and pay plan. A "class" is a group of positions similar in duties and responsibilities that justify common treatment in selection, compensation, and other employment processes. Each class is assigned a range for the minimum, mid-point, and maximum salary that is payable for work in a specific position. Periodic studies are performed to analyze assigned duties and responsibilities that may be used to determine the proper classification of each position.

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

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

The minimum and maximum salary for each classification has been adjusted upward by 2.3% for Fiscal Year 2004 to reflect increases in the overall labor market.

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

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

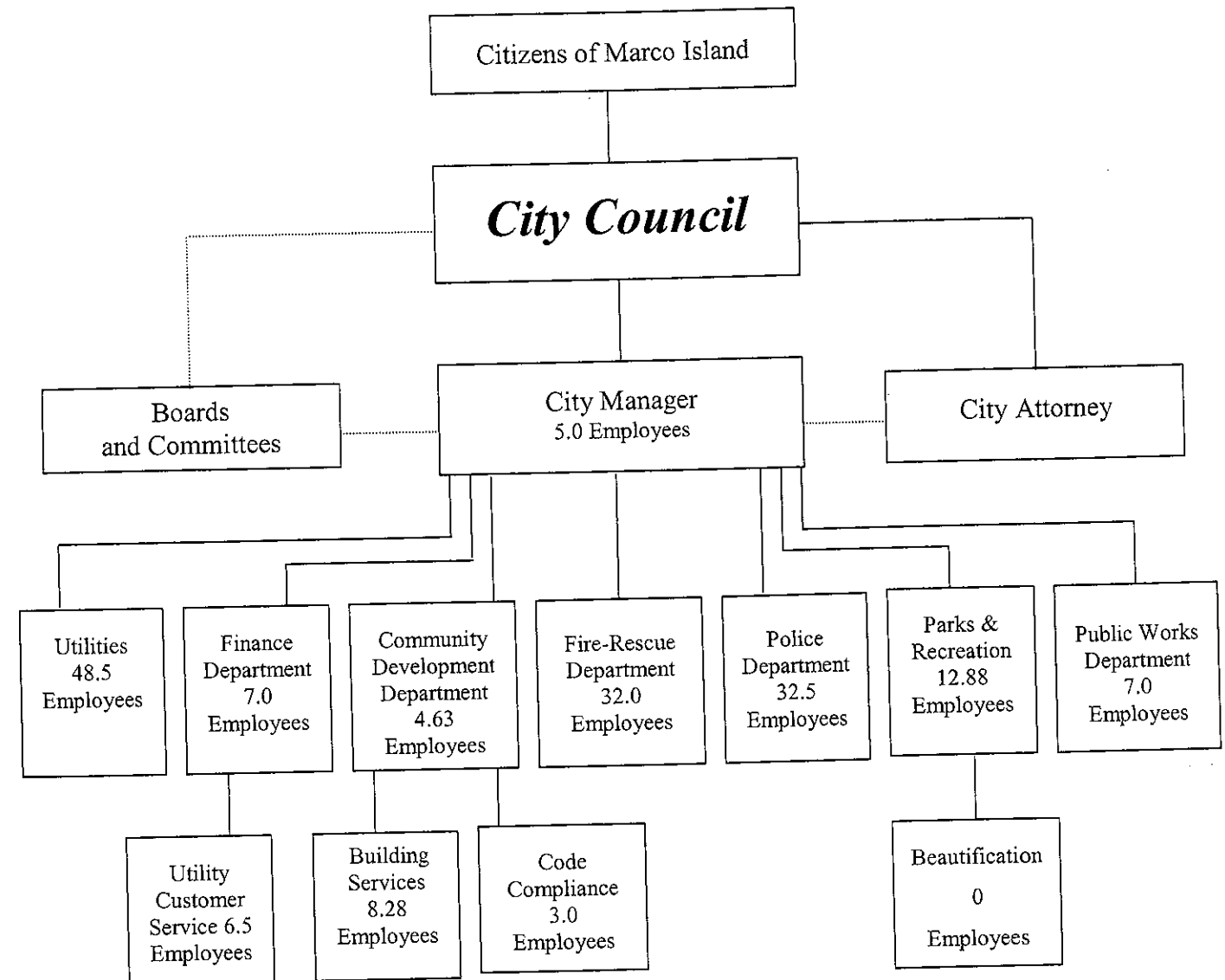
The Fiscal Year 2005 budget provides for 167.29 full-time equivalent (FTE) employees.

NUMBER OF FULL-TIME EQUIVALENT EMPLOYEES

Department	FY2003 Approved	FY2004 Approved	FY2005 Approved
Executive	5.00	5.00	5.00
Finance	4.00	11.50	13.50
Community Development	4.63	4.63	4.63
Code Compliance	3.00	3.00	3.00
Building Services	7.00	7.28	8.28
Police Services	30.38	32.50	32.50
Fire/Rescue	31.00	32.00	32.00
Public Works	8.00	8.00	7.00
Parks & Recreation	7.88	11.88	12.88
Marco Island Utilities	1.00	44.00	48.50
Total	101.89	159.79	167.29

The number of full time equivalent employees includes both full time and part-time employees. Departments may hire part-time employees from time to time, either on a temporary or a recurring basis. Where zero employees are shown, services are provided through outsourced providers. The attached Organization Chart reflects the proposed full time equivalent positions approved for 2005.

ORGANIZATIONAL CHART



BUDGET SUMMARY BY DEPARTMENT

GENERAL FUND

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.

There are currently 5.0 positions approved for the Executive Department. The Department provides City Clerk activities, recording/transcribing and secretarial services for boards and committees, reception and general clerical support, City Hall property management, Human Resource Administration, and management.

The City will continue with a small number of executive positions in the City's organization. The organization is structured to meet City Council's objective of providing a government with a small, flat organization that provides an unbureaucratic, efficient, and effective service to the community and to City Council. The workload expected of City Council and its administration is projected to continue to be at a high level. Added to the aggressive Capital Improvement Program and the regular day-to-day operations, the recent acquisition of Florida Water has placed high productivity demands on this Department.

FINANCE DEPARTMENT

The Finance Department oversees the receipt, disbursement, and safekeeping of the City's financial resources. The Department provides for all accounting activities, accounts payable, and payroll processing. The Department prepares the annual budget in compliance with the State of Florida Truth in Millage (TRIM) legislation and provides management and elected officials with monthly updates. The Department assists an independent public accounting firm who performs an annual audit and publicly issues a financial opinion. The Department is also responsible for insurance and risk management activities. 13.5 positions have been authorized for the Finance Department. Those include the new positions of Information Technology Coordinator and Purchasing/Contracts Manager as well as Utility Customer Service and Meter Reading.

DEBT SERVICE FUND

A Debt Service Fund has been created for Fiscal Year 2005 at the recommendation of our outside auditors. This fund will account for the Voted Debt Service ad valorem tax levy and transfers from the General Fund. Semi-annual debt service payments will be made on three current debt issues, excluding debt of the Marco Island Utilities Fund.

HIDEAWAY BEACH DEPENDENT SPECIAL TAX DISTRICT

The Dependent Special Tax District for the renourishment of beaches at Hideaway Beach will be financed through this new fund. During Fiscal Year 2005, bonds will be issued to pay for the capital project for renourishment. In future years, a special tax levied only within Hideaway Beach will be used to meet debt service requirements as well as beach monitoring and maintenance.

COMMUNITY DEVELOPMENT

The Community Development Department is responsible for all City services relating to growth, development and redevelopment. The Department has three major functions: Planning, Code Compliance, and Building Services. The Planning function of the Community Development Department provides staff support to the Planning Board, the Codes Enforcement Board, and the Beach Advisory Committee. The Community Development Department has four full-time positions and a part-time position

CODE COMPLIANCE

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

BUILDING SERVICES

The Building Services Division is charged with providing a full range of services to the development community and the citizens. The Division currently functions with 8.28 full-time equivalent employees. In Fiscal Year 2003 Building Services was established as a Special Revenue Fund. Revenues from building permits may only be used to support the operations of the Building Services Division; a separate fund provides better financial accountability for this operation.

POLICE DEPARTMENT

The Police Department is responsible for providing protection of persons and property, the preservation of public peace and order, and the enforcement of the laws of the City and the State. The approved budget for Fiscal Year 2005 provides for 32.5 employee positions, including the Police Chief, one Captain, four Lieutenants, and 22 police officers. Compared to similar cities in Florida, the ratio of officers to residents is below the average, even without consideration of our large seasonal population influx.

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. The Department is staffed with 32 authorized positions, including a Fire Chief, a Deputy Chief, 3 Division Chiefs, 6 Captains, 6 Driver-Engineers, and 12 Firefighters. The department has expanded the partnership with Collier County Emergency Medical Services in providing those services to the community.

PUBLIC WORKS

The primary function of the Public Works Department is to maintain roads, bridges, sidewalks, public rights-of-way, 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. There are seven approved positions in the department.

PARKS & RECREATION

The Department of Parks & Recreation consists of four divisions and an enterprise fund:

PARKS MAINTENANCE

The Parks Maintenance Division maintains five of the seven park properties owned by the City of Marco Island. The total land area of park facilities owned by the City is 53 acres. The Beautification Division maintains the Jane Hittler Park and the Recreation Division maintains the Marco Island Racquet Club. Prior to Fiscal Year 2004, Parks Maintenance work had been handled by private contractors. That year, we made the decision to bring those functions in-house with the hiring of a 4-person Parks Maintenance crew. City employees will provide better flexibility in workload assignment and the ability to respond to emergencies.

BEAUTIFICATION

Prior to incorporation, maintenance of right-of-way medians was funded by the Marco Island Beautification MSTU approved by referendum with a maximum annual tax levy of 0.25 mils. Post-incorporation, beautification became part of municipal operations. All maintenance functions are privatized. During 2005, the Parks & Recreation Department will assess the cost effectiveness of privatization.

RECREATION

Over the past two years, the City of Marco Island has made major strides in the development of an active Parks & Recreation Department to serve the community. A Director has been hired and the City has assumed the responsibility for the operation of the Mackle Park Community Center, formerly run under contract by the Marco Island YMCA. We continue to work closely with the YMCA in providing recreational opportunities to the community. Facilities include Mackle Park Community Center, the Winterberry Park and baseball field, and the Tommie Barfield Elementary School ball field.

RACQUET CENTER

Beginning in Fiscal Year 2004, the Racquet Center was provided with a budget separate from the Recreation Department. This allows for better budget accountability and control.

RECREATION ENTERPRISE FUND

The Recreation Enterprise Fund is a revolving fund used to account for the revenues and related expenditures of expanded recreation programs where fees collected cover all direct costs of operating programs. The fund is also used to account for the expenditure of funds donated to the City for park improvements and recreation capital purchases.

City Administration
General Fund Revenues


MARCO ISLAND UTILITIES


Soon after incorporation, the Collier County Board of Commissioners transferred the Marco Island Water/Sewer District to the City of Marco Island. That utility provided wastewater collection services for approximately 1,200 residential and commercial customers. In November 2003, the City purchased all of the water and wastewater operations on Marco Island and at Marco Shores from Florida Water Services, Inc., financed by a bond issue of \$101 million. \$11 million of this bond issue was earmarked for capital investment in the deteriorating infrastructure of the utility. Fiscal Year 2005 is the first full year of operation as a municipal activity. Marco Island Utilities provides water, wastewater, and reclaimed water services to approximately 10,000 accounts on Marco Island and at Marco Shores. The utility also provides bulk water to Goodland and provides wastewater to Isles of Capri.

CONCLUSION

This Fiscal Year 2005 budget provides for a continuation of the basic services provided by our municipal government: highly trained and professional Police and Fire/Rescue services, maintenance and upgrades to the City's basic infrastructure and system of parks and open space, Building Services, and administrative services. For this year, we have adopted an aggressive capital improvements program to upgrade the community. Over the next two budget years, the entire length of Collier Boulevard will be re-constructed to correct deficiencies caused by thirty-five years of heavy use and to bring the roadway into current safety standards with upgraded pedestrian/bike access and landscaping. The current ad valorem tax levy of 1.586 mils is projected to adequately finance the operations of the government at this level and meet debt service on General Obligation bonds for the next five years. Marco Island Utilities has now transitioned from an investor-owned utility to part of municipal operations. Major capital investment in the utility, started in 2004, will be continued in 2005 with the completion of additional wells at the reverse osmosis plant and new aquifer storage and recovery wells at our raw water point near Collier Boulevard and U.S.41. Local ownership of the utility allows us to control our own destiny in providing a reliable and safe source for these critical operations

Sincerely,


A. William Moss
City Manager


William P. Harrison
Finance Director

SpendingCapComply2005
REVISED 7/26/04

EXHIBIT I

**City of Marco Island, Florida
2005 Spending Cap**

FISCAL YEAR 2004 SPENDING CAP	\$ 14,835,420
ADD: 3% Annual Increase	
ADD: 2.1% Inflation Increase	
FISCAL YEAR 2005 SPENDING CAP	\$ 15,601,372

EXPENDITURES SUBJECT TO SPENDING CAP:

2005 GENERAL FUND			
ADMINISTRATION:			
Legislative	62,713		
Exec. Administration	440,662		
Finance	1,075,386		
Legal Counsel	165,000		
General Government	1,220,320	2,964,081	
COMMUNITY DEVELOPMENT:			
Community Development	461,167		
Code Compliance	211,437	672,604	
PUBLIC SAFETY:			
Police Services (1)	2,762,254		
Fire/Rescue (2)	2,752,200	5,514,454	
PUBLIC WORKS:			
Streets & Drainage	1,242,638	1,242,638	
PARKS & RECREATION:			
Recreation	562,209		
Racquet Center	131,377		
Parks Maintenance	389,681		
Beautification	517,896	1,601,163	
LESS: COSTS ALLOCATED:			
Building Svcs Fund	(342,840)		
Water/Sewer Utility Fund	(599,960)	(942,800)	
2005 GENERAL FUND			11,052,140
2005 DEBT SERVICE FUND			637,079
2005 BUILDING SERVICES FUND:			977,730
OPERATING BUDGET SUBJECT TO SPENDING CAP:			12,666,949

(1) Approved budget less \$68,250 for COPS Grant reimbursement.
(2) Approved budget less \$84,500 Fire capital from impact fee revenues.

City Administration

General Fund Revenues

Public Safety

Community Development

City of Marco Island, Florida 2005 Spending Cap

PAGE 2

OPERATING BUDGET SUBJECT TO SPENDING CAP: 12,666,949

**CAPITAL IMPROVEMENTS FUND:
PROJECTS SUBJECT TO SPENDING CAP:**

Stormwater Drainage	800,000	
Bridge Improvements	256,000	
Beaches & Waterways	50,000	
Roadway Improvements	887,000	
Pedestrian/Bikeways	200,000	
Streetscape Improvements	77,500	
Parks & Recreation	458,000	
CIP Contintency	200,000	2,928,500

TOTAL 2005 BUDGET SUBJECT TO SPENDING CAP 15,595,449

SALES TAX BOND PROJECTS:

N.Barfield Dr/Tarpon Bridge	1,414,000
N. Collier Blvd (Design)	601,000
S. Collier Blvd (Construction)	1,000,000
Police Bldg/Council Chambers	<u>2,400,000</u>
	5,415,000

City of Marco Island Revenue Budget Report

General Fund

UPDATED 8/5/04

Actual Fiscal Year 2002	Actual Fiscal Year 2003	Budget Fiscal Year 2004	Projected Fiscal Year 2004	Proposed Fiscal Year 2005
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General Fund Revenues

Ad Valorem Taxes (1.54 Mills)	7,904,281	9,150,389	9,807,000	9,807,000	10,415,000
Delinquent Ad Valorem Taxes	4,094	7,668	2,000	2,000	2,000
Local Option Gas Tax	709,178	727,991	735,000	725,000	725,000
Cable Franchise Fees	74,829	0	0	0	0
Communications Service Tax	672,835	890,388	840,000	900,000	900,000

Taxes	9,365,217	10,776,436	11,384,000	11,434,000	12,042,000
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County Occupational Licenses	30,960	29,983	25,000	25,000	25,000
Beach Vendor Permits	3,750	2,750	3,000	3,000	3,000
Building Permit Fees (1)	1,503,759	0	0	0	0
Special Fire Permits	450	950	0	0	0

Licenses & Permits	1,538,919	33,683	28,000	28,000	28,000
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FEMA Grant	2,609	30,105	0	0	0
Law Enforcement Block Grant	10,000	10,000	0	0	0
Dept of Justice Grants	200,395	58,311	73,100	32,000	64,000
Fire Act Grant	0	25,637	0	0	0
FL Marine turtle Grant	4,326	5,544	0	1,500	0
Municipal Revenue Sharing	313,232	313,452	290,000	300,000	300,000
1/2 Percent Sales Tax	1,654,801	1,664,210	1,700,000	1,700,000	1,700,000
Firefighters' Supplemental	3,950	5,400	5,000	5,000	5,000
C.O.P.S. More Grant	0	0	0	0	0
Fire: Fees-in-Lieu Taxes	56,376	56,564	56,600	56,600	56,600
State R.O.W. Mowing	16,344	8,172	8,000	8,000	8,000

Intergovernmental Revenue	2,262,033	2,177,395	2,132,700	2,103,100	2,133,600
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**City of Marco Island
Revenue Budget Report**

General Fund

(Continued)

	Actual Fiscal Year 2002	Actual Fiscal Year 2003	Budget Fiscal Year 2004	Projected Fiscal Year 2004	Proposed Fiscal Year 2005
Certification & Copying	1,101	2,060	2,000	2,000	2,000
Land Use Fees	56,706	69,225	50,000	70,000	50,000
Haz-Mat Cost Recovery	14,753	4,143	0	0	0
Fire Prevention Fees	217,423	207,534	200,000	200,000	200,000
Raquet Club Fees	90,459	94,276	80,000	80,000	80,000
Public Education Classes	1,435	2,407	0	0	0
Charges for Services	381,877	379,645	332,000	352,000	332,000
Court Fines	32,022	49,375	30,000	30,000	30,000
Violations of Local Ordinances	1,655	6,900	2,000	2,000	2,000
Code Compliance Service Fees	77,320	74,143	30,000	30,000	30,000
Criminal Justice Education	238	326	0	0	0
Fines & Forfeitures	111,235	130,744	62,000	62,000	62,000
Interest Earned	342,284	348,672	275,000	350,000	350,000
Police Impact Fees	6,659	49,955	100,000	100,000	50,000
Fire Impact Fees	296,762	129,778	150,000	250,000	150,000
Insurance Claim Proceeds	8,567	2,311	0	0	0
Miscellaneous Revenues	86,519	103,035	25,000	40,000	25,000
Impact Fees & Misc Revenues	740,791	633,751	550,000	740,000	575,000
GRAND TOTAL	14,400,072	14,131,654	14,488,700	14,719,100	15,172,600

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

Budget2005GenFundRev

City of Marco Island, Florida

General Fund Revenues

Total General Fund revenues budgeted for fiscal year 2005 are \$15,172,600.

Each revenue source is described as follows:

Ad Valorem Taxes..... \$10,415,000
 Delinquent Ad Valorem Taxes..... \$ 2,000

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

Revenue from property taxes is the City's primary source of income, and accounts for 69% of General Fund revenue.

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

Truth In Millage (TRIM) State of Florida legislation requires that we budget ad valorem tax revenues at 95%. This is done to allow for uncollectible revenue from prompt payment discounts of up to 4%, and other adjustments in accordance with Florida Statutes. An additional \$2,000 is expected to be received from prior years' delinquent ad valorem taxes.

Local Option Gas Tax..... \$725,000

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.....\$900,000

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

County Occupational Licenses\$25,000

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

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

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

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

Department of Justice Grants.....\$64,000

The Police Department received their second Highway Safety Grant in 2004, with two new police officers hired mid-year. For fiscal year 2005, the grant will reimburse the City for 50% of the salaries and benefits for these two officers.

Municipal Revenue Sharing Proceeds.....\$300,000

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

Municipal Revenue Sharing is one of three taxes that combine to provide the City with State Revenue Sharing proceeds. The estimate of receipts for Municipal Revenue Sharing is

determined by the Florida Legislative Committee on Intergovernmental Relations and the Florida Department of Revenue. Future receipts from Municipal Revenue Sharing Proceeds are expected to decrease over time as each share becomes smaller with the addition of newly incorporated cities.

Half-Cent Sales Tax\$1,700,000

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

Half-Cent Sales Tax is one of three taxes that combine to provide the City with State Revenue Sharing proceeds. The estimate of receipts for Half-Cent Sales Tax is determined by the Florida Legislative Committee on Intergovernmental Relations and the Florida Department of Revenue.

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

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

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

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

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

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

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

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

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

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

Fire Prevention Fees\$200,000

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

Racquet Club Fees\$80,000

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

Court Fines\$30,000

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

Violations of Local Ordinances.....\$2,000

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

Code Compliance Service Fees\$30,000

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

Interest Earned\$350,000

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

Police Impact Fees.....\$50,000

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

Fire Impact Fees\$150,000

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

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

General Fund revenues not otherwise classified.

FISCAL YEAR 2005 APPROVED BUDGET

100% Yr Complete

DESCRIPTION	ACTUAL FY2003	BUDGET FY2004	YTD ACTUAL FY2004	PROJECTED FY2004	BUDGET FY2005	% OF FY2004
GENERAL FUND REVENUES						
AD VALOREM TAXES	9,150,389	9,807,000	9,919,609	9,950,000	10,415,000	106 %
DELINQUENT AD VALOREM TAXES	7,668	2,000	10,226	11,000	2,000	100 %
LOCAL OPTION GAS TAX	727,991	735,000	694,594	770,000	725,000	99 %
COMMUNICATIONS SERV TAX	890,388	840,000	927,288	925,000	900,000	107 %
TAXES:	10,776,435	11,384,000	11,551,717	11,656,000	12,042,000	106 %
COUNTY OCCUPATIONAL LICENSES	29,983	25,000	21,929	22,000	25,000	100 %
BEACH VENDOR PERMITS	2,750	3,000	3,750	3,300	3,000	100 %
SPECIAL FIRE PERMITS	950	0	600	600	0	0 %
SOLICITATION PERMITS	150	0	75	100	0	0 %
LICENSES & PERMITS:	33,833	28,000	26,354	26,000	28,000	100 %
BULLETPROOF VEST FEDERAL GRANT	2,570	0	0	0	0	0 %
DOT DUI GRANT	27,202	0	19,145	20,000	0	0 %
TRAFFIC SAFETY GRANT	0	73,100	0	0	0	0 %
FIRE ACT GRANT	25,637	0	0	0	0	0 %
FEMA-FIREFIGHTER GRANT	30,105	0	0	0	0	0 %
ISLAND DRUG REDUCTION GRANT	0	0	7,320	7,500	0	0 %
ISLAND DRUG GRANT-'03	10,000	0	0	0	0	0 %
STATE MARINE TURTLE EDUCATION GRANT	5,544	0	1,386	1,500	0	0 %
MUNICIPAL REVENUE SHARING PROCEEDS	313,452	290,000	344,345	330,000	300,000	103 %
HALF-CENT SALES TAX	1,664,210	1,700,000	1,624,317	1,800,000	1,700,000	100 %
FIREFIGHTER'S SUPPLEMENTAL COMP	6,750	5,000	4,354	5,000	5,000	100 %
STATE R-O-W MOWING CONTRIBUTIONS	8,172	8,000	0	8,000	8,000	100 %
STATE TRAFF SIGNAL MAINT	907	0	2,798	3,000	0	0 %
C.O.P.S. FEDERAL GRANT REVENUE	28,539	0	0	0	64,000	0 %
FIRE SERVICE FEES IN LIEU OF TAXES	56,564	56,600	56,564	56,600	56,600	100 %
INTERGOVERNMENTAL REVENUE:	2,179,651	2,132,700	2,060,229	2,231,600	2,133,600	100 %
CERTIFICATION & COPYING	2,060	2,000	2,274	2,500	2,000	100 %
LAND USE FEES	69,225	50,000	60,111	60,000	50,000	100 %
HAZ-MAT COST RECOVERY	4,143	0	0	0	0	0 %
FIRE PREVENTION FEES	149,771	200,000	328,219	350,000	200,000	100 %
RACQUET CLUB FEES	94,276	80,000	84,093	82,000	80,000	100 %
PUBLIC EDUCATION CLASSES	2,407	0	1,330	1,400	0	0 %
CHARGES FOR SERVICES:	321,882	332,000	476,026	495,900	332,000	100 %
COURT FINES	49,375	30,000	38,273	40,000	30,000	100 %
VIOLATIONS OF LOCAL ORDINANCES	6,900	2,000	850	1,000	2,000	100 %
CODE COMPLIANCE SERVICE FEES	74,143	30,000	52,035	55,000	30,000	100 %
CRIMINAL JUSTICE EDUCATION FINES	326	0	418	500	0	0 %
FINES & FORFEITURES:	130,744	62,000	91,576	96,500	62,000	100 %
INTEREST EARNED	391,479	275,000	475,200	500,000	350,000	127 %
INTEREST ON AD VALOREM TAXES	3,250	0	2,670	3,000	0	0 %
INTEREST ON IMPACT FEES	4,445	0	9,818	10,000	0	0 %
NET INC/DECR IN FV OF INV	(40,467)	0	0	0	0	0 %
NET INC/DEC IN FV OF S-T GOVMT BOND	0	0	(8,081)	(100,000)	0	0 %
FIRE IMPACT FEES	129,349	150,000	200,863	220,000	150,000	100 %
POLICE IMPACT FEES	49,955	100,000	88,999	100,000	50,000	50 %
COMMUNITY PARK IMPACT FEES	(399)	0	0	0	0	0 %
INSURANCE CLAIM PROCEEDS	2,311	0	90	100	0	0 %
DONATIONS	1,175	0	21,325	22,000	0	0 %
MISC GRANTS & GIFTS	6,150	0	0	0	0	0 %
FIRE OR POLICE DONATIONS	0	0	10,820	11,000	0	0 %
GAIN/LOSS ON SALE OF INV	(10,035)	0	(71,158)	(72,000)	0	0 %
MISCELLANEOUS REVENUE	101,647	25,000	63,140	65,000	25,000	100 %
POLICE MISCELLANEOUS REVENUE	1,076	0	1,690	2,000	0	0 %
FIRE MISCELLANEOUS REVENUE	286	0	232	300	0	0 %
RECREATION MISCELLANEOUS REVENUE	6,254	0	0	0	0	0 %

FISCAL YEAR 2005 APPROVED BUDGET

100% Yr Complete

DESCRIPTION	ACTUAL FY2003	BUDGET FY2004	YTD ACTUAL FY2004	PROJECTED FY2004	BUDGET FY2005	% OF FY2004
MISCELLANEOUS REVENUE:	646,476	550,000	795,608	761,400	575,000	105 %
TRANSFER TO CAPITAL PROJECTS FUND	0	271,000	0	0	0	0 %
USE OF RESERVES	0	587,750	0	0	0	0 %
NON-REVENUES:	0	858,750	0	0	0	0 %
GRAND TOTAL OF REVENUE:	14,089,021	15,347,450	15,001,511	15,267,400	15,172,600	99 %

**City of Marco Island
Annual Budget Summary
Fiscal Year 2004-05**

General Fund

Fiscal Year 2005 Annual Budget

**CITY ADMINISTRATION
EXPENDITURES:**

Legislative	62,713
Executive Administration	440,662
Finance	1,075,386
Legal Counsel	165,000
General Government	1,220,320
Administrative Transfer Allocation Transfer from Other Funds	(942,800)
TOTAL EXPENDITURES	2,021,281

Other Funds

Debt Service Fund	637,079
Hideaway Beach Fund	2,691,000

MISSION STATEMENT

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

DESCRIPTION

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

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

GOALS AND OBJECTIVES

GOAL: A financially sound government with quality services.

OBJECTIVE: To manage City budget within the Cap.

To maintain and, if possible, reduce the current millage rate.

To follow fiscal policies for management of debt and capital improvements.

GOAL: Quality infrastructure and amenities.

OBJECTIVE: To develop a comprehensive Park Master Plan/Study (including Mackle and Glon/Park Avenue properties) with public input, along with funding plans.

To achieve specific milestones for the period as established in the Water and Sewer Plan (as per the Business Plan for the Marco Island Utilities).

To interact with the School Board of Collier County for the development of new school(s) on Marco Island and monitor major educational initiatives.

To consider the creation of a voter-approved special tax district for the specific purpose of funding:

- Maintenance and expansion of the public landscaping (Beautification) program along the public rights-of-way.
- Maintenance and expansion of public parks and recreation.
- Placement and maintenance of art in public places.

GOAL: A safe community for the people of Marco Island.

OBJECTIVE: To maintain our low crime rate index of 17.86 and reduce it if possible.

To continue to reduce response time for fire and rescue incidents.

To monitor and invest in infrastructure needs (e.g., roads, bridges) to maintain desired levels of service.

GOAL: Citizens involved as active partners with the City.

OBJECTIVE: To institute a new communications program which receives favorable response from period-end survey.

To expand/increase citizen participation in advisory boards and other community groups (e.g., neighborhood watch).

GOAL: Preservation of our residential character through build out and redevelopment.

OBJECTIVE: To revisit current Master Plan to explore the possibility of reducing density potential in key areas of concern (e.g., Collier Boulevard area).

To implement new "target levels of service" in the Comprehensive Plan.

DETAIL OF PERSONNEL SERVICES

Position	FY2004 Budget	FY2005 Budget	Salary
Council Chair	1.0	1.0	\$9,000
Council Members	6.0	6.0	36,000
Total	7.0	7.0	\$45,000

DETAIL OF CAPITAL PURCHASES

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

BUDGET SUMMARY

Council Stipend Expenditures	\$48,443
Operating Expenses	14,270
Capital Outlay	0
Total for FY2005	\$62,713

FISCAL YEAR 2005 APPROVED BUDGET

100% Yr Complete

DESCRIPTION	ACTUAL FY2003	BUDGET FY2004	YTD ACTUAL FY2004	PROJECTED FY2004	BUDGET FY2005	% OF FY2004
LEGISLATIVE						
COUNCIL STIPENDS	45,000	45,000	45,000	45,000	45,000	100 %
FICA TAXES	3,443	3,443	3,443	3,500	3,443	100 %
TOTAL PERSONNEL SERVICES:	48,443	48,443	48,443	48,500	48,443	100 %
TRAVEL & PER DIEM	3,302	8,750	4,243	3,000	8,750	100 %
TELEPHONE AND COMMUNICATIONS	2,114	3,000	3,411	3,000	3,000	100 %
OFFICE SUPPLIES	69	1,500	960	1,000	1,500	100 %
PUBLICATIONS & MEMBERSHIPS	39	0	539	0	0	0 %
TRAINING & EDUCATION	2,555	1,020	4,269	1,025	1,020	100 %
TOTAL OPERATING EXPENSES:	8,079	14,270	13,422	8,025	14,270	100 %
TOTAL CAPITAL OUTLAY:	0	0	0	0	0	0 %
GRAND TOTAL FOR DEPARTMENT:	56,521	62,713	61,865	56,525	62,713	100 %

MISSION STATEMENT

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

DESCRIPTION

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

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

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

There are no proposed changes in personnel or programs for fiscal year 2005. However, the Secretary/Receptionist will have additional duties to provide clerical support to Public Works. During fiscal year 2004, this department provided leadership to the City organization and assisted City Council toward the achievement of their goals.

These included:

- A budget, within the provisions of the spending cap, a lower millage rate, expanded services, an aggressive capital improvement program, and reserves to offset outstanding indebtedness (excluding the Glon property acquisition).
- Collected revenues that were 104% of budget, and General Fund expenditures that were 94% of budget, and committed 89% of capital improvement budget.
- Received an unqualified audit, produced an annual financial report, and earned the Certificate of Achievement for Financial Reporting.
- Achieved A+ bond rating for utility acquisition and AAA rating for Glon property acquisition.
- Prepared 68 ordinances and resolutions to advance Council's public policies, variances, or boat dock extensions.
- Achieved a long-term goal by acquiring the water and wastewater assets of Florida Water Services Corporation. Transitioned the new utility into the city's organization. Established a utility billing and customer service operation.
- Developed a \$38 million five-year Capital Improvement Program in ten program categories.
- Reduced crime and improved fire-rescue response time. Expanded community outreach and fire prevention inspections.
- Prepared agendas for 45 City Council meetings, organized public information workshops for all capital projects, public referendums, planning processes, and other policy initiatives.
- Utilized and coordinated the activities of six citizen advisory committees. Remained involved with community groups. Published public information brochures and news articles, responded promptly to news media inquiry, and pursued speaking engagements with area organizations.
- Prepared for adoption a new Land Development Code, and a Small-scale and Large-scale Comprehensive Plan Amendments.

- Finalized process for the annexation of Key Marco.
- Responded to significant growth demands with the issuance of over 4,500 building permits, and conducted 3,600 code compliance investigations.

GOALS AND OBJECTIVES

GOAL: Prepare and administer a budget to finance desired programs, services, and capital improvements, that best meets the needs of a diverse citizen constituency, with adequate reserves to off-set outstanding debt.

OBJECTIVE: To maintain the millage rate of 1.62.

ACTION/STRATEGIES:

- Review available revenue alternatives in lieu of the property tax.
- Seek state and federal grants to off-set local revenue requirements.
- Explore options to eliminate or transfer specific services to other agencies.
- Explore options for special tax districts or public service enterprise funds to remove expenditures from the General Fund.
- Evaluate in-house maintenance of landscaped medians.
- Consider alternatives to reduce outstanding debt service.
- Place greater emphasis on cost-effective out-sourcing through contractual services.
- Review options for internal reorganization of responsibilities to maximize strengths within the organization.

OBJECTIVE: To increase the knowledge of citizens' expectations by establishing benchmarks to measure quality and preferences of municipal services through a scientific survey.

ACTION/STRATEGIES:

- Develop strategy for independent, scientific survey to assess citizen needs, expectations, and opinions regarding municipal services.
- Identify firm with public survey experience.
- Select firm and jointly develop valid survey questionnaire by February 1.
- Authorize firm to conduct scientific telephone survey of a sample population that will provide a plus or minus 5% validity.
- Publish results.

OBJECTIVE: To increase the General Fund Reserves to advance a "zero net debt" policy.

ACTION/STRATEGIES:

- Recommend millage rate required to increase reserve balance to achieve "zero net debt within eight years.
- Identify funding sources other than the property tax to increase reserves.
- Identify efficiencies in the operations to reduce or contain expenditures.

GOAL: To develop a business plan for the Marco Island Utilities.

OBJECTIVE: To maintain the existing utility rates with allowance for indexing through 2007.

ACTION/STRATEGIES:

- Compare FY 2005 budget with acquisition due diligence financial projections to identify variances.
- Centralize contract and purchasing while expanding joint purchasing agreements with other governments.
- Study and compare position salaries and fringe benefits for Marco Island Utilities and develop long-term strategy for alignment with the City's Pay and Classification Plan.
- Identify opportunities for automation and equipment improvements to reduce operating expenses.
- Evaluate out-sourcing of specific utility functions.
- Develop strategy for commercial and multi-family meter testing and replacement.
- Develop strategy for the replacement of meters with a radio transmitted remote meter system.
- Evaluate system processes to identify potential efficiency improvements.

OBJECTIVE: To increase the availability of raw and potable water to meet projected demands for 20 years.

ACTION/STRATEGIES:

- Evaluate alternatives offered in the Utilities Master Plan and select feasible alternative by January 1.
- Evaluate financing alternatives by January 1.
- Authorize project design by March 1.

OBJECTIVE: To maintain the quality of waterways and expand the use of private property through improved wastewater collection and discharge.

ACTION/STRATEGIES:

- Identify wastewater collection alternatives and make selection by December 1.
- Evaluate financing and policy alternatives, conduct public education campaign, and make decisions by July 1.
- Authorize engineer design by October 1.

OBJECTIVE: To increase the reliability of water pressure by insuring citywide pressure meets minimum acceptable standards.

ACTION/STRATEGIES:

- Review modeling of water system.
- Identify problems that cause sub-standard water pressure.
- Develop strategy for repair or replacement by March 1.
- Develop financing options by July 1.

OBJECTIVE: To reduce capital expenditures and operating expenses for the Marco Island Utilities by divesting assets of Marco Shores through an exchange of assets with Collier County.

ACTION/STRATEGIES:

- Pursue additional meetings with Collier County to advance exchange.
- Conduct due diligence and "replacement cost new less depreciation" of Goodland system.
- Negotiate trade of assets based on values of systems.
- Develop contract for the purchase and sale of utility assets.
- Finalize transaction, if feasible, by October 1.

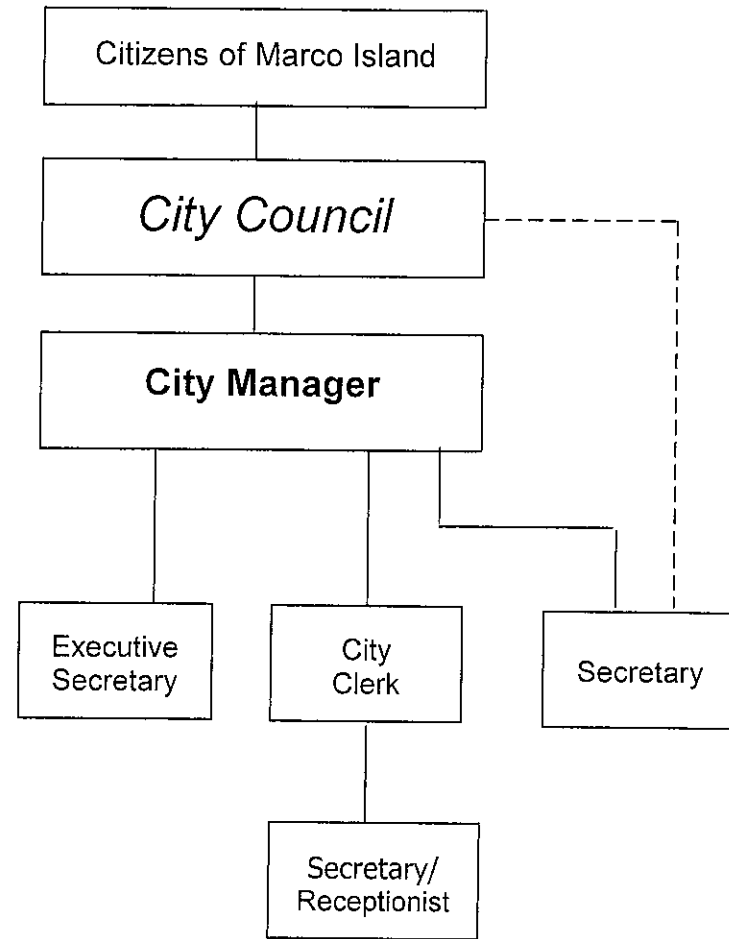
DETAIL OF PERSONNEL SERVICES

Position	FY2004 Budget	FY2005 Budget	Salary
City Manager	1.0	1.0	\$125,485
City Clerk	1.0	1.0	50,182
Executive Secretary	1.0	1.0	37,480
Secretary	1.0	1.0	28,000
Secretary/Receptionist	1.0	1.0	24,960
Pay for Performance Incentives			<u>13,305</u>
Total Full Time Equivalents	5.0	5.0	\$279,412

BUDGET SUMMARY

Description	Total Cost
Personnel Services Expenditures	\$419,707
Operating Expenses	15,855
Capital Outlay	<u>4,500</u>
Total for FY2004	\$440,062

ORGANIZATIONAL CHART



FISCAL YEAR 2005 APPROVED BUDGET

100% Yr Complete

DESCRIPTION	ACTUAL FY2003	BUDGET FY2004	YTD ACTUAL FY2004	PROJECTED FY2004	BUDGET FY2005	% OF FY2004
EXECUTIVE ADMINISTRATION						
WAGES	264,197	285,198	263,607	270,000	279,412	98 %
OVERTIME	454	1,200	1,156	1,200	1,200	100 %
BENEFITS	85,226	110,500	92,437	110,000	117,616	106 %
FICA TAXES	18,687	20,456	18,295	20,000	21,479	105 %
TOTAL PERSONNEL SERVICES:	368,564	417,354	375,496	401,200	419,707	101 %
TRAVEL & PER DIEM	2,025	7,670	2,843	2,000	7,670	100 %
TELEPHONE & COMMUNICATIONS	951	900	1,173	900	1,500	167 %
SUPPLIES	993	2,000	481	1,000	2,000	100 %
PUBLICATIONS & MEMBERSHIPS	2,254	2,435	2,764	3,000	2,935	121 %
TRAINING	1,690	2,350	1,357	1,500	2,350	100 %
TOTAL OPERATING EXPENSES:	7,913	15,355	8,618	8,400	16,455	107 %
EQUIPMENT PURCHASES	0	0	1,149	0	4,500	0 %
TOTAL CAPITAL OUTLAY:	0	0	1,149	0	4,500	0 %
GRAND TOTAL FOR DEPARTMENT:	376,477	432,709	385,263	409,600	440,662	102 %

MISSION STATEMENT

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

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

DESCRIPTION

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

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

- Risk Management, claims management, and administration of the City's comprehensive insurance program.
- Information Systems Management, computer network installation, maintenance and support to City Hall end-users.
- Utility 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.

2004 ACCOMPLISHMENTS

- Worked effectively with outside advisors to complete the financing for the acquisition of the water and wastewater operations from Florida Water Services.
- Completed the financing required for the acquisition of property in Town Center, based on the successful referendum required for General Obligation Bonds.
- Successfully completed the audit of the City's financial records with no management letter comments from the auditors.
- Accepted the responsibility for supervision of Utility Customer Service, hired and trained staff members, and effectively managed the transition from utility billing provided by Florida Water.
- Successfully handled the transition from information services provided by an outside vendor to the hiring of a new full-time Information Technology Coordinator for the City.
- Coordinated the hiring of a Purchasing/Contracts Manager to provide centralized purchasing for the City.

GOALS & OBJECTIVES

GOAL: To maintain compliance with the Spending Cap mandated by the City Charter.

OBJECTIVE: To comply with the fiscal year 2005 Spending Cap of \$15,601,372.

ACTION/STRATEGIES:

- Work effectively with the City Manager and City Council to develop the fiscal year 2005 budget within the Spending Cap.
- Approve the annual budget at public hearings in September 2004 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).

GOAL: To increase income from the investment of funds not needed immediately for operations to a level above the established benchmarks.

OBJECTIVE: Invest the City's funds to exceed the greater of the annualized rate of return on 90-day Treasury Bills and State of Florida Board of Administration investment funds.

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 insure 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.

DETAIL OF PERSONNEL SERVICES

Position	FY2004 Budget	FY2005 Budget	Salary
FINANCE:			
Director of Finance	1.0	1.0	\$77,803
Accountant	1.0	1.0	44,100
Accounting Clerk	3.0	3.0	87,389
Info Tech Coordinator	0.0	1.0	55,000
Purchasing/Contracts Mgr	1.0	1.0	50,000
UTILITY CUSTOMER SERVICE:			
Office Manager	0.0	1.0	40,000
Customer Service Reps	0.0	2.0	54,080
Meter Technician	0.0	1.0	36,809
Meter Reader	0.0	2.0	59,383
Accounting Clerk	0.0	0.5	13,520
<i>Pay for Performance Incentives</i>			<u>25,799</u>
Total Full Time Equivalents	6.0	13.5	\$543,883

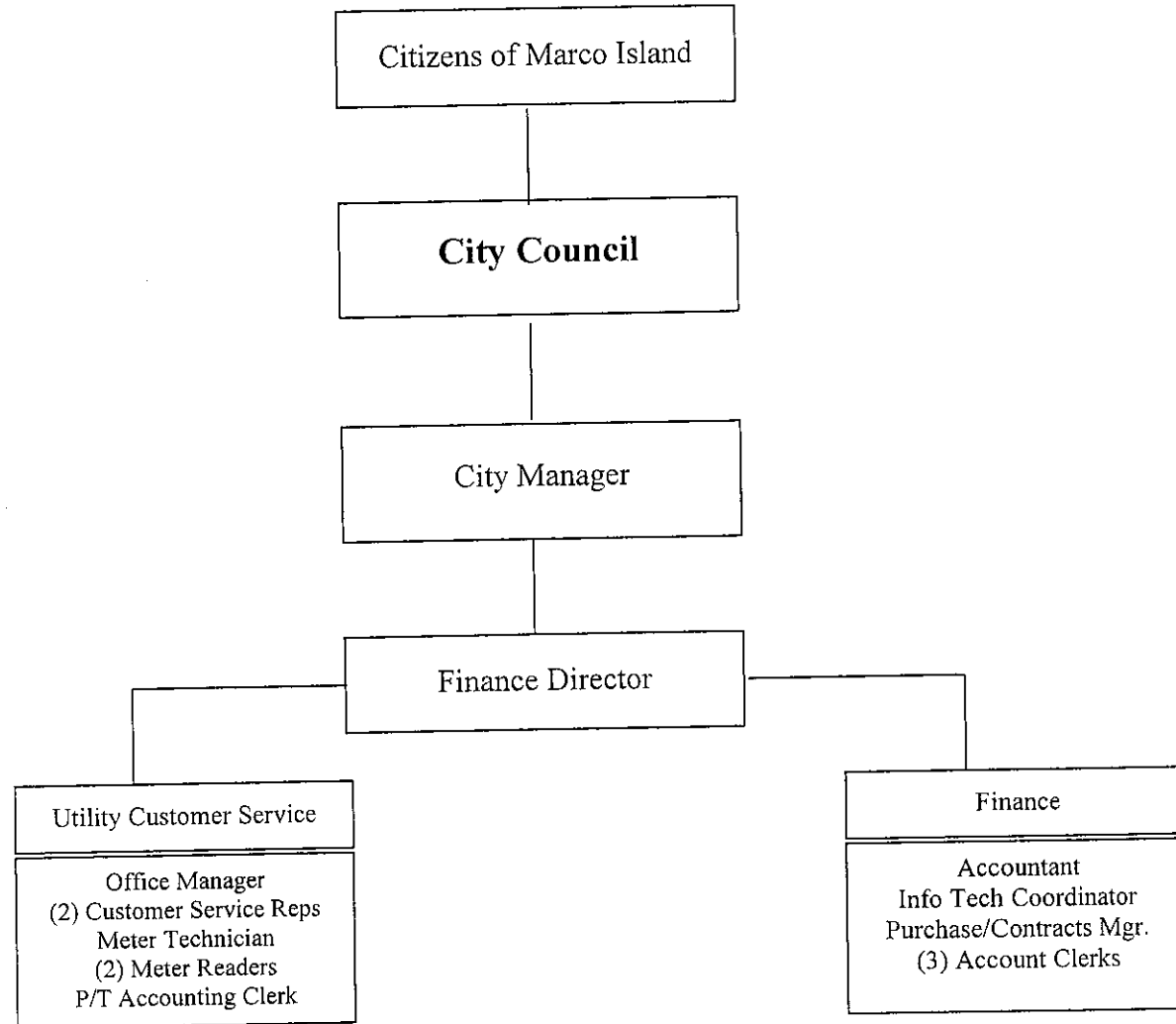
DETAIL OF CAPITAL PURCHASES

Description	Total Cost
Computer System Upgrades	<u>\$25,000</u>
Total Capital Outlay	\$25,000

BUDGET SUMMARY

Personnel Services Expenditures	\$788,031
Operating Expenses	262,355
Capital Outlay	<u>25,000</u>
Total for FY2004	\$1,075,386

ORGANIZATIONAL CHART



09/23/04

City of Marco Island
DEPARTMENTAL BUDGET REPORT

FISCAL YEAR 2005 APPROVED BUDGET

100% Yr Complete

DESCRIPTION	ACTUAL FY2003	BUDGET FY2004	YTD ACTUAL FY2004	PROJECTED FY2004	BUDGET FY2005	% OF FY2004
FINANCE						
WAGES	163,929	198,376	178,238	230,000	543,883	274 %
OVERTIME	1,174	14,000	12,027	10,000	8,000	57 %
BENEFITS	45,928	57,698	59,258	52,000	183,575	318 %
FICA TAXES	14,425	16,866	16,268	16,000	52,573	312 %
TOTAL PERSONNEL SERVICES:	225,456	286,940	265,791	308,000	788,031	275 %
PROFESSIONAL SERVICES	11,114	10,000	600	10,000	10,000	100 %
AUDITING SERVICES	21,000	22,500	22,500	22,500	40,000	178 %
CONTRACTUAL SERVICES	17,734	51,500	43,432	50,000	79,700	155 %
COLLIER COUNTY SERVICES	1,502	1,650	1,384	1,650	1,650	100 %
TRAVEL & PER DIEM	2,064	6,000	3,683	4,000	6,000	100 %
TELEPHONE & COMMUNICATIONS	451	0	494	0	23,680	0 %
UTILITIES	0	0	0	0	1,800	0 %
RENTALS & LEASES	0	0	0	0	16,800	0 %
VEHICLE REPAIR & MAINTENANCE	0	0	0	0	1,500	0 %
BUILDING REPAIR & MAINTENANCE	0	0	0	0	11,100	0 %
EQUIPMENT REPAIR & MAINTENANCE	0	0	0	0	2,500	0 %
PRINTING	4,123	5,000	3,262	4,000	6,000	120 %
BANK FEES OR MISC. CHARGES	10,864	29,600	30,615	28,000	37,700	127 %
OFFICE SUPPLIES	1,385	3,000	1,821	2,500	6,500	217 %
FUEL	0	0	0	0	6,000	0 %
PUBLICATIONS & MEMBERSHIPS	879	2,825	974	1,500	3,625	128 %
TRAINING	1,442	3,600	951	2,000	7,800	217 %
TOTAL OPERATING EXPENSES:	72,559	135,675	109,714	126,150	262,355	193 %
EQUIPMENT PURCHASES	7,100	0	1,082	0	25,000	0 %
TOTAL CAPITAL OUTLAY:	7,100	0	1,082	0	25,000	0 %
GRAND TOTAL FOR DEPARTMENT:	305,115	422,615	376,588	434,150	1,075,386	254 %

Debt Service Fund

Fiscal Year 2005 Budget

Fiscal Year 2005

Revenues:

Ad Valorem Property Tax	311,100
Transfer from General Fund	337,245

TOTAL REVENUES:	\$ 648,345
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Expenditures:

2000 Florida Loan Pool:

Principal	55,000	
Interest	40,604	
Expenses	1,635	97,239

2004 General Obligation Bonds:

Principal	0	
Interest	299,834	299,834

2005 Sales Tax Revenue Bonds:

Principal	0	
Interest	240,006	240,006

TOTAL EXPENDITURES:	\$ 637,079
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DebtService2005Budget

MISSION STATEMENT

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

DESCRIPTION

The responsibility for debt management is assigned to the Finance Department. The City of Marco Island will have four long-term debt issues outstanding during fiscal year 2005:

- Lease-purchase agreement on the Fire Station
- Florida Municipal Bond Pool: Construction of Factory Bay Bridge
- General Obligation (G.O.) Bonds: Purchase of Town Center property
- Utility Revenue Bonds: Purchase of Florida Water operations (financed through the Utility Enterprise Fund)
- Sales Tax Revenue Bonds series 2004

Funding for the fiscal year 2004 and 2005 Capital Improvements Program includes a not to exceed \$6 million Sales Tax Revenue Bond to be issued in late fiscal year 2004. The General Fund Debt Service budget for 2005 includes funding for the first full year's interest on this bond issue.

During fiscal year 2004, City Council approved the use of available reserves in Fire Impact Fee funds to pre-pay the outstanding balance on the lease-purchase agreement for the 1992 construction of the Marco Island Fire Station. That debt had carried an interest rate of 7%.

BUDGET SUMMARY

Debt Service Payments	\$637,079
Total for FY2005	\$637,079

**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, 2004: \$835,000.00
Interest Rate: 5.02%
Final Maturity: November 1, 2015
Revenue Pledged: Non-Ad Valorem Revenues

Fiscal Year	Payment Date	Principal	Interest	Expenses	Total Payment
2005	1-Nov-04	55,000.00	20,913.75	834.17	76,747.92
	1-May-05		19,690.00	806.67	20,496.67
2006	1-Nov-05	55,000.00	19,690.00	806.67	75,496.67
	1-May-06		18,452.50	779.17	19,231.67
2007	1-Nov-06	60,000.00	18,452.50	779.17	79,231.67
	1-May-07		17,087.50	749.17	17,836.67
2008	1-Nov-07	60,000.00	17,087.50	749.17	77,836.67
	1-May-08		15,707.50	719.17	16,426.67
2009	1-Nov-08	65,000.00	15,707.50	719.17	81,426.67
	1-May-09		14,196.25	686.67	14,882.92
2010	1-Nov-09	65,000.00	14,196.25	686.67	79,882.92
	1-May-10		12,668.75	654.17	13,322.92
2011	1-Nov-10	70,000.00	12,668.75	654.17	83,322.92
	1-May-11		11,006.25	702.50	11,708.75
2012	1-Nov-11	75,000.00	11,006.25	702.50	86,708.75
	1-May-12		9,187.50	665.00	9,852.50
2013	1-Nov-12	75,000.00	9,187.50	665.00	84,852.50
	1-May-13		7,331.25	627.50	7,958.75
2014	1-Nov-13	80,000.00	7,331.25	627.50	87,958.75
	1-May-14		5,031.25	587.50	5,618.75
2015	1-Nov-14	85,000.00	5,031.25	587.50	90,618.75
	1-May-15		2,587.50	545.00	3,132.50
2016	1-Nov-15	90,000.00	2,587.50	545.00	93,132.50
TOTALS		835,000.00	286,806.25	15,879.21	1,137,685.46

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

General Obligation Bonds, Series 2004
Park Avenue Property Acquisition
\$9,860,000

Bond Date: March 1, 2004
Outstanding Principal Balance September 30, 2004: \$9,860,000
Interest Rate: 3.3001%
Final Maturity: July 1, 2020
Revenue Pledged: Ad Valorem Tax

Fiscal Year	Payment Date	Principal	Interest	Total Payment
2005	1-Jan-05	-	149,916.88	149,916.88
	1-Jul-05	-	149,916.88	149,916.88
2006	1-Jan-06	-	149,916.88	149,916.88
	1-Jul-06	545,000.00	149,916.88	694,916.88
2007	1-Jan-07	-	144,466.88	144,466.88
	1-Jul-07	555,000.00	144,466.88	699,466.88
2008	1-Jan-08	-	138,916.88	138,916.88
	1-Jul-08	565,000.00	138,916.88	703,916.88
2009	1-Jan-09	-	133,266.88	133,266.88
	1-Jul-09	580,000.00	133,266.88	713,266.88
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
TOTALS		9,860,000.00	3,114,595.10	12,974,595.10

FISCAL YEAR 2005 APPROVED BUDGET

100% Yr Complete

DESCRIPTION	ACTUAL FY2003	BUDGET FY2004	YTD ACTUAL FY2004	PROJECTED FY2004	BUDGET FY2005	% OF FY2004
PARK AVE PRPTY DEBT SVC PMTS						
DEBT SERVICE-INTEREST	0	125,000	75,791	75,800	299,834	240 %
TOT PARK AVE PRP DEBT SV PMTS:	0	125,000	75,791	75,800	299,834	240 %
FL LOAN POOL DEBT SVC PMTS						
DEBT SERVICE-PRINCIPAL	0	76,580	50,000	50,000	55,000	72 %
DEBT SERVICE-INTEREST	0	48,248	42,668	42,700	40,604	84 %
DEBT SERVICE EXPENSE	0	1,693	795	800	1,635	97 %
TOTAL FL POOL DEBT SVC PMTS:	0	126,521	93,463	93,500	97,239	77 %
FIRE LEASE DEBT SVC PMTS						
DEBT SERVICE-PRINCIPAL	0	442,275	442,271	442,300	0	0 %
DEBT SERVICE-INTEREST	0	20,360	20,358	20,400	0	0 %
TOTAL FIRE LEASE DEBT SV PMTS:	0	462,635	462,629	462,700	0	0 %
SALES TAX BOND DEBT SVC PMTS						
DEBT SERVICE-INTEREST	0	0	0	0	240,006	0 %
TOT SALES TAX BOND DBT SV PMT:	0	0	0	0	240,006	0 %

Hideaway Beach Special Tax District

Fiscal Year 2005 Budget

Fiscal Year 2005

Revenues:

Proceeds of Bond Issuance	2,700,000
Ad Valorem Property Tax	-
Interest Income	25,000
TOTAL REVENUES:	\$ 2,725,000

Expenditures:

Beach Renourishment	2,400,000
Annual Debt Service	135,000
Bond Issuance Costs	30,000
Storm Event Reserve	-
Operating Expenses:	
Monitoring	50,000
Legal & Professional	50,000
Misc Expenses, Travel	6,000
Annual Audit	10,000
Insurance	10,000
TOTAL EXPENDITURES:	\$ 2,691,000

Hideaway2005Budget

Hideaway Beach Special Tax District

7-Year Budget Summary

Updated 6/28/04

Fiscal Year 2005	Fiscal Year 2006	Fiscal Year 2007	Fiscal Year 2008	Fiscal Year 2009	Fiscal Year 2010	Fiscal Year 2011
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ASSESSED VALUATIONS \$470 Million 1.6 MILS \$503 Million 1.5 MILS \$538 Million 1.5 MILS \$575 Million 1.4 MILS \$616 Million 1.3 MILS \$659 Million 1.2 MILS \$705 Million 1.15 MILS
TAX LEVY

REVENUES:

Proceeds of Bond Issuance 2,700,000
Ad Valorem Property Tax 804,800 807,000 805,000 800,800 790,800 810,750
Interest Income 25,000 5,000 11,000 14,000 17,000 21,000 25,000

TOTAL REVENUES: \$ 2,725,000 \$ 809,800 \$ 818,000 \$ 819,000 \$ 817,800 \$ 811,800 \$ 835,750

EXPENDITURES:

Beach Renourishment 2,400,000
Annual Debt Service 135,000 525,000 535,500 534,500 532,500 529,500 535,500
Bond Issuance Costs 30,000
Storm Event Reserve - 200,000 200,000 200,000 200,000 200,000 200,000
Operating Expenses:
Monitoring 50,000 50,000 50,000 50,000 50,000 50,000 50,000
Legal & Professional 50,000 6,000 6,000 6,000 6,000 6,000 6,000
Misc Expenses, Travel 6,000 6,000 6,000 6,000 6,000 6,000 6,000
Annual Audit 10,000 10,000 10,000 10,000 10,000 10,000 10,000
Insurance 10,000 10,000 10,000 10,000 10,000 10,000 10,000

TOTAL EXPENDITURES: \$ 2,694,000 \$ 807,000 \$ 817,500 \$ 816,500 \$ 814,500 \$ 811,500 \$ 817,500

Hideaway7YrBudget@5%

09/28/04

City of Marco Island
REVENUE BUDGET REPORT

Page 1

100% Yr Complete

DESCRIPTION	ACTUAL FY2003	BUDGET FY2004	YTD ACTUAL FY2004	PROJECTED FY2004	BUDGET FY2005	% OF FY2004
HIDEAWAY BEACH REVENUES:						
AD VALOREM PROPERTY TAX	0	0	0	0	0	0 %
INTEREST EARNED	0	0	0	0	25,000	0 %
MISCELLANEOUS REVENUE	0	0	0	0	0	0 %
TRANSFER FROM GENERAL FUND	0	0	0	0	0	0 %
PROCEEDS FROM BOND ISSUANCE	0	0	0	0	2,700,000	0 %
GRAND TOTAL FOR FUND:	0	0	0	0	2,725,000	0 %

100% Yr Complete

DESCRIPTION	ACTUAL FY2003	BUDGET FY2004	YTD ACTUAL FY2004	PROJECTED FY2004	BUDGET FY2005	% OF FY2004
HIDEAWAY BEACH EXPENSES						
CAPITAL EXPENSES:						
BEACH RENOURISHMENT	0	0	0	0	2,400,000	0 %
ANNUAL DEBT SERVICE	0	0	0	0	135,000	0 %
BOND ISSUANCE COSTS	0	0	0	0	30,000	0 %
TOTAL CAPITAL EXPENSES:	0	0	0	0	2,565,000	0 %
OPERATING EXPENSES:						
PROFESSIONAL SERVICES	0	0	0	0	50,000	0 %
MONITORING SERVICES	0	0	0	0	50,000	0 %
AUDITING SERVICES	0	0	0	0	10,000	0 %
TRAVEL & PER DIEM & MISC EXPEN	0	0	0	0	6,000	0 %
INSURANCE	0	0	0	0	10,000	0 %
TOTAL OPERATING EXPENSES:	0	0	0	0	126,000	0 %
GRAND TOTAL FOR FUND:	0	0	0	0	2,691,000	0 %

City of Marco Island, Florida

MISSION STATEMENT

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

DESCRIPTION

The office of City Attorney was created by Section 4.04 of the City Charter. In May 2004, City Council renewed a contract with the law firm of Goodlette, Coleman & Johnson to provide primary legal services through May 2005.

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

- Drafting or review of contracts.
- Litigation not covered by insurance.
- Drafting or review of ordinances.
- Legal advice on all public policy issues and administrative issues.
- Legal advice on land use and building matters.
- Legal advisor to the Planning Board.
- Legal advisor to the Code Enforcement Board.

The firm of Allen, Norton & Blue, P.A. of Tampa, Florida, provides legal counsel for matters pertaining to labor issues and collective bargaining. The firm of Lewis, Longman & Walker, P.A. of Tallahassee, Florida, provides legal counsel for matters pertaining to employee pensions. Bond counsel is provided by the firm of Bryant, Miller & Olive, P.A. of Tampa, Florida. Rose, Sundstrom, and Bentley, LLP provides legal services related to the Marco Island Utilities.

OBJECTIVES

- To provide the City with sound legal advice on policy and administrative issues.
- To represent the City in litigation and to assist the City Council, staff, and boards in managing litigation risks.
- To provide legal advice to the City's boards and commissions.

- To provide specialized legal counsel for labor related, utility, and pension matters.

ACCOMPLISHMENTS

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

DETAIL OF PERSONNEL SERVICES

All legal counsel is provided by a contractual arrangement.

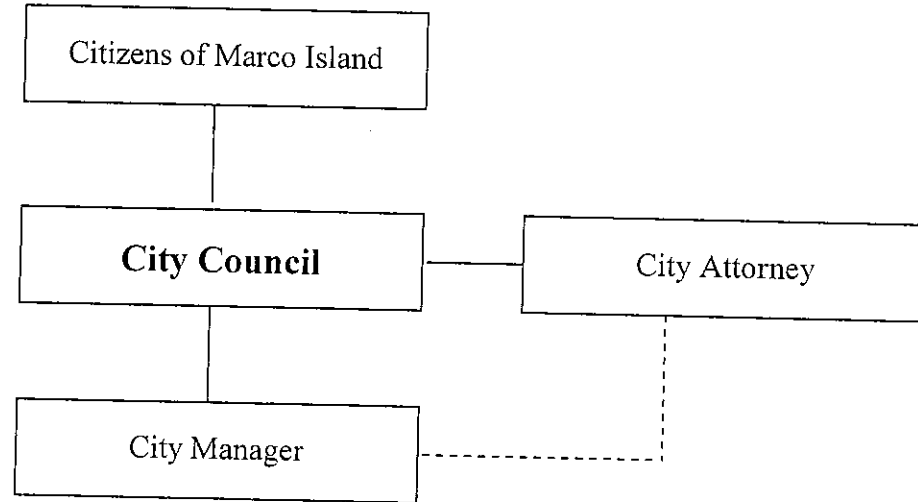
DETAIL OF CAPITAL PURCHASES

None

BUDGET SUMMARY

Operating Expenses	<u>\$165,000</u>
Total for FY2005	\$165,000

ORGANIZATIONAL CHART



FISCAL YEAR 2005 APPROVED BUDGET

100% Yr Complete

DESCRIPTION	ACTUAL FY2003	BUDGET FY2004	YTD ACTUAL FY2004	PROJECTED FY2004	BUDGET FY2005	% OF FY2004
LEGAL COUNSEL						
PROFESSIONAL SERVICES	149,448	165,000	116,859	130,000	165,000	100 %
CONTRACTUAL SERVICES	514	0	0	0	0	0 %
TOTAL OPERATING EXPENSES:	149,962	165,000	116,859	130,000	165,000	100 %
GRAND TOTAL FOR DEPARTMENT:	149,962	165,000	116,859	130,000	165,000	100 %

MISSION STATEMENT

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

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

DESCRIPTION

The Division maintains expense accounts for the following:

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

For fiscal year 2005 this account provides \$340,000 in General Fund contingency for unanticipated expenditures.

GOALS AND OBJECTIVES

GOAL: Efficient, cost-effective general government operations.

OBJECTIVE: To maintain efficiency of general operations by evaluation and incorporation of technological advancements and resource management.

ACTION/STRATEGIES:

- Explore and evaluate computer technology enhancements to create database for each legal description within the City for installation in FY2005-2006.
- Explore and evaluate computer technology enhancements to create centralized records database for minutes, ordinances, and resolutions for installation in FY2005-2006.
- Evaluate and upgrade e-mail system.
- Provide all permits and forms via the City's website.
- Target building permitting process for evaluation and correction of any inefficiencies

OBJECTIVE: To reduce costs of the General Government Budget.

ACTION/STRATEGIES:

- Initiate bulk purchases of office supplies for all departments.
- Reduce storage needs through records management process.
- Acquire bulk mail postage rate.
- Increase variance fees to offset the cost of legal advertising.
- Amend ordinance to eliminate the requirement for certified mail.
- Annually bid insurance providers for health insurance coverage.
- Evaluate liability and property insurance alternatives (self insurance).
- Conduct quarterly safety meetings to reduce employee accidents and injuries.

GOAL: Seek to hire the most qualified personnel.

OBJECTIVE: To maintain hiring and recruitment standards and practices.

ACTION/STRATEGIES:

- Update wage and compensation study (may be completed in FY2004).
- Review job descriptions and standardize format.
- Conduct background checks, physicals and drug screens on 100% of candidates for employment.
- Continue participation in the Southwest Florida Employers Association.
- Participate in one local job fair.
- Attend one seminar on fair labor practices.

GOAL: Ensure the professional conduct of local elections.

OBJECTIVE: To increase voter participation at local elections.

ACTION/STRATEGIES:

- Conduct two voter registration drives in conjunction with the Supervisor of Elections.
- Participate in voter awareness campaign conducted by the Supervisor of Elections.
- Assist at the polls on election days.

DETAIL OF PERSONNEL SERVICES

No personnel services are funded through this account.

BUDGET SUMMARY

<u>Description:</u>	<u>Total Cost:</u>
Personnel Services Expenditures	\$ 0
Operating Expenses	1,220,320
Capital Outlay	0
Total for FY2005	\$1,220,320

Public Safety
Community Development

City of Marco Island
DEPARTMENTAL BUDGET REPORT

FISCAL YEAR 2005 APPROVED BUDGET

100% Yr Complet

DESCRIPTION	ACTUAL FY2003	BUDGET FY2004	YTD ACTUAL FY2004	PROJECTED FY2004	BUDGET FY2005	% OF FY2004
GENERAL GOVERNMENT						
PROFESSIONAL SERVICES	27,243	8,000	20,575	5,000	8,000	100 %
CONTRACTUAL SERVICES	79,850	72,957	58,868	60,000	41,733	57 %
TELEPHONE & COMMUNICATIONS	21,075	27,282	28,540	24,000	26,382	97 %
UTILITIES	26,708	27,600	28,454	27,600	27,600	100 %
RENTALS & LEASES	6,558	6,700	7,025	6,700	6,700	100 %
INSURANCE	572,074	528,791	496,448	500,000	550,000	104 %
BUILDING REPAIR & MAINTENANCE	3,255	25,000	14,943	20,000	25,000	100 %
EQUIPMENT REPAIR & MAINTENANCE	2,895	4,000	301	2,000	4,000	100 %
PRINTING	8,029	22,000	14,320	10,000	22,000	100 %
ELECTION EXPENSE	115	10,000	19,486	20,000	0	0 %
GOODWILL	41,566	50,000	63,721	70,000	70,000	140 %
CITY PERSONNEL EXPENSES	19,508	13,400	21,884	25,000	19,300	144 %
LEGAL ADVERTISING	47,431	39,950	42,084	35,000	37,325	93 %
OFFICE SUPPLIES	14,700	16,000	26,706	20,000	16,000	100 %
POSTAGE	21,531	21,750	19,123	25,000	23,500	108 %
PUBLICATIONS & MEMBERSHIPS	2,603	2,780	2,347	3,000	2,780	100 %
CONTINGENCY	0	403,830	0	0	340,000	84 %
TRANSFER TO CIP FUND	0	(139,365)	0	0	0	0 %
TOTAL OPERATING EXPENSES:	895,142	1,140,675	864,825	853,300	1,220,320	107 %
CAPITAL IMPROVEMENTS - BUILDIN	12,300	0	0	0	0	0 %
EQUIPMENT PURCHASES	49,836	0	96,344	0	0	0 %
TOTAL CAPITAL OUTLAY:	62,136	0	96,344	0	0	0 %
GRAND TOTAL FOR DEPARTMENT:	957,278	1,140,675	961,169	853,300	1,220,320	107 %

**City of Marco Island
Annual Budget Summary
Fiscal Year 2004-05**

General Fund

Fiscal Year 2005
Annual Budget

**COMMUNITY DEVELOPMENT
EXPENDITURES:**

Community Development

461,167

Code Compliance

211,437

TOTAL EXPENDITURES

672,604

MISSION STATEMENT

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

DESCRIPTION

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

Additionally, the Community Development Department is involved with several special projects/planning activities including:

- Continued development and implementation of a Geographic Information System (GIS)
- Bi-monthly water quality testing
- Review and issuance of annual beach vendor licenses
- Completion of the Racquet Center – Mackle Park – Tracts “C” & “D” pathway project
- Facilitation of Horr’s Island (Key Marco) annexation process
- Active participation on the MPO Technical Advisory Committee
- Development of planning options/opportunities for the Elkcam Circle area

2004 ACCOMPLISHMENTS

- Successful completion of Large-scale amendments to the Future Land Use and Capital Improvement Elements of the Comprehensive Plan.
- Reviewed and approved 8 site development plans for new commercial and multi-family projects, 6 site improvement plans, processed 2 off-street

parking agreements, 3 rezoning requests, 5 conditional use petitions, and issued 2 official interpretations.

- Prepared 53 agenda items for City Council consideration and action.
- On pace to perform over 1,000 inspections for zoning compliance involving signs, docks, building setbacks, and occupational licenses.
- Provided in-house environmental services to address a multitude of issues involving water resources, exotic species, and ecological management.
- Qualified a neighborhood in the Marco Lake area for receipt of CDBG funding.
- Completed and closed out the \$750,000 CDBG Tallwood Street storm sewer project
- Provided project management services for two projects: Phase II of the Racquet Center – Mackle Park – Tract “C” & “D” pathway; and the Leland Way to YMCA expanded sidewalk.
- Actively participated in several successful land acquisition efforts in support of approved capital projects and as directed by City Council.

GOALS & OBJECTIVES

GOAL: To comply with State mandates for Comprehensive Planning.

OBJECTIVE: To maintain compliance with State mandates for Comprehensive Planning within required timeframes and within budget.

ACTION/STRATEGIES:

- Prepare and adopt required Evaluation and Appraisal Report (EAR) before February 1, 2005.
- Prepare and adopt required 10-Year Potable Water Supply Plan before November 1, 2004.

- Develop proposed Potable Water, Conservation and Coastal Management, Intergovernmental, and Capital Improvement Element amendments based on the findings of the 10-Year Water Supply Plan by June 1, 2005
- Implementation of year four activities identified in the adopted Comprehensive Plan.
- Prepare and adopt 2005 Annual Level of Service Report before May 1, 2005.

GOAL: To develop appropriate regulations to guide future development/redevelopment.

OBJECTIVE: To increase the review and amendment of development regulations addressing density and intensity for future development.

ACTION/STRATEGIES:

- Recommend, as deemed necessary, appropriate changes to Mixed Use project development standards in all commercial zoning districts beginning October 1, 2004.
- Develop for adoption architectural design regulations for new single-family and multifamily before July 1, 2005.
- Develop strategies to reduce Island-wide density below adopted standard of 4 dwelling units per acre.

GOAL: To exceed citizen expectations for professional planning services.

OBJECTIVE: To increase the delivery of professional planning services through enhanced communication and technology.

ACTION/STRATEGIES:

- Expand and infuse GIS mapping into reports and presentations beginning immediately.

- Improve the range of options and information provided, including downloadable GIS maps, within the Community Development Department's portion of the City's website.
- Provide at least two newspaper articles concerning growth and development during FY 05.

DETAIL OF PERSONNEL SERVICES

Position	FY2004 Budget	FY2005 Budget	Salary
Director	1.0	1.0	\$80,857
City Planner	1.0	1.0	57,938
Zoning Administrator/GIS Mgr.	1.0	1.0	62,000
Executive Secretary	1.0	1.0	33,743
Environmental Tech.	0.63	0.63	24,700
<i>Pay for Performance Incentives</i>			<u>12,962</u>
Total Full Time Equivalents	4.63	4.63	\$272,200

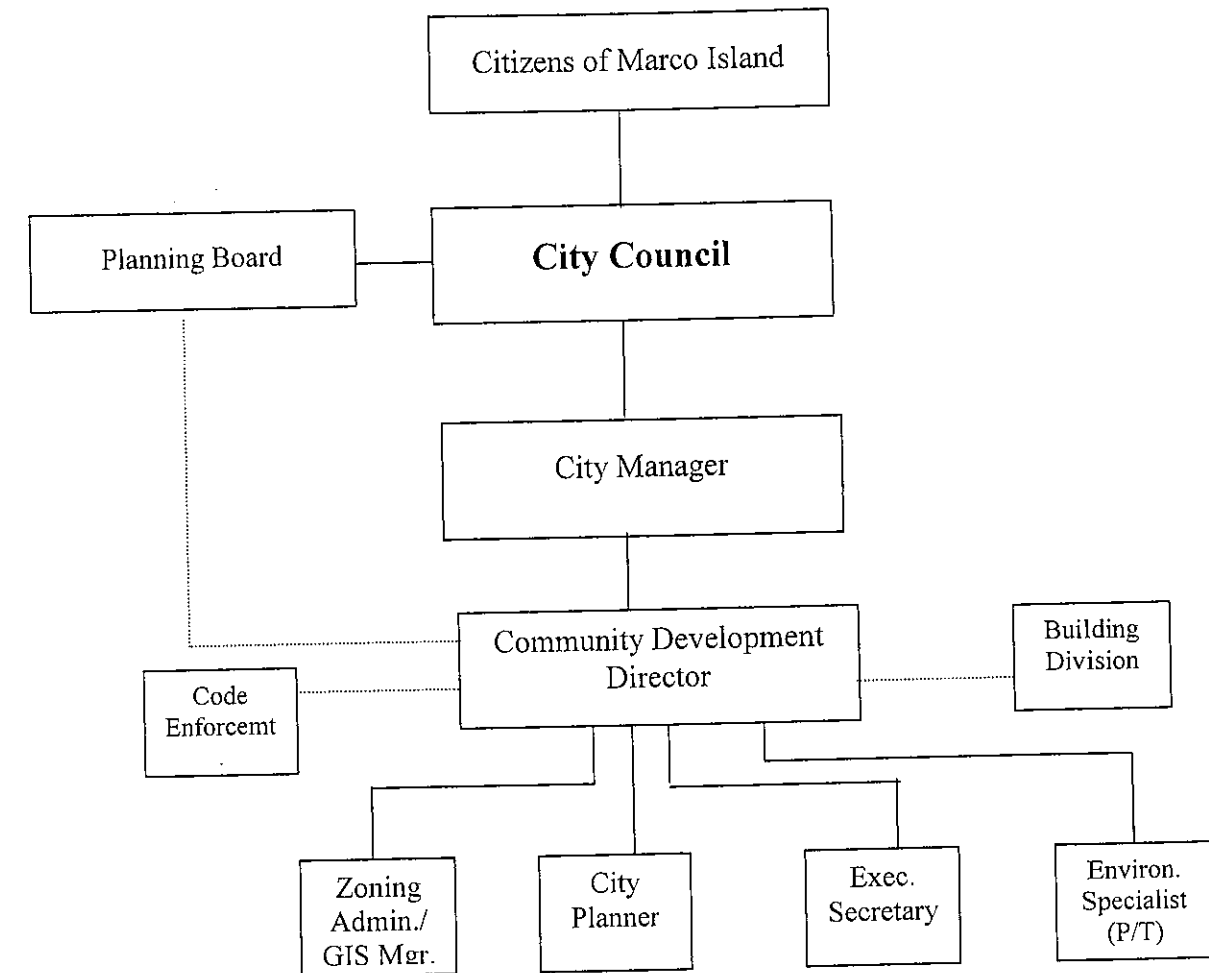
DETAIL OF CAPITAL OUTLAY

Description	Total Cost
Software Upgrade	\$5,000
Total for FY2005	\$5,000

BUDGET SUMMARY

Description	Total Cost
Personnel Services Expenditures	\$381,987
Operating Expenses	74,180
Capital Outlay	<u>5,000</u>
Total for FY2005	\$461,167

ORGANIZATIONAL CHART



FISCAL YEAR 2005 APPROVED BUDGET

100% Yr Complete

DESCRIPTION	ACTUAL FY2003	BUDGET FY2004	YTD ACTUAL FY2004	PROJECTED FY2004	BUDGET FY2005	% OF FY2004
COMMUNITY DEVELOPMENT						
WAGES	235,856	238,213	235,666	250,000	272,200	114 %
OVERTIME	250	500	279	500	500	100 %
BENEFITS	57,109	64,451	61,673	70,000	84,498	131 %
FICA TAXES	20,297	21,880	20,444	25,000	24,789	113 %
TOTAL PERSONNEL SERVICES:	313,512	325,044	318,061	345,500	381,987	118 %
PROFESSIONAL SERVICES						
WATER QUALITY TESTING	7,723	7,500	5,363	6,500	7,200	96 %
COLLIER COUNTY SERVICES	0	2,000	0	1,000	1,000	50 %
TRAVEL PER DIEM	2,094	3,500	1,631	2,400	4,300	123 %
TELEPHONE & COMMUNICATIONS	0	500	0	0	0	0 %
VEHICLE REPAIR & MAINTENANCE	0	320	288	400	620	194 %
EQUIPMENT REPAIR & MAINTENANCE	0	500	0	500	500	100 %
PRINTING	999	2,000	605	1,000	1,000	50 %
TURTLE GRANT EXPENSES	6,616	0	0	0	5,000	0 %
OFFICE SUPPLIES	3,064	3,500	6,988	3,500	2,500	71 %
FUEL	719	600	674	600	600	100 %
UNIFORMS	0	200	0	200	200	100 %
POSTAGE	19	250	96	200	250	100 %
PUBLICATIONS & MEMBERSHIPS	2,361	2,500	2,543	2,500	2,510	100 %
TRAINING	1,985	3,100	1,352	3,100	3,500	113 %
TOTAL OPERATING EXPENSES:	46,036	72,470	25,685	56,900	74,180	102 %
EQUIPMENT PURCHASES						
EQUIPMENT PURCHASES	3,053	9,900	4,348	7,000	5,000	51 %
TOTAL CAPITAL OUTLAY:	3,053	9,900	4,348	7,000	5,000	51 %
GRAND TOTAL FOR DEPARTMENT:	362,601	407,414	348,094	409,400	461,167	113 %

City of Marco Island, Florida

Code Compliance

MISSION STATEMENT

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

DESCRIPTION

The Code Compliance Division is charged with enforcing various codes and ordinances that directly impact the appearance and public welfare of the community. The Code Compliance Division addresses their duties in response to complaints received, and through diligent surveillance. The Division also reviews existing codes and propose changes that are deemed necessary to further enhance the well being of the community. The Code Compliance Division currently has three salaried positions, the Chief of Code Compliance, one Code Compliance Officer, and a Code Compliance Coordinator. All three positions are state certified code enforcement officers, and two are certified law enforcement officers.

2004 ACCOMPLISHMENTS

- Continued to investigate an average of 250+ possible violations per month.
- On going monitoring of active construction sites resulting in a substantial decrease in nuisance (litter) complaints, and in conjunction with Police surveillance, a marked reduction in job-site thefts.
- Assisted the Environmental Specialist with Notice of Violations for illegal removal of vegetation and enforcement of protected species ordinances.
- Coordinate appropriate responses with city, county and state inspectors to address unlicensed contractor activity on the Island.
- Continued with efforts to eliminate exotic vegetation that poses a threat to public health, safety, and welfare.
- Successful prosecution of several cases before the Code Enforcement Board resulting in Findings of Fact against the respondents, and corrective actions undertaken.

GOALS & OBJECTIVES

GOAL: To ensure compliance with adopted City codes.

OBJECTIVE: To maintain compliance with adopted City codes through prompt response to complaints and pro-active monitoring.

ACTION/STRATEGIES:

- Provide prompt (within 24 hours) initial response to complaints from residents and businesses.
- Continue to focus pro-active activities that impact the appearance of the community, including:
 - Litter and debris at construction sites
 - Abandoned vehicles, boats and trailers
 - Sign violations within public rights-of-ways
- Diligent enforcement of overgrown vegetation on lots and adjacent sidewalk and swale areas.
- Preparation of sound cases before the Code Enforcement Board to facilitate a finding of violation and appropriate corrective action(s).

GOALS & OBJECTIVES

GOAL: To educate the community on common code issues to advance voluntary compliance.

OBJECTIVE: Increase community outreach activities to inform and educate the community on common code issues

ACTION/STRATEGIES:

- Improve the range of options and information provided within the Code Compliance Division's portion of the City's website.
- Within six months develop and distribute a "newcomers" brochure that in part addresses common code items (e.g., boats & trailers, maintenance of yards and sidewalks, garage/vehicles sales, etc.).

- Provide at least two newspaper articles concerning code compliance during FY 05.
- Participation in at least four community forums (e.g., Board of Realtor's "brown bags") to educate the community on code related issues.

DETAIL OF PERSONNEL SERVICES

Position	FY2004 Budget	FY2005 Proposed	Salary
Chief of Code Compliance	1.0	1.0	\$46,863
Code Compliance Officer	1.0	1.0	38,713
Zoning Compliance Officer	1.0	1.0	34,573
Pay for Performance Incentives			6,007
Total Full Time Equivalents	3.0	3.0	\$126,156

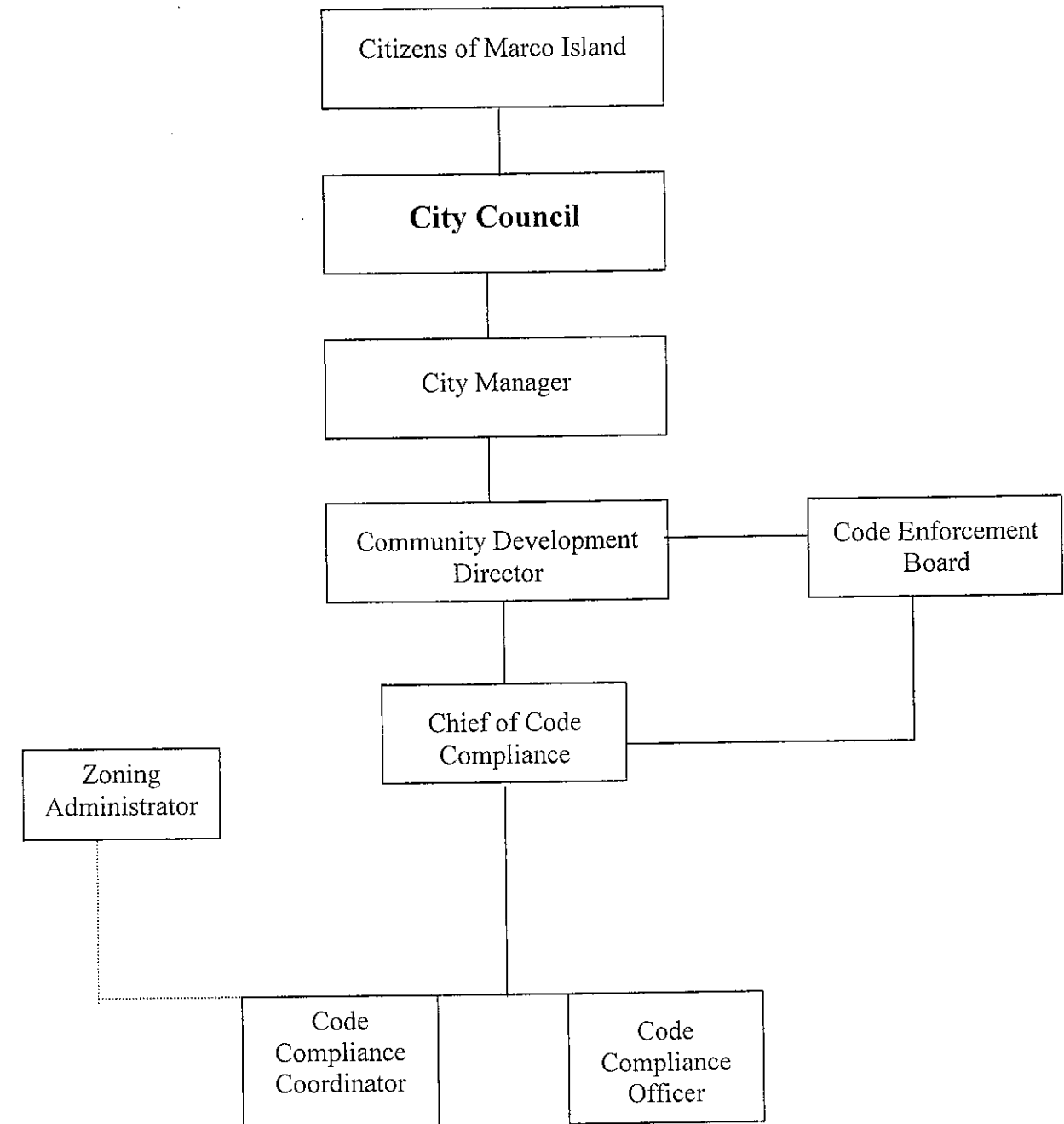
DETAIL OF CAPITAL OUTLAY

Description	Total Cost
No Capital	0
Total for FY2005	0

BUDGET SUMMARY

Description	Total Cost
Personnel Services Expenditures	\$180,582
Operating Expenses	30,855
Capital Outlay	0
Total for FY2005	\$211,437

ORGANIZATIONAL CHART



Parks and Recreation

Public Works

Public Safety

Capital Projects Fund

City of Marco Island
DEPARTMENTAL BUDGET REPORT

FISCAL YEAR 2005 APPROVED BUDGET

100% Yr Complete

DESCRIPTION	ACTUAL FY2003	BUDGET FY2004	YTD ACTUAL FY2004	PROJECTED FY2004	BUDGET FY2005	% OF FY2004

CODE COMPLIANCE						
WAGES	114,664	119,481	112,219	119,481	126,156	106 %
OVERTIME	2,032	2,000	2,003	2,000	2,000	100 %
BENEFITS	33,356	36,638	34,701	36,638	40,507	111 %
FICA TAXES	10,321	11,578	10,152	11,578	11,919	103 %
TOTAL PERSONNEL SERVICES:	160,372	169,697	159,076	169,697	180,582	106 %
PROFESSIONAL SERVICES	4,654	5,000	8,554	12,000	5,000	100 %
CONTRACTUAL SERVICES	12,381	15,000	7,372	6,000	15,000	100 %
TRAVEL PER DIEM	1,269	2,000	157	1,000	1,500	75 %
TELEPHONE & COMMUNICATIONS	63	500	0	0	0	0 %
VEHICLE REPAIR & MAINTENANCE	1,694	1,860	2,011	1,860	0	0 %
EQUIPMENT REPAIR & MAINTENANCE	52	500	0	250	1,860	372 %
PRINTING	808	1,500	2,355	500	1,000	67 %
OFFICE SUPPLIES	2,399	3,000	1,951	1,000	1,800	60 %
FUEL	1,706	1,800	571	800	1,200	67 %
UNIFORMS	143	450	183	450	225	50 %
POSTAGE	30	100	0	100	100	100 %
PUBLICATIONS & MEMBERSHIPS	115	590	73	250	670	114 %
TRAINING	1,942	2,500	805	1,250	2,500	100 %
CONTINGENCY	0	0	4,000	4,000	0	0 %
TOTAL OPERATING EXPENSES:	27,256	34,800	28,032	29,460	30,855	89 %
EQUIPMENT PURCHASES	1,445	2,500	1,083	2,500	0	0 %
TOTAL CAPITAL OUTLAY:	1,445	2,500	1,083	2,500	0	0 %
GRAND TOTAL FOR DEPARTMENT:	189,073	206,997	188,192	201,657	211,437	102 %
=====						

Parks and Recreation

Public Works

Public Safety

Capital Projects Fund

**City of Marco Island
Annual Budget Summary
Fiscal Year 2004-05**

General Fund

Fiscal Year 2005
Annual Budget

**PUBLIC SAFETY
EXPENDITURES:**

Police Services 2,830,504

Fire/Rescue 2,836,700

TOTAL EXPENDITURES 5,667,204

MISSION STATEMENT

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

DESCRIPTION

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

Compared to similar cities in Florida the ratio of officers to residents is below the average, even *without consideration of our large seasonal population influx*. The Florida Department of Law Enforcement reports that the average Florida city with a population of 15,000 to 20,000 has 2.53 officers per 1000 residents, Marco Island has 1.95 officers per 1000 *permanent* residents. In April of 2004 two officers were hired under the Department of Justice Office of Community Oriented Policing Services (COPS) Hiring grant that City Council approved in the FY04 budget. With the hiring of these two officers the Department now has 30 police officers (including the Chief). As another comparator, the City of Naples has a ratio of 3.55 officers per 1000 residents (77 police officers, 21687 population).

Calendar year 2003 found an additional reduction in crime when compared to previous years. Total index crimes in our City, as measured by the United States Department of Justice Uniform Crime Reports, have been reduced since the inception of local law enforcement services from 398 in calendar year 2000 to 274 in calendar year 2003, *a reduction of 31.26%! Significant in 2003 is a 42% drop in burglaries (66 to 38)*. Index crimes are homicide, rape, robbery, aggravated assault, burglary, and theft. Our crime rate is 17.86 index crimes per 1000 permanent residents. This compares favorably with the crime rate in the city of Naples, 50.93 per 1000, and unincorporated Collier County, 30.69 per 1000.

2004 ACCOMPLISHMENTS

- Crime was down in calendar year 2003 with total reported UCR crimes 2.84% lower than in 2002. Crime is down 31.16% when compared with 2000. Significantly, burglary is down over 42%.
- Traffic citations issued increased from 1789 in 2002 to 2127 in 2003 (+18.89%) and traffic warnings increased from 754 in 2002 to 1437 in 2003 (+90.58%). Despite the increases in enforcement traffic crashes increased from 343 to 357 (+4.08%).
- Hired two police officers pursuant to a United States Department of Justice hiring grant. The estimated amount of federal funds to be awarded is \$150,000.
- Implemented a United States Department of Justice computer network grant. The new computer network was put into operation at midnight on January 1, 2004. Total federal funding awarded is approximately \$185,000.
- Continued implementation of a Florida Department of Transportation highway safety grant to facilitate drunk driving prevention and traffic crash reduction. Total grant funding this year is approximately \$25,000. In calendar year 2003 the Department made 107 drunk driving arrests compared to 98 in 2002.
- Implemented a Neighborhood Accountability Board in conjunction with the State Attorney's Office, the Department of Juvenile Justice and Florida Gulf Coast University. The Board consists of City residents who hear and decide the appropriate penalty for minor first time juvenile offenders.
- Cooperated with numerous community organizations to assist with special events and improve the quality of life in our City. These organizations and events include:
 - Tommie Barfield Elementary School and Charter Middle School – Numerous events.
 - Marco Island Chamber of Commerce – Leadership Marco.
 - Christmas Island Style – Christmas events.
 - Marco Island Kiwanis Club – July 4th Fireworks celebration.
 - Marco Police Foundation – Neighborhood Watch.
 - Lely High School – Internships for Marco Island teens.
 - Local Banks – Robbery prevention training.

GOALS AND OBJECTIVES

GOAL: To prevent crime.

OBJECTIVE: To maintain a crime rate less than similar Florida cities (Naples, Punta Gorda, Sanibel, Venice).

ACTION/STRATEGIES:

- Maintain proactive, visible patrol throughout our entire City.
- Communicate with the residents, businesses and visitors in the City to keep all informed about current crime trends.
- Convey crime prevention strategies to the residents, businesses and visitors in our community with both incident specific communications and with general crime prevention information.
- Continue bi-weekly information sharing meetings with the Collier County Sheriff and Naples Police Department.
- Continue drug abatement strategies including highway interdiction, waterway interdiction, and cooperative efforts with the United States Drug Enforcement Administration, United States Customs, United States Coast Guard, Collier County Sheriff, the Charter Middle School and Tommie Barfield Elementary School.
- Assign a police officer to coordinate the efforts of our Neighborhood Watch group.

GOAL: To find the persons responsible for crime and hold them accountable for their actions.

OBJECTIVE: To increase the clearance rate, as measured by the Uniform Crime Reports, to 20%.

ACTION/STRATEGIES:

- Increase the time assigned to investigations by 1000 man-hours.
- Continue bi-weekly information sharing meetings with the Collier County Sheriff and Naples Police Department.
- Increase community awareness about the importance of reporting suspicious activities to the police.
- Provide additional training to police officers regarding effective interview techniques.

GOAL: To facilitate the safe and efficient movement of people and vehicles on our sidewalks, roadways and waterways.

OBJECTIVE: To reduce traffic crashes and maintain safe waterways.

ACTION/STRATEGIES:

- Regularly assign officers to focus on traffic enforcement, including speeding, at a variety of locations on the City roads, with instructions to issue warnings and citations during the enforcement of traffic laws.
- Equip all police patrol vehicles with radar speed detection devices.
- Purchase one laser speed detection device.
- Provide training necessary to obtain "radar/laser certification" for all newly hired officers.
- Provide standardized sobriety field test training to two additional officers.
- Provided advanced traffic crash investigation training to three officers.
- Partner with the Fire Department and the Parks and Recreation Department to sponsor safe driving classes and safe bicycling classes.
- Provide 1000 man-hours of marine patrol.

GOAL: To encourage crime reduction through community education and citizen involvement.

OBJECTIVE: To increase community involvement in the Police Department by increasing volunteer participation, accepting student interns, and supporting Neighborhood Watch.

ACTION/STRATEGIES:

- Expand our Community Service Volunteer program to three individuals.
- Assign a police officer to coordinate activities of Police Foundation volunteers.
- Provide traffic control training to Community Service Volunteers and Police Foundation volunteers.
- Recruit two Marco residents from Lely High School to serve as student interns.
- Continue to communicate and collaborate with other City Departments.
- Continue to collaborate with our residents, the State Attorney's Office and the Department of Juvenile Justice in the operation of a Neighborhood Accountability Board.

- Continue to collaborate with other community organizations such as the Chamber of Commerce, the YMCA, Tommie Barfield Elementary, Charter Middle School, etc.
- Present at least two school assembly presentations at Tommie Barfield Elementary and the Charter Middle School.

DETAIL OF PERSONNEL SERVICES

Position	FY2004 Budget	FY2005 Budget	Salary
Chief of Police	1.0	1.0	\$77,175
Secretary	1.0	1.0	29,695
Records Clerk	1.0	1.0	29,382
Police Captain	1.0	1.0	58,840
Police Lieutenants	4.0	4.0	213,520
Police Officers	24.0	24.0	940,145
Crime Victim Advocate Grant	0.50	0.50	14,000
<i>Pay for Performance Incentives</i>			<u>69,891</u>
Total Full Time Equivalents	32.5	32.5	\$1,403,266

DETAIL OF CAPITAL OUTLAY

Description	Total Cost
Vehicle Video Camera Outfit	\$4,000
Laser Speed Detector	5,000
K-9 Equipment	1,000
Portable Radios	5,000
Mobile Radio	2,000
Radio Battery Charger	1,000
AEDs	3,000
Replacement Vehicles (3)	75,000
Equipment for Replacement Vehicles	33,000
Back-Up Network Server	7,000
Computer Network Equipment	<u>11,000</u>
Total Capital Outlay	\$147,000

Parks and Recreation

Public Works

Capital Projects Fund

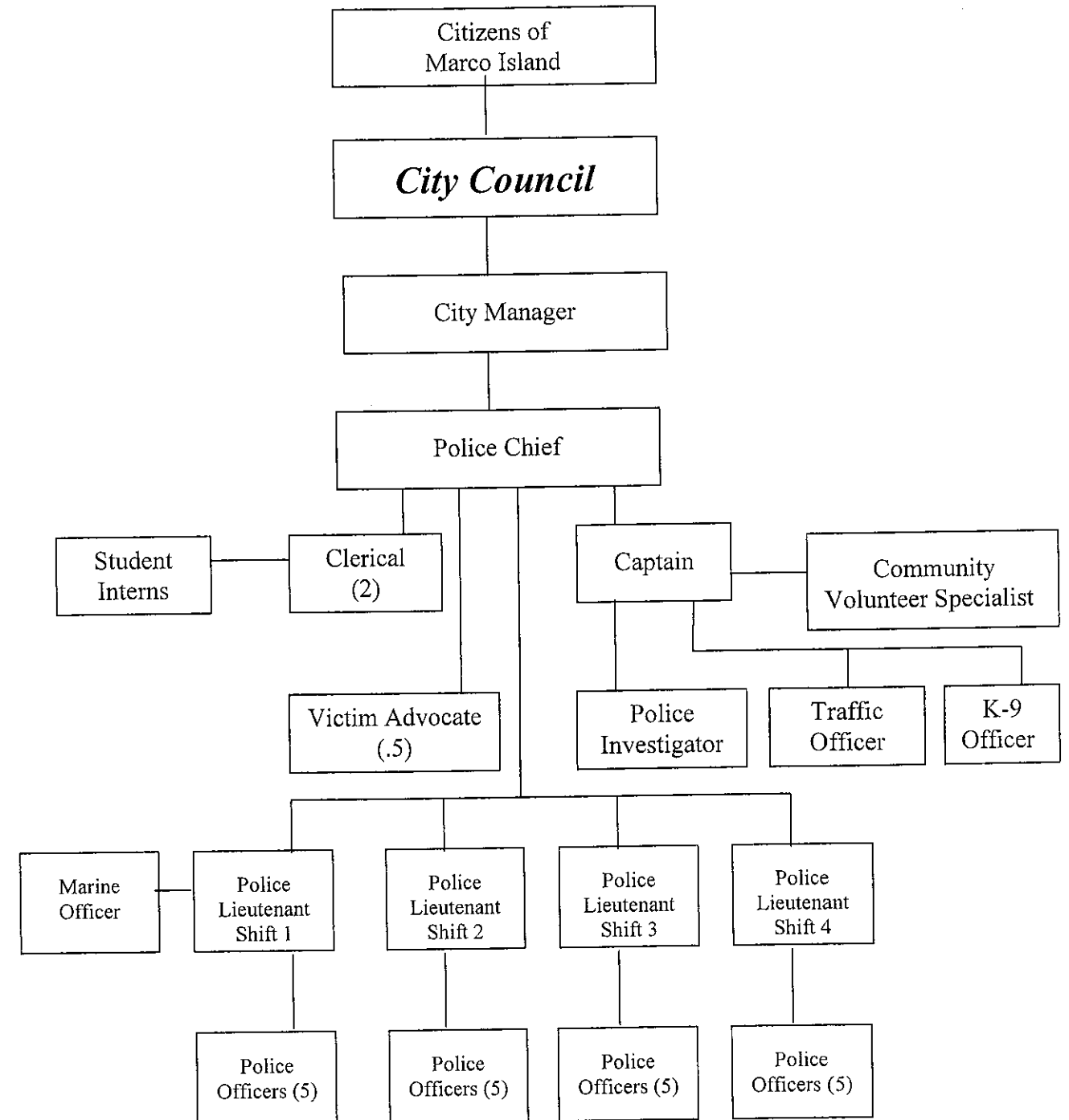
BUDGET SUMMARY

Description	Total Cost
Personnel Services Expenditures	\$2,175,844
Operating Expenses	507,660
Capital Outlay	147,000
Total for FY2005	\$2,830,504

FUNDING SOURCES TO FINANCE PROGRAM

Description	Total
General Fund	\$2,762,254
C.O.P.S. Federal Grant	68,250
Total	\$2,830,504

ORGANIZATIONAL CHART



City of Marco Island
DEPARTMENTAL BUDGET REPORT

FISCAL YEAR 2005 APPROVED BUDGET

100% Yr Complete

DESCRIPTION	ACTUAL FY2003	BUDGET FY2004	YTD ACTUAL FY2004	PROJECTED FY2004	BUDGET FY2005	% OF FY2004
POLICE SERVICES						
SUPERVISOR SALARIES	72,058	135,156	68,993	80,000	142,816	106 %
POLICE OFFICER WAGES	965,566	1,137,020	1,026,802	1,100,000	1,175,694	103 %
C.O.P.S. GRANT PERSONNEL	123,690	35,000	38,283	35,000	73,500	210 %
SUPPORT STAFF WAGES	64,410	73,026	63,499	70,000	76,731	105 %
OVERTIME	119,670	76,850	59,155	76,000	76,850	100 %
BENEFITS	371,368	447,775	387,213	435,000	478,758	107 %
FICA TAXES	116,152	145,718	112,320	135,000	151,495	104 %
TOTAL PERSONNEL SERVICES:	1,832,913	2,050,545	1,756,265	1,931,000	2,175,844	106 %
PROFESSIONAL SERVICES						
CONTRACTUAL SERVICES	20,347	18,000	5,211	10,000	13,000	72 %
COLLIER COUNTY SERVICES	5,860	26,500	20,085	26,500	28,750	108 %
INVESTIGATIONS	180,000	191,000	180,000	180,000	191,000	100 %
TRAVEL PER DIEM	1,475	5,000	3,520	5,000	8,000	160 %
TELEPHONE & COMMUNICATIONS	16,396	15,000	9,057	14,000	15,500	103 %
UTILITIES	27,188	28,000	28,426	30,000	40,000	143 %
RENTALS & LEASES	8,390	7,000	8,105	8,400	9,000	129 %
INSURANCE	6,028	6,800	8,411	10,000	10,000	147 %
VEHICLE REPAIR & MAINTENANCE	0	0	1,066	1,066	0	0 %
BUILDING REPAIR & MAINTENANCE	36,928	32,000	28,641	35,000	34,000	106 %
EQUIPMENT REPAIR & MAINTENANCE	4,917	4,500	1,562	3,000	4,500	100 %
MARINE EXP-REPAIRS/MAINT	7,336	10,000	8,262	10,000	10,500	105 %
PRINTING	4,659	5,200	3,075	6,000	8,000	154 %
PUBLIC EDUCATION & GOODWILL	689	4,000	1,199	3,000	4,000	100 %
VOCA GRANT EXPENSES	2,988	3,600	1,885	3,000	3,600	100 %
DOT DUI GRANT EXPENSES	515	0	0	0	0	0 %
ISLAND DRUG REDUCTION GRANT	65,153	0	62,721	0	0	0 %
ISLAND DRUG GRANT - '03	2,521	0	0	0	0	0 %
DRUG AWARENESS PROGRAMS	11,589	0	0	0	0	0 %
COPS MORE GRANT	7,000	0	0	0	0	0 %
ISLAND DRUG REDUCTION GRANT	169,991	77,222	71,177	77,222	0	0 %
OFFICE SUPPLIES	0	0	9,033	0	0	0 %
OPERATING SUPPLIES	8,577	12,000	20,136	12,000	13,000	108 %
FUEL	26,028	20,400	29,199	25,000	21,900	107 %
UNIFORMS	34,063	28,000	38,041	38,000	35,000	125 %
POSTAGE	18,517	21,000	15,897	19,000	21,000	100 %
MARINE EXPENSE-FUEL	925	1,000	964	1,500	1,500	150 %
SOLID WASTE DISPOSAL	780	2,000	1,525	3,000	4,000	200 %
PUBLICATIONS & MEMBERSHIPS	1,151	3,000	1,244	0	3,500	117 %
TRAINING	2,810	2,910	3,536	3,000	4,410	152 %
TOTAL OPERATING EXPENSES:	685,979	545,632	570,666	544,688	507,660	93 %
EQUIPMENT PURCHASES						
	100,233	140,500	105,873	140,000	147,000	105 %
TOTAL CAPITAL OUTLAY:	100,233	140,500	105,873	140,000	147,000	105 %
GRAND TOTAL FOR DEPARTMENT:	2,619,125	2,736,677	2,432,804	2,615,688	2,830,504	103 %

City of Marco Island, Florida

Fire-Rescue Department

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, We Have, We Currently Are and We Will Continue to, Dedicate our lives to preserve your:

- Life
- Health
- Safety and
- Property

Saving lives and property in paradise since 1965.

DESCRIPTION

The Fire-Rescue Department is entering its 40th year of service to Marco Island residents. The Departments' personnel are dedicated to the community as evidenced by 43 % of the department having over 15 years of service. One firefighter will be the first to retire with 30 years of service.

Marco Island Fire Rescue Departments' primary purpose consists of fire suppression, fire prevention, emergency medical services, hazardous materials response, boat and dive rescue. The department has emphasized increasing emergency medical services capabilities on the island by effective utilization of our own trained firefighter/paramedics in conjunction with Collier County EMS. This has resulted in the engine and aerial operating as paramedic units providing three paramedic units daily where one was available two years ago.

Marco Island presents unique problems in firefighting and medical rescue. There are 475 mid or high-rise residential structures, with 54 over seven stories and 21 of those that are partially or not sprinklered. Residential high-rise structures represent high life hazard and labor-intensive firefighting operations as seen with the fire in the Duchess. The fire service utilizes ISO and the National Fire Protection Association standard 1710 as a benchmark of safe service provision. The current department staffing is below those recommendations. The department currently provides one commander, one engine and one ladder company as initial arriving units. We do provide the critical command structure for necessary decision making.

2004 ACCOMPLISHMENTS

- Fire-Rescue trained 300 citizens in the use of CPR. All 7th and 8th grade students at the Charter Middle School were trained in CPR, first aid, and the use of AED.
- The CERT (Community Emergency Response Team) conducted a major search and rescue drill and created a 2004 training calendar with monthly drills and events. There are 54 people currently on teams with another 20 currently enrolled.
- Public education outreach focused on condominiums and real estate professionals regarding the state fire code.
- Fire-Rescue responded to 2,096 calls for service, of which 1,366 were for medical emergencies. This was a 10% reduction in calls from 2002 primarily due to a reduction in routine transport. There was a 232% increase in mutual aid response off island.
- The department reduced by 49% the number of responses over seven minutes and maintained an overall 77.2% response for calls less than six minutes.
- Provided 3668 hours of fire-rescue training to personnel.
- The department responded to 17 hazardous material incidents of which three were with the South West Regional Bomb Squad.
- The new inspector hired for existing businesses completed 247 inspections in nine weeks. He issued 334 correction notices in the following categories, flammable/combustible storage – 9%, Exit blocked/lighting – 13%, Fire Extinguisher/alarm devices – 23%, Electrical related – 38%. The Fire Prevention Division overall conducted a total of 1,598 new and existing inspections.
- Participated and assisted national and state homeland security initiatives through the Florida Domestic Security Task Force and should receive over \$200,000 in equipment in 2004.

GOALS & OBJECTIVES

GOAL: To minimize fire damage to property.

OBJECTIVE: To increase inspections and decrease fire emergency equipment response times.

ACTION/STRATEGIES:

- Complete 100% of annual existing business inspections for entire city.
- Expedite plan review and new construction inspections.
- Do analysis of zone response times and make appropriate adjustments of apparatus.
- Purchase aerial platform for better utilization of community needs.
- Revise written inter-local agreements with Collier County and adjacent fire districts.
- Increase inter-agency fire training by 25%.
- Increase response times below six minutes within zones to 80% from 77.2%.
- Answer 70% of all fire calls within four minutes.
- Increase training hours from 3,668 to over 4,000.
- Reduce alarm malfunctions from 334 to below 300.
- Obtain 90% citizen satisfaction with fire rescue service.
- Increase inspections from 1,347 to 2,200.

GOAL: To increase health safety of residents.

OBJECTIVE: Increase effectiveness of emergency medical services and citizen awareness.

ACTION/STRATEGIES:

- Provide paramedic contract at patient side 65% of the time within six minutes.
- Increase automatic external defibrillators in condos/public buildings by ten.
- Obtain 90% customer satisfaction response to medical calls.
- Increase public education contacts to 2,500 people.
- Increase CPR trained individuals from 300 to 400 next year.
- Attempt to provide alternative funding for CPR programs estimated at \$3,500.
- Resuscitate over 50% of non-breathing viable patients.

- Through agreement with Collier County EMS, increase utilization of department paramedics to maximum capability.
- Utilize 2003 data on medical emergency, initiate campaigns of wellness and accident prevention.
- Utilize medical director for targeting specific emergency medical needs of community, particularly cardiac and stroke treatment.
- Public campaign for increasing automatic external defibrillators in condominiums and public buildings.
- Form alliance and partnership with NCH and Cleveland Clinic on public education programs.
- Increase paramedic training inclusive of advanced airway, trauma, and audio core utilization.

GOAL: To evaluate future needs of the fire rescue service.

OBJECTIVE: Creation of a strategic plan for future fire service needs.

ACTION/STRATEGIES:

- Gather informational data concerning recognized standards.
- Obtain comparative information from cities within Florida.
- Analyze fire/EMS hazards on island.
- Evaluate NFPA response standards for fire/EMS.
- Do analysis of cost of service per capita/structure.
- Gather historical data concerning local provision of service.
- Evaluate all revenue sources for fire/EMS.
- Develop a strategic planning session format.
- Hold strategic planning session in May of 2005.

GOAL: To maintain quality personnel and service.

OBJECTIVE: Provide a labor agreement to attract and maintain quality personnel.

ACTION/STRATEGIES:

- Gather informational data targeting local agreements.
- Obtain comparative information from cities within Florida.
- Conduct pay and benefit studies.
- Compile employee long term expectation survey.

- Evaluate employee attrition due to other opportunities.
- Do job duty analysis.
- Determine fiscal constraints.
- Develop fair alternative proposals.
- Meet with IAFF in formal negotiations.

DETAIL OF PERSONNEL SERVICES

Position	FY2004 Budget	FY2005 Proposed	Salary
Fire Chief	1.0	1.0	\$77,172
Deputy Chief	1.0	1.0	65,359
Secretary	1.0	1.0	30,080
Division Chiefs	3.0	3.0	179,550
Captains	6.0	6.0	361,394
Driver Engineers	6.0	6.0	325,425
Plans Examiner/Investigator	1.0	1.0	38,220
Firefighters/Paramedics/EMTS	12.0	12.0	484,929
Fire Inspector	01.0	1.0	33,000
Pay for Performance Incentives			21,119
Total Full Time Equivalents	32.0	32.0	\$1,614,257

DETAIL OF CAPITAL OUTLAY

Description:	Total Cost:
Aerial Platform	
E-50 Hydraulic Reel	5,000
HAZMAT Equipment	2,600
New Construction Inspection Vehicle	25,000
Rope Rescue Gun	2,500
PC/Plan Review/Software	5,000
SCBA Test Analyzer	6,500
LP Fire Extinguisher Trainer	3,000
Fire Rescue Boat	42,500
2 Portable Radios	10,000
Station Improvements Station 51	9,700
Total Capital Outlay	\$111,800

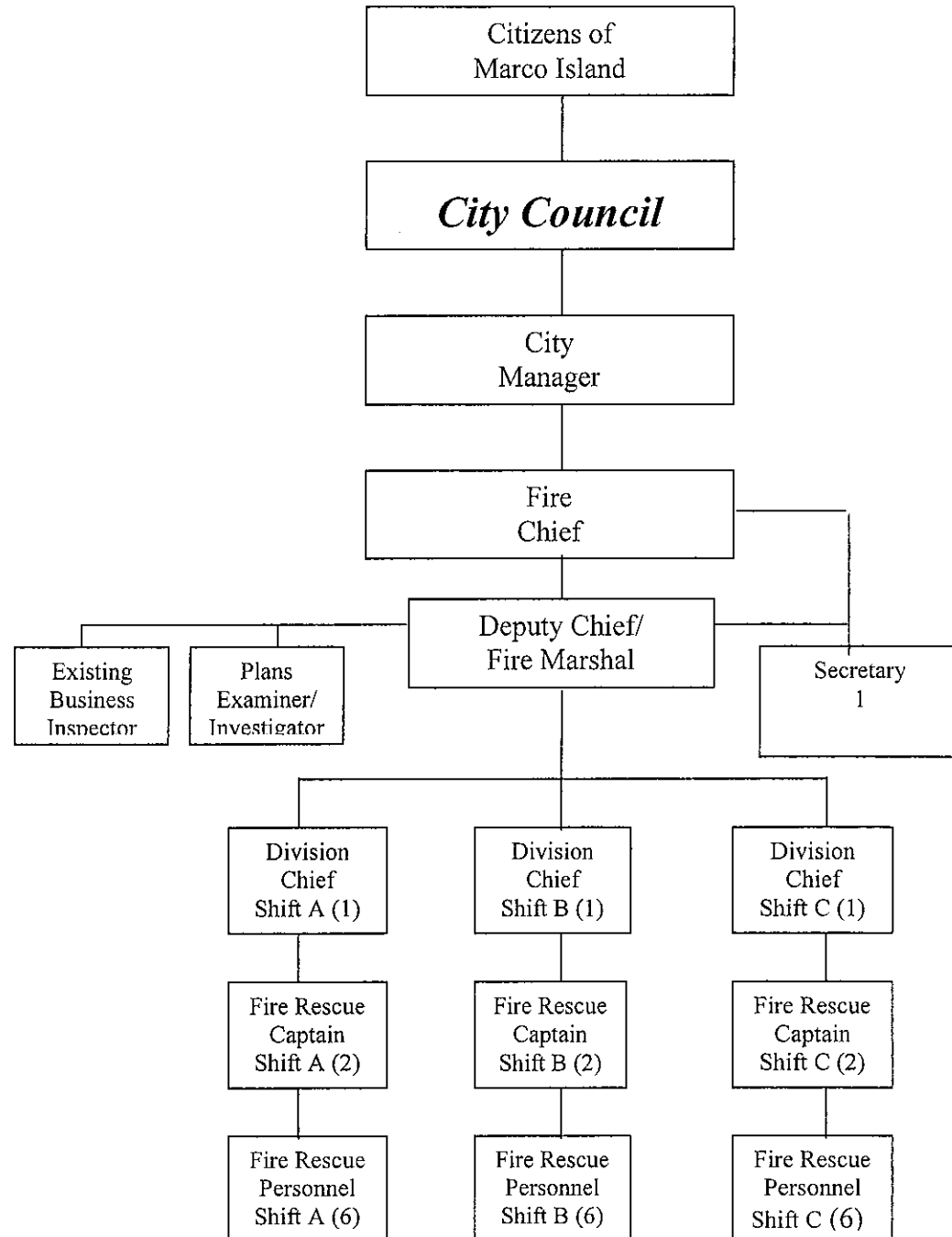
BUDGET SUMMARY

Personnel Services	\$2,408,728
Operating Expenses	\$316,172
Capital Outlay	\$111,800
Total for FY2004	\$2,836,700

FUNDING SOURCE TO FINANCE PROGRAM

General Fund	\$2,752,200
Fire Impact Fee Funds	84,500
Total	\$2,836,700

ORGANIZATIONAL CHART



FISCAL YEAR 2005 APPROVED BUDGET

DESCRIPTION	ACTUAL FY2003	BUDGET FY2004	YTD ACTUAL FY2004	PROJECTED FY2004	BUDGET FY2005	% OF FY2004
FIRE/RESCUE						
SUPERVISOR SALARIES	168,936	219,671	187,357	220,000	238,398	109 %
FIREFIGHTER WAGES	1,218,953	1,305,963	1,201,310	1,306,000	1,404,411	108 %
SUPPORT STAFF WAGES	28,336	29,814	27,470	30,000	31,584	106 %
OVERTIME	120,989	100,000	82,105	90,000	100,000	100 %
BENEFITS	266,024	354,316	299,721	261,000	328,398	93 %
FICA TAXES	124,487	141,998	120,756	145,000	135,628	96 %
RETIREMENT	149,101	174,857	142,622	175,000	170,309	97 %
TOTAL PERSONNEL SERVICES:	2,076,825	2,326,619	2,061,341	2,227,000	2,408,728	104 %
PROFESSIONAL SERVICES	16,047	15,965	15,950	15,965	20,965	131 %
CONTRACTUAL SERVICES	1,592	4,435	3,175	2,515	6,550	148 %
TRAVEL & PER DIEM	7,311	11,400	6,539	11,400	12,400	109 %
TELEPHONE & COMMUNICATIONS	17,288	25,900	18,296	25,900	24,200	93 %
UTILITIES	20,706	19,332	21,026	19,332	20,052	104 %
RENTALS & LEASES	236	902	205	902	1,040	115 %
INSURANCE	0	0	1,066	0	0	0 %
VEHICLE REPAIR & MAINTENANCE	39,503	80,072	76,509	47,572	54,000	67 %
BUILDING REPAIR & MAINTENANCE	14,798	20,050	15,109	20,050	20,050	100 %
EQUIPMENT REPAIR & MAINTENANCE	11,557	15,100	13,694	16,100	19,650	130 %
PRINTING	150	3,850	718	2,000	3,850	100 %
PUBLIC EDUCATION & GOODWILL	13,324	10,000	9,483	10,000	11,750	118 %
OFFICE SUPPLIES	6,164	7,900	9,927	8,900	8,000	101 %
OPERATING SUPPLIES	39,094	38,700	31,764	38,700	39,000	101 %
FUEL	15,117	14,000	13,810	14,000	14,000	100 %
UNIFORMS	13,512	21,462	19,159	21,462	16,665	78 %
BUNKER GEAR	11,289	12,500	14,275	13,967	12,500	100 %
POSTAGE	748	900	376	900	900	100 %
MEDICAL SUPPLIES	1,980	10,000	1,557	0	5,000	50 %
SOLID WASTE DISPOSAL	2,243	4,074	1,795	4,074	2,500	61 %
PUBLICATIONS & MEMBERSHIPS	2,445	3,500	2,050	3,500	3,500	100 %
TRAINING	15,309	15,500	15,464	18,270	19,600	126 %
TOTAL OPERATING EXPENSES:	250,412	335,542	291,946	295,509	316,172	94 %
CAPITAL IMPROVEMENTS - LAND	0	2,500	0	2,500	9,700	388 %
CAPITAL IMPROVEMENTS - BUILDIN	0	0	672	1,655	0	0 %
EQUIPMENT PURCHASES	96,316	73,450	73,644	107,295	102,100	139 %
FEMA-FF GRANT- EQUIPMENT	31,520	0	0	0	0	0 %
TOTAL CAPITAL OUTLAY:	127,836	75,950	74,316	111,450	111,800	147 %
GRAND TOTAL FOR DEPARTMENT:	2,455,073	2,738,111	2,427,603	2,633,959	2,836,700	104 %

**City of Marco Island
Annual Budget Summary
Fiscal Year 2004-05**

General Fund

Fiscal Year 2005
Annual Budget

**PUBLIC WORKS
EXPENDITURES:**

Streets & Drainage

1,242,638

TOTAL EXPENDITURES

1,242,638

MISSION STATEMENT

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

DESCRIPTION

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

- 383 roads (254 lane miles);
- 8 signalized intersections;
- 525 stop-controlled intersections;
- 2,000 streetlights;
- 100 miles of waterways;
- 12 pf 17 bridges within the City;
- Underground and surface drainage systems;
- Public sidewalk network;
- Right-of-Way maintenance (roadway pavements, safety, swales, etc.).

The Public Works Department is comprised of two Divisions (Streets and Drainage and Capital Projects) that are charged with the responsibility to provide fiscally sound and technically responsive services to the citizens of Marco Island.

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

- Roadway and bridge repairs, street resurfacing, right-of-way debris removal, pavement rehabilitation, and sidewalk repairs;
- Replacement of failed storm sewer pipes and drainage inlets, installation of additional storm sewer outfalls, de-silting pipe networks, and regrading drainage swales;
- Traffic control and roadway safety improvements, replacing informational and regulatory roadway signs, installing new street name signs, repairing streetlights and traffic signals, and 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, drainage repairs, new storm sewer installations, and miscellaneous utility repairs.

Expanded or new services for fiscal year 2005 include activities under the professional service and contractual service categories. The Department plans to outsource the following primary services:

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

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

2004 ACCOMPLISHMENTS

- Provided engineering support services to the Community Development Department. Completed detailed design reviews of numerous Site Development Plan proposals, including Calusa Island Village, Condee Cooling Building, Corinthian Plaza, Courtyard Towers, Marco Walk Developer Agreement for South Collier Boulevard, Neyestani Mixed Use Project, San Marco Church, South Beach Terrace, and San Marco Auto Service Station.
- Secured additional sponsors for the Adopt-A-Road program for litter pick-up.

- Completed construction of the District IV sidewalk assessment project under budget, resulting in a cost reduction to assessed levies against abutting property owners.
- Completed all budgeted drainage projects within the Five-Year Capital Improvement Program, including reconstruction of swale throat inlets, replacement of failed storm sewers, regrading of restricted drainage swales, installation of new outfalls, and various storm sewer capacity improvements.
- Completed installation of numerous marine signs, piling, and buoy markers within City waterways, and continued with and completed the City's second year water quality testing program for waterways.
- Installed Sable Palm trees and ground cover plantings at approximately 50 street Cul-De-Sacs, with prior oversight reviews and advisement from the Beautification Advisory Committee.
- Commenced with construction of the North Barfield Drive bridge replacement project, the South Collier Boulevard/Valley Avenue storm sewer drainage project, and the North Collier Boulevard/Seaview Drive storm sewer drainage project.
- Commenced with construction of roadway, drainage and landscape/streetscape improvements at the San Marco Road/Bald Eagle Drive and San Marco Road/Heath wood Drive intersections.
- 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 of the alleyway between North Barfield Drive and San Marco Road and the Josberger alleyway.
- Participated in and provided staff support for the Waterways Advisory Committee, the Beautification Advisory Committee, and the Technical Advisory Committee of the Collier County Metropolitan Planning Organization.
- Administered interlocal agreement with FDOT for transfer of ownership, maintenance, and operation of North Collier Boulevard to the City.

- Awarded numerous maintenance repair and reconstruction contracts during fiscal year 2004 through annual agreements and work orders.
- Received and responded to over 200 written and verbal public inquiries concerning repairs to street lighting and requests for additional lights.
- Renewed annual maintenance and professional engineering service contracts.
- Finalized the redesign of the Collier Bay dredging project and resubmitted amended environmental permit applications to State agencies.
- Secured two grants totaling \$300,000 from the South Florida Water Management District for repair/replacement of existing storm sewer outfalls and for construction of the South Collier Boulevard/Valley Avenue storm sewer project.
- Continued with final designs for improvements to North and South Collier Boulevard, including numerous presentations to City Council and citizens.
- Completed construction of the CR92A Shared Use Path project in Goodland.
- Completed land buffer purchases along San Marco Road between San Hill Street and Balfour Drive for construction of a Shared Use Path.

GOALS & OBJECTIVES

GOAL: To plan and establish an asset management system for public works infrastructure.

OBJECTIVE: To increase management of infrastructure through an asset management computer program in conjunction with a Geographical Information System. The program will provide an inventory of infrastructure for effective database management of capital projects, maintenance activities, street lighting, roadway regulatory signs, waterway markers and buoys, sidewalks, and other public works functions.

ACTION/STRATEGIES:

- Purchase an asset management program and complete training of staff before March 1, 2005.
- Convert public works office paper functions to the asset management database by the end of fiscal year 2005, including annual FDOT bridge inspections, quarterly traffic signal and roadway sign inspections, semi-annual highway lighting inspections, semi-annual channel marker inspections, roadway serviceability surveys, construction contract administration functions, and public requests for information and assistance.
- Complete an inventory of public works infrastructure such as roadways, sidewalks, streetlights, street regulatory signs, waterway markers and buoys before September 30, 2005 and convert data to the asset management computer program and Geographical Information System.

GOAL: To plan and manage capital projects within appropriated budgets and schedule and quality targets.

OBJECTIVE: To maintain the public works capital project schedule to ensure commitment or completion of all capital projects.

ACTION/STRATEGIES:

- Train staff during fiscal year 2005 to plan and execute projects utilizing critical path method scheduling programs with emphasis on managing timelines and achieving milestones.
- Submit periodic project performance and scope of work reports to City Council at no less than quarterly intervals.
- Prepare contract special provisions by December 1, 2004 for inclusion in all engineering and construction agreements requiring explicit cost, schedule and quality performance by City vendors.

GOAL: To prepare administrative plans and ordinances for public works operations and management.

OBJECTIVE: To increase level of standard operating procedures and City codes through the adoption of City policies.

ACTION/STRATEGIES:

- Train staff during fiscal year 2005 in the planning, formulation, preparation, monitoring, and control of annual and mid-year budget processes.
- Plan and prepare an administrative policies and procedures plan document by March 1, 2005 for public works operations and capital projects management.
- Finalize and obtain City Council approval of the waterways ordinance recommended by the Waterways Advisory Committee no later than March 15, 2005.
- Finalize a re-write of the existing right-of-way ordinance and construction manual and obtain City Council approval by April 15, 2005.
- Complete a re-write of the City's existing Seawall Ordinance and obtain City Council approval by May 15, 2005.

DETAIL OF PERSONNEL SERVICES

Position	FY2004 Budget	FY2005 Proposed	Salary
Public Works Director	1.0	1.0	\$80,333
Public Works Superintendent	1.0	1.0	52,826
Project Manager	1.0	1.0	50,000
Streets/Drainage Coordinator	1.0	1.0	42,500
Contracts Officer	1.0	0.0	0
Executive Secretary	1.0	1.0	32,000
Streets and Drainage Inspector	1.0	1.0	35,217
Maintenance Worker	1.0	1.0	26,832
Pay for Performance Incentives			16,000
Total Full Time Equivalents	7.0	7.0	\$335,708

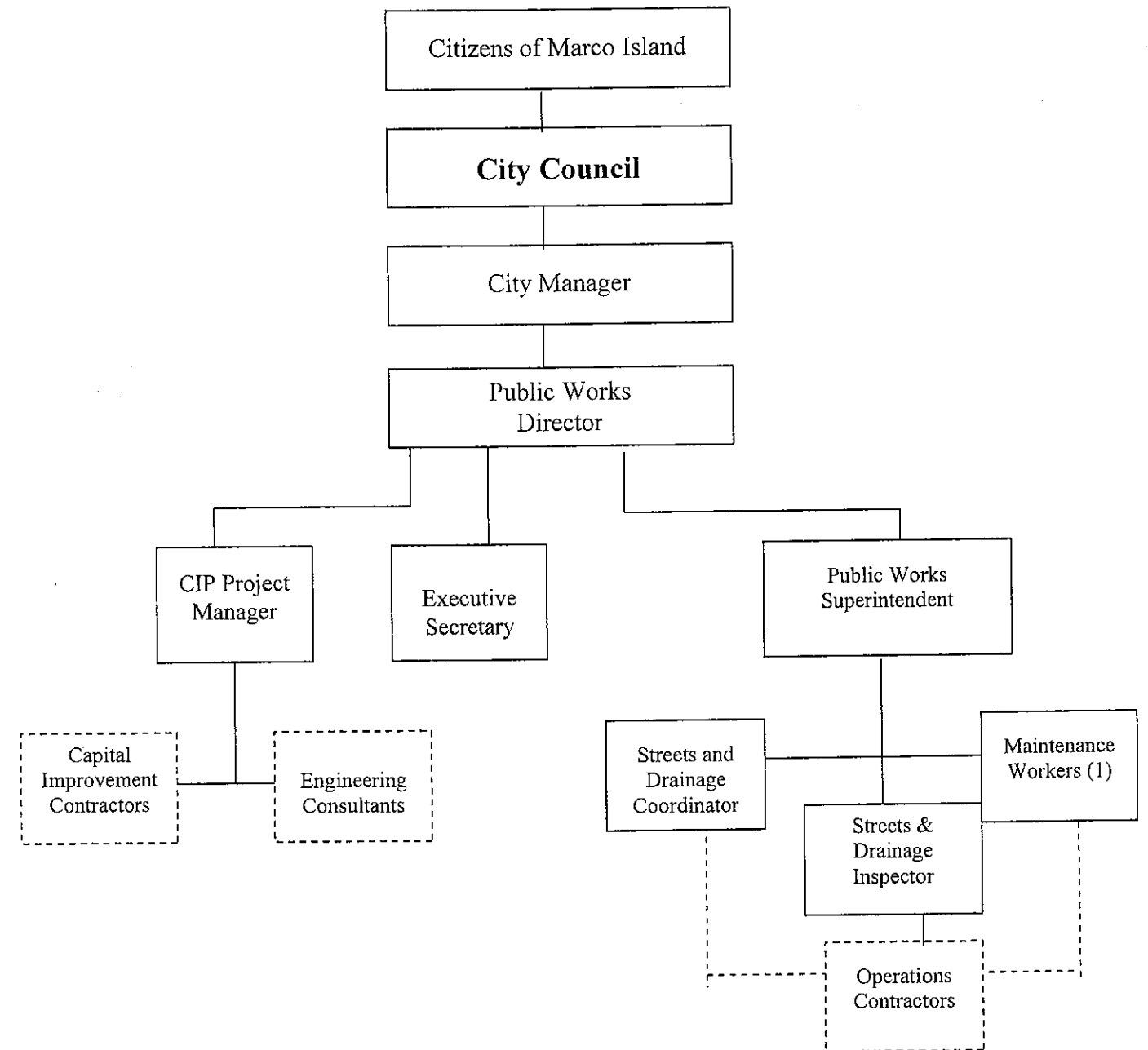
DETAIL OF CAPITAL OUTLAY

Description	Total Cost
Building Expansion	\$25,000
Total Capital Outlay	\$25,000

BUDGET SUMMARY

Personnel Services Expenditures	\$492,487
Operating Expenses	725,151
Capital Outlay - None	25,000
Total for FY2005	\$1,242,638

ORGANIZATIONAL CHART



City of Marco Island
DEPARTMENTAL BUDGET REPORT

FISCAL YEAR 2005 APPROVED BUDGET

100% Yr Complete

DESCRIPTION	ACTUAL FY2003	BUDGET FY2004	YTD ACTUAL FY2004	PROJECTED FY2004	BUDGET FY2005	% OF FY2004
PUBLIC WORKS						
WAGES	329,188	380,145	334,552	380,000	335,708	88 %
OVERTIME	14,250	15,000	9,647	13,000	15,000	100 %
BENEFITS	84,326	112,560	88,199	112,000	105,150	93 %
FICA TAXES	29,469	37,192	29,937	35,000	36,629	98 %
TOTAL PERSONNEL SERVICES:	457,233	544,897	462,334	540,000	492,487	90 %
PROFESSIONAL SERVICES	25,183	25,000	12,820	5,000	20,000	80 %
CONTRACTUAL SERVICES	326,134	338,949	344,521	349,200	349,000	103 %
COLLIER COUNTY SERVICES	6,650	7,000	6,649	7,000	7,000	100 %
TRAVEL PER DIEM	1,500	1,200	802	1,000	1,200	100 %
TELEPHONE & COMMUNICATIONS	6,584	6,700	6,204	8,000	8,000	119 %
UTILITIES	224,190	236,140	207,366	236,140	240,900	102 %
RENTALS & LEASES	131	2,000	0	1,000	2,000	100 %
VEHICLE REPAIR & MAINTENANCE	11,610	7,000	4,642	9,000	12,000	171 %
BUILDING REPAIR & MAINTENANCE	1,670	3,000	721	1,500	3,000	100 %
EQUIPMENT REPAIR & MAINTENANCE	583	2,000	310	1,500	4,000	200 %
PRINTING	81	1,000	204	1,000	1,000	100 %
WATERWAYS EXPENSES	15,428	20,000	9,615	20,000	20,000	100 %
OFFICE SUPPLIES	10,585	4,500	6,049	5,000	5,000	111 %
ROADS & STREETS MATERIALS	34,720	25,000	35,743	30,000	35,000	140 %
FUEL	3,135	4,385	4,853	5,000	4,385	100 %
UNIFORMS	2,840	3,266	3,399	4,000	4,266	131 %
POSTAGE	457	200	609	1,000	400	200 %
SOLID WASTE DISPOSAL	1,639	3,000	3,318	5,000	3,000	100 %
PUBLICATIONS & MEMBERSHIPS	1,173	1,500	835	1,000	1,500	100 %
TRAINING & EDUCATION	1,645	2,500	6,394	2,000	3,500	140 %
CONTINGENCY	0	0	761	0	0	0 %
TOTAL OPERATING EXPENSES:	675,939	694,340	655,814	693,340	725,151	104 %
CAPITAL IMPROVEMENTS - BUILDIN	0	23,000	0	0	25,000	109 %
EQUIPMENT PURCHASES	4,656	0	35,473	0	0	0 %
TOTAL CAPITAL OUTLAY:	4,656	23,000	35,473	0	25,000	109 %
TOTAL DEBT SERVICE:	0	0	0	0	0	0 %
GRAND TOTAL FOR DEPARTMENT:	1,137,828	1,262,237	1,153,622	1,233,340	1,242,638	98 %

**City of Marco Island
Annual Budget Summary
Fiscal Year 2004-05**

General Fund

Fiscal Year 2005 Annual Budget

**PARKS & RECREATION
EXPENDITURES:**

Recreation	562,209
Racquet Center	131,377
Parks Maintenance	389,681
Beautification	517,896
TOTAL EXPENDITURES	1,601,163

Recreation Enterprise Fund

Enterprise Fund	100,000
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MISSION STATEMENT - RECREATION

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

DESCRIPTION

The Parks and Recreation Department is completing its first year as a department and has experienced many challenges and accomplishments. The department is split into four divisions:

- **Beautification:** Includes grounds and landscape maintenance of all planted Medians and Roadside Borders and Capital Project management.
- **Park Maintenance:** Includes grounds and landscape maintenance at all Parks, Athletic Fields, City Hall, Fire Station and the Racquet Center and; Capital Project management.
- **Racquet Center:** Includes programming and management of the Racquet Center.
- **Recreation:** Includes management of Mackle Park, Athletic Field scheduling, Recreation Programming, the Recreation Enterprise Fund and Capital Project management.

Recreation

Division staff works with other City departments, private agencies, recreation service contractors, Collier County Schools, the YMCA, and the Parks and Recreation Advisory Committee in carrying out our mission. Administration for the Parks and Recreation Department is budgeted in the Recreation Division.

As discussed during the FY04 budget workshops with City Council, the Recreation Budget has been split between Recreation and the Racquet Center to provide better financial and management accountability.

The responsibilities of the Recreation Division include:

- Managing the Mackle Park Community Center.
- Managing Use at City athletic fields.
- Developing and delivering Recreation Programs with City staff and recreation service contractors.
- Publishing quarterly Recreation Program Guides.

- Maintaining existing and developing new partnerships with other agencies for the delivery of recreation programs.
- Develop policy options for City Manager and City Council consideration.
- Contract Management for delivery of recreation programs.
- Special Event development and delivery.

2004 ACCOMPLISHMENTS

- Published quarterly Recreation Program Guides offering diverse recreation and education programs for residents of all ages. Consistently delivered 60% of programs offered.
- Successfully utilized the Recreation Enterprise Fund to deliver recreation programs at no cost to City taxpayers.
- At the request of the Tommie Barfield Elementary School, developed and delivered after school recreation programs at the Tommie Barfield campus.
- Developed, with the Parks and Recreation Advisory Committee, a Facility Use Policy and Fee Schedule for City Council consideration and approval.
- Partnered with the Marco Island Yacht Club and the Sail Association of Marco Island to raise \$30,000 to purchase a fleet (12) sailing prams and a chase boat for the Marco Island City Kids Youth Sailing (MICKYS) program and introduced sailing to over 100 children.
- Reduced the cost of delivering special events by using City staff.
- Worked with Tommie Barfield PTO and the Marco Island Charter Middle School PTO to expand the Author's and Artist program to the Marco Island Charter Middle School.
- Initiated a new partnership with the Marco Island Art League to develop and deliver a new program, Artists Visiting Kids, in 2004-2005.
- Initiated development of Standard Operating Procedures and Staff Handbooks.
- Developed and delivered Summer Sports Program and youth Safety Camp in response to resident requests.
- Managed the Mackle Park Master Plan development.

- Managed the design process for a new playground at Mackle Park.
- Assisted with the development of brochures and public information meetings for the Glon Property Referendum.
- Managed the Winterberry Park Improvement Plan development and the Field Renovation capital project.
- Developed, with the Parks and Recreation Advisory Committee, a report and cost estimates for constructing an Off-Leash Dog Park on City owned property.
- Developed, with the Parks and Recreation Advisory Committee, a recommend Parks Rules Ordinance for City Council consideration.

GOALS & OBJECTIVES

GOAL: To increase recreation, education, and cultural programs offered to City residents by developing new partnerships with the existing agencies on Marco Island and in Collier County.

OBJECTIVE: To increase cultural programs offered to City residents by developing a program partnership with the Marco Island Art League in 2004-2005.

ACTION/STRATEGIES:

- Complete development of program concept initiated in 2004 for the Artist Visiting Kids program. Includes developing benefits of the program for the community.
- Define agency roles and responsibilities between the City and the Art League.
- Seek feedback on program concept from the Art League Board of Directors, the Parks and Recreation Advisory Committee, and administrators and faculty at Tommie Barfield Elementary School and the Marco Island Charter Middle School.
- Outreach to "Home Schooled" parents and youth to include in program development and delivery.

- Deliver successful and rewarding program during 2004-2005.

OBJECTIVE: To increase recreation and cultural programs offered to City residents by developing a program partnership with the Marco Island YMCA in 2004-2005 to deliver a "Community Day" at the YMCA utilizing their facility.

ACTION/STRATEGIES:

- Complete development of program concept initiated in 2004 for the Community Day. Includes developing benefits of the program for the community.
- Define agency roles and responsibilities between the City and the YMCA.
- Seek feedback on program concept from the YMCA Board of Directors and the Parks and Recreation Advisory.
- Include cultural elements to the program activities, such as music or art.
- Deliver successful and rewarding program during 2004-2005.

OBJECTIVE: To increase cultural programs offered to City residents by developing a Youth Concert Series to be delivered at City parks.

ACTION/STRATEGIES:

- Complete development of program concept and benefits.
- Develop partnerships with local businesses and agencies to help fund the concert series.
- Seek feedback on program concept from the program partners and the Parks and Recreation Advisory Committee.
- Deliver successful and rewarding program during 2004-2005.
- 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).

GOAL: To increase recreation, education, and cultural programs offered to Teen residents by developing new programs that meet the specific needs of the Teen community.

OBJECTIVE: To increase recreation, education, and cultural programs offered to Teen residents by developing new programs, with direct involvement from Teen residents, in 2004-2005.

ACTION/STRATEGIES:

- With the Parks and Recreation Advisory Committee, directly solicit program ideas and concepts with Teen residents.
- Seek feedback on existing Teen programs with Teen residents.
- Review City expenditures for Teen programs.
- Develop program concepts, with direct involvement of Teen residents, for new or revised programming to be delivered in 2004-2005.
- Re-direct current funding, if necessary, in order to deliver programs for Teen residents.
- Deliver successful and rewarding programs during 2004-2005.

GOAL: To increase the amount of financial assistance, that is received directly by low-income Marco Island residents, for recreation programs.

OBJECTIVE: To increase the amount of financial assistance, that is received directly by low income Marco Island residents, for recreation programs by reviewing current practices, family income levels and cost of programs at public and private organizations and re-direct use of City funds, if necessary, to adequately serve low-income resident families during 2004-2005.

ACTION/STRATEGIES:

- Work with the Parks and Recreation Advisory Committee to review current practices for providing financial assistance to low-income island residents for recreation programs, review income levels in the City, and review cost of programs at public and private organizations.
- Determine if City funds are being used to best assist low-income families who require financial assistance to participate in recreation programs.
- Recommend re-direction of City funds if determined that low-income families are not receiving the necessary assistance to participate in recreation programs.
- Complete review and recommendations during 2004-2005 and implement if possible.

GOAL: To increase staff's ability to respond to the needs of residents in an efficient and customer friendly manner.

OBJECTIVE: To increase staff's ability to respond to the needs of residents in an efficient and customer friendly manner through the development of Standard Operating Procedures and position specific Staff Manuals.

ACTION/STRATEGIES:

- Re-visit existing policies and procedures formally with department staff. This includes program registration policies and procedures and facility use policies and procedures.
- Solicit feedback (continually) from facility users on how to improve services.
- Develop draft SOP manual and position specific Staff Manuals.
- Seek feedback on manuals from City staff, the Parks and Recreation Advisory Committee, and facility users.
- Develop final SOP manual and position specific Staff Manuals.
- Develop time specific review of manuals to continually improve service to the public.

DETAIL OF PERSONNEL SERVICES

Position	FY2004 Budget	FY2005 Budget	Salary
Director	1.0	1.0	\$68,250
Secretary	0.0	1.0	30,806
Mackle Park Supervisor	1.0	1.0	34,650
Recreation Leader	2.38	2.38	73,496
Maintenance Workers	1.0	1.0	29,614
Pay for Performance Incentives			11,841
Total Full Time Equivalent	5.38	6.38	\$248,657

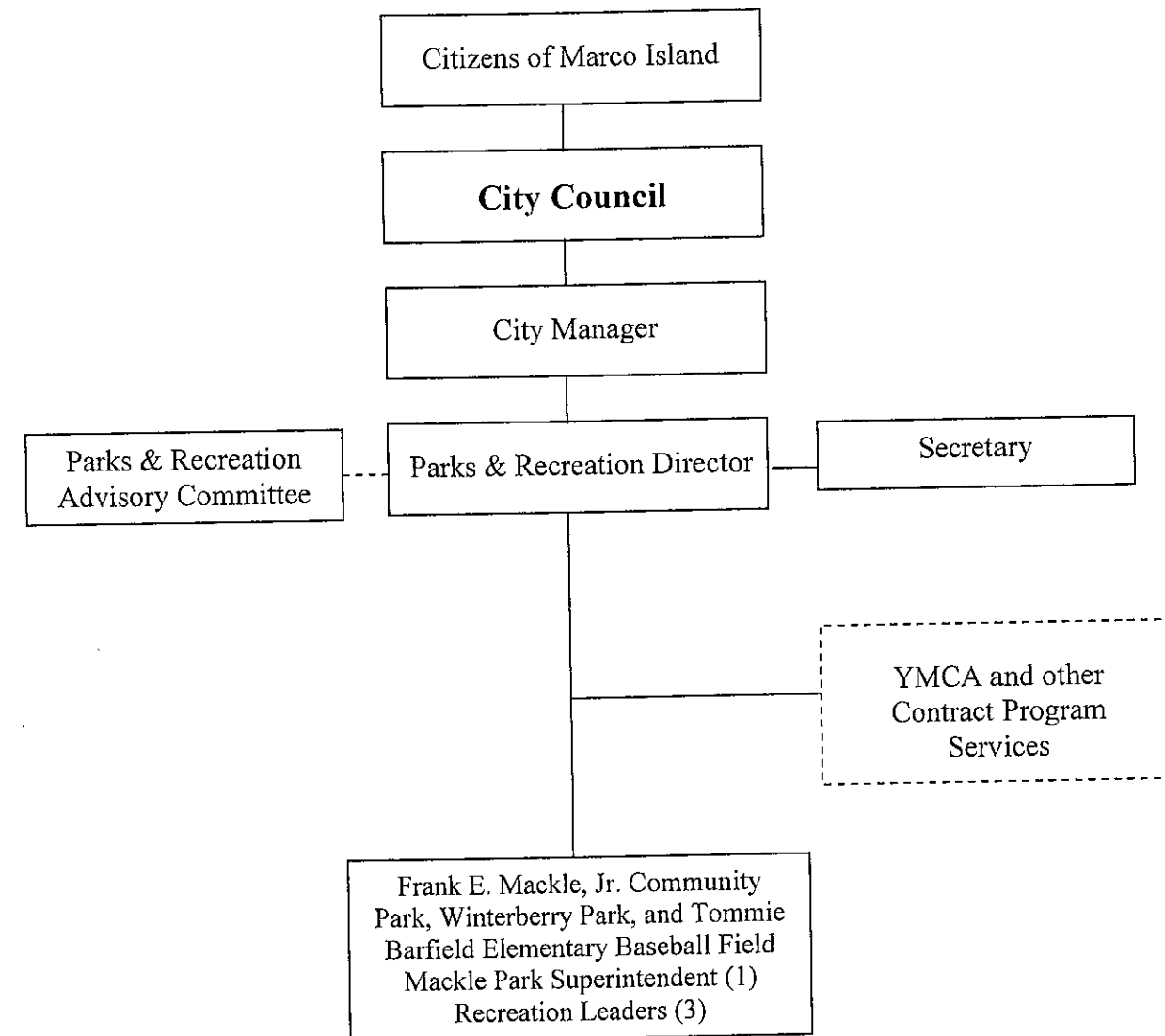
DETAIL OF CAPITAL OUTLAY

Description:	Total Cost:
No Capital Required	-0-
Total Capital Outlay	-0-

BUDGET SUMMARY

Personnel Services Expenditures	\$363,109
Operating Expenses	199,100
Capital Outlay	0
Total for FY2005	\$562,209

ORGANIZATIONAL CHART



FISCAL YEAR 2005 APPROVED BUDGET

100% Yr Complete

DESCRIPTION	ACTUAL FY2003	BUDGET FY2004	YTD ACTUAL FY2004	PROJECTED FY2004	BUDGET FY2005	% OF FY2004
RECREATION						
WAGES	149,603	204,286	197,671	204,000	255,407	125 %
OVERTIME	1,888	3,250	5,435	5,000	6,250	192 %
BENEFITS	25,116	65,190	56,297	62,000	78,259	120 %
FICA TAXES	12,934	19,703	18,347	19,000	23,193	118 %
TOTAL PERSONAL SERVICES:	189,540	292,429	277,750	290,000	363,109	124 %
PROFESSIONAL SERVICES	9,546	0	0	0	0	0 %
CONTRACTUAL SERVICES	57,654	1,937	3,108	3,108	3,000	155 %
RECREATION PROGRAMS CONTRACT S	149,230	96,600	55,944	96,000	96,600	100 %
TRAVEL PER DIEM	520	3,000	538	1,500	3,000	100 %
TELEPHONE & COMMUNICATIONS	3,290	3,720	4,273	4,200	5,000	134 %
UTILITIES	35,561	19,320	4,212	19,300	19,300	100 %
RENTALS & LEASES	2,520	8,796	5,956	8,600	9,000	102 %
VEHICLE REPAIR & MAINTENANCE	0	1,000	0	300	1,000	100 %
FACILITIES REPAIR & MAINTENANC	13,339	25,000	5,899	23,000	23,500	94 %
EQUIPMENT REPAIR & MAINTENANCE	1,966	1,000	1,306	1,500	2,000	200 %
PRINTING	3,100	8,600	5,347	8,400	9,400	109 %
MISCELLANEOUS EXPENSE	0	0	84	84	0	0 %
FRIENDS OF THE PARK EXP	23	0	0	0	0	0 %
OFFICE SUPPLIES	6,355	6,000	4,271	5,800	6,300	105 %
OPERATING SUPPLIES	16,814	18,200	14,584	18,000	17,400	96 %
FUEL	0	0	0	0	800	0 %
UNIFORMS	1,533	1,200	879	1,100	1,200	100 %
POSTAGE	90	1,200	114	800	800	67 %
PUBLICATIONS & MEMBERSHIPS	129	800	708	600	800	100 %
TRAINING	0	0	350	0	0	0 %
CONTINGENCY	0	35,600	964	16,000	0	0 %
TOTAL OPERATING EXPENSES:	301,670	231,973	108,536	208,292	199,100	86 %
CAPITAL IMPROVEMENTS - LAND	4,120	0	0	0	0	0 %
CAPITAL IMPROVEMENTS - BUILDIN	34,262	0	0	0	0	0 %
EQUIPMENT PURCHASES	11,161	0	41,025	0	0	0 %
TOTAL CAPITAL IMPROVEMENTS:	49,543	0	41,025	0	0	0 %
GRAND TOTAL FOR DEPARTMENT:	540,753	524,402	427,311	498,292	562,209	107 %

City of Marco Island, Florida

Racquet Center

MISSION STATEMENT

To enhance the quality of life for Marco Island residents and visitors by providing high quality tennis and racquetball facilities, professional instruction, league play and recreational programming for all ages.

DESCRIPTION

The Parks and Recreation Department is completing its first year as a department and has experienced many challenges and accomplishments. The department is split into four divisions:

- **Beautification:** Includes grounds and landscape maintenance of all planted Medians and Roadside Borders and Capital Project management.
- **Park Maintenance:** Includes grounds and landscape maintenance at all Parks, Athletic Fields, City Hall, Fire Station and the Racquet Center and; Capital Project management.
- **Racquet Center:** Includes programming and management of the Racquet Center.
- **Recreation:** Includes management of Mackle Park, Athletic Field scheduling, Recreation Programming, the Recreation Enterprise Fund and Capital Project management.

Racquet Center

Division staff works with tennis professionals to provide quality programming and lessons for customers. All staff is part-time.

As discussed during the FY04 budget workshops with City Council, the Recreation Budget has been split between Recreation and the Racquet Center to provide better financial and management accountability.

The responsibilities of the Racquet Center Division include:

- Managing the use of courts.
- Maintaining tennis courts, racquetball courts, and office.
- Developing and delivering the City Kids Tennis Program and other instructional programs for customers of all ages.
- Developing and delivering the annual tennis tournament.

2004 ACCOMPLISHMENTS

- Replaced center court lighting on courts 3 and 4 at the Racquet Center as an emergency response.
- Initiated effort to develop the sports of Racquet Ball and Walleyball in 2004-2005 at the Racquet Center through volunteer coaching and participation.
- Initiated development of Standard Operating Procedures and Staff Handbooks.

GOALS & OBJECTIVES

GOAL: To increase Teen residents use of Racquet Center facilities by developing new programs that meet the specific needs of the Teen community.

OBJECTIVE: To increase Teen residents use of Racquet Center facilities by developing after school racquetball and walleyball programs in 2004-2005.

ACTION/STRATEGIES:

- Seek assistance of administration at the Charter Middle School to promote racquetball and walleyball after school programs.
- Develop program concepts, with direct involvement of Teen residents, for new programming to be delivered in 2004-2005.
- Deliver successful and rewarding programs during 2004-2005.

GOAL: To increase staff's ability to respond to the needs of residents in an efficient and customer friendly manner.

OBJECTIVE: To increase staff's ability to respond to the needs of residents in an efficient and customer friendly manner through the development of Standard Operating Procedures and position specific Staff Manuals.

ACTION/STRATEGIES:

- Revisit existing policies and procedures formally with department staff. This includes program registration policies and procedures and facility use policies and procedures.
- Solicit feedback (continually) from facility users on how to improve services.
- Develop draft SOP manual and position specific Staff Manuals.
- Seek feedback on manuals from City staff, the Parks and Recreation Advisory Committee, and facility users.
- Develop final SOP manual and position specific Staff Manuals.
- Develop time specific review of manuals to continually improve service to the public.

DETAIL OF PERSONNEL SERVICES

Position	FY2004 Budget	FY2005 Budget	Salary
Maintenance Workers	0.5	0.5	10,400
Racquet Center Supervisor	0.7	0.7	25,032
Racquet Center Attendants	1.3	1.3	25,760
Pay for Performance Incentives			3,125
Total Full Time Equivalent	2.5	2.5	\$64,317

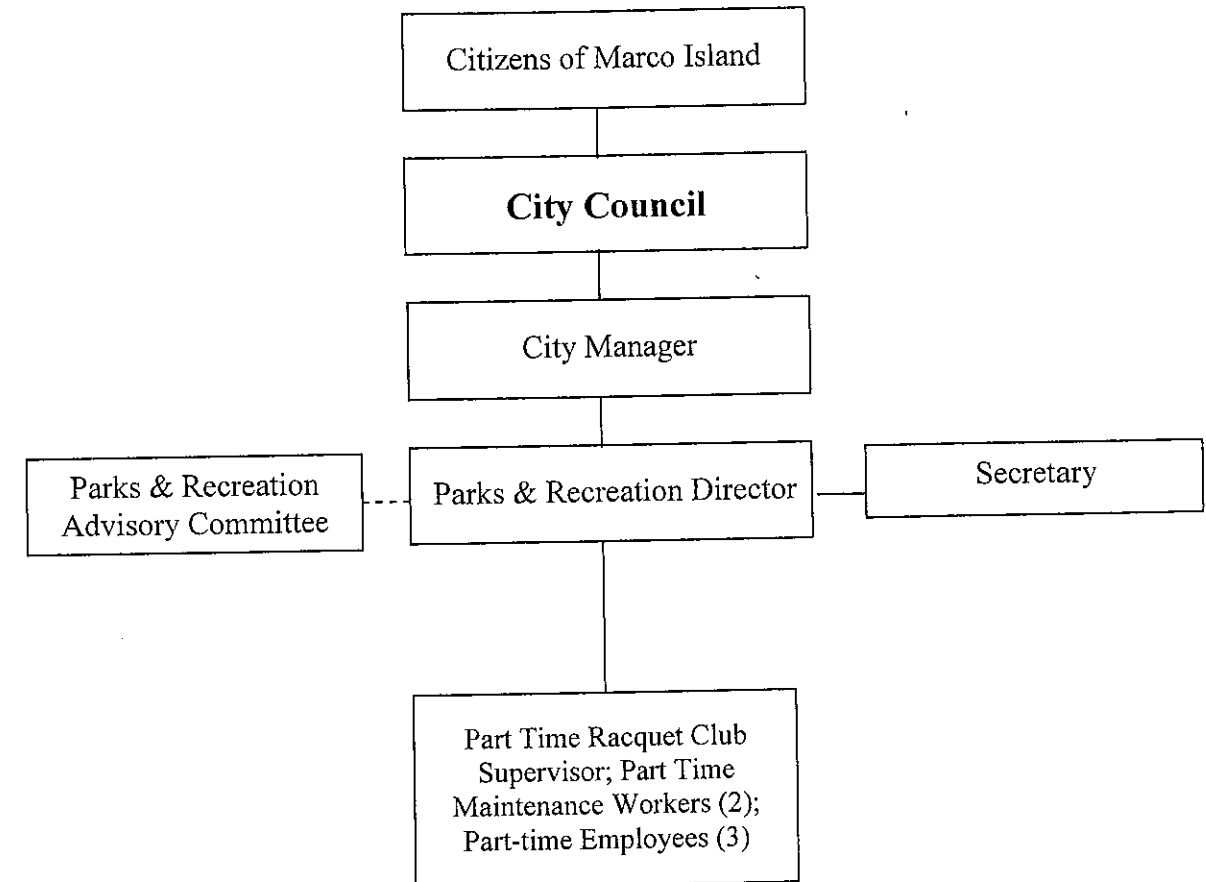
DETAIL OF CAPITAL OUTLAY

Description:	Total Cost:
No Capital Required	-0-
Total Capital Outlay	-0-

BUDGET SUMMARY

Personnel Services Expenditures	70,337
Operating Expenses	61,040
Capital Outlay	0
Total for FY2005	\$131,377

ORGANIZATIONAL CHART



FISCAL YEAR 2005 APPROVED BUDGET

100% Yr Complete

DESCRIPTION	ACTUAL FY2003	BUDGET FY2004	YTD ACTUAL FY2004	PROJECTED FY2004	BUDGET FY2005	% OF FY2004
RACQUET CENTER						
WAGES	0	62,496	51,111	62,000	64,317	103 %
OVERTIME	0	1,000	777	1,000	1,000	100 %
FICA TAXES	0	4,858	4,125	4,800	5,020	103 %
TOTAL PERSONAL SERVICES:	0	68,354	56,013	67,800	70,337	103 %
PROFESSIONAL SERVICES	0	6,000	0	6,000	0	0 %
CONTRACTUAL SERVICES	0	17,973	18,154	17,100	11,200	62 %
R/C PROGRAMS CONTRACT SERV	0	0	567	0	6,000	0 %
TELEPHONE & COMMUNICATIONS	0	1,680	1,499	1,600	1,680	100 %
UTILITIES	0	23,700	24,113	23,500	21,700	92 %
RENTALS & LEASES	0	0	520	0	1,560	0 %
FACILITIES REPAIR & MAINT	0	0	2,247	1,900	4,400	0 %
EQUIPMENT REPAIR & MAINT	0	1,000	2,165	2,165	2,000	200 %
PRINTING	0	1,000	416	500	1,000	100 %
MISCELLANEOUS EXPENSE	0	0	30	20	0	0 %
OFFICE SUPPLIES	0	1,000	1,111	900	1,500	150 %
OPERATING SUPPLIES	0	9,100	8,109	9,100	9,100	100 %
UNIFORMS	0	700	201	400	700	100 %
POSTAGE	0	200	50	150	200	100 %
PUBLICATIONS & MEMBERSHIPS	0	0	25	25	0	0 %
TOTAL OPERATING EXPENSES:	0	62,353	59,206	63,360	61,040	98 %
CAPITAL IMPROVEMENTS-LAND	0	0	7,850	7,850	0	0 %
TOTAL CAPITAL IMPROVEMENTS:	0	0	7,850	7,850	0	0 %
GRAND TOTAL FOR DEPARTMENT:	0	130,707	123,069	139,010	131,377	101 %

City of Marco Island, Florida

Parks Maintenance

MISSION STATEMENT

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

DESCRIPTION

The Parks and Recreation Department is completing its first year as a department and has experienced many challenges and accomplishments. The department is split into four divisions:

- **Beautification:** Includes grounds and landscape maintenance of all planted Medians and Roadside Borders and Capital Project management.
- **Park Maintenance:** Includes grounds and landscape maintenance at all Parks, Athletic Fields, City Hall, Fire Station and the Racquet Center and; Capital Project management.
- **Racquet Center:** Includes programming and management of the Racquet Center.
- **Recreation:** Includes management of Mackle Park, Athletic Field scheduling, Recreation Programming, the Recreation Enterprise Fund and Capital Project management.

Parks Maintenance

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 our mission.

In FY04, the use of landscape contractors to maintain park and recreation facilities was discontinued and maintenance staff was hired. Approximately \$118,000 was appropriated to purchase grounds equipment including, trucks, mowers and grounds/field maintenance equipment.

The responsibilities of the Parks Maintenance Division include:

- Performing grounds and landscape maintenance at all Parks, City Hall, Fire Department, the Racquet Center, and Athletic Fields.
- Performing required maintenance on playgrounds, fencing, athletic courts, and recreation equipment.
- Performing required (minor) preventative maintenance on grounds equipment
- Managing contractors assisting with grounds and landscape management, and completing capital improvements.

- Assisting with the Beautification Division projects as required.
- Assisting with the delivery of Special Events managed by the Recreation Division.

2004 ACCOMPLISHMENTS

- Hired qualified staff to maintain City parks, grounds and landscape areas.
- Successfully transitioned park and grounds maintenance from contractor services to City staff.
- Performed comprehensive tree canopy maintenance at Leigh Plummer Park, City Hall, and the Fire Station.
- Served as General Contractor for field renovations at Tommie Barfield Baseball Field.
- Improved playing conditions at Athletic Fields by increasing level of maintenance.

GOALS & OBJECTIVES

GOAL: To decrease the presence and negative impact of fire ants at all parks and recreational facilities.

OBJECTIVE: To decrease the presence and negative impact of fire ants at all parks and recreational facilities by developing a pro-active pesticide application program in 2004-2005.

ACTION/STRATEGIES:

- Purchase equipment necessary to perform routine and pro-active pesticide applications with Division staff.
- Train staff to properly administer pesticide applications.
- Apply pesticides as needed to pro-actively control the impact of fire ants on park users.

GOAL: To increase the health and condition of athletic field turf grasses.

OBJECTIVE: To decrease the presence and negative impact of insects and invasive weeds on athletic fields by developing a pro-active pesticide and herbicide application program in 2004-2005.

ACTION/STRATEGIES:

- Purchase equipment necessary to perform routine and pro-active pesticide applications with Division staff.
- Train staff to properly administer pesticide and herbicide applications.
- Apply pesticides and herbicides as needed to pro-actively control the impact of fire ants on park users.

OBJECTIVE: To increase the health of athletic field turf grasses by developing a pro-active fertilization application program based on soil samples, in 2004-2005.

ACTION/STRATEGIES:

- Purchase equipment necessary to perform routine and pro-active fertilizer applications with Division staff.
- Train staff to properly administer fertilizer applications.
- Test athletic field soils for nutrient level and base fertilizer applications on scientific results.
- Apply fertilizers as needed to pro-actively improve the health of athletic field turf grass.

GOAL: To maintain the health and condition of palm trees susceptible to the Lethal Palm Yellowing (LPY) disease.

OBJECTIVE: To maintain the health and condition of palm trees susceptible to the LPY disease through staff education and tree inoculations in 2004-2005.

ACTION/STRATEGIES:

- Train staff to identify and understand the symptoms of LPY.
- Inoculate trees that show symptoms of LPY disease through staff or contracted services.
- Remove trees that cannot be treated by inoculation to mitigate spreading of LPY disease.

DETAIL OF PERSONNEL SERVICES

Position	FY2004 Budget	FY2005 Budget	Salary
Parks Superintendent	1.0	1.0	\$ 53,164
Parks Maintenance Worker	3.0	3.0	88,842
Pay for Performance Incentives			<u>7,100</u>
Total Full Time Equivalents	4.00	4.00	\$149,106

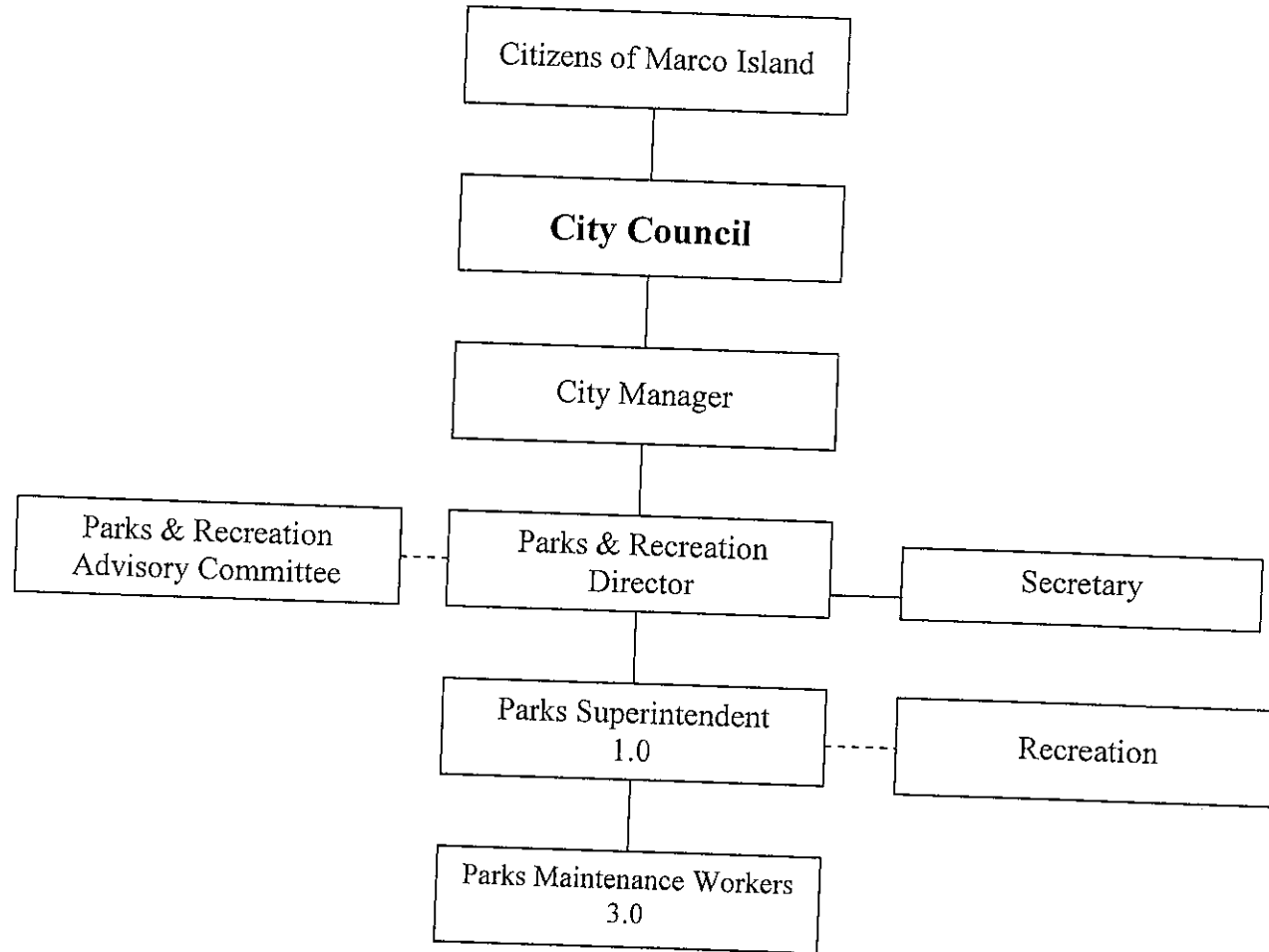
DETAIL OF CAPITAL OUTLAY

NO CAPITAL REQUIRED

BUDGET SUMMARY

Description	Total Cost
Personnel Services Expenditures	\$209,621
Operating Expenses	180,060
Capital Outlay	<u>0</u>
Total for FY2005	\$389,681

ORGANIZATIONAL CHART



FISCAL YEAR 2005 APPROVED BUDGET

100% Yr Complete

DESCRIPTION	ACTUAL FY2003	BUDGET FY2004	YTD ACTUAL FY2004	PROJECTED FY2004	BUDGET FY2005	% OF FY2004
PARKS MAINTENANCE						
WAGES	0	140,700	114,817	125,000	149,106	106 %
OVERTIME	0	3,000	864	3,000	3,000	100 %
BENEFITS	0	44,727	36,022	40,000	43,257	97 %
FICA TAXES	0	14,415	10,469	12,000	14,258	99 %
TOTAL PERSONNEL SERVICES	0	202,842	162,173	180,000	209,621	103 %
PROFESSIONAL SERVICES	21,456	0	0	0	0	0 %
CONTRACTUAL SERVICES	162,499	17,200	25,702	22,000	20,600	120 %
TELEPHONE & COMMUNIC	0	660	332	600	660	100 %
UTILITIES	57,090	39,600	47,976	39,500	43,600	110 %
FACILITIES REPAIR & MAINTENANC	29,269	34,000	2,444	30,000	55,000	162 %
EQUIP REPAIR & MAINT	0	8,000	2,285	4,000	8,000	100 %
PRINTING	0	500	0	100	300	60 %
OPERATING SUPPLIES	18,230	37,425	18,616	35,000	37,000	99 %
FUEL	24	500	3,782	5,000	5,500	1,100 %
UNIFORMS	0	850	1,582	1,200	1,800	212 %
SOLID WASTE DISPOSAL	3,985	4,800	4,129	6,000	7,100	148 %
PUBLICATIONS & MEMBERSHIPS	253	500	296	300	300	60 %
TRAINING & EDUCATION	0	0	225	225	200	0 %
TOTAL OPERATING EXPENSES:	292,806	144,035	107,368	143,925	180,060	125 %
CAPITAL IMPROVE-LAND & LAND IMP	23,727	129,500	71,037	125,000	0	0 %
CAPITAL IMPROVEMENTS - BUILDIN	32,546	0	422	422	0	0 %
EQUIPMENT PURCHASES	0	118,000	149,414	111,134	0	0 %
TOTAL CAPITAL OUTLAY:	56,273	247,500	220,872	236,556	0	0 %
GRAND TOTAL FOR DEPARTMENT:	349,079	594,377	490,414	560,481	389,681	66 %

MISSION STATEMENT - BEAUTIFICATION

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

DESCRIPTION

The Parks and Recreation Department is completing its first year as a department and has experienced many challenges and accomplishments. The department is split into four divisions:

- **Beautification:** Includes grounds and landscape maintenance of all planted Medians and Roadside Borders and Capital Project management.
- **Park Maintenance:** Includes grounds and landscape maintenance at all Parks, Athletic Fields, City Hall, Fire Station and the Racquet Center and; Capital Project management.
- **Racquet Center:** Includes programming and management of the Racquet Center.
- **Recreation:** Includes management of Mackle Park, Athletic Field scheduling, Recreation Programming, the Recreation Enterprise Fund and Capital Project management.

Beautification

The Beautification Division maintains over nine miles of landscaped medians and adjacent roadside tree borders along arterial and collector street rights-of-way on Marco Island. These maintenance responsibilities include the landscaped portions of:

- North Collier Boulevard and South Collier Boulevard.
- Neighborhood Park at North Collier Boulevard / North Barfield Drive.
- Winterberry Drive (South Barfield Drive to South Collier Boulevard).
- Pending Bald Eagle Drive (San Marco Road to Elkcam Circle).
- Pending intersection of Bald Eagle Drive and Elkcam Circle.
- Intersection of North Collier Boulevard / San Marco Road.
- Intersection of South Collier Boulevard / Winterberry Drive.
- Intersection of San Marco Road / South Barfield Drive.
- South Barfield Drive (South of San Marco Road).
- Jane Hittler Park.
- S.S. Judge Jolley Bridge.

The Beautification Division has been transferred from the Public Works Department to the Parks and Recreation Department. The Parks and Recreation director will continue the collaborative relationship with the City's Beautification Advisory Committee that was established with the Public Works Department. The Beautification Committee will continue to advise by developing planting recommendations for future landscape and streetscape projects, improving approaches to maintenance techniques, establishing beautification goals and objectives beyond traditional landscape improvements, and coordinating annual landscape budget requirements for operational and capital needs.

The Beautification Division carries out its landscape maintenance responsibilities exclusively through the use of annual service agreements. A landscape contractor performs all required landscape maintenance/replacement work and a licensed Landscape Architect provides oversight inspection services and also prepares minor designs and support specifications as requested by City staff.

For fiscal year 2005, the Beautification Division will continue to utilize contract services for landscape and irrigation system maintenance work, plant replacement, landscape design needs and on-site. During the course of the fiscal year, the department will evaluate the benefits and limitations of utilizing contracted services for maintenance functions versus the benefits and limitations of hiring City staff to perform the same functions.

- Staff will continue to manage the Roadside Boarder Landscaping and Cul-de-Sac Tree Installation projects that are funded through the City's CIP.

2004 ACCOMPLISHMENTS

- Completed the projects targeted through the CIP funded Cul-De-Sac Tree Installation program.
- Completed the Bald Eagle Drive and San Marco Road tree planting projects through the CIP funded Roadside Border Landscaping program.
- Re-bid the City's annual landscape maintenance contract and effectively managed contractor activities with no work rejections and no contract claims.
- Submitted an application to Tree City USA to recognize the City's exemplary landscape character.
- Conducted the City's second annual Arbor Day celebration through the planting of a palm tree at City Hall.

- Developed and delivered, through the efforts of the Beautification Advisory Committee, a public educational workshop on fruit trees.

GOALS & OBJECTIVES

GOAL: To increase the aesthetic value of island Cul-de-Sac's through the Cul-de-Sac Tree Planting program.

OBJECTIVE: To increase the aesthetic value of island Cul-de-Sacs through the Cul-de-Sac Tree Planting program by considering the use of under story trees and ornamental shrubs in 2004-2005.

ACTION/STRATEGIES:

- Review the parameters of the Cul-de-Sac Tree Planting program.
- Review the success of past plantings and cost of maintenance at cul-de-sacs.
- Develop options for planting under story trees and ornamental shrubs at cul-de-sacs with a solid knowledge of maintenance impacts and cost.
- Install under story trees and ornamental shrubs at cul-de-sacs.

GOAL: To maintain the health and condition of palm trees susceptible to the Lethal Palm Yellowing (LPY) disease.

OBJECTIVE: To maintain the health and condition of palm trees susceptible to the LPY disease through staff education and tree inoculations in 2004-2005.

ACTION/STRATEGIES:

- Train staff to identify and understand the symptoms of LPY.
- Inoculate trees that show symptoms of LPY disease through contracted services.
- Remove trees that cannot be treated by inoculation to mitigate spreading of LPY disease.

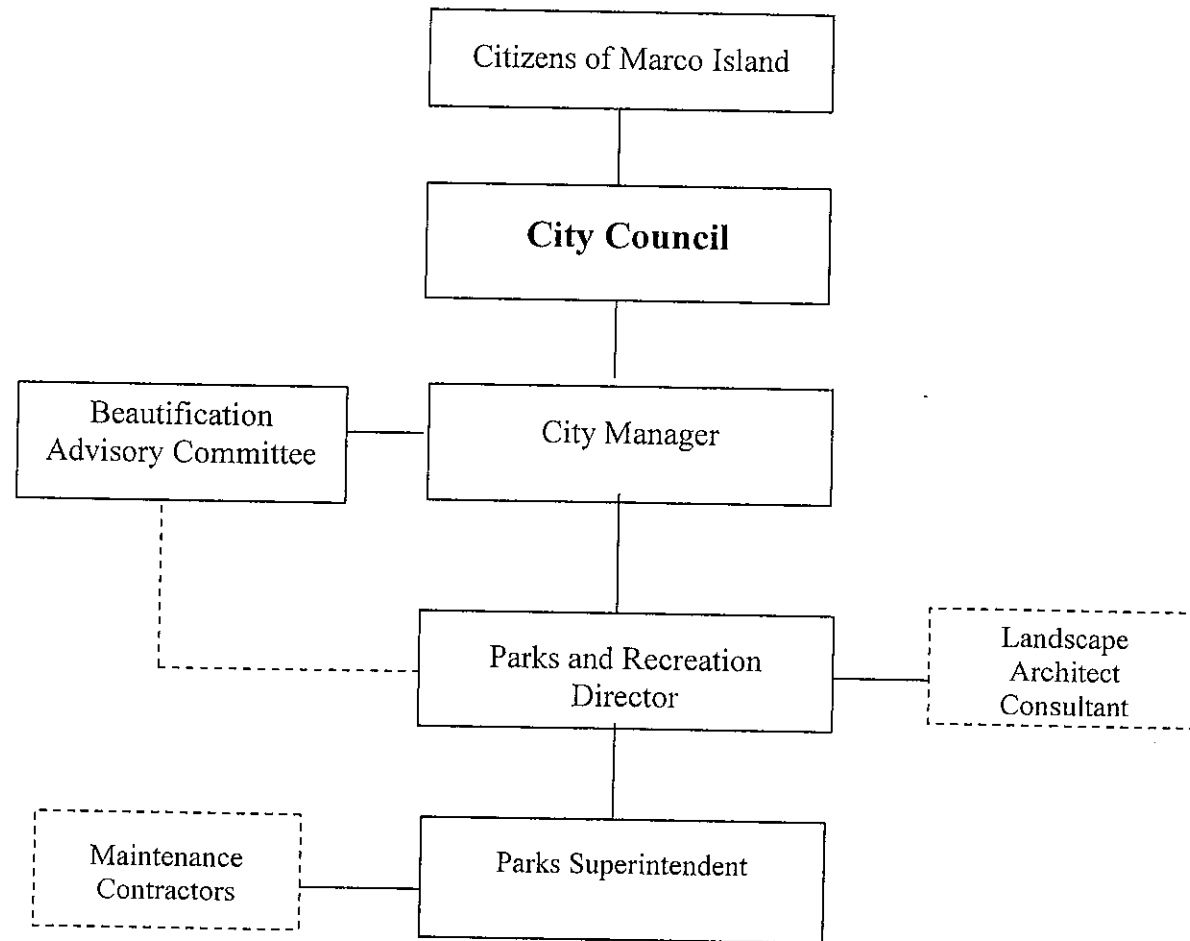
DETAIL OF PERSONNEL SERVICES

None: All beautification maintenance services are outsourced.

BUDGET SUMMARY

Description	Total Cost
Professional Services	\$ 12,900
Contractual Services	472,661
Operating Expenses	32,335
Total for FY2005	\$517,896

ORGANIZATIONAL CHART



FISCAL YEAR 2005 APPROVED BUDGET

100% Yr Complete

DESCRIPTION	ACTUAL FY2003	BUDGET FY2004	YTD ACTUAL FY2004	PROJECTED FY2004	BUDGET FY2005	% OF FY2004
BEAUTIFICATION						
PROFESSIONAL SERVICES	11,400	12,540	12,540	15,000	12,900	103 %
CONTRACTUAL SERVICES	465,960	457,576	363,744	449,772	472,661	103 %
UTILITIES	11,534	12,115	11,033	12,115	12,115	100 %
VEHICLE REPAIR & MAINTENANCE	9,948	10,436	14,900	15,000	15,000	144 %
FUEL	4,923	5,220	4,252	6,000	5,220	100 %
TOTAL OPERATING EXPENSES:	503,766	497,887	406,468	497,887	517,896	104 %
TOTAL CAPITAL OUTLAY:	0	0	0	0	0	0 %
GRAND TOTAL FOR DEPARTMENT:	503,766	497,887	406,468	497,887	517,896	104 %

MISSION STATEMENT

To provide a funding mechanism for City managed recreation programs.

DESCRIPTION

The Recreation Enterprise Fund was established by City Council in 2003 as a means of processing revenues and expenses associated with City "pay-as-you-go" recreation programs. Donations to various programs are also processed through the enterprise fund.

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

Program Revenues	<u>\$100,000</u>
Program Expenditures	<u>\$100,000</u>

FISCAL YEAR 2005 APPROVED BUDGET

100% Yr Complete

DESCRIPTION	ACTUAL FY2003	BUDGET FY2004	YTD ACTUAL FY2004	PROJECTED FY2004	BUDGET FY2005	% OF FY2004
REC PROGRAMS FUND						
TOTAL PERSONNEL SERVICES:	0	0	0	0	0	0 %
CONTRACTUAL SERVICES	11,129	120,000	81,486	90,000	90,000	75 %
RENTALS & LEASES	2,050	0	0	0	0	0 %
EQUIPMENT REPAIRS	675	0	0	0	0	0 %
MEMORIALS PURCHASED	892	0	84	0	0	0 %
SUPPLIES	1,946	10,000	6,470	10,000	10,000	100 %
FUEL	0	0	36	0	0	0 %
TOTAL OPERATING EXPENSES:	16,692	130,000	88,076	100,000	100,000	77 %
EQUIPMENT PURCHASES	0	20,000	19,200	20,000	0	0 %
TOTAL CAPITAL OUTLAY:	0	20,000	19,200	20,000	0	0 %
GRAND TOTAL FOR FUND:	16,692	150,000	107,276	120,000	100,000	67 %

City of Marco Island Annual Budget Summary Fiscal Year 2004-05

Capital Projects Fund

<i>Revenues</i>	REVENUES Fiscal Year 2005
FL Dept of Transportation Grant	3,042,591
S. FL Water Management Grant	350,000
Metropolitan Planning Organization (MPO) Grant	130,000
Collier County Transportation Annual Grant	1,000,000
INTERGOVERNMENTAL REVENUES	4,522,591
Roadway Impact Fees	200,000
Community Park Impact Fees	150,000
Short-Term Borrowing (Collier Blvd)	4,000,000
Revenue Bonds - Series 2005	5,415,000
OTHER REVENUES	9,765,000
Transfer from General Fund	3,016,509
Use of Reserves	(1,934,100)
TRANSFERS & RESERVES	1,082,409
TOTAL	\$ 15,370,000

NOTE 1: Revenue Bonds - Series 2005 includes reimbursement for Fiscal Year 2004 capital projects for replacement of Barfield Bridge, construction of South Collier Blvd and design of North Collier Blvd.

City of Marco Island
Annual Budget Summary
Fiscal Year 2004-05

Capital Projects Fund

Expenditures

PROJECTS
Fiscal Year 2005

Repair/Replace Existing Outfalls	200,000
Right-of-Way Swale Drainage	100,000
Update Master Drainage Plan	50,000
S. Collier/Sands Condo Storm Sewer	240,000
S. Collier/Sycamore Outfall	410,000
STORMWATER DRAINAGE	1,000,000
Goldenrod Ave @ Smokehouse Bay Bridge	256,000
BRIDGES	256,000
Collier Bay Dredging (Completion)	50,000
WATERWAYS	50,000
North Collier Boulevard Reconstruction	9,863,000
Street Resurfacing	100,000
Computerized Traffic Signals	233,000
ROADWAYS	10,196,000
Trailway Construction: Racquet Ctr-W'Berry	350,000
PEDESTRIAN/BIKEWAYS	350,000

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

Capital Projects Fund
(Continued)

PROJECTS
FISCAL YEAR 2005

Roadside Border Landscaping	75,000
Cul-De-Sac Tree Installations	25,000
State Road 951 Landscaping	130,000
STREETSCAPE IMPROVEMENTS	230,000
Mackle Park Improvements	458,000
Racquet Center Improvements	50,000
Winterberry Park Improvements	130,000
Park Avenue Property Planning	50,000
PARKS & RECREATION	688,000
Police Station/Council Chambers	2,400,000
CIVIC FACILITIES	2,400,000
CIP CONTINGENCY	200,000
TOTAL	\$ 15,370,000

CapProjects2004Summary

FISCAL YEAR 2005 APPROVED BUDGET

100% Yr Complete

DESCRIPTION	ACTUAL FY2003	BUDGET FY2004	YTD ACTUAL FY2004	PROJECTED FY2004	BUDGET FY2005	% OF FY2004
CAPITAL PROJECTS REVENUES						
CDBG GRANT FOR DRAINAGE	550,996	43,548	0	0	0	0 %
M.P.O. GRANT FUNDING	0	279,000	0	0	0	0 %
PARKS GRANT	0	172,000	0	0	130,000	47 %
FDOT CR92 GOODLAND PATHWAY GRA	0	0	97,500	97,500	0	0 %
STATE DOT CONTRIBUTIONS ILOT	300,000	22,500	0	0	0	0 %
SFWM DRAINAGE IMPROVEMENTS GR	49,140	50,000	12,500	25,000	3,042,591	9,999 %
COLLIER COUNTY TRANSPN GRANT	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	100 %
S FL WATER MANAGEMENT GRANT	0	0	0	0	350,000	0 %
INTERGOVERNMENTAL REVENUE:	1,900,136	1,567,048	1,110,000	1,122,500	4,522,591	289 %
ROAD IMPACT FEES	200,000	200,000	200,000	200,000	200,000	100 %
COMMUNITY PARK IMPACT FEES	145,801	200,000	332,079	350,000	150,000	75 %
SIDEWALK ASSESSMENTS PHASE I	30,514	0	(24)	0	0	0 %
SIDEWALK ASSESSMENTS PHASE II	51,384	0	0	0	0	0 %
SIDEWALK ASSESSMENTS PHASE III	29,670	0	0	0	0	0 %
SIDEWALK ASSESSMENTS PHASE IV	8,338	228,000	1,090	0	0	0 %
CONTRIBUTIONS FROM PRIVATE SOU	604,580	3,216,714	894,270	895,000	0	0 %
SPECIAL REVENUES:	1,070,287	3,844,714	1,427,416	1,445,000	350,000	9 %
TRANSFER FROM GENERAL FUND	1,642,986	3,099,988	0	3,100,000	3,016,509	97 %
USE OF RESERVES	0	3,019,134	0	3,020,000	(1,934,100)	(64) %
DEBT PROCEEDS	0	13,818,000	9,860,000	9,860,000	9,415,000	68 %
NON-REVENUES:	1,642,986	19,937,122	9,860,000	15,980,000	10,497,409	53 %
TOTAL CIP REVENUE:	4,613,410	25,348,884	12,397,416	18,547,500	15,370,000	61 %

FISCAL YEAR 2005 APPROVED BUDGET

100% Yr Complete

DESCRIPTION	ACTUAL FY2003	BUDGET FY2004	YTD ACTUAL FY2004	PROJECTED FY2004	BUDGET FY2005	% OF FY2004
CAPITAL PROJECTS FUND						
BOND ISSUANCE COST	10,000	0	84,209	84,200	0	0 %
WATER UTILITY ACQUISITION	593,331	0	282	300	0	0 %
GENERAL CAPITAL PROJECTS	603,331	0	84,491	84,500	0	0 %
S COLL/ SANDS CONDO OUTFALL	0	500,000	65,643	70,000	240,000	48 %
N COLL/ SEAVIEW STORM SEWER	59,754	663,311	22,374	15,000	0	0 %
S COLL/ VALLEY STORM SEWER	45,153	584,347	581,017	584,000	0	0 %
REPLACE/REPAIR EXISTING OUTFALLS	267,355	117,251	108,000	108,000	200,000	171 %
S COLL/ SYCAMORE CT OUTFALL	0	75,000	65,628	70,000	410,000	547 %
ROW SWALE DRAINAGE GRADING	132,267	83,150	119,516	115,000	100,000	120 %
TALLWOOD STREET STORM SEWER	679,024	1,580	1,580	2,000	0	0 %
RECONSTRUCT EXISTING THROAT INLETS	90,450	0	0	0	0	0 %
CITY WIDE DRAINAGE IMPR	238,619	155,562	126,237	130,000	0	0 %
MASTER DRAINAGE PLAN	0	0	0	0	50,000	0 %
STORMWATER DRAINAGE	1,512,621	2,180,201	1,089,993	1,094,000	1,000,000	46 %
COLLIER CREEK DREDGING	10,713	315,487	35,977	40,000	50,000	16 %
BEACH AND WATERWAYS	10,713	315,487	35,977	40,000	50,000	16 %
N BARF BRIDGE OVER TARPON WTRWAY	112,535	1,959,850	1,828,353	1,830,000	0	0 %
GOLDENROD AVE BRIDGE	1,500	15,500	15,550	15,600	256,000	1,652 %
CAXAMBAS CT BRIDGE/ROBERTS BAY	159,251	0	0	0	0	0 %
BLACKMORE CT BRIDGE/CLAM BAY	210,823	0	0	0	0	0 %
CITY-WIDE BRIDGE REPAIRS	13,173	113,995	3,700	3,700	0	0 %
BRIDGE IMPROVEMENTS	497,281	2,089,345	1,847,603	1,849,300	256,000	12 %
SAN MARCO/HEATHWOOD INTERSECTION	0	501,375	63,145	70,000	0	0 %
SAN MARCO/BALD EAGLE INTERSECTION	7,890	486,360	86,324	90,000	0	0 %
ELKCAM/BALD EAGLE TRAFFIC SIGNAL	160,119	0	0	0	0	0 %
LOCAL ST/COLLECTOR INTERSCTN IMP	158,654	0	0	0	0	0 %
INTERSECTIONS	326,662	987,735	149,469	160,000	0	0 %
S. COLLIER BLVD/MASS MUTUAL FUNDS	285,811	3,816,189	290,516	300,000	0	0 %
S COLL BLVD/ SPRUCE-WINTERBERRY	0	1,538,000	219,405	225,000	0	0 %
N COLL BLVD/ BUTTWOOD-SAN MARCO	302,071	933,159	389,748	400,000	9,863,000	1,057 %
ROAD RESURFACING	344,298	10,317	883	1,000	100,000	969 %
MISC STREET/ALLEY MAINTENANCE	56,142	0	0	0	0	0 %
BALD EAGLE LOS CAPACITY ANALYSIS	40,850	8,380	8,380	8,400	0	0 %
SOUTH COLLIER BLVD PROJECT	0	0	302	300	0	0 %
COMPUTERIZED TRAFFIC SIGNALS	0	0	0	0	233,000	0 %
ROADWAYS	1,029,171	6,306,045	909,235	934,700	10,196,000	162 %
RACQUET CLUB/MACKLE PATHWAY	203,025	746,975	279,964	300,000	350,000	47 %
LELAND WAY PATHWAY TO YMCA	14,878	285,122	36,960	37,000	0	0 %
SIDEWALK PROJECT DISTRICT IV	211,712	160,410	161,056	161,100	0	0 %
ELKCAM CIRCLE REDEVELOPMENT	0	25,000	25,000	25,000	0	0 %
SIDEWALK PROJECT DISTRICT III	16,907	0	0	0	0	0 %
PEDESTRIAN/BICYCLE WAYS	446,522	1,217,507	502,980	523,100	350,000	29 %
BALD EAGLE STREETSCAPE	11,748	168,252	101,462	101,500	0	0 %
ROADSIDE BORDER LANDSCAPING	14,450	150,000	9,355	10,000	75,000	50 %
BALD EAGLE/ELK CIR LANDSCAPING	0	45,000	5,445	5,500	0	0 %

FISCAL YEAR 2005 APPROVED BUDGET 100% Yr Complete

DESCRIPTION	ACTUAL FY2003	BUDGET FY2004	YTD ACTUAL FY2004	PROJECTED FY2004	BUDGET FY2005	% OF FY2004
CUL DE SAC IMPROVEMENTS	28,199	25,000	0	0	0	0 %
CUL-DE-SAC TREE INSTALLATIONS	27,062	0	9,428	10,000	25,000	0 %
STATE ROAD 951 LANDSCAPING	0	0	0	0	130,000	0 %
STREETSCAPE IMPROVEMENTS	81,459	388,252	125,690	127,000	230,000	59 %
MACKLE PARK EXPANSION	2,941	307,059	64,650	100,000	458,000	149 %
CR92 GOODLAND PATHWAY	807	128,067	121,793	122,000	0	0 %
WINTERBERRY PARK EXPANSION	3,081	226,669	207,187	225,000	130,000	57 %
T BARFIELD RESTROOM/CONCESSION	0	100,000	11,497	11,500	0	0 %
T BARFIELD BASKETBALL CT RECONST	0	0	1,615	1,700	0	0 %
OPEN SPACE LAND ACQ	893	10,000,000	9,813,746	9,814,000	0	0 %
MACKLE PARK BOCCE COURTS	96,743	0	0	0	0	0 %
PARK AVE PROPERTY PLAN	0	0	0	0	50,000	0 %
RACQUET CENTER IMPROVEMENTS	0	0	0	0	50,000	0 %
PARKS, REC & OPEN SPACE	104,464	10,761,795	10,220,488	10,274,200	688,000	6 %
POLICE SERVICES EXPANSION	0	150,000	73,300	80,000	2,400,000	1,600 %
CIVIC FACILITIES	0	150,000	73,300	80,000	2,400,000	1,600 %
CAPITAL PROJECTS CONTINGENCY	0	952,517	0	0	200,000	21 %
CONTINGENCY	0	952,517	0	0	200,000	21 %
TOTAL CIP EXPENSES:	4,612,224	25,348,884	15,039,226	15,166,800	15,370,000	61 %

*City of Marco Island
Five Year Capital Improvement Program*

UPDATED 7/26/04

PROJ NBR	PROJECT DESCRIPTION	REFERENCE	FISCAL YEAR	FISCAL YEAR	FISCAL YEAR	FISCAL YEAR	FISCAL YEAR	FISCAL YEAR	FUNDED
		FISCAL YEAR	2004	2005	2006	2007	2008	2009	TOTAL
I. STORMWATER DRAINAGE									
1	Replace Existing Outfalls	225,000	200,000	125,000	225,000	225,000	225,000	225,000	1,000,000
2	Right-of-Way Swale Drainage	50,000	100,000	100,000	100,000	100,000	100,000	100,000	500,000
3	Update Master Drainage Plan		50,000						50,000
4	S. Collier/Sands Condo Outfall	500,000	240,000						240,000
5	S. Collier/Sycamore Outfall	75,000	410,000	154,600	128,800	245,000	245,000	245,000	410,000
6	City-Wide Drainage Improve			100,000	100,000				528,400
7	Reconstruct Throat Inlets	448,000							400,000
	N. Collier/Valley Storm Sewer	485,000							
	N. Collier/Seaview Storm Sewer								
	SUB-TOTAL	1,783,000	1,000,000	479,600	553,800	425,000	670,000	3,128,400	
II. BRIDGE IMPROVEMENTS									
8	Goldenrod Bridge		256,000	256,000					256,000
9	Smokehouse Bay Bridge			381,000					256,000
10	W/Berry Dr/Smokehouse Creek				526,000				381,000
11	W/Berry Dr/Roberts Bay				176,000				526,000
12	Kendall Drive/Collier Bay					300,000			476,000
13	Kenall Drive/Clam Bay					459,000			459,000
14	Hernando Drive/Clam Bay						509,000		509,000
	N. Barfield/Tarpon Waterway	1,959,800							
	SUB-TOTAL	1,959,800	256,000	637,000	702,000	759,000	509,000	2,863,000	

PROJECT DESCRIPTION	REFERENCE						FUNDED TOTAL
	FISCAL YEAR 2004	FISCAL YEAR 2005	FISCAL YEAR 2006	FISCAL YEAR 2007	FISCAL YEAR 2008	FISCAL YEAR 2009	
III. BEACHES & WATERWAYS							
15 Collier Creek Dredging	315,500	50,000					50,000
SUB-TOTAL	315,500	50,000					50,000
IV. INTERSECTION IMPROVEMENTS							
16 Local Street/Collector Impr San Marco/Bald Eagle San Marco/Heathwood	466,400 501,400			200,000	200,000	200,000	600,000
SUB-TOTAL	967,800			200,000	200,000	200,000	600,000
V. ROADWAY IMPROVEMENTS							
17 N. Collier/Buttwood-San Marco	601,000	9,863,000	200,000				10,063,000
18 Street Resurfacing Program	100,000	250,000	250,000	100,000	116,000	100,000	666,000
19 Computerized Traffic Signals	233,000	50,000	50,000	150,000			433,000
20 Street/Alley Improvements		104,400	104,400	200,000			504,400
S. Collier Reconstruction	3,494,000					200,000	
S. Collier/Spruce to W'Berry	1,278,000						
SUB-TOTAL	5,373,000	10,196,000	604,400	450,000	116,000	300,000	11,666,400
Note 1: North Collier Boulevard Reconstruction funded by:							
			2,870,091	FDOT 3R Program			
			1,514,000	Collier Transportation Grant			
			4,000,000	short-term borrowing			
			1,054,000	Roadway Impact Fees (\$200,000 in 2006)			
			624,909	General Fund			
SUB-TOTAL:	10,399,100	11,502,000	1,721,000	1,905,800	1,500,000	1,679,000	18,307,800
PUBLIC WORKS							

PROJECT DESCRIPTION	REFERENCE						FUNDED TOTAL
	FISCAL YEAR 2004	FISCAL YEAR 2005	FISCAL YEAR 2006	FISCAL YEAR 2007	FISCAL YEAR 2008	FISCAL YEAR 2009	
VI. PEDESTRIAN/BIKEWAYS							
21 Racquet Club/W'Berry Pathway	747,000	350,000					350,000
22 Bald Eagle Shared Use Path Pathway: Leland Way/YMCA	200,000		250,000				250,000
SUB-TOTAL	947,000	350,000	250,000				600,000
VII. STREETScape IMPROVEMENTS							
23 Roadside Border Landscaping	150,000	75,000	75,000	150,000	150,000	150,000	600,000
24 Cul-De-Sac Tree Installations	25,000	25,000	25,000	25,000	25,000	25,000	125,000
25 SR 951 North Landscaping		130,000	300,000				430,000
26 Jolley Bridge Lighting			59,000				59,000
SUB-TOTAL	175,000	230,000	459,000	175,000	175,000	175,000	1,214,000
VIII. PARKS & RECREATION / OPEN SPACE							
27 Mackle Park Improvements	307,000	458,000	500,000	469,200			1,427,200
28 Racquet Center Improvements		50,000	80,000				130,000
29 Winterberry Park Improvements	127,000	130,000					130,000
30 Glon Property Development	50,000			100,000	900,000		1,050,000
31 Park Improvement Projects						1,000,000	1,000,000
32 Leigh Plummer Park Impr Tommie Barfield Improvements	200,000			25,000			25,000
SUB-TOTAL	634,000	688,000	580,000	594,200	900,000	1,000,000	3,762,200

PROJECT DESCRIPTION	REFERENCE					FUNDED TOTAL
	FISCAL YEAR 2004	FISCAL YEAR 2005	FISCAL YEAR 2006	FISCAL YEAR 2007	FISCAL YEAR 2008	
IX. CIVIC FACILITIES						
33 Police Station/Council Chambers	150,000	2,400,000				2,400,000
SUB-TOTAL	150,000	2,400,000				2,400,000
X. CONTINGENCY						
34 Capital Contingency		200,000	200,000	200,000	200,000	1,000,000
SUB-TOTAL		200,000	200,000	200,000	200,000	1,000,000
TOTAL	12,305,100	15,370,000	3,210,000	2,875,000	2,775,000	27,284,000

CIPFiveYearSummary2005

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 sub-surface 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 – Based on the Adopted Schedule of Capital Improvements contained in the amended Comprehensive Plan, \$4,214,800 has been committed to stormwater drainage related projects for the prior Five-Year CIP for FY04-FY08. An amount of \$1,833,000 was allocated toward stormwater drainage improvement projects in FY04. The stormwater drainage expenditures contained in this proposed Five-Year CIP through FY09 promote financial consistency with the adopted Comprehensive Plan.

The Five-Year CIP for fiscal years 2005-2009 allocates \$3,128,400 for seven stormwater drainage projects, excluding drainage improvements associated with transportation capacity improvement projects that are in the Intersection and Roadway categories.

Project # 1: Repair – Replace Existing Storm Sewer Outfalls

Project Goal: “To continue with a repair/replacement program for deficient storm sewer outfalls 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.

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.

Success Measurement: Repair/replace approximately 12-15 existing outfalls in FY05.

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. Fiber reinforced concrete pipe and thermo set resin liners installed by water pressurized flexible sleeves are examples of alternate pipe materials and non-destructive means of repairing and strengthening failed storm sewers.

Five-Year Funding Recommendation:

FY05	FY06	FY07	FY08	FY09	Total
200,000	125,000	225,000	225,000	225,000	1,000,000
Funding:	\$750,000 GF;	\$250,000 SFWMD			

Project #2: Right-of-Way Swale Drainage

Project Goal: “To continue with an on-going swale re-grading program to maintain adequate flows and to minimize nuisance ponding of stormwater runoff within public rights-of-way as recommended in the Master Drainage Plan”.

Project Objectives:

1. 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 affect multiple properties.
2. 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 recommends that swale re-grading be programmed on a continuing and systematic basis to increase drainage performance.

Success Measurement: Re-grading of 5,200 linear feet of swales along public Rights-of-Way in FY05.

Project Narrative: 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.

Five-Year Funding Recommendation:

FY05	FY06	FY07	FY08	FY09	Total
100,000	100,000	100,000	100,000	100,000	500,000
Funding: \$500,000 GF					

Project #3: Update Master Drainage Plan

Project Goal: "To update engineering and cost estimating components of the Master Drainage Plan with conversion of information and data to a Geographical Information System (GIS)".

Project Objectives:

1. To evaluate and prioritize remaining stormwater drainage improvement projects for future CIP budgeting.
2. To plan and identify long-term needs for basin-wide stormwater drainage projects.
3. To update engineering data and construction cost estimates for future CIP budgeting and project scheduling.
4. To efficiently and effectively manage drainage data through use of GIS technology.

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)
- "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." (Section IV(c), Objective 1.3)
- "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 2000 Master Drainage Plan states that the time frame for full implementation of drainage infrastructure improvements should be based on a more detailed system investigation, and that additional work is required to further refine costs associated with master plan recommendations.

Success Measurement: Update the 2000 Master Drainage Plan by September 30, 2005.

Project Narrative: Drainage infrastructure repairs and improvements will result in the elimination or reduction of localized flooding along roadways and off-road drainage easements on developed properties. Engineering and construction activities will continue to principally focus on attaining minimum LOS standards. The emphasis is on achieving effective and efficient collection and discharge of urban runoff through implementation of a seven tiered drainage improvement program:

1. Drainage improvements at major intersections;
2. Additional outfall and storm sewer improvements;
3. Swale regrading;
4. Elimination of swale intersections;
5. Replacement of inaccessible throat inlet structures;
6. Sediment removal; and
7. Relining/reconstructing storm sewer pipes.

This project involves an engineering and cost estimating update to the original Master Drainage Plan completed in May 2000.

Five-Year Funding Recommendation:

FY05	FY06	FY07	FY08	FY09	Total
50,000	-	-	-	-	50,000
Funding: \$50,000 GF					

Project #4: South Collier / Sands Condo Outfall

Project Goal: "To repair and replace the South Collier Boulevard / Sands Condominium storm sewer outfall facility."

Project Objectives:

1. To complete repair and replacement of the storm sewer facility to avoid further pipe collapses which would result in flooding, property damages and unsafe and hazardous site conditions.
2. To complete repair and replacement of the storm sewer facility to provide for the conveyance of stormwater runoff from the upcoming reconstruction of South Collier Boulevard which could result in a need for additional hydraulic capacity above the existing dual 36-inch drainage pipe size.
3. To integrate environmental permitting requirements with the South Collier Boulevard improvement project, including provisions for water quality enhancements.

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)
- "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." (Section IV(c), Objective 1.3)

Project's Relationship to Master Drainage Plan Recommendations:

- Documentation supporting the Master Drainage Plan specifies an adequate hydraulic level of service for the South Collier Boulevard / Sands Condominium storm sewer outfall facility. No pipe condition attributes are listed since the consultant was not commissioned to inspect the City's entire drainage infrastructure. However, a recent inspection by staff reveals a failing storm sewer that requires replacement and/or relining of interior pipe walls.

Success Measurement: Construction is scheduled to begin in FY04 with completion of the entire project programmed for FY05.

Project Narrative: This drainage project involves the replacement of 1,500 lineal feet of a principal storm sewer outfall located south and east of the South Collier Boulevard / San Marco Road intersection. The existing storm sewer outfall, comprised of a dual 36-inch drainage pipe, runs along the south property line of the Sands Condominium. Numerous drainage inlets and maintenance junction boxes are part of this storm sewer system. A drainage surface area of approximately 13 acres contributes stormwater runoff to this outfall, with final discharge into Landmark Bay. \$500,000 was allocated in FY04 for this \$750,000 project.

Five-Year Funding Recommendation:

FY05	FY06	FY07	FY08	FY09	Total
240,000	-	-	-	-	240,000

Funding: \$240,000 GF

Project #5: South Collier/Sycamore Outfall

Project Goal: "To repair and replace the South Collier/Sycamore storm sewer outfall."

Project Objectives:

1. To repair and replacement of the storm sewer facility to avoid further pipe collapses which would result in flooding, property damages and unsafe and hazardous site conditions.
2. To complete repair and replacement of the storm sewer facility to provide for the conveyance of stormwater runoff from the upcoming reconstruction of South Collier Boulevard which could result in a need for additional hydraulic capacity above the existing dual 36-inch drainage pipe size.
3. To provide required hydraulic capacity for stormwater runoff generated by the Marriott Hotel site.
4. To integrate environmental permitting requirements with the South Collier Boulevard improvement project, including provisions for water quality enhancements.

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)
- "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." (Section IV(c), Objective 1.3)

Project's Relationship to Master Drainage Plan Recommendations:

- The Master Drainage Plan specifies an adequate hydraulic level of service for the South Collier Boulevard / Sycamore storm sewer outfall facility but no pipe condition attributes are listed since the consultant was not commissioned to inspect the City's entire drainage infrastructure. However, a recent inspection by staff reveals a failed and failing storm sewer that requires replacement and/or relining of interior pipe walls.

Success Measurement: Construction is scheduled to begin in FY04 with completion in FY05.

Project Narrative: This drainage improvement, which is a companion project to Project #4 above, involves approximately 1,072 lineal feet of a dual 36-inch drainage pipe along with drainage inlets and maintenance junction boxes. A drainage surface area of approximately 14.5

acres including South Collier Boulevard contributes stormwater runoff to this outfall. Documentation supporting the City's Master Drainage Plan specifies a hydraulic level of service of C for this storm sewer outfall. This storm sewer outfall is critical for the conveyance of stormwater runoff from the reconstruction of South Collier Boulevard. Additionally, as part of the Marriott Resort Planned Unit Development improvements Mass Mutual has completed replacement of several hundred feet of the upstream or most westerly segment of this storm sewer outfall. \$75,000 was allocated in FY04 for this \$485,000 project.

Five-Year Funding Recommendation:

FY05	FY06	FY07	FY08	FY09	Total
410,000	-	-	-	-	410,000

Funding: \$410,000 GF

PROJECT ID #6: Citywide Drainage Improvements

Project Goal: "To continue with an on-going drainage improvement program to provide stormwater flow capacity required at critical locations throughout the City."

Project Objectives:

1. To continue with a citywide drainage improvement program to increase stormwater flow capacity in existing storm sewers and -outfalls at critical locations throughout the City that have capacity deficiencies.
2. To continue with a citywide drainage improvement program to provide design flow capacity at critical locations throughout the City that are devoid of storm sewers and outfalls.

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 identifies a need to install 171 additional storm sewer outfalls to achieve adopted LOS standards.

Success Measurement: Complete construction of additional storm sewer outfalls in the budgeted amount for each year of the Five-Year CIP through FY09. Due to budget constraints, no fund allocations are provided in FY05 and FY08.

Project Narrative: 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.

As documented and emphasized in the Master Drainage plan, land development activities during the Deltona era did not provide a complete drainage system as originally designed and depicted by record engineering plans. The Master Drainage Study identifies 171 locations that require new outfalls. An allocation of \$528,400 over the Five-Year CIP through FY09 will require an additional five-year period to complete this element of stormwater drainage infrastructure if sufficiently funded. No funds are allocated for FY05 and FY08 due to budgetary constraints.

Five-Year Funding Recommendation:

FY05	FY06	FY07	FY08	FY09	Total
-	154,600	128,800	-	245,000	528,400

Funding: \$528,400 GF

PROJECT ID #7: Reconstruct Throat Inlets

Project Goal: "To continue with an on-going program to reconstruct throat inlets to maximize capacity and enhance safety and aesthetics at critical locations throughout the City."

Project Objectives:

1. To continue with a drainage improvement program to reconstruct throat inlets at various locations throughout the City within annual-approved CIP budgets for the period FY05-FY09.

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 recommends conversion of throat inlet structures to FDOT ditch bottom inlets.

Success Measurement: Reconstruct approximately 50 drainage inlets each year in which funds are allocated.

Project Narrative: Reconstruction of existing throat type drainage inlets is recommended for both safety and maintenance reasons. Existing throat inlets are generally large and protrude 1 to 3 feet above the swale bottom, posing a potential hazard to pedestrians and vehicles. The annual allocation of \$100,000 will support replacement of approximately 50 throat inlets utilizing FDOT ditch bottom grate inlets. There are an estimated 738 throat inlets in the City. Remaining inlet replacement work is scheduled over an 8-year period based on an allocation of \$100,000 per year. No fund allocation is provided in FY05 due to budgetary constraints.

Five-Year Funding Recommendation:

FY05	FY06	FY07	FY08	FY09	Total
-	100,000	100,000	100,000	100,000	400,000
Funding:	\$400,000 GF				

CATEGORY II – 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.

Bridge Plan – A program approach has been adopted for the five-year Bridge Plan in order to better classify operational and structural repair work in a cost effective manner. The Bridge Plan consists of the following bridge classifications:

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

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

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

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 twelve 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: 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 eight bridges, including the state-

owned 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, \$4,825,000 had been allocated to bridge improvement projects for the prior Five-Year CIP for FY04-FY08. 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. In FY04 the City allocated \$1,959,800 for bridge related projects. Per the City's adopted Comprehensive Plan bridge improvements are not subject to Level of Service (LOS) standards.

The Five-Year CIP for fiscal years 2005-2009 allocates \$2,863,000 for eight bridge improvement projects.

Project # 8: Goldenrod Avenue Bridge Over Smokehouse Bay (034116)

Project Goal: "To perform operational, safety and rehabilitative repairs to the Goldenrod Avenue Bridge to achieve a condition of maintainability".

Project Objectives:

1. To complete remedial work for the Goldenrod Avenue Bridge in FY05 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 bridge analysis study will enhance bridge safety and capacity into future capital improvement budgets." (Section II, Objective 1.6)

Project's Relationship to Bridge Plan Recommendations:

- The Goldenrod Avenue Bridge rehabilitative repair project is recommended under the City's Bridge Plan.

Success Measurement: Completion of design and construction stages in FY05 within the allocated budget.

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

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Five-Year Funding Recommendation:

FY05	FY06	FY07	FY08	FY09	Total
256,000	-	-	-	-	256,000
Funding:	\$256,000	GF			

Project # 9: Smokehouse Bay Bridge Enhancements

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 FY06 concurrently with or separate from the North Collier Boulevard improvement project.

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 FY06 within the allocated budget.

Project Narrative: It is expected that initial planning efforts for this project will involve development of alternative aesthetic 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. This project will be funded by previously awarded grants from FDOT. The total grant of \$256,000 consists of a \$100,000 appropriation for landscaping, and \$156,000 for sidewalk construction.

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Five-Year Funding Recommendation:

FY05	FY06	FY07	FY08	FY09	Total
-	256,000	-	-	-	256,000

Funding: \$256,000 FDOT Grant

Project # 10: Winterberry Drive Bridge Over Smokehouse Creek (034113)

Project Goal: "To perform operational, safety and rehabilitative repairs to the Winterberry Drive Bridge to achieve a condition of maintainability".

Project Objectives:

1. To complete remedial work for the Winterberry Drive Bridge in FY06 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 bridge analysis study will enhance bridge safety and capacity into future capital improvement budgets." (Section II, Objective 1.6)

Project's Relationship to Bridge Plan Recommendations:

- The Winterberry Drive Bridge rehabilitative repair project is recommended under the City's Bridge Plan.

Success Measurement: Completion of design and construction stages in FY06 within the allocated budget.

Project Narrative: The Winterberry Drive Bridge, built in 1967, is listed within the Group B bridge classification listed above. The budgeted amount of \$381,000 for fiscal year 2006 will fund construction services to correct existing deficiencies in designated Category 3, which is comprised of operational, safety, repair and bridge widening work. Group B bridges may or may not include widening work in order to correct geometric deficiencies with increased traffic volumes. The funding allocation for the Winterberry Drive Bridge includes costs to improve roadway geometry.

Five-Year Funding Recommendation:

FY05	FY06	FY07	FY08	FY09	Total
-	381,000	-	-	-	381,000

Funding: \$381,000 GF

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Project # 11: Winterberry Drive Bridge Over Roberts Bay (034114)

Project Goal: "To perform operational, safety and rehabilitative repairs to the Winterberry Drive Bridge to achieve a condition of maintainability".

Project Objectives:

1. To complete remedial work for the Winterberry Drive Bridge in FY07 to result in a satisfactory performance rating for operational adequacy, safety, and serviceability.

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's Relationship to Bridge Plan Recommendations:

- The Winterberry Drive Bridge rehabilitative repair project is recommended under the City's Bridge Plan.

Success Measurement: Completion of design and construction stages in FY07 within the allocated budget.

Project Narrative: The Winterberry Drive Bridge, built in 1973, is listed within the Group B bridge classification listed above. The budget for fiscal year 2007 will fund construction services to correct existing deficiencies in designated Category 3, which is comprised of operational, safety, repair, and bridge widening work. Group B bridges may or may not include widening work in order to correct geometric deficiencies with increased traffic volumes. The project includes improvements to roadway geometry.

Five-Year Funding Recommendation:

FY05	FY06	FY07	FY08	FY09
-	-	526,000	-	-

Funding: \$526,000 GF

Project # 12: Kendall Drive Bridge Over Collier Bay (034120)

Project Goal: "To perform operational, safety and rehabilitative repairs to the Kendall Drive Bridge to achieve a condition of maintainability".

Project Objectives:

1. To complete remedial work for the Kendall Drive Bridge in FY08 to result in a satisfactory performance rating for operational adequacy, safety, and serviceability.

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's Relationship to Bridge Plan Recommendations:

- The Kendall Drive Bridge rehabilitative repair project is recommended under the City's Bridge Plan.

Success Measurement: Completion of design and construction stages in FY07 and FY08, respectively, within the allocated budget.

Project Narrative: The Kendall Drive Bridge, built in 1972, is listed within the Group B bridge classification listed above. The budget will fund construction services to correct existing deficiencies in designated Category 3, which is comprised of operational, safety, repair, and bridge widening work. Group B bridges may or may not include widening work in order to correct geometric deficiencies with increased traffic volumes. The funding includes costs to improve roadway geometry.

Five-Year Funding Recommendation:

FY05	FY06	FY07	FY08	FY09	Total
-	-	176,000	300,000	-	476,000

Funding: \$476,000 GF

PROJECT ID #13: Kendall Drive Bridge Over Clam Bay (034117)

Project Goal: "To perform operational, safety and rehabilitative repairs to the Kendall Drive Bridge to achieve a condition of maintainability".

Project Objectives:

1. To complete remedial work for the Kendall Drive Bridge in FY08 to result in a satisfactory performance rating for operational adequacy, safety, and serviceability.

Project's Relationship to Comprehensive Plan:

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

Project's Relationship to Bridge Plan Recommendations:

- The Kendall Drive Bridge rehabilitative repair project is recommended under the City's Bridge Plan.

Success Measurement: Completion of design and construction stages in FY08 within the allocated budget.

Project Narrative: The Kendall Drive Bridge, built in 1972, is listed within the Group B bridge classification listed above. The project will correct existing deficiencies in designated Category 3, which is comprised of operational, safety, repair, and bridge widening work. Group B bridges may or may not include widening work in order to correct geometric deficiencies with increased traffic volumes. The project will improve roadway geometry.

Five-Year Funding Recommendation:

FY05	FY06	FY07	FY08	FY09	Total
-	-	-	459,000	-	459,000

Funding: \$459,000 GF

PROJECT ID #14: Hernando Drive Bridge Over Clam Bay (034118)

Project Goal: "To perform operational, safety and rehabilitative repairs to the Hernando Drive Bridge to achieve a condition of maintainability".

Project Objectives:

1. To complete remedial work for the Hernando Drive Bridge in FY09 to result in a satisfactory performance rating for operational adequacy, safety, and serviceability.

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's Relationship to Bridge Plan Recommendations:

- The Hernando Drive Bridge rehabilitative repair project is recommended under the City's Bridge Plan.

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

Project Narrative: The Hernando Drive Bridge, built in 1972, is listed within the Group B bridge classification listed above. The budget will fund construction services to correct existing deficiencies in designated Category 3, which is comprised of operational, safety, repair, and bridge widening work. Group B bridges may or may not include widening work in order to correct geometric deficiencies with increased traffic volumes. Funding includes costs to improve roadway geometry.

Five-Year Funding Recommendation:

FY05	FY06	FY07	FY08	FY09	Total
-	-	-	-	509,000	509,000

Funding: \$509,000 GF

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CATEGORY III – 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 – Based on the Adopted Schedule of Capital Improvements contained in the amended Comprehensive Plan, \$40,000 has been committed to beaches and waterways improvement projects for the prior Five-Year CIP for FY04-FY08. The beaches and waterways expenditures contained in this proposed Five-Year CIP promote financial consistency with the adopted Comprehensive Plan. The amount of \$286,200 was allocated in FY03 and \$40,000 in FY04. The unexpended amount of \$315,500 has been carried forward.

The Five-Year CIP for fiscal years 2005-2009 allocates \$50,000 to supplement the previously funded Collier Creek Dredging Project.

Project # 15: Collier Creek Dredging

Project Goal: "To reestablish a safe and efficient waterway navigation channel in Collier Creek through maintenance dredging".

Project Objectives:

1. To obtain all environmental permits required for Collier Creek dredging by December 2004.
2. To commence with and complete the Collier Creek maintenance dredging project in FY05.

Success Measurement: Complete maintenance dredging work in Collier Creek in FY05 within the total allocated budget.

Project Narrative: Identified by the Waterways Advisory Committee as a critical capital improvement, planning and design activities for Collier Creek dredging project began in FY03. The purpose of this project is to reestablish a safe and efficient waterway navigation channel, which extends from the Big Marco River through Collier Bay and then south to Smokehouse Bay. This primary navigation channel in Collier Bay was originally dredged in the 1970's and over recent years has developed extensive shoals as a result of prior expansions of the flood shoal and side-cast spoil piles from original dredging activities.

The existing channel spanning between the Big Marco River and Smokehouse Bay is generally 100 feet wide and over 9 feet deep and is utilized by a majority of vessels using the overall waterway system in Collier Bay. The channel segment that approaches Collier Creek has been noticeably constricted through progressive shoaling over the past five years. This exception to a safe and efficient navigation channel has been addressed by the Esplanade developer through a consulting engineering service contract at no cost to the City. The consulting firm of Coastal Engineering Consultants, Inc. has been authorized by the Esplanade developer to complete engineering design plans for channel

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dredging including the submittal and processing of environmental permits. Through these efforts, it has been determined that the existing channel approaching Collier Creek has been reduced in standard cross section from 100 feet wide to a width varying between 60 to 70 feet. Existing channel conditions adversely affect navigation.

Improvements are designed to match the existing channel dimensions with a slight realignment to provide a physical safety separation from the area subject to shoaling. A project schedule has been updated to enable the City to begin dredging in late 2004 assuming environmental permits are received. Design and permitting were initiated in FY03. The total funding allocation is \$365,500.

Five-Year Funding Recommendation:

FY05	FY06	FY07	FY08	FY09	Total
50,000	-	-	-	-	50,000
Funding: \$50,000 GF					

CATEGORY IV – INTERSECTION IMPROVEMENTS:

The development of the Intersection 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."

The Right-of-Way Master Plan provided a complete overview of the City's principal roadway network, with ten intersections identified and recommended for roadway and streetscape improvements.

Right-of-Way Master Plan Recommendations: The City's roadway network is comprised of collector and local streets. Intersections are unique components of roadway systems in that both motorists and pedestrians traverse such areas with expectations that aesthetic and operational features be maximized for visual enjoyment as well as for efficient and safe travel. Although intersection improvements are usually focused on providing additional capacity, the projects recommended in the Five-Year CIP also address system preservation and aesthetic needs such as landscaping, streetscape elements (benches, newspaper arbors), safety improvements, mast arm traffic signals, architectural lighting, and bicycle and pedestrian accommodations such as pedestrian nodes

and sidewalks. Positive visual impacts are further achieved at intersection areas through coordination of designs with commercial land development projects.

Ten intersections are identified and recommended in the Right-of-Way Master Plan for roadway and streetscape improvements. Several intersection projects have been constructed or are in design with construction starting in fiscal 2002. Completed intersection projects include: North Barfield Drive at North Collier Boulevard; San Marco Road at North Collier Boulevard; Winterberry Drive at South Collier Boulevard; and San Marco Road at North Barfield Drive. Improvements at the San Marco Road/Bald Eagle Drive and San Marco/Heathwood Drive intersections are currently under final design with construction scheduled to commence in FY04.

The Plan recommended development of interim improvements to ten major intersections, in coordination with stormwater drainage improvements. Further, the Plan provided ultimate intersection improvement designs that, "would be constructed in any phase of the project as warranted by traffic volume at the time of construction."

Consistency With Adopted Schedule of Capital Improvements – Based on the Adopted Schedule of Capital Improvements contained in the amended Comprehensive Plan, \$1,201,000 has been allocated to intersection improvement projects for the prior Five-Year CIP for FY04-FY08. The intersection improvement expenditures contained in this proposed Five-Year CIP promote financial consistency with the adopted Comprehensive Plan. An amount of \$601,000 was allocated toward intersection improvement projects in FY04.

The Five-Year CIP for fiscal years 2005-2009 allocates \$600,000 for Local Street/Collector Improvements. The amount of \$967,800 or remaining balance will be carried forward for two intersection improvement projects.

Project # 16: Local Street/Collector Intersection Improvements

Project Goal: "To reconstruct inverted street intersection areas for resolution of drainage problems and correction of safety deficiencies, including rehabilitation of roadway pavements and sidewalks."

Project Objectives:

1. To complete reconstruction of inverted street intersections in the Five-Year CIP through FY09, resulting in elimination of stormwater ponding and correction of operational safety and maintenance deficiencies.

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)

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Project's Relationship to Right-of-Way Master Plan Recommendations:

- Intersection improvements 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: This project involves 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 scope of work may also include reconstruction and resurfacing of deteriorated asphaltic pavements caused by repetitive truckloads, failed sub-base stratum due to water table fluctuations, and shoulder distress and raveling. Storm sewer installations may also be required to eliminate drainage problems.

Five-Year Funding Recommendation:

FY05	FY06	FY07	FY08	FY09	Total
-	-	200,000	200,000	200,000	600,000

Funding: \$600,000 Road Impact Fees

CATEGORY V – 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."

Right-of-Way Master Plan Recommendations: The Right-of-Way Master Plan recommended that North and South Collier Boulevard, Bald Eagle Drive, and San Marco Road be designated as capacity and aesthetic improvement projects which have also been included in the Collier County 2025 Transportation Needs Plan.

Consistency With Adopted Schedule of Capital Improvements: Based on the Adopted Schedule of Capital Improvements contained in the amended Comprehensive Plan, \$17,087,400 has been allocated to roadway improvement projects for the prior Five-Year CIP for FY04. The roadway improvement expenditures contained in this proposed Five-Year CIP promote financial consistency with the adopted Comprehensive Plan. An amount of \$5,373,000 was allocated toward roadway improvement projects in FY04.

The Five-Year CIP for fiscal years 2005-2009 allocates \$11,666,400 for four roadway and traffic signalization improvement projects.

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Project # 17: North Collier Boulevard Improvements (Buttonwood Court to San Marco Road)

Project Goal: "To reconstruct North Collier Boulevard from a rural roadway to an urban roadway to provide long-term capacity needs, to improve stormwater drainage, to remedy operational safety deficiencies, to create a shared use path for pedestrians and bicyclists, and to enhance aesthetics through landscaping and decorative lighting".

Project Objectives:

1. To transfer jurisdiction and ownership of North Collier Boulevard (SR 951) in FY05 from the State of Florida Department Transportation to the City of Marco Island.
2. To commence construction of North Collier Boulevard with inclusion of utility relocation and expansion work as recommended under the City's Utility Master Plan.
3. To proactively address and resolve design and property impact concerns by City Council and residents during the final design phase, including consensus on access management, Shared Use Paths, drainage improvements and other community needs.

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 for North Collier Boulevard (to include reconstruction to an urban typical section, and construction of multimodal facilities and streetscape related improvements) 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: This project involves the reconstruction of North Collier Boulevard from a rural four lane divided boulevard to an urban four lane divided boulevard, an approximate distance of 2.5 miles.

North Collier Boulevard lies within an existing right-of-way corridor width of 100 feet. The existing curbed median is not of a sufficient width to provide refuge pavement areas at mid block locations and side street intersections for safe-cross over of vehicles and left turn movements. In conjunction with the preparation of an access management plan to determine optimum locations of median openings, medians will be constructed to enhance operational safety and an increase in service capacity. The planned scope of work includes Shared Use Paths,

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additional left turn lane bays, storm sewer systems, architectural lighting, streetscape and landscape improvements, major relocation and upgrades of underground and surface utilities, and signalization upgrades or new mast arm systems.

North Collier Boulevard is presently owned and maintained by FDOT and is planned for transfer to the City in FY05 or upon completion of construction, depending on desires by City Council.

Five-Year Funding Recommendation:

FY05	FY06	FY07	FY08	FY09	Total
9,863,000	200,000	-	-	-	10,063,000

Funding: \$2,870,091 FDOT; \$1,514,000 Collier County Transp. Grant;
 \$4,000,000 Short-term Borrowing; \$1,054,000 Road Impact Fees;
 \$ 624,909 GF

Project # 18: Street Resurfacing Program

Project Goal: "To continue with the City's annual street resurfacing program in a prioritized sequence based on a pavement serviceability rating system".

Project Objectives:

1. To preserve the structural integrity and load carrying capacity of City streets through an annual resurfacing program.
2. To reduce long-term recurring expenditures for miscellaneous street maintenance and repairs through preservation of pavement conditions by asphalt resurfacing and milling.

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)

Project's Relationship to Right-of-Way Master Plan Recommendations:

- The scope of work for annual resurfacing of streets is indirectly related to recommendations set forth in the Right-of-Way Master Plan for roadway improvements.

Success Measurement: Complete annual street resurfacing projects in accord with budget allocations and the prioritized listing of streets requiring periodic resurfacing.

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Project Narrative: This on-going roadway improvement project represents the City's continuing efforts to resurface local and collector streets in a prioritized sequence based on a pavement serviceability rating system. There are over 248 lane miles of roads within the City limits, exclusive of North Collier Boulevard, which is operated and maintained by FDOT. San Marco Road was transferred by Collier County to the City in 2002.

While City Council adopted a resurfacing priority list to fund annual resurfacing efforts of approximately 18-20 road miles of local/collector streets, this proposed Five-Year CIP reduces the scope by 62% from prior fully funded Five-Year CIP budgets. This project may also include some minor reconstruction, widening, and resurfacing of localized failed pavements (i.e., intersection and cul-de-sac areas) as well as milling of existing pavements to extend and maximize the pavement design life. Milling of pavements particularly at driveway locations may be required in order to provide for smooth connections and transitions to driveway approaches. Should the decision be made to install gravity flow sewer lines beneath roadways, funds will be directed to areas outside of the sewer system project areas.

Five-Year Funding Recommendation:

FY05	FY06	FY07	FY08	FY09	Total
100,000	250,000	100,000	116,000	100,000	666,000

Funding: \$666,000 GF

Project # 19: Computerized Traffic Signal System

Project Goal: "To proceed with Phase I of a three phase computerized traffic signal system project, comprising of equipment inventory and analysis, data collection, data analyses, conceptual communications plan and a conceptual signalization improvements design."

Project Objectives:

1. To initiate and complete the first phase of a three phase computerized traffic signal system project in FY05 with follow up submittals of additional grant applications to FDOT.
2. To provide staff with desktop capability to control traffic signal systems from a full actuation mode to a flashing mode operation between peak traffic periods and evening periods during the year.
3. To provide long-term staff capabilities with state of the art signal management operations, such as immediate adjustments to signal timing plans to complement varying flow demands, monitoring real time traffic flows, selective timings for special City events and emergency operational controls.

Project's Relationship to Comprehensive Plan:

- "Promote a safe, convenient, and energy 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's Relationship to Right-of-Way Master Plan Recommendations:

- The computerized traffic signal system project is indirectly related to recommendations set forth in the Right-of-Way Master Plan for roadway improvements. The City of Marco Island was originally included in the Collier County Computerized Traffic Control System with the intent by FDOT of having Collier County manage the traffic signal maintenance and operational requirements. After due consideration of technical constraints and operational management concerns, the parties concluded that it would be in the best interest of the City to implement and manage a separate and stand alone Computerized Traffic Signal System disengaged from the FDOT and the Collier County system.

Success Measurement: Completion of the Phase I computerized traffic signal system project in FY05 within budget.

Project Narrative: The City's Computerized Traffic Signal System would provide for the interconnected coordination of existing and future traffic signals along North Collier Boulevard, South Collier Boulevard, Bald Eagle Drive, and San Marco Road. This project would provide long-term traffic management benefits to motorists as the City proceeds towards land build out and beyond. System benefits include the ability to control full actuation versus flashing mode operations between peak traffic periods and evening periods during the year. The Computerized Traffic Signal System would also allow for state of the art signal management operations such as immediate adjustments to signal timing plans to complement varying flow demands, monitoring real time traffic flows, selective timings for special City events and emergency operational controls. This project involves three phases to fully implement a coordinated traffic signal system:

- A) Phase 1:** Existing equipment inventory and analysis; data collection; data analyses; conceptual communications plan; and a conceptual signalization improvements design.
- B) Phase 2:** Utility coordination; timing plan development; system design including traffic signals, and communications and control center.
- C) Phase 3:** Construction stage; final timing plan development; software system installation and training; and inspections and management oversight.

Five-Year Funding Recommendation:

FY05	FY06	FY07	FY08	FY09	Total
233,000	50,000	150,000	-	-	433,000
Funding:	\$433,000	Grant			

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Project # 20: Street and Alley Improvements

Project Goal: "To continue with an on-going repair/reconstruction program for failed or deteriorated street and alley pavements."

Project Objectives:

1. 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.
2. To prioritize work under this project recognizing that alleys may need to be accomplished first due to the extensive loss of pavements and negative economic impacts to commercial business enterprises.
3. To maximize pavement design life.

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)

Project's Relationship to Right-of-Way Master Plan Recommendations:

- The street and alley Improvements project is indirectly related to recommendations set forth in the Right-of-Way Master Plan for roadway improvements.

Success Measurement: Completion of pavement rehabilitation projects within the budgeted fiscal year yielding decreases in annual maintenance costs.

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

Five-Year Funding Recommendation:

FY05	FY06	FY07	FY08	FY09	Total	Unfunded
-	104,400	200,000	-	200,000	504,400	-

Funding: \$504,400 GF

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CATEGORY VI – 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 discussed 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 include 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 is proposed for Tracts "C" and "D" eventually linking

to a bike path along CR 92. The design of these paths should also include "trailheads" consisting of bike racks, water fountains, and possibly a pavilion.

Consistency With Adopted Schedule of Capital Improvements – Based on the Adopted Schedule of Capital Improvements (FY04-08) contained in the amended Comprehensive Plan, \$1,225,000 has been committed to pedestrian and bicycle improvement projects. The pedestrian/bicycle expenditures contained in this proposed Five-Year CIP promote financial consistency with the adopted Comprehensive Plan. Please note that \$625,000 was allocated toward pedestrian/bicycle improvement projects in FY04.

The Five-Year CIP for fiscal years 2005-2009 allocates \$600,000 for two (2) pedestrian/bicycle projects.

Project # 21: Racquet Center – Mackle Park – Winterberry Pathway

Project Goal: "To complete construction and installation of landscape and hardscape features for the 1.4 mile pathway project".

Project Objectives:

1. Complete construction of the 1.4 mile long 12' wide pathway system and associated drainage improvements.
2. Complete installation of landscape and hardscape features within approved CIP budget for FY05.

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 entire pathway project by March 2005.

Project Narrative: Phase III will conclude actual construction of the 12' wide shared use pathway, associated drainage improvements, and landscape/hardscape features. Phase III activities will include pedestrian crossings at roadways, pathway tie-ins with the path at Mackle Park, and the establishment of trailheads. The shared use pathway will extend from the Racquet Club to Tracts "C" and "D," passing through both Mackle Park and Winterberry Park.

Five-Year Funding Recommendation:

FY05	FY06	FY07	FY08	FY09	Total
350,000	-	-	-	-	350,000

Funding: \$200,000 GF; \$150,000 FDOT Grant

PROJECT ID #22: Bald Eagle Drive Shared Use Pathway

Project Goal: To increase the mileage of the City's Multimodal Transportation system.

Project Objectives:

1. To increase the City's Multimodal Transportation system, by approximately 1.1 mile, by replacing the existing 4-foot sidewalk, on the eastern edge of Bald Eagle Drive, between San Marco Rd. and Elkcam Circle, with an 8-foot Shared Use Pathway

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)

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

- The Study recommended a "citywide interconnected system of pedestrian-friendly facilities to include 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, public buildings, and natural areas". (Section IV, page 50, paragraph 1)

Project's Relationship to Master Right-of-Way Plan:

- Bald Eagle Drive, between Elkcam Circle South and San Marco Road, construct 8' sidewalk on each side of the road. (Section Eight, page 19, 10-L100)

Success Measurement: Completion of FY06 construction projects within the approved budget.

Project Narrative: To expand the system of bicycle routes, a shared use pathway is proposed for the high traffic volume route along Bald Eagle Drive from North Collier Boulevard to San Marco Road. Consistent with the shared use pathway concept designed for North Collier Boulevard, this project will provide for an 8-foot pedestrian-bicycle path, but only on one side of the roadway.

Five-Year Funding Recommendation:

FY05	FY06	FY07	FY08	FY09	Total
-	250,000	-	-	-	250,000

Funding: \$250,000 GF

CATEGORY VII – 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 of a multimodal 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.

Consistency With Adopted Schedule of Capital Improvements – Based on the Adopted Schedule of Capital Improvements contained in the amended Comprehensive Plan, \$1,064,000 has been committed to streetscape improvement projects for the prior Five-Year CIP for FY04-FY08. The streetscape expenditures contained in this proposed Five-Year CIP promote financial consistency with the adopted Comprehensive Plan. An amount of \$175,000 was allocated toward pedestrian/bicycle improvement projects in FY04.

The Five-Year CIP for fiscal years 2005-2009 allocates \$914,000 for four streetscape improvement projects.

PROJECT #23: 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 increase the number of trees planted along Bald Eagle Drive between North Barfield and Palm Street.

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. Due to their smaller size, more trees would be planted to permit the desired shade and streetscape effect. No understory planting is recommended, except to accent propose 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 FY05, FY06, FY07, FY08, and FY09 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) and San Marco Boulevard (FY04).

Using the plant recommendations from the Right-of-Way Master Plan (1999), staff has worked with the Beautification Committee and consultants to design the first three phases of the "Roadside Border Landscaping" project. This collaboration will continue in FY05 as Bald Eagle Drive, between North Barfield Drive and Palm St. is planted.

Projects in FY06-FY09 will continue roadside beautification in areas targeted through the Right-of-Way Master Plan, MPROSS and as recommended through the Beautification Committee.

The Five-Year CIP period spanning fiscal years 2005-2008, as identified in the FY04 budget, has been amended for the Roadside Border Landscaping by reducing funding in FY05 and FY06 from \$150,000/year to \$75,000/year. All projects are supported in the MPROSS, The Master Right-of-Way Plan, and the Comprehensive Plan. Recommended funding for FY09' has been included.

Five-Year Funding Recommendation:

FY05	FY06	FY07	FY08	FY09	Total
75,000	75,000	150,000	150,000	150,000	600,000

Funding: \$600,000 GF

Project # 24: Cul-de-Sac Tree and Landscaping Installations

Project Goal: "To continue with an annual citywide Cul-de-Sac tree installation improvement program with extended work scope to include ground cover plantings as recommended by the City's Beautification Advisory Committee."

Project Objectives:

1. To complete installation of Sable Palm Trees in remaining local street Cul-de-Sacs in FY05.
2. To commence with an extended Cul-de-Sac landscaping program in FY05 involving installation of ground cover plantings at local street Cul-de-Sacs, starting with locations that previously received installation of Sable Palm Trees.

Project's Relationship to Comprehensive Plan:

- "Promote 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)

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

- This project is primarily intended to provide street trees and ground cover plantings at local street Cul-de-Sacs to provide aesthetic benefits to residents such as high visual impact and shade.

Project's Relationship to the Right-of-Way Master Plan Recommendations:

- This tree installation and ground cover landscaping program for local street Cul-de-Sacs is consistent with recommendations set forth in the Right-of-Way Master Plan, as further elaborated and recommended by the City's Beautification Advisory Committee.

Success Measurement: Complete all annual tree installation and landscape work by September 30 of each ending fiscal year programmed in the Five-Year CIP.

Project Narrative: The Beautification Advisory Committee recommends that the City continue with and complete the previously authorized Cul-de-Sac tree installation program, and specifically to extend the scope of work under the Five-Year CIP to include installation of ground cover plantings such as bougainvillea species of various colors to add impact to residential neighborhoods. Installation of Sable Palm trees in combination with bougainvillea ground cover plantings within existing Cul-de-Sacs would yield immediate aesthetic benefits, and could serve to initiate voluntary participation by adjacent property owners for supplemental landscaping improvements.

Five-Year Funding Recommendation:

FY05	FY06	FY07	FY08	FY09	Total
25,000	25,000	25,000	25,000	25,000	125,000

Funding: \$125,000 GF

Project # 25: SR 951 North Landscaping

Project Goal: "To design and install median landscape improvements along SR 951 outside the City limit to enhance the northern gateway to Marco Island".

Project Objectives:

1. To landscape 1.3 miles of SR 951 north of the S. S. Judge Jolley Bridge as a first phase project utilizing funds awarded to the City through FDOT transportation enhancement grants.
2. To enter into interlocal agreements with FDOT and/or Collier County government for landscape maintenance responsibilities and associated funding by either or both agencies.
3. To continue staff efforts for securing additional transportation enhancement grants for median landscaping north of the initial 1.3 mile project.

Project's Relationship to Comprehensive Plan:

- "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 Master Park, Recreation and Open Space Study Recommendations:

- Not applicable.

Project's Relationship to the Right-of-Way Master Plan Recommendations:

- Median landscaping of SR 951, although outside the city limits, is consistent with Section Six of the Right-of-Way Master Plan which is devoted solely to streetscaping, and provides recommendations for landscaping, street furniture and elements, street signage, and street lighting.

Success Measurement: Begin a phased installation of median landscaping along 1.3 miles of SR 951 in FY05 and complete all work by September 30, 2006.

Project Narrative: The City submitted several grant applications and was awarded two Surface Transportation Enhancement Grants through the Collier County MPO in the amounts of \$130,000 and \$300,000. This project provides for roadside and median landscape improvements along SR 951 between the S. S. Judge Jolley Bridge and the McIlvane Bridge, a distance of 1.3 miles. Because the project is outside of the corporate city limits, completion of the full scope depends upon the success in obtaining additional grant funds and entering into interlocal agreements with FDOT and/or Collier County for maintenance responsibilities. A third grant application will be submitted to the Collier County MPO.

Five-Year Funding Recommendation:

FY05	FY06	FY07	FY08	FY09	Total
130,000	300,000	-	-	-	430,000

Funding: \$430,000 FDOT Grant

Project # 26: Architectural Lighting – S.S. Judge Jolley Bridge

Project Goal: "To replace existing standard highway type lighting on the S. S. Judge Jolley Bridge with specialty designed and manufactured architectural light poles (perhaps using a maritime design theme)".

Project Objectives:

1. To supplement and enhance the aesthetic benefits under landscaping Project # 27 by installing specialty architectural light poles across the S. S. Judge Jolley Bridge.
2. To coordinate the designs for bridge lighting with engineering designs in progress for widening of the S.S. Judge Jolley Bridge and reconstruction of North Collier Boulevard to ensure technical and aesthetic consistency.

Project's Relationship to Comprehensive Plan:

- "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 Master Park, Recreation and Open Space Study Recommendations:

- Not Applicable.

Project's Relationship to the Right-of-Way Master Plan Recommendations:

- Installation of architectural lighting on the S.S. Judge Jolley Bridge is consistent with Section Six of the Right-of-Way Master Plan, which provides recommendations for landscaping, street furniture and elements, street signage, and street lighting.

Success Measurement: Completion of the architectural lighting project by September 30, 2006.

Project Narrative: The intent of this project is to replace existing standard highway type lighting on the S. S. Judge Jolley Bridge with specially designed and manufactured architectural light poles (perhaps using a maritime design theme). This roadway lighting project will be coordinated with final engineering designs to convert the existing two lane Jolley Bridge structure to a four lane divided bridge. Color and style are key objectives to achieving a high-quality visual impact. The architectural lighting system is expected to provide a secondary but equally important community use for attachment of banners to celebrate holidays or special community events. Funds will be provided in the form of a grant from FDOT.

Five-Year Funding Recommendation:

FY05	FY06	FY07	FY08	FY09	Total
-	59,000	-	-	-	59,000

Funding: \$59,000 FDOT Grant

CATEGORY VIII – 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 FY04 Five-Year CIP approved by City Council had allocated \$3,491,200 for the Parks, Recreation, and Open Space program. The FY05 proposed Five-Year Capital Improvement strategy recommends \$3,762,200,000 for Parks, Recreation, and Open Space projects through fiscal year 2009. Funding is recommended for specific projects for four years and while FY09 targets money in general terms since master planning efforts are incomplete for Mackle Park and yet to be undertaken at the "Glon Property". The Five-Year plan recommends \$3,762,200 for parks, recreation, and open space projects through fiscal year 2009.

Project # 27: Mackle Park Improvements

Project Goal: "To increase Mackle Park's ability to meet the needs of the community through implementing the Mackle Park Master Plan"

Project Objectives:

1. To increase playground opportunities for children with a new Mackle Park Playground following the relocation of existing park amenities.
2. To maintain the project cost and schedule within approved CIP budgets for FY04 and FY05.

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:

- "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 FY05 construction projects within the approved budget.

Project Narrative: Mackle Park is the heart of Marco Island's recreational and park facilities. It offers a unique blend of passive and active recreation and serves as the host site for a majority of the city's community events, public and organizational meetings, concerts, and dances. It also hosts the Island's only publicly owned community center, which is heavily used throughout the year. A comprehensive Master Plan for the park, in accordance with the MPROSS, is nearly complete. The plan, once finished, will provide the framework for investing CIP funding, define long and short term improvement priorities, provide cost estimates for these priorities, graphically illustrate the future park, explain user patterns, document development chronology and eliminate or mitigate current conflicts between users.

Implementation of the Master Plan begins with the children's playground and the upgrading and relocation of other facilities as required to construct the new playground. By completing the playground as the first project based on the Master Plan, the City meets the needs of residents, as first expressed in 2002, by constructing a playground that will have distinct areas for toddlers and adolescents, as well as water play features.

The improvements/expansion for the community center, previously targeted for FY04, will be targeted for another year, perhaps 2010, when more funding is available to finance the expense of the new community center.

Five-Year Funding Recommendation:

FY05	FY06	FY07	FY08	FY09	Total
458,000	500,000	469,200	-	-	1,427,200
Funding: \$1,177,200 GF; \$250,000 Park Impact Fees					

The Five-Year CIP period spanning fiscal years 2005-2008, as identified in the FY04 budget, has been amended for Mackle Park to the following schedule. All projects are supported in the MPROSS and the Comprehensive Plan. Anticipated spending for FY09 has been included.

- **Fiscal Year 2005:** Implement playground improvements and relocation of other facilities to realize the planned playground. This project will be a main feature of the new Mackle Park expected to meet the needs of the community long into the future. This funding for FY05 will be combined with the \$200,000 appropriated in FY04. The City will also seek grant funding through the Florida Recreation Development Assistance Program. The application submission date is September 2004.
- **Fiscal Year 2006:** Funding will focus on implementing Phase II improvements as defined in the Master Plan
- **Fiscal Year 2007:** Phase III Improvements based on the completed Master Plan
- **Fiscal Year 2009:** Funding has been targeted in the broader category of Park Improvement Projects that will most likely be re-directed to Mackle Park once planning for the Downtown Civic Space has been completed.

Project # 28: Racquet Center Improvements

Project Goal: "To reduce on court flooding that occurs on the eastern edge of the Racquet Center's paved and clay courts"

Project Objectives:

1. To increase opportunities for court use by reducing on-court flooding through the installation of perimeter drainage and re-grading swales.

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 FY05 construction project within the approved budget.

Project Narrative: Funding will allow for drainage improvements along the eastern edge of the facility. Currently, this area floods during moderate storm events causing washout and potential damage to the existing clay and paved courts. Installing perimeter drainage and regrading swales will eliminate this problem.

The Five-Year CIP period spanning fiscal years 2005-2008, as identified in the FY04 budget, has been amended for the Racquet Center to the following schedule. All projects are supported in the MPROSS and the Comprehensive Plan. Anticipated spending for FY09' has been included.

- **Fiscal Year 2005:** Fund drainage improvements along the eastern edge of the facility.
- **Fiscal Year 2006:** Fund replacement of court lighting.

Five-Year Funding Recommendation:

FY05	FY06	FY07	FY08	FY09	Total
50,000	80,000	-	-	-	130,000

Funding: \$130,000 GF

Project # 29: 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 construction of permanent restroom facilities.

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 ballfield facilities, reconfiguration of the parking lots and pedestrian walks" (Section 4, page 44, #8, bullet 1)

Success Measurement: Completion of FY05 construction project within the approved budget.

Project Narrative: An Improvement Plan for Winterberry Park was developed in FY03-04 in accordance with the MPROSS. The plan will be presented to the public for comment during the current year. 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.

The Five-Year CIP period spanning fiscal years 2005-2008, as identified in the FY04 budget, is consistent with the FY05 budget recommendations for Winterberry Park.

- **Fiscal Year 2005:** Construct permanent restroom facilities.

Five-Year Funding Recommendation:

FY05	FY06	FY07	FY08	FY09	Total
130,000	-	-	-	-	130,000

Funding: \$130,000 GF

Project # 30: Park Avenue Property Development

Project Goal: "To increase the amount of park land available to residents through the development of the Park Avenue Property as a public park"

Project Objectives:

1. To increase the amount of parkland available to resident by first developing a Comprehensive Master Plan, in FY05, that provides the framework for developing a public park at the Park Avenue Property and that has community support.

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).
- "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/for 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 Elkcarn 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 FY05 planning project within the approved budget and within the fiscal year.

Project Narrative: As stated in the introduction of this section, voters approved a referendum in 2003 to purchase the 6.85 acres known as the "Park Avenue Property." Acquisition of a space, such as the parcel(s) acquired, is supported in both the Comprehensive Plan and the MPROSS. Developing a Master Plan for the new park (FY05) and the subsequent construction projects are also supported in the City's major planning documents. During FY05, funding will allow for the development of a Master Plan for transforming the undeveloped land into a public park. The planning process will include several opportunities for public participation during the design development stage. The completed plan will serve as the foundation for capital projects in future years. The City will seek grant funds for this construction projects in the years when the City is able to provide matching funds.

The Five-Year CIP period spanning fiscal years 2005-2008, as identified in the FY04 budget, has been amended to include the "Park Avenue Property," as the property was acquired after the FY04 budget approvals were complete.

- **Fiscal Year 2005:** Develop a Comprehensive Master Plan.
- **Fiscal Year 2007:** Phase I improvements based on the completed Master Plan.
- **Fiscal Year 2008:** Phase II improvements based on the completed Master Plan

Five-Year Funding Recommendation:

FY05	FY06	FY07	FY08	FY09	Total
50,000	-	100,000	900,000	-	1,050,000

Funding: \$300,000 GF; 750,000 Park Impact Fees

Project # 31: Park Improvement Projects

Project Goal: "To increase the ability for park and recreational facilities to meet the needs of the community by recommending funding for FY09 in general terms that will be re-directed to specific projects in FY06"

Project Objectives:

1. To improve increase the ability for park and recreational facilities to meet the needs of the community by recommending funding for FY09 in general terms that will be re-directed to specific projects in FY06 based on completed Master Plans and Improvement Plans.

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:

- "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).
- "Develop an implement a Master Site Plan for the town Center gathering space or 'green'" (Section 4, page 58, #3).

Success Measurement: Completion of FY09 construction projects within the approved budget and within the fiscal year.

Project Narrative: As stated in the introduction of this section, FY09 does not yet target money for specific projects. City staff, however, believes this money will be targeted for Mackle Park or the Glon Property to continue phased improvements in accordance with the completed Master Plans.

Five-Year Funding Recommendation:

FY05	FY06	FY07	FY08	FY09	Total
-	-	-	-	1,000,000	1,000,000

Funding: \$1,000,000 GF

Project # 32: Leigh Plummer Park Improvements

Project Goal: "To increase Leigh Plummer Park's ability to meet the needs of the community"

Project Objectives:

1. To increase Leigh Plummer Park's ability to meet the needs of the community by developing an Improvement Plan, in FY07, that provides the framework for renovating the park and that has community support.

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 58, #3).

Success Measurement: Completion of the FY07 planning project within the approved budget and within the fiscal year.

Project Narrative: Leigh Plummer Park is an important facility in the makeup of the City's open space resources; however, it is grossly underutilized. In its current state, it serves primarily as a passive park for walking and sitting and provides an outdoor respite for contractors during lunchtime. While many options for development have been suggested by residents and staff, an Improvement Plan should be developed to ensure that investment in the park is done in accordance with resident needs, as set forth in the MPROSS.

The project would allow the administration to develop an Improvement Plan for Leigh Plummer Park that will serve as the foundation to transform this underutilized space into a valuable community resource.

The original Leigh Plummer Park development program, from the MPROSS suggests:

1. Monument/Garden
2. Multi-Purpose Open Space
3. Playground with Benches
4. New Parking
5. Gazebo
6. New Crosswalks

The Five-Year CIP period spanning fiscal years 2005-2008, as identified in the FY04 budget, has been amended for the Leigh Plummer Park by eliminating \$200,000 from the FY05 budget and recommending \$25,000 for FY07. The project is supported in the MPROSS and the Comprehensive Plan.

Five-Year Funding Recommendation:

FY05	FY06	FY07	FY08	FY09	Total
-	-	25,000	-	-	25,000

Funding: \$25,000 GF

CATEGORY IX – 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.

Consistency With Adopted Schedule of Capital Improvements – Based on the Adopted Schedule of Capital Improvements contained in the amended Comprehensive Plan, \$2,115,000 has been committed to civic facility improvement projects for the prior Five-Year CIP for FY04-FY08. The civic facilities expenditures contained in this proposed Five-Year CIP promote financial consistency with the adopted Comprehensive Plan.

The Five-Year CIP for fiscal years 2005-2009 allocates \$2,400,000 for civic facility projects.

Project # 35: Police Station / Council Chambers

Project Goal: “To maximize the efficient and effective use of current City owned property through the construction of a multi-functional facility including sufficient space for a City Council Chambers, delivery of a full range of professional law enforcement services, and to provide for an effective Emergency Operations Center as a command center for emergency response.”

Project Objectives:

1. To provide a professional environment for conducting meetings of the City Council, Planning Board and Code Enforcement Board.
2. To provide an appropriate environment to encourage community participation in our local government.
3. To provide an alternative location for City Council meetings, allowing for the scheduling of additional recreational activities in current park facilities.
4. To provide an alternative location for City Council meetings, allowing future park facilities to be developed and designed for recreational activities.
5. To construct a needed civic facility on property currently owned by the City.
6. To provide sufficient current and future space to provide professional law enforcement services including appropriate facilities providing for:
 - a. Prisoner security.
 - b. Interviews of crime victims and witnesses.
 - c. Interviews of prisoners and crime suspects.

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- d. Evidence storage.
7. To provide sufficient current and future space to provide professional fire/rescue/emergency medical services.
8. To provide the City with a suitable Emergency Operations Center.

Success Measurement: Complete construction of new Police Station / Council Chambers within the total allocated budget.

Project Narrative: Meetings of the Marco Island City Council (and other City Boards) are currently held in a large meeting room at Mackle Park. The room must be set up prior to each meeting using a variety of tables and folding chairs. Community demand for the room cannot be accommodated due to the requirement to reserve space for City meetings. Complaints are received regarding seating arrangements, sight limitations, sound difficulties and video recording facilities from Council and community members. A master plan for the future of Mackle Park facilities is currently being developed and decisions regarding the components of future park facilities must be made.

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

Floor space and rooms in the San Marco Road facility are often required for multi-purpose uses including citizen meetings and storage. Office equipment (copier, fax machine, shredder) is stored and operated in traffic circulation areas, which are shared with Fire Department personnel and building visitors. There are no temporary prisoner holding facilities and no interview facilities. This interior building space deficiency causes safety and security concerns and adversely affects operational efficiencies. Additionally, the Records and Property/Evidence storage areas do not meet minimum standards for accreditation. The Property/Evidence storage area currently re-circulates air used in the cooling/heating process into the occupied areas of the building, which presents a problem when staff needs to store narcotics evidence and other retrieved property.

Hurricane activity during the fall of 2004 has brought to light serious operational deficiencies at the current Emergency Operations Center at the Fire Station. That facility was built for the single-purpose Independent Fire District prior to incorporation and has proven to be insufficient for the needs of emergency operations of the full municipal government. A new facility will provide for an Emergency Operations Center in a storm resistant building to serve as the command center for our response to emergency situations.

The City of Marco Island Comprehensive Plan estimates that approximately 23% of City land area is still available for development. Current permanent population of approximately 15,000 is expected to increase to approximately 20,000 by the year 2010. Seasonal population influxes further increase demands on Police Department services as well as other critical City services. Based upon this growth projection there will be increased pressure on current police and fire staff (32 FTE) to meet the demands and expectations of residents and visitors. Any increases in staff in either department, or in Emergency Medical Services staffing, will further decrease effective use of available space at the current facility.

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Capital Project Categories and Descriptions

In fiscal year 2004, \$150,000 was budgeted for design and cost estimation work on a new Police Services building to be constructed at the City Government Center. The new building is to be built on the point of the triangle in the City Complex; maximizing the efficient use of current City owned land, and providing a central location for public access to City Government services. The first floor would include a permanent City Council Chambers (which could be used for a multitude of public meetings/events), a "Sally Port" for the secure transfer of prisoners from vehicles to the facility, holding cells, interview rooms, and evidence storage. The second floor will house all administrative functions of the Police Department. Even with the addition of a new building to the City Complex, parking would actually increase by developing and utilizing the area between City Hall and the Fire Station.

Approval of the project and construction costs, estimated at \$2,400,000, is recommended. The construction costs will be included in the Sales Tax Revenue Bond issue. Site improvement costs are not included in the construction cost estimate and will be funded separately.

Five-Year Funding Recommendation:

FY05	FY06	FY07	FY08	FY09	Total
2,400,000	-	-	-	-	2,400,000
Funding: \$2,400,000 Sales Tax Bonds					

CATEGORY X – CIP CONTINGENCY:

PROJECT ID #34: Capital Projects Contingency

FY04	FY05	FY06	FY07	FY08	Total	Unfunded
200,000	200,000	200,000	200,000	200,000	1,000,000	-
Funding: \$1,000,000 GF						

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

**City of Marco Island
Annual Budget Summary
Fiscal Year 2004-05**

Building Services Fund

Fiscal Year Budget 2005

Building Services Revenues

Building Permit Fees	\$ 977,730
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TOTAL REVENUES	\$ 977,730
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Building Services Expenditures

Personal Services	487,925
Collier County Services	70,000
Other Operating Expenses	76,965
Central Administration	342,840
Capital Outlay	-

TOTAL EXPENDITURES	977,730
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CASH FLOW	\$ -
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MISSION STATEMENT

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

DESCRIPTION

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

The Division reviews and inspects all projects requiring a permit. The City strives to assemble and maintain a team of well-qualified personnel. The Chief of Building Services is state certified as a Building Official. All three building inspectors are certified inspectors in their respective disciplines. In addition to a part-time electrical inspector, the City has contracts with external specialists to provide on-call services for commercial and multi-family plan review. Because of the staff's experience, certifications, and contracted services, all plan reviews can be handled in-house.

The permitting section is lead by a clerk with over ten years of permitting experience, a clerk with extensive City/County experience, and an assistant clerk. Due the increasing number of permits issued, and the corresponding increase in staff overtime demands, an additional permit clerk position has been incorporated into the FY05 Building Services Budget. The Building Services Division also receives staff support from the Community Development and Public Works staff. This support involves site plan and project review, right-of-way permitting, and FEMA issues. The Building Fund will be utilized to offset costs associated with this external support to the Building Services Division.

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

2004 ACCOMPLISHMENTS

- Permitted an estimated 220 new single-family homes.
- Projected to issue over 5,000 permits for new construction and remodeling projects on the Island (versus under 4,000 in FY03).
- Perform approximately 12,500 inspections for permitted projects.
- Projected to collect over \$3,500,000 in total fees (including impact fees).

GOALS AND OBJECTIVES

GOAL: To provide the development community and citizens of Marco Island with superior service.

OBJECTIVE: To maintain and/or increase the level of service our customers expect, notwithstanding the Island's robust construction climate and limited staffing.

ACTION/STRATEGIES:

- Addition of new permit clerk position to assist in permit issuance and closure.
- In-process, review, and provide comments for all single-family applications within twenty working days.
- In-process, review, and provide comments for all accessory use and/or routine permit applications within five working days.
- For inspectors to maintain all required certifications from the State and project a more professional image.
- To expand the range of options and information (e.g., downloadable permit applications) within the Building Service Division's portion of the City's website.
- Continue implementation of a sensible, cost-effective strategy for records/plans storage and recovery.

- Track inspection rates (daily/weekly) for building inspectors to determine if current staffing levels are adequate to timely manage inspection load, or whether an additional inspector is warranted.
- Develop options to effectively address expired permits.
- Review current Building Permit Fee Schedule for possible changes due to increased number and/or complexity of inspections for permitted activities.
- Prepare a "User Survey" to identify Division strengths and weaknesses, and provide Manager with a report and recommendations by January 1, 2005.

DETAIL OF PERSONNEL SERVICES

Position	FY2004 Budget	FY2005 Budget	Salary
Chief of Building Services	1.0	1.0	\$59,498
Electrical Inspector	1.28	1.28	55,201
Plumb/Mech. Inspector	1.0	1.0	38,744
Structural Inspector	1.0	1.0	42,279
Senior Permit Clerk	1.0	1.0	36,662
Permit Clerk	1.0	2.0	65,800
Asst. Permit Clerk	1.0	1.0	26,745
<i>Pay for Performance Incentives</i>			<u>14,583</u>
Total Full Time Equivalents	7.28	8.28	\$338,512

DETAIL OF CAPITAL PURCHASES

Description:	Total Cost:
No Capital Requested	\$0
Total Capital Outlay	\$0

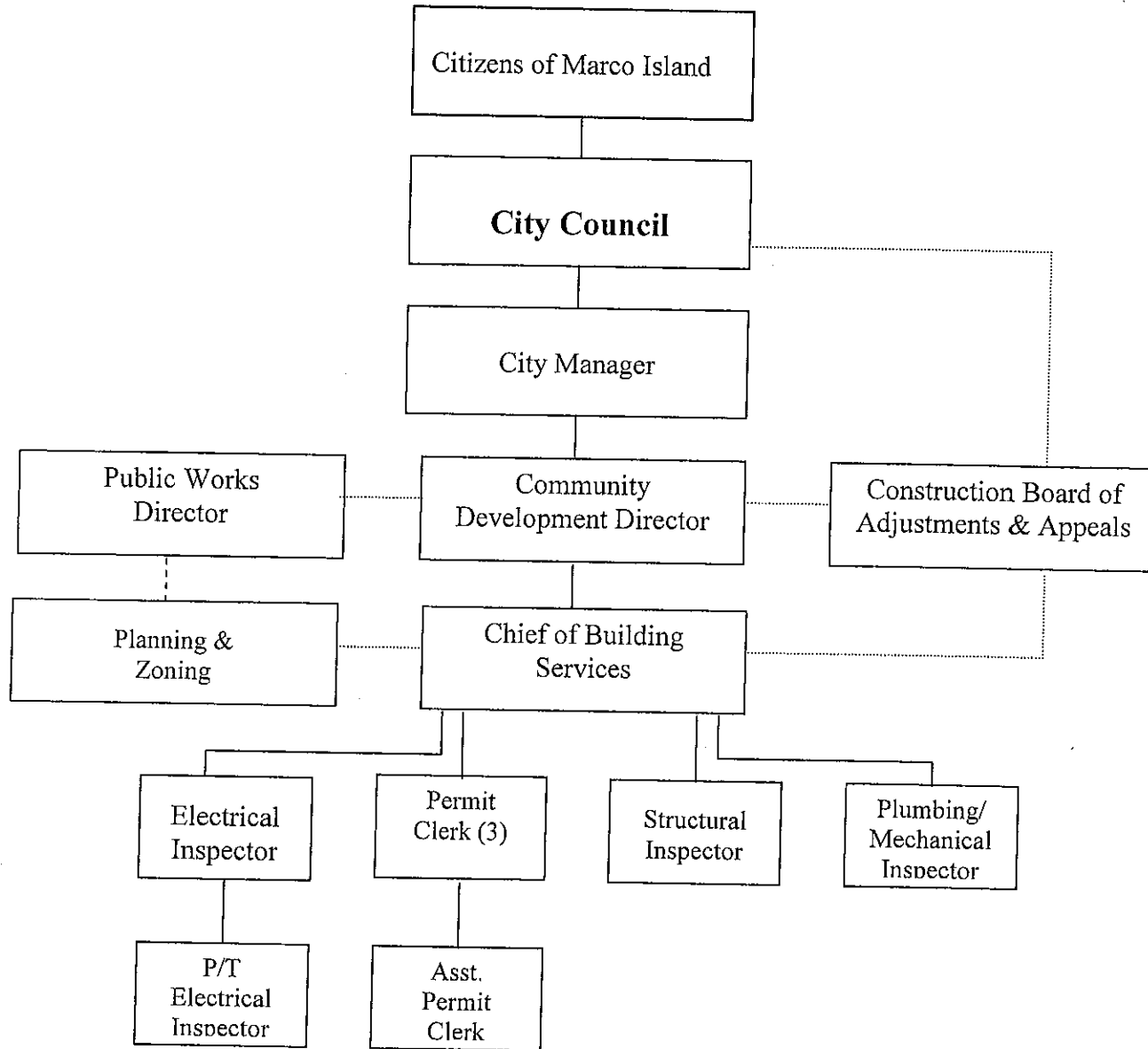
BUDGET SUMMARY

Personnel Services Expenditures	\$487,925
Operating Expenses	146,965
Allocated Administration	342,840
Capital Outlay	<u>0</u>
Total for FY2005	\$977,730

REVENUE SUMMARY

Building Permits	\$977,730
Total for FY2005	\$977,730

ORGANIZATIONAL CHART



FISCAL YEAR 2005 APPROVED BUDGET

100% Yr Complete

DESCRIPTION	ACTUAL FY2003	BUDGET FY2004	YTD ACTUAL FY2004	PROJECTED FY2004	BUDGET FY2005	% OF FY2004

BLDG SERV REVENUE						
BUILDING PERMIT FEES	1,286,620	839,377	2,075,846	2,175,000	977,730	116 %
MISCELLANEOUS REVENUE	(45)	0	0	0	0	0 %
GRAND TOTAL FOR FUND:	1,286,575	839,377	2,075,846	2,175,000	977,730	116 %
=====						

Utility Fund

City of Marco Island
DEPARTMENTAL BUDGET REPORT

FISCAL YEAR 2005 APPROVED BUDGET

100% Yr Complete

DESCRIPTION	ACTUAL FY2003	BUDGET FY2004	YTD ACTUAL FY2004	PROJECTED FY2004	BUDGET FY2005	% OF FY2004
BUILDING SERVICES						
WAGES	280,315	297,392	282,558	297,392	338,512	114 %
OVERTIME	27,319	35,000	27,621	30,000	8,000	23 %
BENEFITS	78,630	90,500	84,762	95,000	109,883	121 %
FICA TAXES	26,972	28,820	27,488	31,000	31,530	109 %
TOTAL PERSONNEL SERVICES:	413,236	451,712	422,429	453,392	487,925	108 %
PROFESSIONAL FEES	30,515	25,000	13,300	15,000	20,000	80 %
CONTRACTUAL SERVICES	14,905	32,000	38,769	10,000	20,000	63 %
COLLIER COUNTY SERVICES	61,329	140,000	111,932	120,000	70,000	50 %
TRAVEL PER DIEM	734	1,500	3,263	2,000	3,000	200 %
TELEPHONE & COMMUNICATIONS	8,861	10,000	8,443	10,000	10,000	100 %
RENTALS & LEASES	3,472	4,320	3,461	4,320	4,200	97 %
VEHICLE REPAIR & MAINTENANCE	1,232	1,280	4,005	4,000	2,480	194 %
EQUIPMENT REPAIR & MAINTENANCE	20	250	12	250	250	100 %
PRINTING	95	500	744	750	750	150 %
OFFICE SUPPLIES	12,137	12,000	10,832	10,000	9,000	75 %
FUEL	2,973	1,800	3,500	2,100	2,700	150 %
UNIFORMS	935	850	807	1,000	850	100 %
POSTAGE	168	100	234	200	200	200 %
PUBLICATIONS & MEMBERSHIPS	1,644	1,075	1,484	1,300	1,535	143 %
TRAINING	735	1,500	1,932	2,500	2,000	133 %
CENTRAL ADM ALLOCATION	318,873	333,490	305,701	333,490	342,840	103 %
TOTAL OPERATING EXPENSES:	458,628	565,665	508,420	516,910	489,805	87 %
EQUIPMENT PURCHASES	7,650	0	2,298	0	0	0 %
TOTAL CAPITAL OUTLAY:	7,650	0	2,298	0	0	0 %
GRAND TOTAL FOR DEPARTMENT:	879,513	1,017,377	933,147	970,302	977,730	96 %

City of Marco Island
Building Services Fund
Cost Allocation

Allocation Percentage	2005 Costs Allocated
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PERSONAL SERVICES:

Community Development Director	50.0%	57,575
City Planner	50.0%	42,066
Zoning Administrator	50.0%	41,714
Public Works Director	30.0%	34,582
Public Works Superintendent	40.0%	29,828
Public Works Maint. Worker	30.0%	17,708
Administration (2):		
City Council	4.7%	2,948
City Manager	4.7%	19,632
Finance	4.7%	15,515
City Attorney	4.7%	7,755

SUB-TOTAL

269,323

OPERATIONS & MAINTENANCE:

City Hall Operations (1):		
Contract Services	25.0%	18,239
Utilities	25.0%	6,900
Repair	25.0%	7,250
Insurance	4.7%	24,853
Other Costs:		
Right-of-Way Surveys	100.0%	16,275

SUB-TOTAL

73,517

TOTAL

\$ 342,840

- (1) Allocated on City Hall square footage
- (2) Allocated on percentage of operating budget (not including Water/Sewer Fund)

City of Marco Island
Marco Island Utilities
Utility Fund Summary

Fiscal Year 2005

REVENUES:

Marco Island Water	12,225,000
Marco Island Sewer	4,950,000
Shores Water/Sewer	572,200
Plant Capacity Charges (Incl \$1 million from WCI)	1,510,000
Main Extension Charges	170,000
Bond Proceeds	-
Other Revenues	538,100

TOTAL REVENUES:	\$ 19,965,300
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EXPENDITURES:

OPERATING EXPENDITURES:	
Marco Island Water (R.O.)	1,460,320
Marco Island Water (Lime)	1,383,903
Marco Island Sewer	943,033
Marco Shores Water	138,849
Marco Shores Sewer	153,638
Collection & Distribution	2,200,698
Administration	830,947
TOTAL OPERATING EXPENDITURES:	7,111,388
OTHER EXPENDITURES:	
Debt Service	6,590,778
Reimbursed Administration	599,960
Contingency Fund	434,674
TOTAL OTHER EXPENDITURES:	7,625,412
RESERVE FOR CAPITAL IMPROVEMENTS:	
Renewal & Replacement Fund	
(10% of Operating Revenues)	1,808,500
Capital Reserve Fund	1,740,000
Plant Capacity & Main Extension Fees	1,680,000
TOTAL CAPITAL RESERVES	5,228,500

TOTAL EXPENDITURES:	\$ 19,965,300
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MISSION STATEMENT

To provide a professional staff dedicated to the public health and well being of our community. We will provide the highest quality products possible to our customers, through the efforts of a well-trained utility staff that is always courteous and responsive.

DESCRIPTION

On November 6, 2003 the City of Marco Island purchased the utility system, then owned by Florida Water Services Corporation. The City began the process of assimilating a 44-person utility crew and the task of blending that culture with the City's organization. While there were significant issues and challenges, transition has been successful. City ownership has improved the utility operation, and Marco Island Utilities have assisted other operating departments.

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. The Utility staff has the responsibility of planning, budgeting/engineering, and regulatory issues that involve the Utility.

Marco Island Utilities is comprised of 5 divisions. They are: Water Treatment, Wastewater Treatment, Maintenance, Distribution and Collection, and Engineering. All divisions report to the Utility Director except for the Utility Engineer, who reports directly to the City Manager. Responsibilities of the Utility Department include:

- Provide service to 15,000-35,000 residents through 11,000 customer meters.
- Maintain 500 miles of water transmission lines.
- Maintain 200 miles of sewer collection lines.
- Maintain 64 wastewater lift stations.
- Maintain 25 miles of reuse water distribution lines.
- Produce and distribute 3.1 billion gallons of potable water.
- Collect and treat 730 million gallons of wastewater.
- Produce and distribute 401 million gallons of reuse water for irrigation.
- Repair 270 pipe breaks.
- Respond to 2,400 "Sunshine One Call" requests to identify locations of utility lines for construction purposes.

2004 ACCOMPLISHMENTS

- The successful integration of the Utility into the City is and of itself a great achievement, and was the central focus.
- The wastewater treatment operation and its Supervisor, Jeff Poteet, received two awards from the Florida Water and Pollution Control Operators Association, Florida American Water Works Association, and the Florida Water Environment Association. The "Phelps Award" was presented for the best operated and maintained wastewater treatment facility in its class in the State of Florida, and the "Hatfield Award" was presented for Outstanding Performance and Professionalism.

GOALS & OBJECTIVES

GOAL: To establish and maintain timely response for customer service.

OBJECTIVE: To establish a written system to measure customer complaints and our response.

ACTION/STRATEGIES:

- Our staff will develop a standard form that will be used Citywide for logging water quality complaints.
- We will develop a procedure to ensure that this information is passed on for appropriate follow up instantly.
- Operations will record this information along with our response time into a database that will bench mark our current level of effort. We will then be able to measure against this benchmark to set strategies for future improvement.

GOAL: To improve our tracking of DEP mandatory dated milestones.

OBJECTIVE: To decrease our frequency of missed date sensitive events.

ACTION/STRATEGIES:

- The Utility Department has over 500 date sensitive events each year. These events will be entered into a master calendar and verified by each department supervisor and finally by the DEP. This calendar will reside on the City mainframe where all Utility Department Supervisors can review the coming events. In addition the Utility Director and the Utility Engineer will be able to review this information as a backup check.
- Work with the City Information Technology Department to automate these scheduled events to automatically be retrieved and sent to the designated person in advance of each event, and to identify missed events.

GOAL: To finalize comprehensive Master Plan and Business Plan.

OBJECTIVE: To finalize Comprehensive Plan by December 2004 and the Business Plan by March 2005.

ACTION/STRATEGIES:

- Identify immediate and long-term capital facilities required for water, reuse, and wastewater.
- Identify long-term source of raw water.
- Prepare implementation strategy for facility improvements.
- Evaluate financing alternatives.
- Evaluate plan to expand reuse distribution.
- Prepare implementation strategy for the replacement of septic tanks with the expansion of the wastewater collection system.
- Determine most cost effective method to expand water and wastewater treatment capacity and develop implementation schedule.

PERSONNEL:

Marco Island Utilities began on November 6, 2003 with 44 employees. Moving forward in 2005 as a City Utility, we are reorganizing our goals and priorities to reflect a municipal utility organization rather than a private utility.

In February of 2004, the Marco Island Public Works turned over to the Utility Department the wastewater collection system that the city had received from Collier County. This turnover of responsibility doubled the miles of sewer line to be

maintained and doubled the amount of sewerage lift stations to be maintained as well. The Public Works maintained the sewer lines and lift stations through a contract with a private vendor. The Utility Department continued this contract.

In 2005, we will no longer need the contracted vendor. We have budgeted for 2 additional maintenance personnel to assume the duties; therefore we will cancel the contract.

With additional maintenance personnel, we will have a better focus on corrective and preventative maintenance applied to the entire utility system and improve system reliability.

We are also adding two general laborers whose tasks will be to clean and paint the facilities. FWS used temporary labor services that were not able to affectively maintain the appearance of the facility.

Lastly, we have budgeted a part-time clerical assistant in the Administration office. This position will help support the various supervisors so they can remain "working supervisors overlooking their staff and systems. This additional position will assist the Utility Engineer and Utility Secretary.

DETAIL OF PERSONNEL SERVICES

Position	FY2004 Budget	FY2005 Proposed	Salary
Utility Director	1.0	1.0	\$80,000
Utility Engineer	1.0	1.0	78,000
Project Manager	1.0	1.0	66,379
Supervisor	3.0	3.0	183,594
Lead Tech	4.0	4.0	189,008
Water Operators	8.0	9.0	369,897
Wastewater Operators	8.0	7.0	286,322
Utility Tech	11.0	14.0	487,979
Electrician	1.0	1.0	56,278
Maintenance	2.0	6.0	150,270
Trainees	3.0	0.0	0
Secretary	1.0	1.5	41,364
<i>Pay for Performance Incentives</i>			<u>87,900</u>
Total Full Time Equivalent	44.0	48.5	\$2,076,991

DETAIL OF CAPITAL OUTLAY

Description:	Total Cost:
To be provided following completion of Utility Master Plan.	

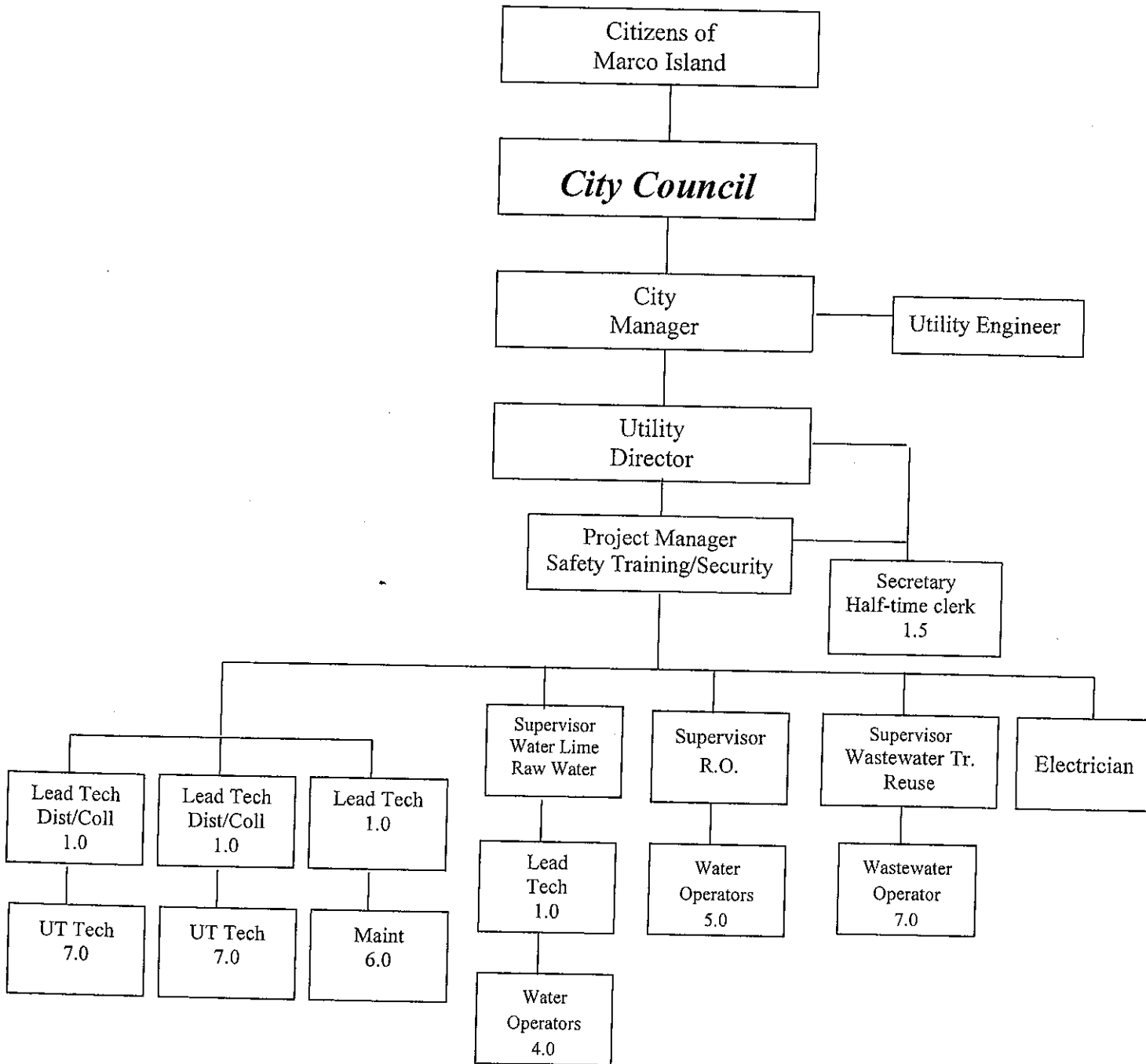
BUDGET SUMMARY

Personnel Services	\$3,130,862
Operating Expenses	5,015,160
Capital Outlay	5,228,500
Debt Service	<u>6,590,778</u>
Total for FY2005	\$19,965,300

FUNDING SOURCE TO FINANCE PROGRAM

Marco Island Water	\$12,225,000
Marco Island Sewer	4,950,000
Marco Shores Water/Sewer	572,200
Plant Capacity Changes	1,510,000
Main Extension Changes	170,000
Other Revenues	<u>538,100</u>
Total	\$19,965,300

ORGANIZATIONAL CHART



FISCAL YEAR 2005 APPROVED BUDGET

100% Yr Complete

DESCRIPTION	ACTUAL FY2003	BUDGET FY2004	YTD ACTUAL FY2004	PROJECTED FY2004	BUDGET FY2005	% OF FY2004
UTILITY FUND						
OP REVENUES-MARCO ISLAND						
SEWER UTILITY FEES	0	4,557,147	3,716,782	4,600,000	4,950,000	109 %
WATER UTILITY FEES	0	10,438,925	10,061,119	11,000,000	12,225,000	117 %
EFFLUENT SERVICE	0	229,215	174,766	125,000	131,300	57 %
SEWER ASSESSMENTS	0	0	0	0	0	0 %
SEWER MAIN EXTENSION CHARGES	0	0	75,128	90,000	70,000	0 %
SEWER SERVICE INSTALLATION CHA	0	0	25,322	25,000	20,000	0 %
SEWER PLANT CAPACITY CHARGES	0	0	544,262	600,000	150,000	0 %
ENGINEERING SEWER PLAN REVIEW	0	0	775	0	0	0 %
SEWER INITIAL CONNECTION CHARG	0	0	600	0	0	0 %
SEWER ASSESSMENTS	0	0	0	0	0	0 %
WATER MAIN EXTENSION CHARGES	0	168,725	133,328	150,000	100,000	59 %
WATER METER INSTALLATION CHARG	0	0	28,286	20,000	10,000	0 %
WATER SERVICE INSTALLATION CHA	0	0	32,108	25,000	15,000	0 %
WATER PLANT CAPACITY CHARGES	0	300,231	331,675	250,000	360,000	120 %
ENGINEERING WATER PLAN REVIEW	0	0	928	0	0	0 %
WATER INITIAL CONNECTION CHARG	0	0	3,916	0	0	0 %
TOT OP REVENUES-MARCO ISLAND:	0	15,694,243	15,128,995	16,885,000	18,031,300	115 %
OP REVENUES-MARCO SHORES						
SEWER UTILITY FEES	0	250,000	226,908	325,000	341,200	136 %
WATER UTILITY FEES	0	200,000	176,972	220,000	231,000	116 %
EPFLUENT SERVICE	0	60,000	54,938	35,000	36,800	61 %
SEWER MAIN EXTENSION CHARGES	0	0	0	0	0	0 %
SEWER SERVICE INSTALLATION CHA	0	0	0	0	617,800	0 %
SEWER PLANT CAPACITY CHARGES	0	0	0	0	0	0 %
ENGINEERING SEWER PLAN REVIEW	0	0	0	0	0	0 %
SEWER INITIAL CONNECTION CHARG	0	0	45	0	0	0 %
SEWER ASSESSMENTS	0	0	0	0	0	0 %
WATER MAIN EXTENSION CHARGES	0	0	0	0	0	0 %
WATER MAIN INSTALLATION CHARGE	0	0	890	0	0	0 %
WATER SERVICE INSTALLATION CHA	0	0	548	0	0	0 %
WATER PLANT CAPACITY CHARGES	0	0	10,381	0	382,200	0 %
ENGINEERING WATER PLAN REVIEW	0	0	0	0	0	0 %
WATER INITIAL CONNECTION CHARG	0	0	0	0	0	0 %
TOT OP REVENUES-MARCO SHORES:	0	510,000	470,682	580,000	1,609,000	315 %
OTHER REVENUE-MARCO ISLAND						
INTEREST EARNINGS	0	188,340	150,955	200,000	300,000	159 %
DISPOSITION OF FIXED ASSETS	0	0	0	0	0	0 %
MISCELLANEOUS REVENUE	0	572,892	55,161	25,000	25,000	4 %
BOND PROCEEDS	0	102,791,206	102,791,206	102,791,200	0	0 %
NON-OPERATING REVENUE	0	0	0	0	0	0 %
DEPRECIATION OF FA CONTRIBUTED	0	0	0	0	0	0 %
TOT OTH REVENUE-MARCO ISLAND:	0	103,552,438	102,997,322	103,016,200	325,000	0 %
OTHER REVENUE-MARCO SHORES						
INTEREST EARNINGS	0	0	0	0	0	0 %
DISPOSITION OF FIXED ASSETS	0	0	0	0	0	0 %
MISCELLANEOUS REVENUE	0	0	393	0	0	0 %
DEPRECIATION OF FA CONTRIBUTED	0	0	0	0	0	0 %
TOT OTH REVENUE-MARCO SHORES:	0	0	393	0	0	0 %
GRAND TOTAL FOR FUND:	0	119,756,681	118,597,392	120,481,200	19,965,300	17 %

City of Marco Island
UTILITY DEPT BUDGET REPORT

FISCAL YEAR 2005 APPROVED BUDGET

100% Yr Complete

DESCRIPTION	ACTUAL FY2003	BUDGET FY2004	YTD ACTUAL FY2004	PROJECTED FY2004	BUDGET FY2005	% OF FY2004

WATER PROD-LIME PLANT MAR ISL						
WAGES	0	197,772	171,718	0	257,404	130 %
OVERTIME	0	150,000	118,532	0	99,800	67 %
BENEFITS	0	27,777	20,485	0	42,131	152 %
FICA TAXES	0	24,555	21,134	0	25,453	104 %
TOTAL PERSONAL SERVICES:	0	400,104	331,870	0	424,788	106 %
PROFESSIONAL SERVICES	0	0	32,300	0	10,000	0 %
OTHER CONTRACTUAL SERVICES	0	134,216	119,789	0	110,000	82 %
SLUDGE HAULING	0	131,184	118,148	0	50,000	38 %
TRASH / DUMPSTER SERVICES	0	0	5,000	0	0	0 %
TRAVEL PER DIEM	0	0	2,609	0	1,573	0 %
SAFETY	0	0	1,699	0	2,425	0 %
TELEPHONE & COMMUNICATIONS	0	0	7,711	0	7,239	0 %
RADIO & PAGER	0	0	300	0	0	0 %
ELECTRICITY-LIME PLANT	0	315,934	259,540	0	344,677	109 %
ELECTRICITY-RAW WATER	0	0	87,401	0	100	0 %
RENTALS AND LEASES	0	22,444	13,421	0	2,352	10 %
VEHICLE REPAIRS & MAINTENANCE	0	0	94	0	500	0 %
BUILDING REPAIRS & MAINTENANCE	0	0	1,638	0	15,500	0 %
EQUIPMENT REPAIR & MAINTENANCE	0	75,000	77,889	0	45,000	60 %
OTHER REPAIR & MAINTENANCE	0	0	6,117	0	0	0 %
MISC CHARGES	0	0	2,300	0	4,600	0 %
OFFICE SUPPLIES	0	0	832	0	900	0 %
OPERATING SUPPLIES	0	24,406	22,914	0	29,000	119 %
UNIFORMS	0	0	2,425	0	2,500	0 %
JANITORIAL SUPPLIES	0	0	430	0	250	0 %
SMALL TOOLS	0	0	0	0	2,500	0 %
CHEMICALS-LIME PLANT	0	344,381	379,221	0	365,782	106 %
CHEMICALS-RAW WATER	0	0	2,742	0	5,484	0 %
FUEL	0	0	6,042	0	6,000	0 %
TRAINING	0	0	1,020	0	1,950	0 %
OTHER OPERATING EXPENSE-LIME P	0	591	0	0	22,200	3,756 %
OTHER OPERATING EXPENSES-RAW W	0	0	1,004	0	0	0 %
TOTAL OPERATING EXPENSES:	0	1,048,156	1,152,583	0	1,030,532	98 %
EQUIPMENT PURCHASES	0	50,000	17,465	0	5,000	10 %
TOTAL CAPITAL OUTLAY:	0	50,000	17,465	0	5,000	10 %
GRAND TOTAL FOR DEPARTMENT:	0	1,498,260	1,501,918	0	1,460,320	97 %
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City of Marco Island
UTILITY DEPT BUDGET REPORT

FISCAL YEAR 2005 APPROVED BUDGET

100% Yr Complete

DESCRIPTION	ACTUAL FY2003	BUDGET FY2004	YTD ACTUAL FY2004	PROJECTED FY2004	BUDGET FY2005	% OF FY2004

WATER PROD-RO PLANT MARCO ISL						
WAGES	0	200,000	157,944	0	278,678	139 %
OVERTIME	0	150,000	96,454	0	97,200	65 %
BENEFITS	0	30,000	22,933	0	51,217	171 %
FICA TAXES	0	25,000	18,880	0	15,413	62 %
TOTAL PERSONAL SERVICES:	0	405,000	296,212	0	442,508	109 %
PROFESSIONAL SERVICES	0	0	2,295	0	600	0 %
OTHER CONTRACTUAL SERVICES	0	0	29,979	0	6,200	0 %
TRASH / DUMPSTER SERVICES	0	0	2,878	0	2,400	0 %
TRAVEL PER DIEM	0	0	687	0	500	0 %
SAFETY	0	0	294	0	900	0 %
TELEPHONE & COMMUNICATIONS	0	0	3,702	0	3,400	0 %
ELECTRICITY	0	650,000	604,644	0	669,593	103 %
VEHICLE REPAIRS & MAINTENANCE	0	0	34	0	300	0 %
BUILDING REPAIRS & MAINTENANCE	0	0	3,851	0	1,482	0 %
EQUIPMENT REPAIR & MAINTENANCE	0	60,000	48,874	0	26,000	43 %
OTHER REPAIR & MAINTENANCE	0	0	4,534	0	5,200	0 %
OFFICE SUPPLIES	0	0	147	0	1,560	0 %
OPERATING SUPPLIES	0	50,000	28,334	0	6,700	13 %
UNIFORMS	0	0	2,854	0	2,300	0 %
JANITORIAL SUPPLIES	0	0	716	0	500	0 %
SMALL TOOLS	0	0	0	0	500	0 %
CHEMICALS	0	175,000	150,687	0	210,000	120 %
FUEL	0	0	1,183	0	2,000	0 %
TRAINING	0	0	375	0	1,260	0 %
TOTAL OPERATING EXPENSES:	0	935,000	886,068	0	941,395	101 %
EQUIPMENT PURCHASES	0	100,000	74,908	0	0	0 %
TOTAL CAPITAL OUTLAY:	0	100,000	74,908	0	0	0 %
GRAND TOTAL FOR DEPARTMENT:	0	1,440,000	1,257,188	0	1,383,903	96 %
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City of Marco Island
UTILITY DEPT BUDGET REPORT

100% Yr Complete

FISCAL YEAR 2005 APPROVED BUDGET

DESCRIPTION	ACTUAL FY2003	BUDGET FY2004	YTD ACTUAL FY2004	PROJECTED FY2004	BUDGET FY2005	% OF FY2004
WATER PRODUCTION-MARCO SHORES						
WAGES	0	45,000	36,984	0	47,130	105 %
OVERTIME	0	45,000	40,354	0	2,500	6 %
BENEFITS	0	5,000	4,021	0	5,909	118 %
FICA TAXES	0	7,000	5,848	0	3,605	52 %
TOTAL PERSONAL SERVICES:	0	102,000	87,207	0	59,144	58 %
OTHER CONTRACTUAL SERVICES	0	61,864	52,248	0	25,000	40 %
TRASH / DUMPSTER SERVICES	0	0	238	0	476	0 %
TRAVEL PER DIEM	0	0	240	0	500	0 %
SAFETY	0	0	0	0	500	0 %
TELEPHONE & COMMUNICATIONS	0	0	1,561	0	0	0 %
ELECTRICITY	0	12,191	12,573	0	9,000	74 %
RENTALS AND LEASES	0	827	3,022	0	827	100 %
VEHICLE REPAIRS & MAINTENANCE	0	0	0	0	300	0 %
BUILDING REPAIRS & MAINTENANCE	0	0	501	0	0	0 %
EQUIPMENT REPAIR & MAINTENANCE	0	20,000	16,383	0	10,452	52 %
OFFICE SUPPLIES	0	0	89	0	200	0 %
OPERATING SUPPLIES	0	13,505	2,395	0	5,800	43 %
UNIFORMS	0	0	178	0	350	0 %
JANITORIAL SUPPLIES	0	0	15	0	200	0 %
CHEMICALS	0	35,752	19,516	0	23,000	64 %
FUEL	0	0	2,834	0	3,000	0 %
OTHER OPERATING EXPENSES	0	2,802	0	0	100	4 %
TOTAL OPERATING EXPENSES:	0	146,941	111,791	0	79,705	54 %
TOTAL CAPITAL OUTLAY:	0	0	0	0	0	0 %
GRAND TOTAL FOR DEPARTMENT:	0	248,941	198,998	0	138,849	56 %

City of Marco Island
UTILITY DEPT BUDGET REPORT

100% Yr Complete

FISCAL YEAR 2005 APPROVED BUDGET

DESCRIPTION	ACTUAL FY2003	BUDGET FY2004	YTD ACTUAL FY2004	PROJECTED FY2004	BUDGET FY2005	% OF FY2004
WATER DISTRIBUTION & COLLECTION						
WAGES	0	643,514	542,541	0	911,102	142 %
OVERTIME	0	139,600	107,083	0	91,200	65 %
BENEFITS	0	77,352	98,651	0	229,414	297 %
FICA TAXES	0	49,229	46,428	0	82,036	167 %
TOTAL PERSONAL SERVICES:	0	909,695	794,704	0	1,313,752	144 %
PROFESSIONAL SERVICES	0	150,000	116,247	0	0	0 %
OTHER CONTRACTUAL SERVICES	0	858,692	845,600	0	500,000	58 %
TRASH / DUMPSTER SERVICES	0	0	15,967	0	8,679	0 %
TRAVEL PREMIUM	0	0	1,814	0	500	0 %
SAFETY	0	0	698	0	5,822	0 %
TELEPHONE & COMMUNICATIONS	0	0	2,187	0	285	0 %
ELECTRICITY	0	0	77	0	3,009	0 %
RENTALS AND LEASES	0	9,401	28,532	0	27,204	289 %
VEHICLE REPAIRS & MAINTENANCE	0	0	12,094	0	10,023	0 %
BUILDING REPAIRS & MAINTENANCE	0	0	103	0	2,500	0 %
EQUIPMENT REPAIR & MAINTENANCE	0	100,000	138,759	0	38,070	38 %
ROAD REPAIRS	0	0	6,718	0	0	0 %
OTHER REPAIR & MAINTENANCE	0	0	14,688	0	3,906	0 %
OFFICE SUPPLIES	0	0	438	0	1,314	0 %
OPERATING SUPPLIES	0	281,257	243,658	0	187,000	66 %
UNIFORMS	0	0	10,989	0	9,000	0 %
OTHER CLOTHING	0	0	121	0	0	0 %
NEW INSTALLATIONS SUPPLY	0	0	17,402	0	32,220	0 %
JANITORIAL SUPPLIES	0	0	860	0	1,000	0 %
SMALL TOOLS	0	0	0	0	1,000	0 %
REPAIR SUPPLIES	0	0	31,857	0	32,178	0 %
CHEMICALS	0	0	4,225	0	6,736	0 %
FUEL	0	0	16,749	0	8,500	0 %
PUBLICATIONS & MEMBERSHIPS	0	0	20	0	500	0 %
TRAINING	0	0	0	0	7,500	0 %
OTHER OPERATING EXPENSES	0	83,775	0	0	0	0 %
TOTAL OPERATING EXPENSES:	0	1,483,125	1,509,802	0	886,946	60 %
EQUIPMENT PURCHASES	0	64,900	13,597	0	0	0 %
TOTAL CAPITAL OUTLAY:	0	64,900	13,597	0	0	0 %
GRAND TOTAL FOR DEPARTMENT:	0	2,457,720	2,318,102	0	2,200,698	90 %

City of Marco Island
UTILITY DEPT BUDGET REPORT

FISCAL YEAR 2005 APPROVED BUDGET

100% Yr Complete

DESCRIPTION	ACTUAL FY2003	BUDGET FY2004	YTD ACTUAL FY2004	PROJECTED FY2004	BUDGET FY2005	% OF FY2004
WASTEWATER TRMT-MARCO ISLAND						
WAGES	0	386,266	260,048	0	318,485	82 %
OVERTIME	0	27,000	34,215	0	33,400	124 %
BENEFITS	0	50,066	50,542	0	54,533	109 %
FICA TAXES	0	30,296	20,860	0	24,945	82 %
TOTAL PERSONAL SERVICES:	0	493,628	365,665	0	431,363	87 %
PROFESSIONAL SERVICES	0	3,000	0	0	70,000	2,333 %
CONTRACTUAL SERVICES	0	218,744	164,983	0	60,000	27 %
CONTRACTUAL SERVICES-SLUGE HAU	0	114,950	126,108	0	100,000	87 %
TRASH / DUMPSTER SERVICES	0	0	194	0	400	0 %
TRAVEL PER DIEM	0	500	2,692	0	2,154	431 %
SAFETY	0	0	42	0	3,700	0 %
ELECTRICITY	0	181,602	143,830	0	172,414	95 %
OTHER UTILITIES	0	133,725	127,784	0	0	0 %
RENTALS AND LEASES	0	1,637	266	0	550	34 %
VEHICLE REPAIRS & MAINTENANCE	0	0	31	0	300	0 %
BUILDING REPAIRS & MAINTENANCE	0	0	541	0	3,000	0 %
EQUIPMENT REPAIR & MAINTENANCE	0	75,000	131,561	0	25,000	33 %
OTHER REPAIR & MAINTENANCE	0	0	6,339	0	8,000	0 %
MISC CHARGES	0	0	400	0	0	0 %
OFFICE SUPPLIES	0	300	404	0	500	167 %
OPERATING SUPPLIES	0	43,727	23,728	0	17,478	40 %
UNIFORMS	0	0	5,501	0	3,474	0 %
JANITORIAL SUPPLIES	0	0	0	0	400	0 %
SMALL TOOLS	0	0	0	0	500	0 %
CHEMICALS	0	25,377	13,745	0	20,000	79 %
FUEL	0	0	964	0	1,000	0 %
PUBLICATIONS & MEMBERSHIPS	0	0	127	0	500	0 %
TRAINING	0	0	1,100	0	2,300	0 %
OTHER OPERATING EXPENSES	0	4,316	0	0	20,000	463 %
TOTAL OPERATING EXPENSES:	0	802,878	750,340	0	511,670	64 %
EQUIPMENT PURCHASES	0	75,000	56,178	0	0	0 %
TOTAL CAPITAL OUTLAY:	0	75,000	56,178	0	0	0 %
GRAND TOTAL FOR DEPARTMENT:	0	1,371,506	1,172,183	0	943,033	69 %

City of Marco Island
UTILITY DEPT BUDGET REPORT

FISCAL YEAR 2005 APPROVED BUDGET

100% Yr Complete

DESCRIPTION	ACTUAL FY2003	BUDGET FY2004	YTD ACTUAL FY2004	PROJECTED FY2004	BUDGET FY2005	% OF FY2004
WASTEWATER TRMT-MARCO SHORES						
WAGES	0	40,000	34,318	0	45,479	114 %
OVERTIME	0	10,000	8,996	0	2,500	25 %
BENEFITS	0	10,000	7,738	0	8,957	90 %
FICA TAXES	0	4,000	3,050	0	3,456	86 %
TOTAL PERSONAL SERVICES:	0	64,000	54,102	0	60,392	94 %
PROFESSIONAL SERVICES	0	0	5,025	0	10,000	0 %
CONTRACTUAL SERVICES	0	51,640	34,985	0	26,090	51 %
TRASH / DUMPSTER SERVICES	0	0	1,980	0	3,960	0 %
TRAVEL PER DIEM	0	0	228	0	456	0 %
TELEPHONE & COMMUNICATIONS	0	0	0	0	1,570	0 %
ELECTRICITY	0	12,204	12,031	0	17,000	139 %
VEHICLE REPAIRS & MAINTENANCE	0	0	0	0	200	0 %
BUILDING REPAIRS & MAINTENANCE	0	0	0	0	500	0 %
EQUIPMENT REPAIR & MAINTENANCE	0	10,000	5,612	0	9,268	93 %
OPERATING SUPPLIES	0	5,692	1,143	0	1,212	21 %
UNIFORMS	0	0	92	0	0	0 %
JANITORIAL SUPPLIES	0	0	0	0	200	0 %
CHEMICALS	0	16,497	10,324	0	20,648	125 %
FUEL	0	0	212	0	300	0 %
TRAINING	0	0	0	0	500	0 %
OTHER OPERATING EXPENSES	0	1,342	0	0	1,342	100 %
TOTAL OPERATING EXPENSES:	0	97,375	71,632	0	93,246	96 %
TOTAL CAPITAL OUTLAY:	0	0	0	0	0	0 %
GRAND TOTAL FOR DEPARTMENT:	0	161,375	125,733	0	153,638	95 %

City of Marco Island
UTILITY DEPT BUDGET REPORT

FISCAL YEAR 2005 APPROVED BUDGET

100% Yr Complete

DESCRIPTION	ACTUAL FY2003	BUDGET FY2004	YTD ACTUAL FY2004	PROJECTED FY2004	BUDGET FY2005	% OF FY2004
UTILITY ADMINISTRATION						
WAGES	0	284,415	240,555	0	278,744	98 %
OVERTIME	0	10,000	4,346	0	1,000	10 %
BENEFITS	0	77,604	66,451	0	92,964	120 %
FICA TAXES	0	29,408	19,957	0	26,207	89 %
TOTAL PERSONAL SERVICES:	0	401,427	331,308	0	398,915	99 %
PROFESSIONAL SERVICES	0	91,670	51,395	0	10,000	11 %
OTHER CONTRACTUAL SERVICES	0	168,000	158,603	0	50,000	30 %
AUDIT EXPENSES	0	15,000	0	0	0	0 %
TRAVEL PER DIEM	0	0	4,493	0	4,000	0 %
SAFETY	0	0	1,657	0	900	0 %
TELEPHONE & COMMUNICATIONS	0	40,000	37,049	0	33,000	83 %
FAX & MODEMS	0	0	421	0	0	0 %
ELECTRICITY	0	17,961	14,973	0	16,592	92 %
RENTALS & LEASES	0	0	1,994	0	0	0 %
BUILDING RENTAL	0	54,177	49,526	0	43,200	80 %
INSURANCE	0	233,340	220,764	0	202,100	87 %
VEHICLES REPAIRS & MAINTENANCE	0	60,000	49,859	0	1,000	2 %
BUILDING REPAIRS & MAINTENANCE	0	0	11,361	0	5,000	0 %
EQUIPMENT REPAIR & MAINTENANCE	0	0	230	0	0	0 %
OTHER REPAIR & MAINTENANCE	0	0	1,260	0	0	0 %
PRINTING	0	2,000	11,879	0	4,000	200 %
DUPLICATING	0	0	0	0	4,000	0 %
BANK FEES OR MISC CHARGES	0	13,751	15,970	0	940	7 %
BAD DEBT EXPENSE	0	40,000	102	0	10,000	25 %
OFFICE SUPPLIES	0	40,000	34,406	0	2,000	5 %
OPERATING SUPPLIES	0	6,272	7,359	0	8,000	128 %
UNIFORMS	0	0	3,349	0	4,200	0 %
POSTAGE	0	31,265	29,113	0	2,000	6 %
FUEL	0	10,000	5,636	0	7,600	76 %
PUBLICATIONS & MEMBERSHIPS	0	0	1,555	0	3,500	0 %
TRAINING	0	0	634	0	8,000	0 %
OTHER OPERATING EXPENSES	0	17,127	12,398	0	12,000	70 %
OPERATING CONTINGENCY	0	84,292	0	0	434,674	516 %
CENTRAL ADMINISTRATION ALLOCAT	0	192,135	183,833	0	599,960	312 %
TOTAL OPERATING EXPENSES:	0	1,116,990	909,818	0	1,466,666	131 %
CAPITAL IMPROVEMENTS ALLOCATIO	0	50,000	17,053	0	0	0 %
EQUIPMENT PURCHASES	0	0	30,439	0	0	0 %
TOTAL CAPITAL OUTLAY:	0	50,000	47,491	0	0	0 %
DEBT SERVICE PRINCIPAL	0	0	0	0	1,910,000	0 %
DEBT SERVICE INTEREST	0	4,745,965	3,835,637	4,193,200	4,680,778	99 %
INTEREST ON DEPOSITS	0	0	944	0	0	0 %
OTHER NON-OPERATING EXPENSES:	0	4,745,965	3,836,581	4,193,200	6,590,778	139 %
GRAND TOTAL FOR DEPARTMENT:	0	6,314,382	5,125,199	4,193,200	8,456,359	134 %

City of Marco Island
UTILITY DEPT BUDGET REPORT

FISCAL YEAR 2005 APPROVED BUDGET

100% Yr Complete

DESCRIPTION	ACTUAL FY2003	BUDGET FY2004	YTD ACTUAL FY2004	PROJECTED FY2004	BUDGET FY2005	% OF FY2004
UTILITIES CAPITAL PROJECTS						
UTILITY ACQUISITION	0	85,313,143	85,313,143	0	0	0 %
PURCHASED RECEIVABLES	0	1,665,472	1,665,472	0	0	0 %
ZENON LEASE EXPENSE	0	0	22,400	0	0	0 %
BOND ISSUANCE COST	0	2,845,048	2,282,083	0	0	0 %
ADMINISTRATION	0	89,823,663	89,283,098	0	0	0 %
RENEWAL & REPLACEMENT	0	1,551,525	0	0	1,808,500	117 %
LIME PRESS	0	0	193,900	0	0	0 %
WINTERBERRY BRIDGE LINE REPLAC	0	0	454,760	0	0	0 %
RENEWAL & REPLACEMENT	0	1,551,525	648,660	0	1,808,500	117 %
CAPITAL RESERVE	0	2,137,917	650,000	0	3,420,000	160 %
CAPITAL RESERVE	0	2,137,917	650,000	0	3,420,000	160 %
TOT UTILITIES CAPITAL PROJECT:	0	93,513,105	90,581,758	0	5,228,500	6 %

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

Utility System Revenue Bonds, Series 2003
Florida Water Acquisition
\$101,115,000

EXHIBIT III

Bond Date: October 1, 2003
Outstanding Principal September 30, 2004: \$101,115,000
Interest Rate: 4.89%
Final Maturity: October 1, 2033
Revenue Pledged: Water/Sewer System Revenues

Fiscal Year	Payment Date	Principal	Interest	Total Payment
2005	1-Oct-04	-	2,340,388.75	2,340,388.75
	1-Apr-05	-	2,340,388.75	2,340,388.75
2006	1-Oct-05	1,910,000.00	2,340,388.75	4,250,388.75
	1-Apr-06	-	2,321,288.75	2,321,288.75
2007	1-Oct-06	1,950,000.00	2,321,288.75	4,271,288.75
	1-Apr-07	-	2,301,788.75	2,301,788.75
2008	1-Oct-07	1,990,000.00	2,301,788.75	4,291,788.75
	1-Apr-08	-	2,281,888.75	2,281,888.75
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)

Fiscal Year	Payment Date	Principal	Interest	Total Payment
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
TOTALS		101,115,000.00	92,407,091.25	193,522,091.25

City of Marco Island
Marco Island Utilities Fund
Cost Allocation

UtilitiesCostAlloc2005

Allocation Percentage	2005 Costs Allocated
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PERSONAL SERVICES:

Customer Service Office Manager	100.0%	40,000
(2) Customer Service Rep's	100.0%	54,080
Meter Technician	100.0%	36,809
(2) Meter Readers	100.0%	59,383
(1.5) Accounting Clerks	100.0%	40,560
Information Tech Coordinator	50.0%	27,500
Accountant	50.0%	22,050
Purchasing/Contracts Manager	50.0%	25,000
SUB-TOTAL		305,382

Overtime	4,000
Add: 25% Benefits Allowance	76,345
Add: 5% Increase for 2005	15,834
Add: 7.65% Social Security	30,719

SUB-TOTAL **126,898**

OPERATIONS & MAINTENANCE:

Annual Audit	20,000
Software Maintenance	5,000
Utility Bill Mailings	61,500
Customer Service Phone System	6,000
Customer Service Cell phones	4,980
Bank Lockbox Services	27,600
Travel & Training	2,500
Building Rent & Maint	27,900
Vehicle Maint & Fuel	7,500
Operating Expenses	4,700

SUB-TOTAL **167,680**

TOTAL	\$ 599,960
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