



# CITY OF SANIBEL

## FISCAL YEAR 2017

### TENTATIVE BUDGET



## HOW TO USE THIS DOCUMENT

The City of Sanibel's annual budget is divided into various sections. To better understand the information that is provided, please refer to the descriptions of each section below. To navigate to that section, simply tap or click on the box.

### INTRODUCTORY SECTION

This section contains the City Manager's budget message, which provides an overview and analysis of the annual budget. Also included in this section is information about the City structure and management and the City Council's annual goals.

### FINANCIAL SECTION

This section presents a summary of the City-wide financial activity for the prior, current and subsequent years, along with graphs showing where the City's money comes from and where it goes. Included in the section are the individual fund budgets for the City's governmental and proprietary funds.

### DEPARTMENT INFORMATION

This section of the budget document contains detailed information about the operating budgets of each City department. The detailed department section includes staffing authorizations, goals and accomplishments and performance metrics.

### SUPPLEMENTAL SCHEDULES

This section presents personnel information that includes the classification and pay plan, authorized manpower allocations by department, the detailed staffing budget. Also included in this section is the detailed 5-year capital improvement plan, with detailed justifications for current year requests.

### APPENDIX

This section contains the financial policies of the City and a glossary of terms to help in understanding the terminology in the budget

Additionally, all sections of this document are bookmarked for ease of navigation. When viewing this document electronically, activate the bookmark view to utilize a detailed point-and-click menu.

# TABLE OF CONTENTS

Introduction.....4

City Council.....18

City Information.....19

Organization Chart.....20

GFOA Distinguished Budget Presentation Award.....21

City of Sanibel Vision Statement.....22

City Council Goals.....24

Budget Calendar.....26

Budget Resolution.....27

Taxes Paid by Taxing Authority.....29

Budget Summary.....30

    Budget Summary Comparisons.....30

    Budget Summary by Fund Type.....31

    Budget Summary Change in Fund Balance.....32

    Budget Summary – Governmental Funds.....33

    Major and Non-Major Governmental Funds.....34

    Sources and Uses of Governmental Funds.....37

    Governmental Funds Comparison of Sources of Funds.....38

    Governmental Funds Comparison of Uses of Funds.....39

Schedule of Interfund Transfers.....40

Governmental Funds Budget.....41

    General Fund.....42

    Special Revenue Funds Summary.....49

        Transportation Fund.....50

        Historical Village and Museum Fund.....52

        Road Impact Fee Fund.....53

        Community Park Impact Fee Fund.....54

        Father Madden Estate Fund.....55

        Shell Harbor Canal Dredging.....56

        Sanibel Estates Canal Trimming.....57

        Sanibel Isles/Water Shadows Dredging.....58

        Building Department Fund.....60

        Recreation Fund.....62

        Sanibel School Ballpark Maintenance Fund.....64

    Debt Service Funds Summary.....67

        2012 \$2.97M General Obligation Refunding Bonds-Pond Apple Park.....68

        2006 \$8.35M General Obligation Bonds-Recreation Facility.....70

    Capital Project Funds Summary.....73

        Capital Planning and Asset Acquisition Fund.....74

        Transportation Capital Projects.....75

        Recreation Facility Sinking Fund.....76

# TABLE OF CONTENTS

Proprietary Funds Budget..... 77

    Enterprise Funds Summary..... 78

        Sanibel Sewer System ..... 80

        Beach Parking Fund ..... 84

Supplemental Schedules..... 86

    City Manager ..... 87

    Departmental Budgets by Function ..... 88

        General Government Function ..... 88

            Legislative Department..... 88

            Administrative Department..... 94

            Information Technology Department.....100

            Finance Department.....106

            Legal Department .....111

            Planning Department .....116

            General Government Services .....124

        Public Safety Function.....126

            Police Department .....126

            Sanibel Emergency Management Program (SEMP) .....133

            Building Department.....134

        Physical Environment Function .....140

            Natural Resources Management Department.....140

            Recycling Center .....150

        Public Works, Transportation and Utility Function.....152

            Public Works Department.....152

            Transportation Division.....157

            Public Facilities Division.....158

            Sewer System Division .....159

            Beach Parking Enterprise Fund .....162

        Economic Environment Function.....170

            Below Market Rate Housing Program.....170

        Culture/Recreation Function .....172

            Recreation Complex Department .....173

            Center 4 Life Program Department.....180

            Performing Arts Facility Department.....181

            Historical Village and Museum Program .....182

            Sanibel School Ball Park Maintenance Fund .....183

Classification and Pay Plan.....185

Personnel Allocations by Department.....188

Department Personnel Budget.....191

Five Year Capital Improvement Plan.....192

Appendix .....205



# CITY OF SANIBEL

## FISCAL YEAR 2016-2017

### TENTATIVE OPERATING AND CAPITAL BUDGET

### INTRODUCTION

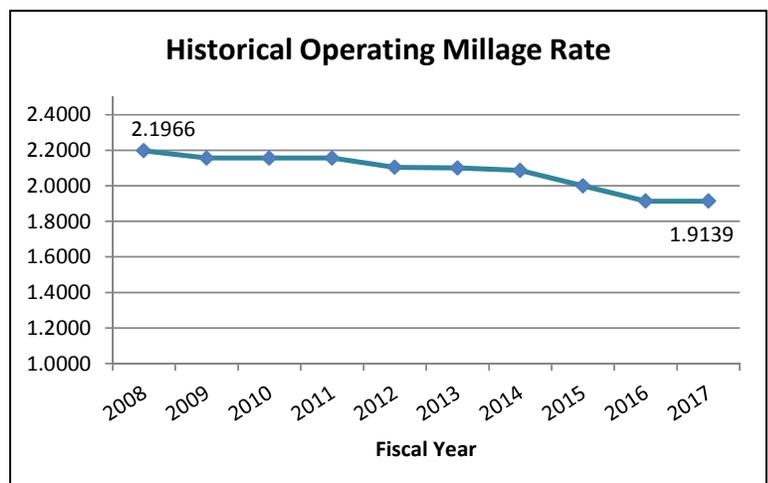
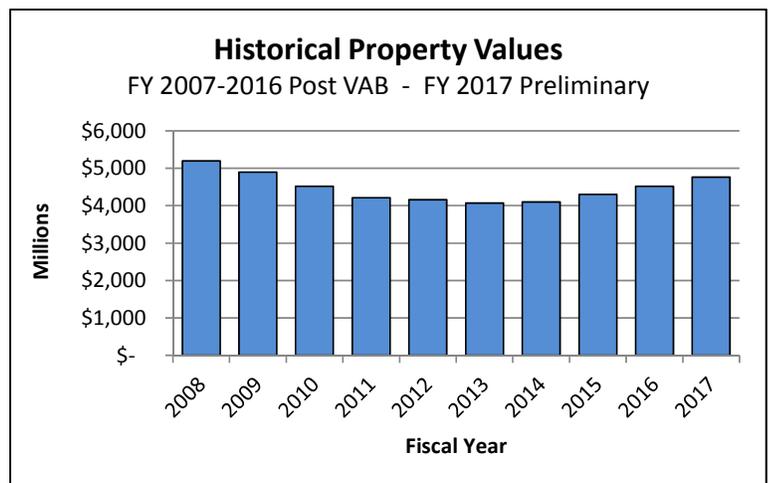
September 10, 2016  
 Honorable Mayor and City Councilmembers

We are pleased to present the **tentative** budget for the fiscal year beginning October 1, 2016 and ending September 30, 2017, which is a balanced budget as required by Florida Statutes. The attached document proposes a budget of \$62,468,100, which includes the general fund, all special revenue funds, all capital project funds, the enterprise funds, interfund transfers, all reserves and the beginning fund balances. Included in this total is an increase in the budget due to a change in budgetary methodology in the Beach Parking Fund for \$2.7 million in reimbursement grants. The inclusion of the fiscal year 2017 grant funding is a change from previous methodology. The reason for this change is to more appropriately align revenues and expenses in the same period. Prior to this year, operating and capital expenses funded by TDC grants have been included in the adopted budget; however, the grant funding was not included in the budget until signed contracts were received, which occurs in the new fiscal year. Inasmuch as the grant revenue is reimbursement for expenses, if any grant does not receive final approval by the Lee County Commission the associated expense would be reviewed and adjusted.

The budget is prepared with a millage rate of 1.9139, which is the same tax rate that was assessed to taxpayers in the FY2016 budget year.

The City of Sanibel’s taxable property value for fiscal year 2017 (calendar/tax year 2016) has been preliminarily assessed at \$4,763,287,300. This is 5.48% higher than the fiscal year 2016 post VAB value of \$4,515,744,397. The chart illustrates property values on Sanibel over the past ten years. As shown in the graph, property values in the City have steadily grown annually, but are still below historical highs.

Recognizing the increasing property values, the City Council has continued to focus on setting an appropriate operating millage rate to deliver maximum efficiency in service to the citizens of Sanibel, while reducing pressure on the tax burden to property owners.



## EXECUTIVE SUMMARY

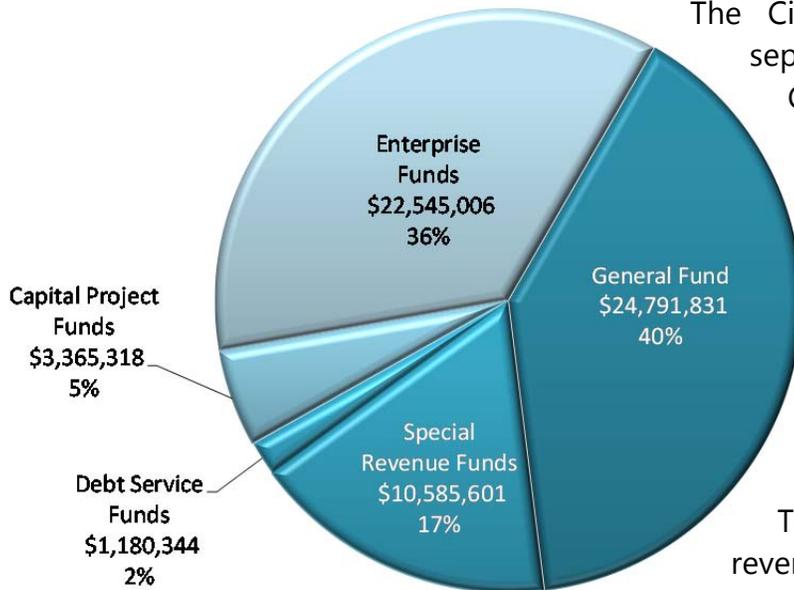
- ⊙ The July 1<sup>st</sup> real and personal taxable property values for the City of Sanibel were preliminarily assessed at \$4,763,287,300 by the Lee County Property Appraiser. This represents a 5.48% increase in value from the fiscal year 2016 final valuation;
- ⊙ A millage rate of 1.9139 was used to calculate the ad valorem tax levy in the General, Debt Service, and Sewer funds. This is the same millage rate that was adopted by the City Council for the Fiscal Year 2016 budget;
- ⊙ The Beach Parking Fund revenue includes \$2.7 million in grants expected to be received by the Lee County Tourist Development Council (TDC). Of that total, \$250,000 is projected to rollover from fiscal year 2016 (for projects not completed by the end of the fiscal year) and \$2.4 million are new grants tentatively approved by the TDC for fiscal year 2017. The inclusion of the fiscal year 2017 grant funding is a change from previous methodology. The reason for this change is to more appropriately align revenues and expenses in the same period. Prior to this year, operating and capital expenses funded by TDC grants have been included in the adopted budget; however, the grant funding was not included in the budget until signed contracts were received, which occurs in the new fiscal year. Inasmuch as the grant revenue is reimbursement for expenses, if any grant does not receive final approval by the Lee County Commission the associated expense would be reviewed and adjusted;
- ⊙ The Beach Parking Fund expenditures include a payment in lieu of taxes to the General Fund. This fee was initiated by the City Council in the prior year by budget amendment and this is the first year the fee has been included in the budget document;
- ⊙ The budget includes \$1.625 million in causeway tolls to be received pursuant to the interlocal agreement with Lee County for the Sanibel causeway. This amount is consistent with the estimated collection in FY2016 based on anticipated causeway traffic;
- ⊙ The budget assumes that approximately \$5.8 million of General Fund reserves will not be expended by September 30, 2016 and rolls the funds forward to the estimated FY2017 beginning fund balance;
- ⊙ Consistent with City Council policy, the Recreation Center's budget is prepared to contain expenditures to previous year levels and the transfer from the General Fund remains flat with the prior year at \$1.4 million;
- ⊙ Consistent with the long term rate study and cash flow analysis, a 3% projected increase in sewer and reclaimed water fees is included in the Sewer Fund budget to provide funds for approved sewer related capital projects;
- ⊙ The budget includes \$200,000 in funding for the future redevelopment of the Center4Life;
- ⊙ The budget includes \$100,000 in funding for technical upgrades to the City Council chambers;
- ⊙ The budget includes the \$225,000 annual transfer to the recreation complex sinking fund established by City Council in FY2013 to proactively fund capital repairs at the Recreation Center facility.
- ⊙ The City continues to reduce its total debt, through annual debt service payments and opportunities for refinancing at more favorable interest rates. See the charts on pages 14 and 15 for historical debt information for both governmental and enterprise related debt;

## EXECUTIVE SUMMARY (CONTINUED)

- ⊙ The budget includes a 2% general cost of living wage increase for employees effective October 1, 2016, as agreed to during union negotiations with the City's two labor unions. Additionally, the agreements provide for a possible additional 0.5-1.5% merit increase for an employee based on their annual performance evaluation rating;
- ⊙ The City's health care costs that are used to determine the subsidy provided to employees to assist in purchasing health insurance for fiscal year 2017 have been contained at the previous year's levels;
- ⊙ The budget includes approximately a 3.6% increase in total pension costs that include both defined pension plans and the defined contribution 401(a) plan. The City is still in a transition phase with its defined contribution plan – as employees retire out of the General Employees' Pension Plan (which has been closed to new employees since 2012) the 401(a) plan expenses are expected to continue to increase. The benefit to the City from the defined contribution plan is the expenses are "pay as you go" and therefore there is no future liability associated with this expenditure;
- ⊙ The budget includes a total of \$305,000 in capital expenditures for lighting replacement at the ballfields. This was budgeted as a three way cost share project between the City, Lee County, and the Lee County School Board. \$105,000 of the revenue to fund the project is budgeted as a transfer from the General Fund and \$200,000 is budgeted as intergovernmental revenue from the other two entities. Subsequent to the budget being presented to Council in July, the City was notified that the Lee County School Board did not include their respective share of the funding (\$100,000) in their budget. A memo from the Recreation Director will be presented at the September 10, 2016 budget hearing to assist in determining Council direction on the project;
- ⊙ \$2.8 million is included for capital projects in the governmental funds. This includes certain special revenue funds and the capital project funds. The total includes \$845,100 that is budgeted to rollover from unfinished projects in fiscal year 2016 and approximately \$2.0 million is new funding requested. A detailed capital project schedule is included in the supplementary section of this document;
- ⊙ \$1.8 million is included for capital projects in the Sewer Fund. Of this total, \$894,000 is projected to rollover from fiscal year 2016 and \$872,000 is new funding requested. A detailed capital project schedule is included in the supplementary section of this document. While the FY 2017 budget reflects modest capital expenditures, the total 5-year CIP includes a significant investment in plant upgrades and renovations to further the City's efforts in improving water quality. Approximately \$9.0 million is included for this project. Additionally, the City has received funding in the State of Florida's fiscal year 2018 budget for this project as a reimbursement grant for a total of \$825,000 – these funds are available beginning July 1<sup>st</sup>;
- ⊙ \$2.5 million is included for capital projects in the Beach Parking Fund. Of the total capital project total, \$1.1 million is projected to rollover from fiscal year 2016 and \$1.4 million is new funding requested. Several of these projects are reimbursed by the TDC as cost reimbursement grants and are noted as such. A detailed capital project schedule is included in the supplementary section of this document;

# BUDGET OVERVIEW

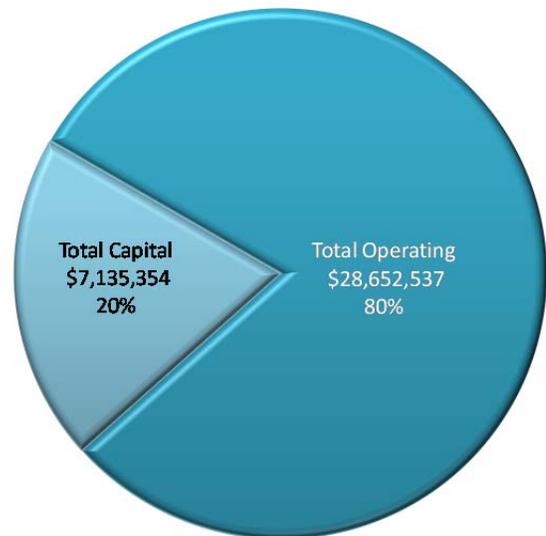
## Fiscal Year 2017 Total City Budget



The City's total budget is comprised of five separate fund groups. The General Fund is the City's primary operating fund. The Special Revenue Funds are used to account for revenues that are restricted to a specific purpose. The Debt Service Funds are used to account for proceeds of City issued debt and repayments of principal and interest (non-sewer related). The Capital Project Funds are governmental funds used to account for the acquisition and construction of the City's capital assets. The Enterprise Funds are used to account for revenues and expenses of the City's business-type functions.

The City's total Operating Budget for Fiscal Year 2017: **\$28,652,537**

The City's total Capital Budget for Fiscal Year 2017: **\$7,135,354** with **\$4,254,720** in new appropriations



## BUDGET OVERVIEW

The fiscal year 2017 budget totals \$62.5 million as detailed in the following table:

Uses of Funds	FY 2017	FY 2016	
		as Adopted	as Amended
<b>Governmental Funds</b>			
Operating	\$ 19,660,274	\$ 18,886,613	\$ 20,357,501
Capital	2,842,500	2,025,280	2,243,085
Transfers to Other Funds	3,301,359	2,693,931	2,691,608
Debt Service	880,047	835,886	7,350,886
Reserves/Ending Fund Balance	13,238,914	12,018,529	12,772,526
<b>Total Governmental Funds</b>	<b>39,923,094</b>	<b>36,460,239</b>	<b>45,415,606</b>
<b>Enterprise Funds</b>			
Operating	8,992,263	8,418,183	9,169,991
Capital	4,292,854	5,032,851	5,347,826
Debt Service	3,356,820	3,356,820	3,356,820
Non-Operating Expenses	450,000	7,500	385,617
Reserves/Ending Fund Balance	5,453,069	2,764,010	3,229,777
<b>Total Enterprise Funds</b>	<b>22,545,006</b>	<b>19,579,364</b>	<b>21,490,031</b>
<b>Total Budget</b>	<b>\$ 62,468,100</b>	<b>\$ 56,039,603</b>	<b>\$ 66,905,637</b>
	11.47%	Compared to FY2016 adopted budget	
	(6.63%)	Compared to FY2016 amended budget	

### Comparison to Fiscal Year 2016 Adopted Budget

The FY2017 City-wide operating budget is 4.9% higher than the FY2016 adopted budget. The most significant component of the operating budget is personnel costs, which are budgeted to increase approximately 2.7% in FY2017 (including the reserve for compensation adjustments). This increase is primarily attributable to compensation adjustments. There is no increase included in the budget for changes to the City provided health care subsidy to employees for health care.

The City-wide FY2017 capital budget is 6.0% lower than the FY2016 adopted capital budget. This decrease is primarily due to major sewer construction projects being moved out from fiscal year 2017 to fiscal year 2018 (see page 197 for more detail). Some projects are not expected to be completed in FY2016, and are being rolled forward into FY2017. The amount budgeted to roll forward is approximately \$2.9 million and additional new funding of \$4.3 million is being requested in FY2017. Significant projects being budgeted in FY2017 include road maintenance, new ballfield lighting (cost share project between the City, Lee County, and the Lee County School Board), Senior Center redevelopment; construction of a storage garage at Public Works; scheduled sinking fund maintenance at the Recreation Center, and beach boardwalks at several locations (partially TDC funded).

City-wide issued debt obligations are budgeted at a 1.05% increase in fiscal year 2017, mainly due to refinancing certain debt obligations which resulted in slightly higher annual payments, but overall reduced the maturity of the City's debt.

The FY2017 budget includes \$5.5 million of reserves for environmental initiatives and disasters, as well as an additional \$175,000 contingency reserve and \$215,000 for insurance deductibles. Also included in reserves is \$263,000 for staff compensation adjustments that was noted above (City-wide).

## BUDGET OVERVIEW

### Comparison to Fiscal Year 2016 Amended Budget

The FY2017 City-wide budget is 6.6% lower than the FY2016 amended budget. The significant amendments to the FY2016 budget include the annual rollforward of projects that did not fully complete in FY2015 and grants that were added to the budget during 2016 (as they were not fully approved when the budget was adopted). The most significant grantor to the City is the Lee County Tourist Development Council (TDC), which granted approximately \$2.0 million in various projects during FY2016. The City has received tentative approval of approximately \$2.4 million in grant funding for FY2017 from the TDC. In the FY2017 budget, the grant funds are included in the sources of revenue to more accurately match to expenses in the same year. See page 4 for more information on this change.

## TRUTH IN MILLAGE (TRIM)

The budget is prepared by City staff and presented to City Council for deliberation at two public hearings held in accordance with the state-defined Truth In Millage (T.R.I.M.) calendar.

Tuesday	July 19, 2016	Regular Council Meeting – Draft budget is distributed to Council. Adoption of Resolution to <b>Set Proposed Tax (millage) Rate for 2016 and date, time and place of first public hearing</b>
Saturday	September 10, 2016	<b>9:00 a.m. First Budget Public Hearing</b> – Discussion and adoption of tentative 2016 millage and tentative FY 2017 budget
Tuesday	September 20, 2016	<b>5:01 p.m. Second and Final Budget Public Hearing</b> - Discussion and adoption of final 2016 millage rate and FY 2017 budget

In accordance with Florida Statute, the City is required to calculate four millage rates: the rolled-back rate, the adjusted rolled-back rate, the majority vote maximum millage rate allowed, and the two-thirds vote maximum millage rate allowed.

The FY2017 operating millage rate of 1.9139 is equal to the FY2016 adopted operating millage rate. The rolled-back rate is 1.8230. The *rolled-back rate* is defined as the millage rate that will bring in the same amount of dollars as the current year millage after adjusting for new construction. The dollar value of tax collections does not increase or decrease – except that taxes are collected on new construction.

The *adjusted rolled-back rate* is calculated by using the prior year's majority vote maximum millage rate and dollars the Council could have levied, not the rate it actually levied. In FY2017 this rate is 2.8130. Taxes levied at this millage rate would generate \$13,399,127 before discounts.

The *majority vote maximum millage rate* allowed is the adjusted rolled-back rate plus the adjustment for growth in Florida's per capita personal income. For FY2017 Florida's per capita personal income increased 1.04% and the majority vote millage rate is 2.9185. Taxes levied at this millage rate would generate \$13,901,654 before discounts.

The *two-thirds vote maximum millage rate* allowed is the majority vote rate increased by ten (10%) percent. In FY2017 this rate is 3.2104. Taxes levied at this millage rate would generate \$15,292,058 before discounts.

## TRUTH IN MILLAGE (TRIM)

The following table identifies the minimum vote of Council required to levy a tax (millage) rate for tax year 2016 based on the July 1, 2016 certification of taxable value of \$4,763,287,300:

Vote Required	Millage Rate Description	Maximum Millage Rate
Majority vote of Council (3/5)	Majority vote maximum rate	2.9185
Majority vote of Council (3/5)	Rolled-back rate	1.8230
Two-thirds vote of Council (4/5)	2/3 vote maximum rate	3.2104
Unanimous vote of Council (5/5)	Maximum millage rate	10.0000
Referendum	Limited to 2 years	>10.0000

In addition to the operating millage rate discussed above, the three (3) previously voter approved debt service millage rates required to meet FY2017 debt service obligations continued to decrease as shown below:

Debt Service Obligation	Millage Rate	
	2016	2017
Sewer Voted Debt Service	0.2026	0.1947
Land Acquisition Voted Debt Service	0.0761	0.0720
Recreation Center Voted Debt Service	0.1179	0.1207

## CITY WIDE BUDGET

### Revenues

A table showing a historical perspective of all external revenue sources, reduced by the amounts of the internal City department revenue (indirect cost recovery and payments in lieu of taxes that are paid from one fund to another) is shown below:

Revenue Sources	Audited			Estimated FY2016	Budgeted FY2017
	FY2013	FY2014	FY2015		
Taxes (net)	\$ 12,488,214	\$ 12,464,526	\$ 12,590,357	\$ 12,432,524	\$ 13,098,284
Licenses/Permits	1,773,751	1,677,024	1,701,592	1,823,688	1,778,000
Intergovernmental	2,019,602	3,559,625	3,969,469	5,519,487	6,004,008
Charges for Services	9,774,769	10,237,712	11,399,115	12,551,062	12,628,680
Fines & Forfeitures	183,058	186,628	175,171	210,101	202,238
Miscellaneous	791,602	1,159,540	1,418,606	1,483,319	1,304,966
Other External Sources	483,358	174,830	1,019,340	100,000	125,000
Indirect Cost Charges	(1,062,718)	(1,155,655)	(1,224,707)	(1,638,018)	(1,638,018)
Payment in Lieu of Taxes	(7,500)	-	(7,500)	(450,000)	(450,000)
<b>Total External Revenue</b>	<b>\$ 26,444,136</b>	<b>\$ 28,304,230</b>	<b>\$ 31,041,443</b>	<b>\$ 32,032,163</b>	<b>\$ 33,053,158</b>

In FY2016, the City refinanced the outstanding Recreation Center bonds, which resulted in debt proceeds of \$6,515,000, as well as a debt principal payment of \$6,515,000 for the new loan. For purposes of comparative analysis, this transaction was not included in the tables.

## CITY WIDE BUDGET

### Expenditures/Expenses

Personnel and related expenditures are the largest usage of funds for the City as a whole.

The budget includes a reserve in all affected funds for wage increases for employees. The budget does not include an increase in the City provided subsidy to employees for health care. The City's total contributions to its employees' retirement plans are budgeted to increase by approximately \$100,000 (3.6%) from \$2,786,830 in fiscal year 2016 to \$2,887,415 in fiscal year 2017.

The City's contribution to the General Employees' Pension Plan, a defined benefit plan, will increase \$138,151 (9.5%) from \$1,457,341 in FY2016 to \$1,595,492 in FY2017, based on actuarial results. The Plan was closed to new hires in FY2012 and new employees are automatically enrolled in a defined contribution plan. The City's contribution to the Municipal Police Officers' Retirement Trust Fund (defined benefit plan) for FY2017 has decreased by \$57,869 (-5.8%) from \$1,007,148 to \$949,280, based on actuarial results.

The estimated cost for the defined contribution plan for FY2017 is budgeted at \$342,644, a 6.3% increase from FY2016. The City matches the first 5% of base pay contributed by the participants at 100% and the next 5% of base pay contributed by the participants at 50%. A mandatory 5% contribution of base pay is required by the participants. Employees have the option of making additional voluntary contributions up to a maximum of 15% of base pay.

A table showing the historical perspective of City wide expenditure outlays is shown below. This table is reduced by the amount of indirect costs and payments in lieu of taxes that certain funds pay other funds within the City. This presentation is designed to give the reader a more accurate expenditure total. Additionally, non-expended reserves are not included in the totals below.

City Wide Expenditures	Audited			Estimated FY2016	Budgeted FY2017
	FY2013	FY2014	FY2015		
General Government	\$ 6,005,996	\$ 4,957,000	\$ 5,733,113	\$ 5,397,018	\$ 5,801,060
Public Safety	5,610,269	5,878,264	6,005,357	6,381,359	6,708,737
Physical Environment	4,532,441	7,070,631	4,556,378	5,946,999	5,962,382
Public Works	3,073,641	2,466,653	3,024,394	2,968,559	3,489,468
Transportation	1,148,684	2,145,439	2,155,513	3,908,349	3,547,179
Economic Environment	279,380	284,346	293,305	294,310	302,781
Human Services	1,000	1,000	1,000	24,579	-
Culture/Recreation	3,119,489	2,577,616	2,776,554	2,860,244	2,840,930
Debt Service	3,088,705	1,573,382	1,408,802	4,230,818	4,236,867
Capital Outlay	1,503,542	1,151,130	1,316,357	2,065,499	7,135,354
Indirect Cost Charges	(1,062,718)	(1,155,655)	(1,224,707)	(1,638,018)	(1,638,018)
Payment in Lieu of Taxes	(7,500)	-	(7,500)	(450,000)	(450,000)
<b>Total Outlay</b>	<b>\$ 27,292,929</b>	<b>\$ 26,949,806</b>	<b>\$ 26,038,566</b>	<b>\$ 31,989,716</b>	<b>\$ 37,936,740</b>

Beginning and ending fund balances are important aspects of government budget accounting. Shortfalls in revenue as well as higher expenditure amounts are balanced by using ending fund balances as appropriate. See the schedule on page 32 for more information.

## FUNDS BUDGET

Fund accounting separates transactions into their own accounting entity. Fund accounting is used to demonstrate legal compliance (where money is required to be segregated for a specific purpose, such as gas taxes which must be used for transportation expenses) and to aid in financial management. The budget includes projections for each of the two fund groups, governmental and enterprise. Within the governmental group, there are four types of funds. These four fund types are the General, special revenue, debt service and capital project funds.

### Governmental Funds

**General Fund** - The General Fund is the principal fund of the City and is used to account for resources traditionally associated with government which are not required to be accounted for in another fund. General fund activities are funded principally by property taxes, intergovernmental revenues, licenses and permits, charges for services and miscellaneous revenues (which include public contributions and interest earnings).

The General Fund's fiscal year 2017 budget totals \$24,791,831 and is summarized in the following table:

Sources of Funds	FY 2017	FY 2016	
		as Adopted	as Amended
Beginning Fund Balance	\$ 10,420,758	\$ 10,235,302	\$ 10,234,163
Operating Revenues	14,371,073	13,703,915	13,731,330
Other Financing Sources	-	54,588	400,000
<b>Total Budget</b>	<b>\$ 24,791,831</b>	<b>\$ 23,993,805</b>	<b>\$ 24,365,493</b>

Uses of Funds	FY 2017	FY 2016	
		as Adopted	as Amended
Operating Expenditures	\$ 12,582,033	\$ 12,261,543	\$ 12,562,289
Non-operating Expenditures	8,886,359	8,183,931	8,089,598
Ending Fund Balance	3,323,439	3,548,331	3,713,606
<b>Total Budget</b>	<b>\$ 24,791,831</b>	<b>\$ 23,993,805</b>	<b>\$ 24,365,493</b>

Sources of Funds – The City is required by Florida Statute to report estimated beginning fund balance as an available use of funds. Based on the estimates for FY2016, the City expects the General Fund to report a beginning fund balance of approximately \$10.4 million, a 1.8% increase from the FY2016 adopted budget. Total sources of funds are budgeted to increase 3.3% in FY2017 from FY2016.

The most significant area of increase between the FY2017 and FY2016 adopted budgets is an increase in payments in lieu of taxes, which are now being paid from both of the City's business-type funds (sewer and beach parking). See the respective fund sections for more information.

The General Fund's operating revenues are budgeted to increase 4.8% in fiscal year 2017. This increase is mainly attributable to higher ad valorem taxes expected due to a modest increase in property values.

## FUNDS BUDGET

Uses of Funds – Operating expenditures in the General Fund are budgeted to increase 2.6% from the FY2016 adopted budget. This increase is mainly attributable to increases in personnel costs for salaries and related expenditures; an increase of approximately 5% in repair and maintenance activities; as well as an increase in transfers to support other fund operations. See page 40 for a detailed transfer schedule for more information.

Reserves are budgeted to remain consistent with the previous year adopted budget.

**Special Revenue Funds** - Special revenue funds are legally restricted to the use for which the revenue is granted or contributed to the City. The following tables provide an overview of the combined budget:

Sources of Funds	FY 2017	FY 2016	
		as Adopted	as Amended
Beginning Fund Balance	\$ 3,384,956	\$ 2,385,576	\$ 4,390,598
Operating Revenues	5,532,200	4,748,489	4,743,743
Other Financing Sources	1,668,445	1,573,427	1,572,510
<b>Total Budget</b>	<b>\$ 10,585,601</b>	<b>\$ 8,707,492</b>	<b>\$ 10,706,851</b>

Uses of Funds	FY 2017	FY 2016	
		as Adopted	as Amended
Operating Expenditures	\$ 7,078,241	\$ 6,625,070	\$ 7,753,712
Capital Expenditures	305,000	23,200	23,200
Non-operating Expenditures	907,500	400,000	400,000
Ending Fund Balance	2,294,860	1,659,222	2,529,939
<b>Total Budget</b>	<b>\$ 10,585,601</b>	<b>\$ 8,707,492</b>	<b>\$ 10,706,851</b>

The increase in beginning fund balance is mainly attributable to the Transportation Fund, which is reporting a fund balance of \$1.4 million compared to the adopted fiscal year 2016 fund balance of \$700,817.

Likewise, operating revenues are budgeted to increase, primarily due to the receipt of surplus toll revenue in the Transportation Fund; and an increase in intergovernmental revenue for other government's share of the ballfield lighting project.

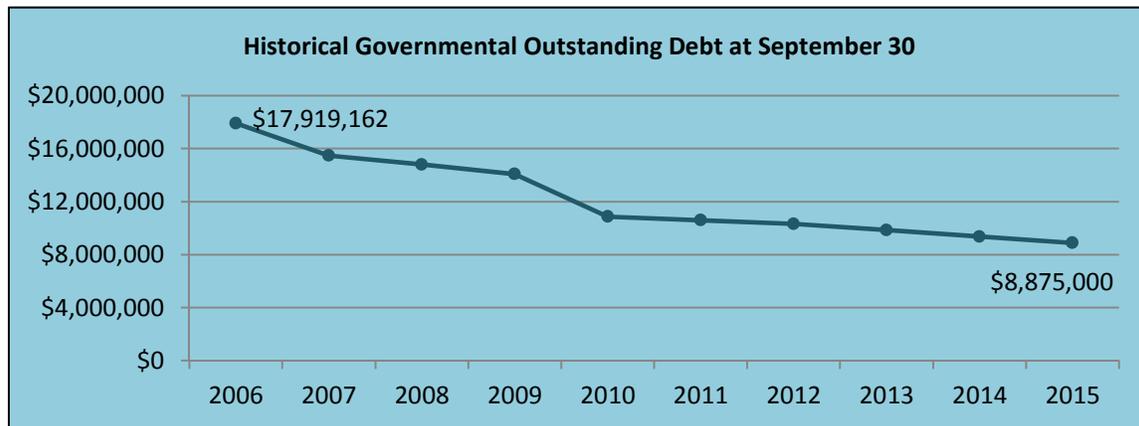
Operating expenditures are budgeted to increase approximately 6.8%, primarily due to personnel cost increases as previously discussed. Capital expenditures are budgeted to increase due to a planned 1/3 cost sharing Sanibel School Ballfield lighting project. The City has included the full cost of the first year of the project in the budget and will be reimbursed equally from the Lee County School Board and Lee County. See page 64 for more information.

Ending fund balance and reserves are budgeted to increase significantly, again mainly attributable to the Transportation Fund.

## FUNDS BUDGET

**Debt Service Funds** - Debt service funds are used to account for the accumulation of funds and the payment of principal and interest on long-term governmental (non-sewer) debt. FY2017 required debt service is \$880,000 compared to the FY2016 original budget required debt service of \$835,000. The increase in debt service is related to the refinancing of the loan used to construct the Recreation Center in fiscal year 2016. Debt service payments were increased slightly on an annual basis; however, the overall maturity was reduced and produced savings of over \$1 million for the City's taxpayers.

The City continues to reduce its long term debt balances and as of September 30, 2015, the governmental funds' outstanding debt was \$8.9 million. A historical summary of outstanding governmental debt is presented in the following graph:



**Capital Project Funds** – Capital project funds account for all resources used for the acquisition and/or construction of major capital assets, facilities or projects. Capital project expenditures are budgeted at approximately \$2.5 million, a 23.5% increase from the previous year adopted budget of \$2.0 million. Significant projects budgeted in fiscal year 2017 include the following: technical upgrades to Council chambers, construction of a storage garage in Public Works; and lighting for the ballfields (cost share project).

The budget includes a detailed 5-year capital improvement plan (CIP), the first year of which is included in the annual budget.

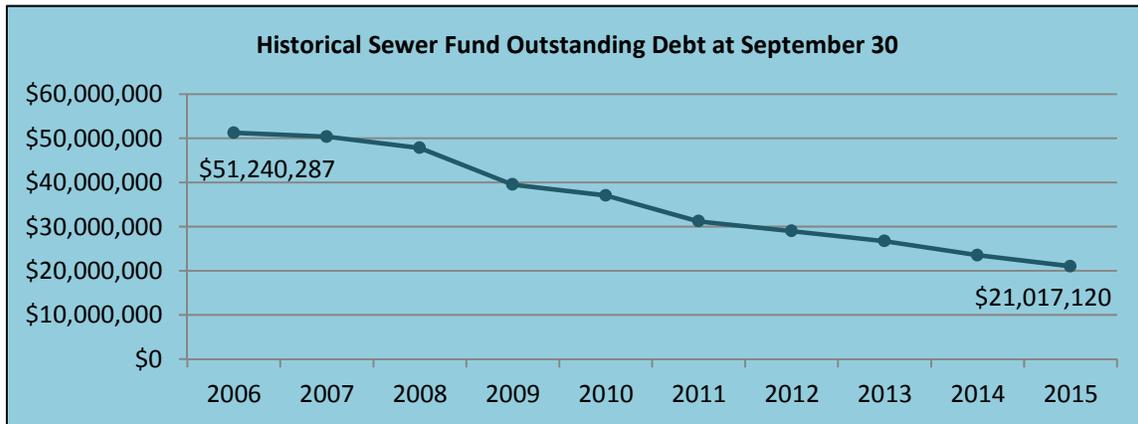
### **Enterprise Funds**

**Sanibel Sewer System Fund** – The FY2017 budget includes a planned beginning unrestricted net position of \$6.3 million, compared to a prior year adopted balance of \$6.0 million. Additionally, to support planned upgrades and maintenance on the system, a 3% increase in sewer and reclaimed water rates charged to customers is included in the budget.

The Sewer Fund's expenditure budget is estimated to decrease approximately 10.5% from the prior year adopted budget to \$9.9 million. This decrease is primarily due to reduced capital expenditures, as the system is readying a major renovation project in the upcoming years. Refer to the 5-year Capital Improvement Plan on page 205 for more information on timing of these renovations.

## FUNDS BUDGET

As of September 30, 2015, the Sewer Fund’s outstanding debt was \$21,017,120. A historical summary of outstanding debt is presented in the following graph:



**Beach Parking Fund** – Beginning unrestricted funds in the Beach Parking Fund are expected to increase significantly from the prior year’s adopted budget to \$1.9 million, primarily due to reductions in planned expenses in FY2016. Total net revenues are budgeted to increase 46.8% to \$5.7 million in FY2017 from the FY2016 adopted budget of \$3.9 million. The primary reason for this increase is a change in budget methodology for the intergovernmental grants the City receives from the TDC, as previously mentioned.

Total personnel services are budgeted to remain fairly consistent with the prior year adopted budget. Total operating expenses are budgeted to increase approximately 37.8% from the prior year adopted budget, primarily due to several projects in the Natural Resources department including the island wide Beach Management Plan and construction of living shoreline and road stabilization along Woodring Road.

Capital projects in the FY2017 budget total \$2.5 million. Of the total capital project total, \$1.1 million is projected to rollover from fiscal year 2016 and \$1.4 million is new funding requested. Several of these projects are reimbursed by the TDC as cost reimbursement grants and are noted as such. A detailed capital project schedule is included in the supplementary section of this document;

The Beach Parking fund budget includes the payments the fund makes to the General Fund in lieu of paying taxes. This amount represents a portion of the lost tax revenue the City does not receive as the beach parking lots are not subject to property taxes. In fiscal year 2017, this amount is \$442,500, which represents 15% of the gross revenues the beach parking lots earn from customers.

## RESERVES

The budget continues to provide for reserve funds for various purposes in order to address unforeseen future events. A detail of established reserves is presented in the table below:

Governmental Reserves	FY 2017	FY 2016		
		Adopted	Amended	Estimated
Contingencies	\$ 175,000	\$ 175,000	\$ 175,000	\$ -
Environmental Initiatives	1,000,000	1,000,000	1,000,000	-
Insurance Deductibles	215,000	215,000	138,625	-
Disasters	4,500,000	4,500,000	4,484,365	-
<b>Total Reserves</b>	<b>\$ 5,890,000</b>	<b>\$ 5,890,000</b>	<b>\$ 5,797,990</b>	<b>\$ -</b>

## LOCAL AND REGIONAL ECONOMIC CONSIDERATIONS

There are several economic factors that must be considered in conjunction with the adoption of the fiscal year 2017 budget. While there is a great deal of uncertainty in the final outcome of these issues, it is prudent policy to address the potential impacts in our community and Southwest Florida as a region.

### **Local and Regional Water Quality**

The City of Sanibel has been on forefront of the issues surrounding the long term environmental effects of the water releases from Lake Okeechobee. While the natural environment is an important consideration when attempting to solve the water quality concerns, the economic effects on the City and region cannot be ignored.

- ⊙ Property Values: long term issues with the quality and appearance of the City's beaches can possibly have significant influence on the growth of property values within the City limits
  - Ad valorem taxes based on property tax values are the number one source of revenue for the City;
  - Several debt issuance are supported by ad valorem tax proceeds; decrease tax collections would results in debt service being paid from other services, increasing the pressure on the General Fund;
- ⊙ Beach Parking Fund: long-term water quality concerns may have an effect on the demand for beach parking and related services on the island
  - Decrease revenue collections from the City's beach parking enterprise could have a significant impact on the ability to maintain the City's beach parks;
  - Decreased demand for hotel and resorts stays on the island will reduce the amount of bed taxes collected by Lee County. As the City relies heavily on its partnership with the TDC to maintain its beaches, reduced bed tax collections could indirectly effect future projects with TDC funding;

### **Flood Insurance**

Flood insurance coverage rates in our area of some of the highest in the nation. The City's flood rating is a significant factor that is used to determine flood insurance rates for property owners. Over the past year, the City Council evaluated options and directed staff to complete the necessary requirements to maintain the current rating. To that end, resources will need to be allocated across several departments as we implement the required activities over the upcoming year.

### **Staffing and Employment**

The low unemployment rate in Lee County is making it more difficult to obtain and retain qualified employees across all departments. The City is in competition with both private and other governmental entities for a small group of available applicants. Barriers to hiring include commuting concerns, total benefit packages, and scheduling concerns.

## CONCLUSION

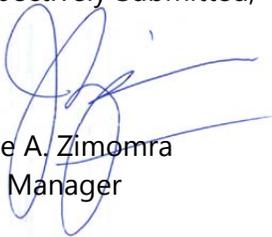
We have presented a budget which continues to provide our City's basic services, while providing for appropriate reserves. The City continues to take its financial management responsibility seriously.

Staff has identified several issues that are expected to be ongoing throughout the fiscal year which may require additional resources from contingency funds:

- ⦿ Resources devoted to water quality issues and concerns at the local and regional levels
- ⦿ Proper configuration of the Building and Planning departments to ensure safety and protection of the public and the environment while making it more feasible and desirable for high quality code compliant redevelopment to occur on Sanibel
- ⦿ Traffic mitigation and education

As always, Staff stands prepared to assist the City Council as we collectively address these discussion items.

Respectively Submitted,



Judie A. Zimomra  
City Manager



Steven C. Chaipel  
Finance Director

## CITY COUNCIL MEMBERS



### **Mayor Kevin Ruane**

**Term of Office: March 2013 – March 2017**

Mr. Ruane serves as the Council liaison to the General Employees' Pension Board of Trustees, the City Council's Redevelopment Project, and the Audit Committee (currently sunset). He also serves as the liaison to the Sanibel Captiva Chamber Governmental Affairs Committee, the Tourist Development Council and the Lee County Mayors' Council. Mayor Ruane serves as the Treasurer of the Metropolitan Planning Organization and is a member of the Metropolitan Planning Organization Executive Committee.



### **Vice-Mayor Mick Denham**

**Term of Office: March 2013 – March 2017**

Mr. Denham serves as the Council liaison to the Sanibel Police Officers' Pension Plan Board of Trustees, the City's Redevelopment Needs Assessment and the liaison to the Southwest Florida Regional Planning Council. He serves as the alternate liaison to the Metropolitan Planning Organization and is a member of the J.N. "Ding" Darling Wildlife Society Advocacy Committee.



### **Councilmember Chauncey Goss**

**Term of Office: March 2015 – March 2019**

Mr. Goss serves as the Council liaison of the Sanibel Planning Commission. He also serves as liaison to the Lee County Horizon Council and as the liaison on Causeway matters.



### **Councilmember Marty Harrity**

**Term of Office: March 2013 – March 2017**

Mr. Harrity serves as the Council liaison of the Historical Preservation Committee, the Historical Museum and Village, Inc. and the Recreation Financial Assistance Committee. He also serves as the liaison to the Sanibel School.



### **Councilmember Jim Jennings**

**Term of Office: March 2015 – March 2019**

Mr. Jennings serves as the Council liaison to the Community Housing Resources Board of Directors, the Community Housing Resources Coast and Island Community Land Trust, the Employee Dependent Scholarship Committee, the Vegetation Committee and the Contractor Review Board.

# CITY INFORMATION

## COUNCIL-MANAGER FORM OF GOVERNMENT



### APPOINTED OFFICIALS

Judith A. Zimomra, MPA, JD.....City Manager  
Kenneth B. Cuyler, Esq..... City Attorney

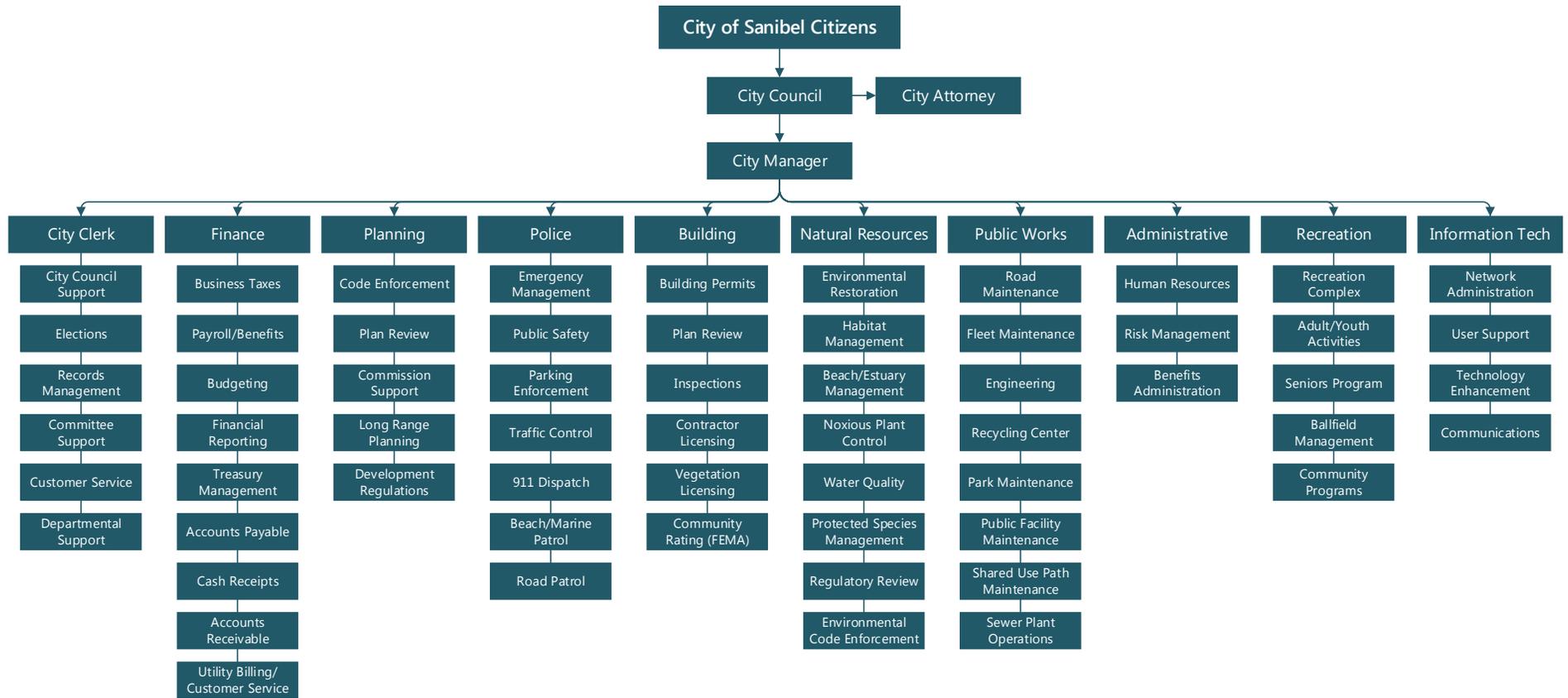
### EXECUTIVE STAFF

James R. Isom.....Administrative Services Director  
R. Harold Law, CBO ..... Chief Building Official  
William Tomlinson.....Chief of Police  
Pamela Smith, MMC .....City Clerk  
Steven C. Chaipel, CPA .....Finance Director  
Albert Smith, Jr. ....Information Systems Director  
James T. Evans III, MS.....Natural Resources Director  
James C. Jordan.....Planning Director  
Keith L. Williams II, PE .....Public Works Director/City Engineer  
Andrea L. Miller, MPA, CPRP.....Recreation Director

**Contact:**  
City of Sanibel  
800 Dunlop Road  
Sanibel, Florida 33957  
(239) 472-3700

[www.mysanibel.com](http://www.mysanibel.com)

# FUNCTIONAL ORGANIZATIONAL CHART





The Government Finance Officers Association of the United States and Canada (GFOA) presented an award of Distinguished Budget Presentation to the City of Sanibel, Florida for its annual budget for the fiscal year beginning October 1, 2015. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan, and as a communications device.

This award is valid for a period of one year only. We believe our current budget continues to conform to program requirements, and we are submitting it to the GFOA to determine its eligibility for another award.

## CITY OF SANIBEL VISION STATEMENT

### BACKGROUND

The barrier island of Sanibel comprises a wide variety of natural and altered environments. The community of Sanibel strives to sustain ecological balance and preserve and restore natural settings for residents, visitors, and wildlife. The people of Sanibel are sustained by the beauty and health of the island's natural and restored habitats, and they rely on the coordinated vigilance of residents, government, and private enterprise to protect and enhance these habitats. Over the first two decades of the community's existence as a city, a tenuous balance has been maintained between development and preservation; and between regulatory control and the rights and privileges of individuals. Government and not-for-profit institutions have helped sustain the balance by purchasing and restoring to natural conditions substantial areas of open space and threatened habitats.

Limited new development and redevelopment will occur over the next twenty years. However, growth limits and locations are well established, as are regulations to minimize harm to the natural environment and to the community's character.

The specter of rampant development has diminished as the community has matured. Nevertheless, unwanted changes are occurring; visitation increases as new "attractions" are developed; beaches and refuge areas are becoming stressed by overuse; traffic congestion is turning to gridlock; and formerly "green" scenic corridors are becoming urbanized and commercialized. These and other conditions and trends cause residents to realize that, unless protected, their island's historic and cherished way of life is in jeopardy.

To provide a sense of direction for the future, this Vision Statement, is a confirmation of the community's shared values and goals, to guide future decisions.



### SANCTUARY

Sanibel is and shall remain a barrier island sanctuary, one in which a diverse population lives in harmony with the island's wildlife and natural habitats. The Sanibel community must be vigilant in the protection and enhancement of its sanctuary characteristics.

The City of Sanibel will resist pressures to accommodate increased development and redevelopment that is not consistent with the Sanibel Plan, including this Vision Statement.

The City of Sanibel will guard against, and where advisable, oppose human activities in other jurisdictions that might harm the island's sensitive habitats, including the island's surrounding aquatic ecosystems.

## CITY OF SANIBEL VISION STATEMENT

### COMMUNITY

Sanibel is and shall remain a small town community whose members choose to live in harmony with one another and with nature; creating a human settlement distinguished by its diversity, beauty, uniqueness, character and stewardship

**Diversity:** The City of Sanibel cherishes its cultural, social, ecological, and economic diversity, and will endeavor to maintain it.

**Beauty:** The City of Sanibel will foster quality, harmony and beauty in all forms of human alteration of the environment. The community aesthetic is defined as a casual style; one which is adapted to a relaxed island quality of life and respectful of local history, weather, culture and natural systems.

**Uniqueness:** The City of Sanibel chooses to remain unique through a development pattern which reflects the predominance of natural conditions and characteristics over human intrusions. All forms of development and redevelopment will preserve the community's unique small town identity.

**Character:** The City of Sanibel chooses to preserve its rural character in its setting within an urbanizing county. "Auto-urban" development influences will be avoided. The commercialization of natural resources will be limited and strictly controlled.

**Stewardship:** In keeping with the foregoing principles, the City of Sanibel affirms a land ethic and recognizes landholding-both public and private-as a form of stewardship, involving responsibilities to the human and natural communities of the island and its surroundings, and to future generations.

### ATTRACTION

The Sanibel community recognizes that its attractiveness to visitors is due to the island's quality as sanctuary and as community. The City of Sanibel will welcome visitors who are drawn by, and are respectful of, these qualities; it will resist pressures to accommodate visitor attractions and activities that compromise these qualities.

### HIERARCHY OF VALUES

This three-part statement of the community's vision of its future is a hierarchy; one in which the dominant principle is Sanibel's sanctuary quality. Sanibel shall be developed as a community only to the extent to which it retains and embraces this quality of sanctuary. Sanibel will serve as attraction only to the extent to which it retains its desired qualities as sanctuary and community.

## CITY COUNCIL GOALS

[THIS SECTION IS STILL BEING DEVELOPED AND  
WILL BE INSERTED IN THE FINAL BUDGET DOCUMENT]

## **CITY COUNCIL GOALS**

[THIS SECTION IS STILL BEING DEVELOPED AND  
WILL BE INSERTED IN THE FINAL BUDGET DOCUMENT]

## BUDGET CALENDAR

Month of:	March 2016	Finance prepares departmental information for FY2017 budget process.
Month of:	April 2016	Departments prepare expenditure requests and enter into budget system.
Friday	April 29, 2016	Departments complete initial FY 2017 budgets reflecting department expenditure requests.
Friday	April 29, 2016	Departmental budget narratives due to the City Manager.
Weeks of:	May 2 and 9, 2016	Individual department meetings with City Manager and Finance Director to discuss budget requests.
Month of:	May 2016	Finance aligns departmental expenditure requests with projected revenue.
Tuesday	June 7, 2016	<b>9:00 a.m. - REGULAR CITY COUNCIL MEETING</b> - Preliminary budget (Discussion) - Budget issues for upcoming discussions.
Friday	July 1, 2016*	Property appraiser certifies tax roll and finance calculates proposed millage rates based on actual taxable valuation.
Tuesday	July 19, 2016	<b>9:00 a.m. - REGULAR CITY COUNCIL MEETING</b> - Staff presents draft FY 2017 budget and introduction of the resolution to set the proposed tax (calendar) year 2016 millage rates and date of first public hearing.
By Thursday	August 4, 2016*	Finance advises property appraiser of proposed millage rates; rolled-back rate and date, time and place of first public hearing.
By Wednesday	August 24, 2016*	Property appraiser mails notices of proposed property taxes and advertises the date, time and place of the first public hearing for all taxing authorities.
Saturday	September 10, 2016*	<b>9:00 a.m. - CITY COUNCIL FIRST PUBLIC HEARING</b> - Discussion and adoption of tentative millage rate and tentative FY 2017 budget.
Saturday	September 17, 2016*	City advertises second and final public hearing in News-Press.
Tuesday	September 20, 2016*	<b>5:01 p.m. - CITY COUNCIL SECOND AND FINAL PUBLIC HEARING</b> - Discussion and adoption of final millage rate and final fiscal year 2017 budget.
By Friday	September 23, 2016*	Within 3 days of final adoption submit resolution to DOR, property appraiser and tax collector
<b>(*) Dates mandated by state Truth In Millage (T.R.I.M.) legislation</b>		

# PROPOSED BUDGET RESOLUTION

**CITY OF SANIBEL  
RESOLUTION 16-052**

A RESOLUTION ADVISING THE LEE COUNTY PROPERTY APPRAISER OF THE PROPOSED OPERATING MILLAGE RATE, THE ROLLED-BACK RATE, THE PROPOSED AGGREGATE MILLAGE RATE, THE MILLAGE LEVY FOR THE SEWER VOTED DEBT SERVICE, THE LAND ACQUISITION VOTED DEBT SERVICE, AND THE RECREATION CENTER VOTED DEBT SERVICE AND THE DATE, TIME AND PLACE AT WHICH A PUBLIC HEARING WILL BE HELD TO CONSIDER THE TENTATIVE OPERATING MILLAGE RATE FOR TAX (CALENDAR) YEAR 2016 AND TENTATIVE BUDGET FOR THE CITY OF SANIBEL 2016-17 FISCAL YEAR; AUTHORIZING AND DIRECTING THE CITY MANAGER TO PROVIDE CERTIFICATION OF SAME; AND PROVIDING AN EFFECTIVE DATE

WHEREAS, in accordance with Chapter 200, Florida Statutes, the City Council of the City of Sanibel, Florida, in a duly noticed public meeting, with public input, has determined the proposed operating millage rate and the date for public hearing on the tentative millage and tentative budget; and has identified the rolled-back rate, proposed aggregate millage rate, and the millage levies for the sewer voted debt service and the land acquisition voted debt service, and the recreation center voted debt service.

NOW, THEREFORE, BE IT RESOLVED by the City Council of the City of Sanibel, Florida;

SECTION 1. The Property Appraiser of Lee County, Florida is hereby advised of the following information relative to the proposed operating millage, the rolled-back rate, the proposed aggregate millage rate and the millage levies for the sewer voted debt service, the land acquisition voted debt service, and the recreation center voted debt service for the City of Sanibel's 2016-17 fiscal year:

- A. The proposed operating millage rate for the 2016 tax year is 1.9139 mills.
- B. The rolled-back rate for the City of Sanibel 2016 tax year is 1.8230 mills.
- C. The proposed aggregate millage rate is 1.9139 mills.
- D. The millage levy for the sewer voted debt service is 0.1947 mills.
- E. The millage levy for the land acquisition voted debt service is 0.0720 mills.
- F. The millage levy for the recreation center voted debt service is 0.1207 mills.

SECTION 2. The Proposed Aggregate Taxes Levied, exclusive of voted debt service levies, are \$9,116,456.

SECTION 3. A public meeting and hearing will be held at Sanibel City Hall, the Council Chambers (MacKenzie Hall), 800 Dunlop Road, Sanibel, Florida on Saturday, September 10, 2016 at 9:00 a. m., to consider the tentative operating millage rate and a tentative budget.

SECTION 4. The City Manager is hereby authorized and directed to provide certification of same to the Property Appraiser and to any other entities, as provided by general law.

SECTION 5. Effective Date.  
This resolution shall take effect immediately upon adoption.

DULY PASSED AND ENACTED by the City Council of the City of Sanibel, Lee County, Florida, this 19<sup>th</sup> day of July, 2016.

**AUTHENTICATION:**

  
Kevin Ruane, Mayor

  
Pamela Smith, City Clerk

APPROVED AS TO FORM:  Date 7/13/16  
Kenneth B. Cuyler, City Attorney

Vote of Councilmembers:

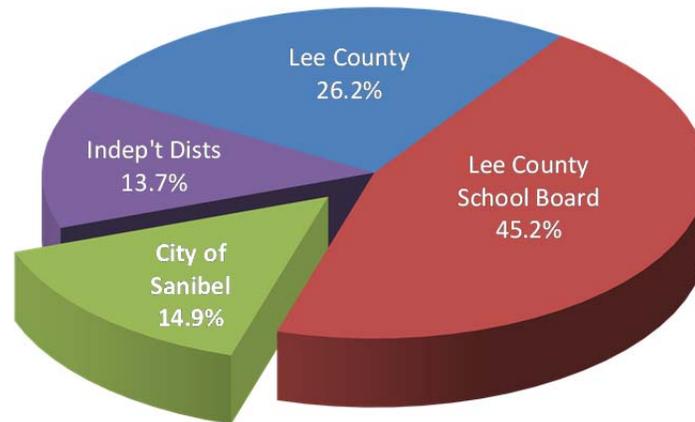
Ruane	<u>yea</u>
Denham	<u>yea</u>
Goss	<u>yea</u>
Harrity	<u>yea</u>
Jennings	<u>excused</u>

Date filed with City Clerk: July 19, 2016



## TAXES PAID BY TAXING AUTHORITY

The following table and graph presents the allocation of total taxes paid by the City's residential property owners based on the proposed millage rates set by the various governmental taxing authorities.



<u>Taxing Authority</u>	<u>Tax Year 2016 Proposed Millage Rates</u>	<u>Percent of Total Millage</u>	<u>Average Residential Taxes Paid</u>
Lee County			
General	4.0506	26.2%	\$ 2,268.40
Public School			
State Law	4.7410	30.7%	2,655.03
Local Board	2.2480	14.5%	1,258.91
City of Sanibel*			
Operating	1.9139	12.4%	1,071.81
Voter Approved Debt - Sewer	0.1947	1.3%	109.03
Voter Approved Debt - Land	0.0720	0.5%	40.32
Voter Approved Debt - Rec Ctr	0.1207	0.8%	67.59
Independent Districts			
Sanibel Public Library	0.3800	2.5%	212.81
South Florida Water Mgmt	0.3307	2.1%	185.20
West Coast Inland Navigation	0.0394	0.3%	22.06
Sanibel Fire & Rescue District	1.1089	7.2%	621.00
Lee Co. Hyacinth Control	0.0263	0.2%	14.73
Lee Co. Mosquito Control	0.2397	1.5%	134.24
	<u>15.4659</u>	<u>100.0%</u>	<u>\$ 8,661.12</u>

Tax Year 2016 Average Taxable Value of Residence **\$ 560,015**

(\* ) millage rates adopted per Resolution 16-052

## BUDGET SUMMARY COMPARISON GOVERNMENTAL AND ENTERPRISE FUNDS

	Fiscal Year 2015 Actual	Fiscal Year 2016 Amended Budget	Fiscal Year 2016 Estimated Actual	Fiscal Year 2017 Budget	Fiscal Year 2017 to Fiscal Year 2016 Amended Budget		Fiscal Year 2017 to Fiscal Year 2016 Estimated Actual	
Beginning Fund Balance	\$ 21,775,834	\$ 23,983,118	\$ 23,983,118	\$ 24,025,565	\$ 42,447	0.18%	\$ 42,447	0.18%
<b>Revenues</b>								
Ad Valorem Taxes, net	10,006,899	10,007,715	10,041,814	10,523,284	515,569	5.15%	481,470	4.79%
Other Taxes	2,583,458	2,386,015	2,567,710	2,575,000	188,985	7.92%	7,290	0.28%
Licenses & Permits	1,701,592	1,582,779	1,823,688	1,778,000	195,221	12.33%	(45,688)	(2.51%)
Intergovernmental Revenue	3,969,469	6,192,633	5,519,487	6,004,008	(188,625)	(3.05%)	484,521	8.78%
Charges for Services	11,399,115	12,202,592	12,551,062	12,805,680	603,088	4.94%	254,618	2.03%
Fines & Forfeitures	175,171	190,738	210,101	202,238	11,500	6.03%	(7,863)	(3.74%)
Miscellaneous Revenue	1,418,606	1,179,686	1,483,319	1,304,966	125,280	10.62%	(178,353)	(12.02%)
Non-Operating Revenue	1,019,340	6,640,000	6,615,000	125,000	(6,515,000)	(98.12%)	(6,490,000)	100.00%
State Sales Tax	-	(151,247)	(177,000)	(177,000)	(25,753)	17.03%	-	100.00%
Total Revenue	32,273,650	40,230,911	40,635,181	35,141,176	(5,089,735)	(12.65%)	(5,494,005)	(13.52%)
<b>Transfers In</b>	2,497,479	2,691,608	2,691,608	3,301,359	609,751	22.65%	609,751	22.65%
<b>Total Sources of Funds</b>	<u>\$ 56,546,963</u>	<u>\$ 66,905,637</u>	<u>\$ 67,309,907</u>	<u>\$ 62,468,100</u>	<u>\$ (4,437,537)</u>	<u>(6.63%)</u>	<u>\$ (4,841,807)</u>	<u>(7.19%)</u>
<b>Expenditures</b>								
General Government	\$ 5,733,113	\$ 5,720,521	\$ 5,397,018	\$ 5,801,060	\$ 80,539	1.41%	\$ 404,042	7.49%
Public Safety	6,005,357	6,632,813	6,381,359	6,708,737	75,924	1.14%	327,378	5.13%
Physical Environment	4,556,378	6,306,437	5,496,999	5,962,382	(344,055)	(5.46%)	465,383	8.47%
Public Works	3,024,394	3,427,550	2,968,559	3,489,468	61,918	1.81%	520,909	17.55%
Transportation	2,155,513	4,086,638	3,908,349	3,547,179	(539,459)	(13.20%)	(361,170)	100%
Economic Environment	293,305	344,832	294,310	302,781	(42,051)	(12.19%)	8,471	2.88%
Human Services	1,000	25,579	24,579	-	(25,579)	(100.00%)	(24,579)	(100.00%)
Culture/Recreation	2,776,554	2,983,122	2,860,244	2,840,930	(142,192)	(4.77%)	(19,314)	(0.68%)
Capital Outlay	1,316,357	7,590,911	2,065,499	7,135,354	(455,557)	(6.00%)	5,069,855	245.45%
Debt Service	1,408,802	10,707,706	10,745,818	4,236,867	(6,470,839)	(60.43%)	(6,508,951)	(60.57%)
Other	7,500	385,617	450,000	450,000				
NonExpenditure Uses	-	5,897,990	-	6,906,000	1,008,010	17.09%	6,906,000	100.00%
Total Expenditures	27,278,273	54,109,716	40,592,734	47,380,758	(6,793,341)	(12.55%)	6,788,024	16.72%
<b>Transfers to Other Funds</b>	2,497,479	2,691,608	2,691,608	3,301,359	609,751	22.65%	609,751	22.65%
<b>Ending Fund Balance</b>	26,771,211	10,104,313	24,025,565	11,785,983	1,681,670	16.64%	(12,239,582)	(50.94%)
<b>Total Uses of Funds</b>	<u>\$ 56,546,963</u>	<u>\$ 66,905,637</u>	<u>\$ 67,309,907</u>	<u>\$ 62,468,100</u>	<u>\$ (4,501,920)</u>	<u>(6.73%)</u>	<u>\$ (4,841,807)</u>	<u>(7.19%)</u>

## BUDGET SUMMARY BY FUND TYPE

### GOVERNMENTAL AND ENTERPRISE FUNDS

	General Fund	Special Revenue Funds	Debt Service Funds	Capital Projects Funds	Enterprise Funds	Total Budget
Beginning Fund Balance	\$ 10,420,758	\$ 3,384,956	\$ 294,673	\$ 1,701,904	\$ 8,223,274	\$ 24,025,565
<b>Revenues</b>						
Ad Valorem Taxes, net	8,751,797	-	881,171	-	890,316	10,523,284
Other Taxes	910,000	1,665,000	-	-	-	2,575,000
Licenses & Permits	988,000	650,000	-	-	140,000	1,778,000
Intergovernmental Revenue	1,265,258	2,053,000	-	-	2,685,750	6,004,008
Charges for Services	2,321,018	860,000	-	-	9,624,662	12,805,680
Fines & Forfeitures	45,000	20,000	-	-	137,238	202,238
Miscellaneous Revenue	90,000	284,200	4,500	30,500	895,766	1,304,966
Total Revenue	14,371,073	5,532,200	885,671	30,500	14,373,732	35,193,176
<b>Other Financing Sources</b>						
Transfers From Other Funds	-	1,668,445	-	1,632,914	-	3,301,359
Capital Contributions	-	-	-	-	125,000	125,000
Debt Proceeds	-	-	-	-	-	-
State Sales Tax	-	-	-	-	(177,000)	(177,000)
Total Other Financing Sources	-	1,668,445	-	1,632,914	(52,000)	3,249,359
Total Sources of Funds	\$ 24,791,831	\$ 10,585,601	\$ 1,180,344	\$ 3,365,318	\$ 22,545,006	\$ 62,468,100
<b>Expenditures</b>						
Operating Expenditures						
General Government	\$ 5,801,060	\$ -	\$ -	\$ -	\$ -	\$ 5,801,060
Public Safety	4,270,596	839,762	-	-	1,598,379	6,708,737
Physical Environment	538,190	-	-	-	5,424,192	5,962,382
Public Works	1,519,776	-	-	-	1,969,692	3,489,468
Transportation	-	3,547,179	-	-	-	3,547,179
Economic Environment	302,781	-	-	-	-	302,781
Human Services	-	-	-	-	-	-
Culture/Recreation	149,630	2,691,300	-	-	-	2,840,930
Total Operating	12,582,033	7,078,241	-	-	8,992,263	28,652,537
Capital Outlay	-	305,000	-	2,537,500	4,292,854	7,135,354
Non-Operating Expenditures						
Non-expended Reserves	6,035,000	457,500	-	250,000	163,500	6,906,000
Transfers to Other Funds	2,851,359	450,000	-	-	-	3,301,359
Debt Service	-	-	880,047	-	3,356,820	4,236,867
Payment in Lieu of Taxes	-	-	-	-	450,000	450,000
Total Non-Operating	8,886,359	907,500	880,047	250,000	3,970,320	14,894,226
<b>Ending Fund Balance</b>	3,323,439	2,294,860	300,297	577,818	5,289,569	11,785,983
<b>Total Uses of Funds</b>	\$ 24,791,831	\$ 10,585,601	\$ 1,180,344	\$ 3,365,318	\$ 22,545,006	\$ 62,468,100

## BUDGET SUMMARY CHANGES IN FUND BALANCE GOVERNMENTAL AND ENTERPRISE FUNDS

	General Fund	Special Revenue Funds	Debt Service Funds	Capital Projects Funds	Enterprise Funds	Total Budget
<b>Revenues</b>						
Ad Valorem Taxes, net	\$ 8,751,797	\$ -	\$ 881,171	\$ -	\$ 890,316	\$ 10,523,284
Other Taxes	910,000	1,665,000	-	-	-	2,575,000
Licenses & Permits	988,000	650,000	-	-	140,000	1,778,000
Intergovernmental Revenue	1,265,258	2,053,000	-	-	2,685,750	6,004,008
Charges for Services	2,321,018	860,000	-	-	9,624,662	12,805,680
Fines & Forfeitures	45,000	20,000	-	-	137,238	202,238
Miscellaneous Revenue	90,000	284,200	4,500	30,500	895,766	1,304,966
Total Revenue	14,371,073	5,532,200	885,671	30,500	14,373,732	35,193,176
<b>Other Financing Sources</b>						
Transfers From Other Funds	-	1,668,445	-	1,632,914	-	3,301,359
Capital Contributions	-	-	-	-	125,000	125,000
Debt Proceeds	-	-	-	-	-	-
State Sales Tax	-	-	-	-	(177,000)	(177,000)
Total Other Financing Sources	-	1,668,445	-	1,632,914	(52,000)	3,249,359
Total Revenue/Other Sources	14,371,073	7,200,645	885,671	1,663,414	14,321,732	38,442,535
<b>Expenditures</b>						
Operating Expenditures						
General Government	5,801,060	-	-	-	-	5,801,060
Public Safety	4,270,596	839,762	-	-	1,598,379	6,708,737
Physical Environment	538,190	-	-	-	5,424,192	5,962,382
Public Works	1,519,776	-	-	-	1,969,692	3,489,468
Transportation	-	3,547,179	-	-	-	3,547,179
Economic Environment	302,781	-	-	-	-	302,781
Human Services	-	-	-	-	-	-
Culture/Recreation	149,630	2,691,300	-	-	-	2,840,930
Total Operating	12,582,033	7,078,241	-	-	8,992,263	28,652,537
Capital Outlay	-	305,000	-	2,537,500	4,292,854	7,135,354
Non-Operating Expenditures						
Transfers to Other Funds	2,851,359	450,000	-	-	-	3,301,359
Payment in Lieu of Taxes	-	-	-	-	450,000	450,000
Debt Service	-	-	880,047	-	3,356,820	4,236,867
Total Non-Operating	2,851,359	450,000	880,047	-	3,806,820	7,988,226
Total Expenditures	15,433,392	7,833,241	880,047	2,537,500	17,091,937	43,776,117
<b>Change Before Reserves</b>	<b>(1,062,319)</b>	<b>(632,596)</b>	<b>5,624</b>	<b>(874,086)</b>	<b>(2,770,205)</b>	<b>(5,333,582)</b>
Reserves	6,035,000	457,500	-	250,000	163,500	6,906,000
Change in Fund Balance	(7,097,319)	(1,090,096)	5,624	(1,124,086)	(2,933,705)	(12,239,582)
<b>Beginning Fund Balance</b>	<b>10,420,758</b>	<b>3,384,956</b>	<b>294,673</b>	<b>1,701,904</b>	<b>8,223,274</b>	<b>24,025,565</b>
<b>Ending Fund Balance</b>	<b>\$ 3,323,439</b>	<b>\$ 2,294,860</b>	<b>\$ 300,297</b>	<b>\$ 577,818</b>	<b>\$ 5,289,569</b>	<b>\$ 11,785,983</b>

## BUDGET SUMMARY BY FUND TYPE

### GOVERNMENTAL FUNDS

	Fiscal Year 2017					
	General Fund	Special Revenue Funds	Debt Service Funds	Total Operating Budget	Capital Project Funds	Total Budget
<b>SOURCES OF FUNDS</b>						
Beginning Fund Balance	\$ 10,420,758	\$ 3,384,956	\$ 294,673	\$ 14,100,387	\$ 1,701,904	\$ 15,802,291
<b>Revenue</b>						
Taxes						
Ad Valorem, net	8,751,797	-	-	8,751,797	-	8,751,797
Ad Valorem - Voted Debt, net	-	-	881,171	881,171	-	881,171
Other Taxes	910,000	1,665,000	-	2,575,000	-	2,575,000
Licenses & Permits	988,000	650,000	-	1,638,000	-	1,638,000
Intergovernmental Revenue	1,265,258	2,053,000	-	3,318,258	-	3,318,258
Charges for Services	2,321,018	860,000	-	3,181,018	-	3,181,018
Fines & Forfeitures	45,000	20,000	-	65,000	-	65,000
Miscellaneous Revenue	90,000	284,200	4,500	378,700	30,500	409,200
Total Revenue	14,371,073	5,532,200	885,671	20,788,944	30,500	20,819,444
<b>Other Financing Sources</b>						
Transfers from Other Funds	-	1,668,445	-	1,668,445	1,632,914	3,301,359
Debt Proceeds	-	-	-	-	-	-
Total Other Financing Sources	-	1,668,445	-	1,668,445	1,632,914	3,301,359
<b>Total Sources of Funds</b>	<b>\$ 24,791,831</b>	<b>\$ 10,585,601</b>	<b>\$ 1,180,344</b>	<b>\$ 36,557,776</b>	<b>\$ 3,365,318</b>	<b>\$ 39,923,094</b>
<b>USES OF FUNDS</b>						
<b>Operating Expenditures</b>						
General Government	\$ 5,801,060	\$ -	\$ -	\$ 5,801,060	\$ -	\$ 5,801,060
Public Safety	4,270,596	839,762	-	5,110,358	-	5,110,358
Physical Environment	538,190	-	-	538,190	-	538,190
Public Works	1,519,776	-	-	1,519,776	-	1,519,776
Transportation	-	3,547,179	-	3,547,179	-	3,547,179
Economic Environment	302,781	-	-	302,781	-	302,781
Human Services	-	-	-	-	-	-
Culture/Recreation	149,630	2,691,300	-	2,840,930	-	2,840,930
Total Operating Expenditures	12,582,033	7,078,241	-	19,660,274	-	19,660,274
<b>Capital Outlay</b>	-	305,000	-	305,000	2,537,500	2,842,500
Total Expenditures	12,582,033	7,383,241	-	19,965,274	2,537,500	22,502,774
<b>Non-Operating Expenditures</b>						
Reserves	6,035,000	457,500	-	6,492,500	250,000	6,742,500
Transfer to Other Funds	2,851,359	450,000	-	3,301,359	-	3,301,359
Payment in Lieu of Taxes	-	-	-	-	-	-
Debt Service	-	-	880,047	880,047	-	880,047
Total NonOperating Expenditures	8,886,359	907,500	880,047	10,673,906	250,000	10,923,906
<b>Total Appropriations</b>	21,468,392	8,290,741	880,047	30,639,180	2,787,500	33,426,680
<b>Estimated Ending Fund Balance</b>	3,323,439	2,294,860	300,297	5,918,596	577,818	6,496,414
<b>Total Uses of Funds</b>	<b>\$ 24,791,831</b>	<b>\$ 10,585,601</b>	<b>\$ 1,180,344</b>	<b>\$ 36,557,776</b>	<b>\$ 3,365,318</b>	<b>\$ 39,923,094</b>

## **MAJOR AND NON-MAJOR FUNDS GOVERNMENTAL FUNDS – IN THOUSANDS**

**[THIS SECTION IS STILL BEING DEVELOPED AND  
WILL BE INSERTED IN THE FINAL BUDGET DOCUMENT]**

## **MAJOR AND NON-MAJOR FUNDS ENTERPRISE FUNDS – IN THOUSANDS**

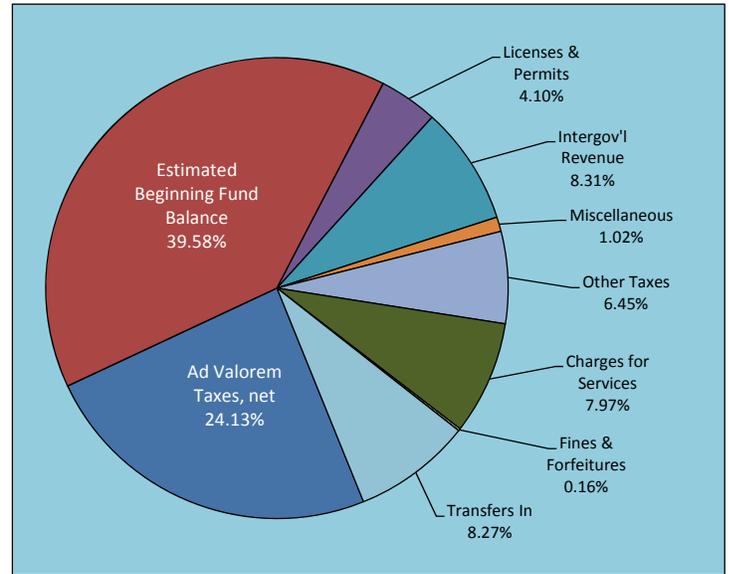
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WILL BE INSERTED IN THE FINAL BUDGET DOCUMENT]



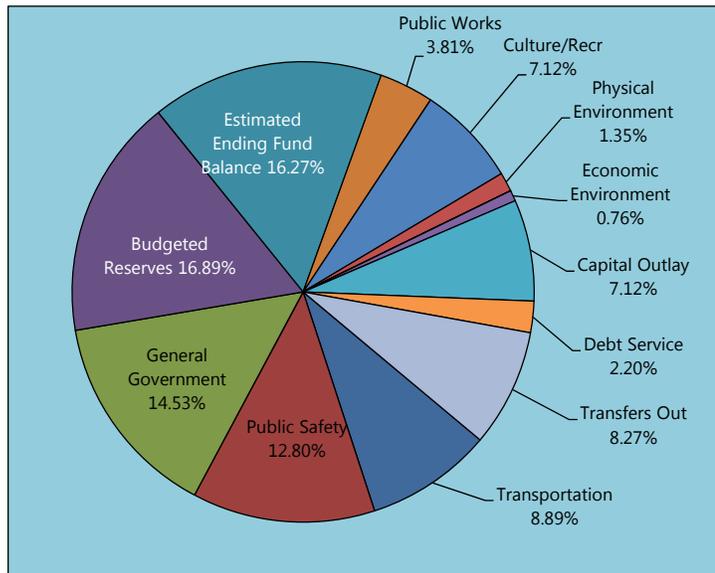
## SOURCES AND USES OF GOVERNMENTAL FUNDS

The following table presents information on the City's governmental revenue sources and the percentage of each to the total governmental funds budget:

GOVERNMENTAL FUNDS		
Sources of Funds	Amount	% Total
Est . Beginning Fund Balance	\$ 15,802,291	39.58%
Revenue		
Ad Valorem Taxes, net		
Operating	8,751,797	21.92%
Voted Debt Service	881,171	2.21%
Other Taxes	2,575,000	6.45%
Licenses & Permits	1,638,000	4.10%
Intergovernmental Revenue	3,318,258	8.31%
Charges for Services	3,181,018	7.97%
Fines & Forfeitures	65,000	0.16%
Miscellaneous Revenue	409,200	1.02%
Transfers from Other Funds	3,301,359	8.27%
Total Revenue	24,120,803	100.00%
Total Sources of Fund	\$ 39,923,094	

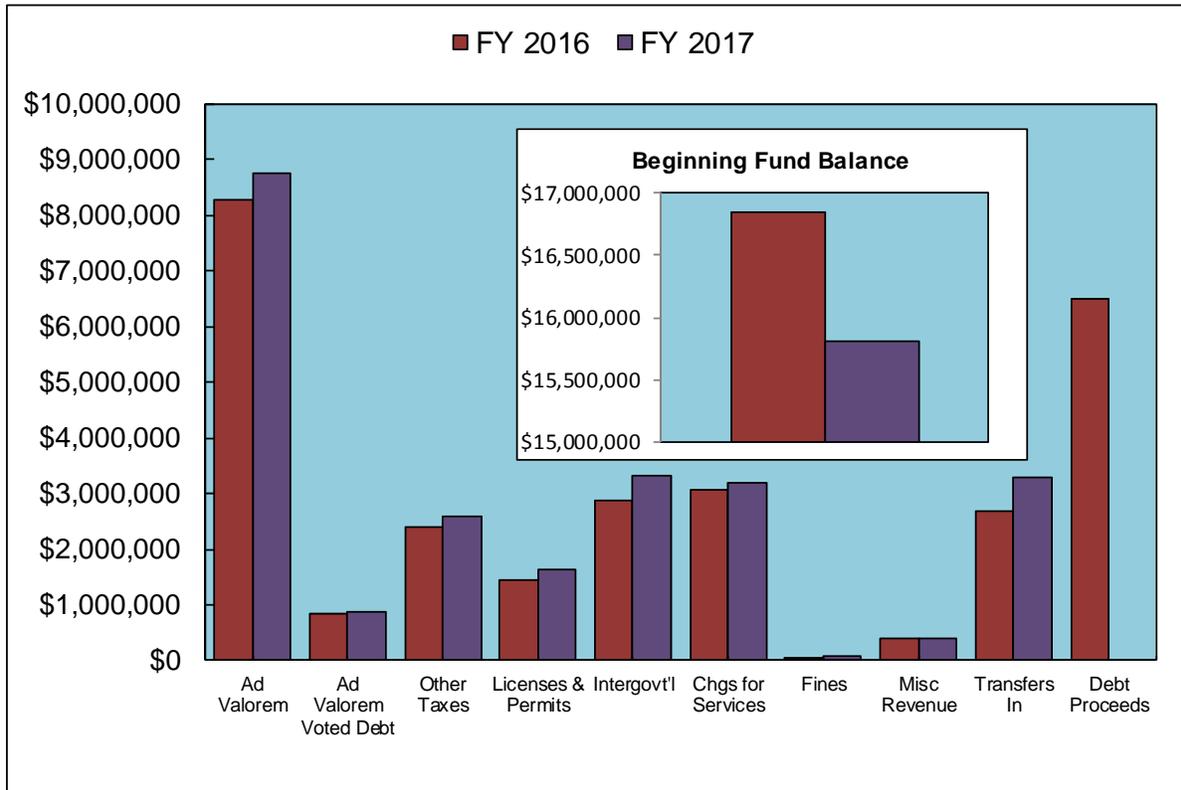


The following table presents information on the City's governmental funds uses of budgeted funds and the percentage of each to the total governmental funds budget:



GOVERNMENTAL FUNDS		
Uses of Funds	Amount	% Total
Operating Expenses		
General Government	\$ 5,801,060	14.53%
Public Safety	5,110,358	12.80%
Physical Environment	538,190	1.35%
Public Works	1,519,776	3.81%
Transportation	3,547,179	8.89%
Economic Environment	302,781	0.76%
Culture & Recreation	2,840,930	7.12%
Total	19,660,274	49.25%
Capital Outlay	2,842,500	7.12%
Budgeted Reserves	6,742,500	16.89%
Debt Service	880,047	2.20%
Transfers to Other Funds	3,301,359	8.27%
Estimated Ending Fund Balance	6,496,414	16.27%
Total Uses of Funds	\$ 39,923,094	100.00%

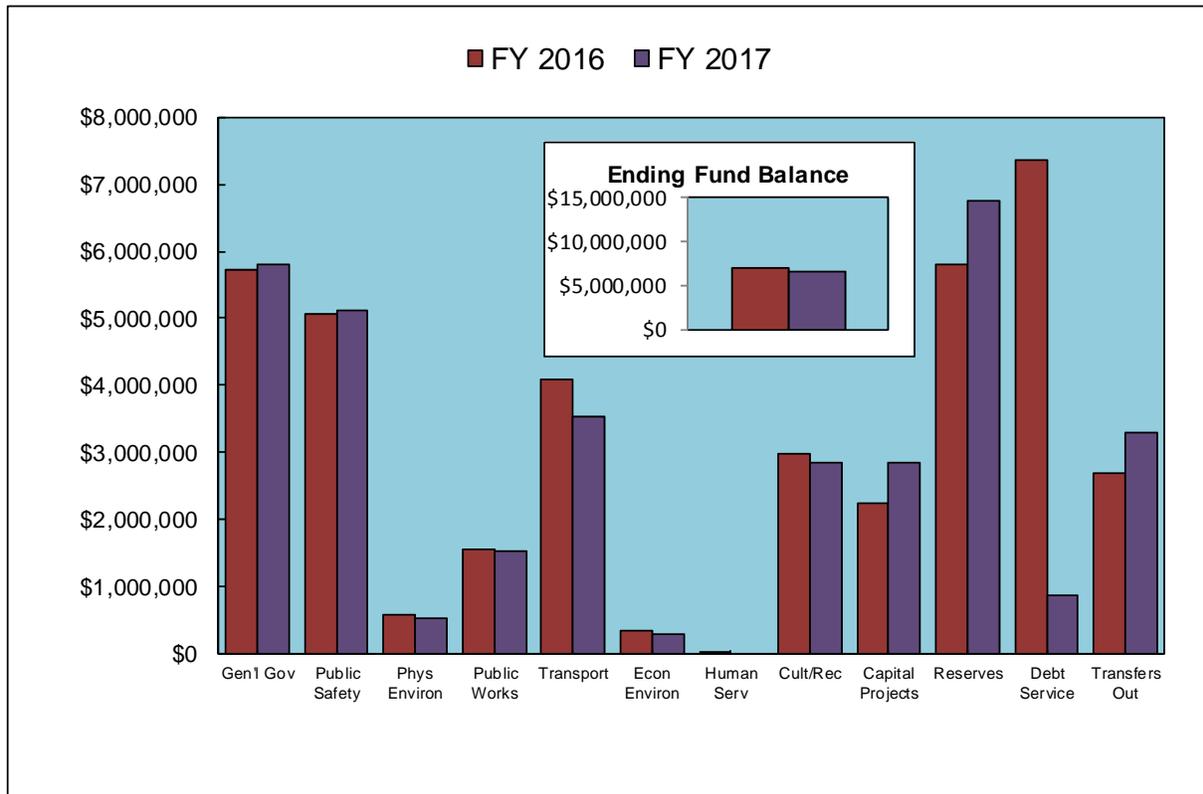
# COMPARISON OF SOURCES OF FUNDS



### GOVERNMENTAL FUNDS

	FY 2016 Budget As Amended	FY 2017 Budget	Increase (Decrease)	% Change
Est. Beginning Fund Balance	\$ 16,853,632	\$ 15,802,291	\$ (1,051,341)	(6.2%)
<b>Operating Sources of Funds</b>				
<b>Revenue</b>				
Ad Valorem Taxes-Operating	8,289,879	8,751,797	461,918	5.6%
Ad Valorem Taxes-Voted Debt	840,293	881,171	40,878	4.9%
Other Taxes	2,386,015	2,575,000	188,985	7.9%
Licenses & Permits	1,448,779	1,638,000	189,221	13.1%
Intergovernmental Revenue	2,885,828	3,318,258	432,430	15.0%
Charges for Services	3,052,768	3,181,018	128,250	4.2%
Fines & Forfeitures	56,500	65,000	8,500	15.0%
Miscellaneous Revenue	395,304	409,200	13,896	3.5%
<b>Total Revenue</b>	<b>19,355,366</b>	<b>20,819,444</b>	<b>1,464,078</b>	<b>7.6%</b>
<b>Other Financing Sources</b>				
Debt Proceeds	6,515,000	-	(6,515,000)	100.0%
Transfers From Other Funds	2,691,608	3,301,359	609,751	22.7%
<b>Total Other Financing Sources</b>	<b>9,206,608</b>	<b>3,301,359</b>	<b>(5,905,249)</b>	<b>(64.1%)</b>
<b>Total Sources of Funds</b>	<b>\$ 45,415,606</b>	<b>\$ 39,923,094</b>	<b>\$ (5,492,512)</b>	<b>(12.1%)</b>

# COMPARISON OF USES OF FUNDS BY FUNCTION



### GOVERNMENTAL FUNDS

	FY 2016 Budget As Amended	FY 2017 Budget	Increase (Decrease)	% Change
<b>Uses of Funds</b>				
<b>Expenditures</b>				
General Government	\$ 5,720,521	\$ 5,801,060	\$ 80,539	1.4%
Public Safety	5,069,019	5,110,358	41,339	0.8%
Physical Environment	580,512	538,190	(42,322)	(7.3%)
Public Works	1,547,278	1,519,776	(27,502)	(1.8%)
Transportation	4,086,638	3,547,179	(539,459)	(13.2%)
Economic Environment	344,832	302,781	(42,051)	(12.2%)
Human Services	25,579	-	(25,579)	(100%)
Culture/Recreation	2,983,122	2,840,930	(142,192)	(4.8%)
<b>Total Operating Expenditures</b>	<b>20,357,501</b>	<b>19,660,274</b>	<b>(697,227)</b>	<b>(3.4%)</b>
Capital Projects	2,243,085	2,842,500	599,415	26.7%
Reserves	5,797,990	6,742,500	944,510	16.3%
Debt Service	7,350,886	880,047	(6,470,839)	(88.0%)
Transfers to Other Funds	2,691,608	3,301,359	609,751	22.7%
Ending Fund Balance	6,974,536	6,496,414	(478,122)	(6.9%)
<b>Total Other Uses</b>	<b>25,058,105</b>	<b>20,262,820</b>	<b>(4,795,285)</b>	<b>(19.1%)</b>
<b>Total Uses of Funds</b>	<b>\$ 45,415,606</b>	<b>\$ 39,923,094</b>	<b>\$ (5,492,512)</b>	<b>(12.1%)</b>

## SCHEDULE OF INTERFUND TRANSFERS

During the course of operations, numerous transactions occur between individual funds for goods provided or services rendered. The following schedules detail the interfund transfers that are budgeted in the current year.

<b>Transfers Out</b>	<b>Transfers In</b>			<b>Total Governmental</b>
	<b>General Fund</b>	<b>Special Revenue</b>	<b>Capital Projects</b>	
General Fund	\$ -	\$ 1,668,445	\$ 1,182,914	\$ 2,851,359
Transportation Special Revenue Fund	-	-	450,000	450,000
	<u>\$ -</u>	<u>\$ 1,668,445</u>	<u>\$ 1,632,914</u>	<u>\$ 3,301,359</u>

<b>Source</b>	<b>Transfer to</b>	<b>Amount</b>	<b>Purpose</b>
General Fund	Shell Harbor Canal Dredging	\$ 5,445	City match for dredging
General Fund	Sanibel Estates Canal Trimming	3,000	City match for canal trimming
General Fund	Sanibel Isles/Water Shadows Dredging	5,000	City match for dredging
General Fund	Recreation Center	1,400,000	Recreation center operations
General Fund	Ballpark Maintenance	255,000	Operations and capital projects
General Fund	Capital Planning and Acquisition	957,914	Capital acquisition/construction
General Fund	Recreation Facility Capital Projects	225,000	Sinking fund capital projects
Transportation Fund	Transportation Capital Projects	450,000	Transportation expenditures
		<u>\$ 3,301,359</u>	



## GOVERNMENTAL FUNDS BUDGET

A fund is a grouping of related accounts that is used to maintain financial control over resources that have been segregated for specific activities or objectives. The City, like other state and local governments, uses fund accounting to ensure and demonstrate compliance with finance-related legal requirements. Governmental funds account for most of the City's tax-supported activities. The City has four governmental fund types: the General fund, special revenue fund, debt service fund and the capital project fund. These funds are found in either the operating budget or the capital budget.

Operating Budget - The operating budget includes:

General Fund - The General fund is the principal fund of the City and is used to account for resources traditionally associated with government, which are not required legally or by sound financial management to be accounted for in another fund. General fund activities are funded principally by property taxes, intergovernmental revenues, licenses and permits, charges for services and miscellaneous revenues, which include public contributions and interest earnings;

Special Revenue Funds - Special revenue funds are used to account for revenues from specific revenue sources which are legally restricted to the use for which the revenue is granted or contributed to the City;

Debt Service Funds - Debt service funds are used to account for the accumulation of resources for and the payment of principal and interest on long-term debt.

Capital Budget – The capital budget includes the current year of the 5-year capital improvement plan as budgeted in the capital projects funds and certain special revenue funds.



## GENERAL FUND

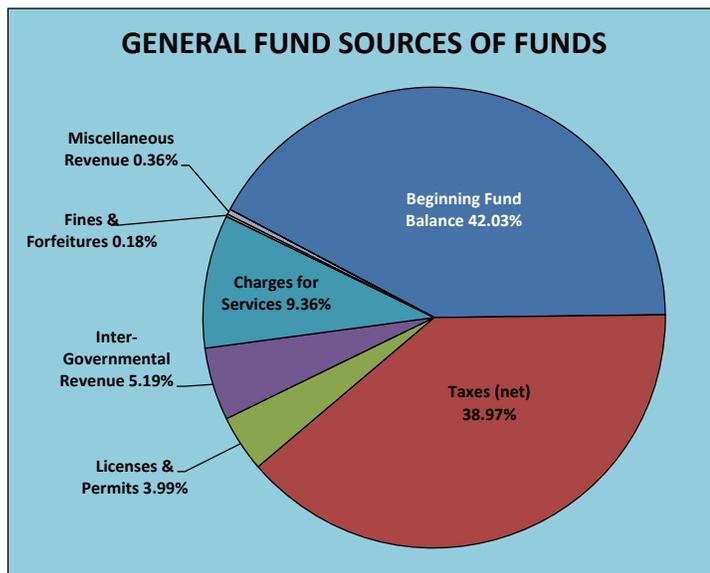
The General Fund is the main operating fund of the City and supports public safety, general government operations, parks & recreation, economic development programs and other non-enterprise related operations. Revenues such as property taxes, sales tax, electric franchise fees, utilities services taxes, communication services taxes, charges for services rendered and other revenues are used to pay for these programs.

### Sources of Funds

**Beginning Fund Balance** – The first available source of funds at the beginning of each fiscal year is the carry-forward of the previous year’s available fund balance. Fund balance is the accumulation of prior year’s revenues, minus expenditures. According to the City’s adopted fund balance policy, portions of fund balance are earmarked or “reserved” for a specific purpose. The unrestricted portion of fund balance is that amount which is available for appropriation in the subsequent fiscal year.

It is estimated that approximately \$10.4 million of fund balance will be available at the end of FY2016 to carry-forward to FY2017.

**Taxes** – Property (ad valorem) tax, determined by the levy of an operating millage rate, is the City’s primary revenue source providing an estimated \$8.8 million (net of 4% estimated maximum discount for taxpayers who take advantage of discount afforded to them by paying taxes in the months of November through February), which is 35.3% of General fund revenue sources. This amount of tax revenue is calculated based on the levy of a 1.9139 operating millage rate on the City’s 2016 assessed taxable value, which is the same tax rate the City levied in FY2016.



Other taxes in the General fund include the communications services tax, business tax and casualty insurance premium tax, estimated to generate approximately \$910,000.

Revenue projections for other taxes in the General fund are based on trend analysis of prior years’ activity compared to year-to-date actual revenues. Projections are adjusted to reflect any deviation from the trend based on current revenues, estimates from the state of Florida’s Department of Revenue, and staff’s estimates concerning expected economic conditions in the current and future years.

**Licenses and Permits** – Franchise fees are collected from contractors that serve the City for electric and solid waste collection and are expected to provide

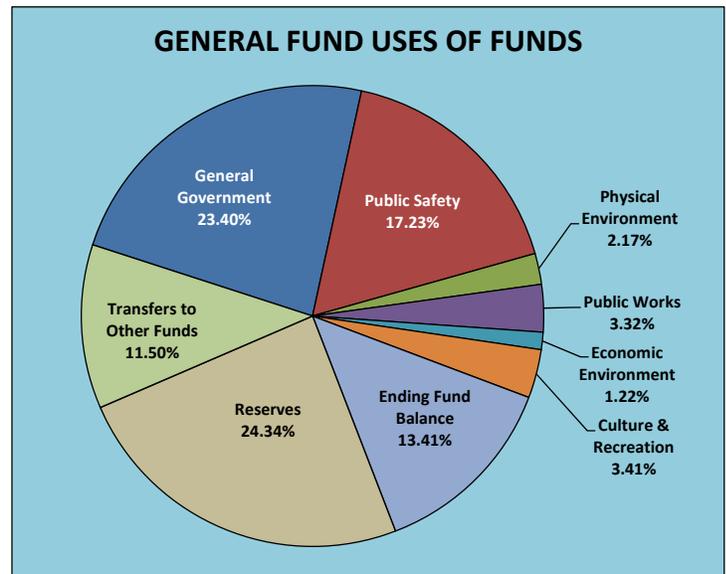
\$970,000 or 3.9% of General fund total sources of funds. Special permits and City issued licenses are expected to provide approximately \$18,000.

**Intergovernmental Revenue** – Revenues that the City received from any other governmental agency are considered intergovernmental revenues. These revenue types include state-shared revenues such as state revenue sharing, alcoholic beverage licenses, half-cent sales tax, etc. and are collected by federal, state, and local authorities and re-distributed to the cities and counties based on state-mandated formulas. Payment in Lieu of Taxes is a transfer from the beach parking fund and sewer fund to the General fund to compensate the City for property tax revenue it loses because of the nature of the ownership of the piece of property. Intergovernmental revenue is estimated to generate approximately \$1,265,000 or 5.1% of the General fund’s source of funds.

Revenue projections for these taxes are based on trend analysis of prior years' activity compared to year-to-date actual revenues; projections are adjusted to reflect any deviation from the trend based on current known circumstances (i.e. approved grants) and staff's estimates concerning expected economic conditions in current and future years.

**Charges for Services** – These sources include planning-type (development) permits, solid waste tipping fees, police services, and indirect costs charged to certain other funds for central services provided by the General Fund to those self-supporting funds. Charges for services are estimated to provide approximately \$2.3 million of the General fund total funding sources.

Planning and development fees are established by ordinance at rates sufficient to recover the direct and indirect costs of the planning department's permit-issuance activities. Solid waste tipping fees are collected pursuant to the terms of an interlocal agreement with Lee County. Indirect costs are collected based on an independent indirect cost study conducted annually to calculate the allocated costs of the central services provided to each program activity of the City.



**Other Revenues** – Fines and forfeitures, including court fines, parking and other ordinance violations, are estimated to contribute \$45,000 of General fund sources. Projections are based on trend analysis of prior year's activity. Miscellaneous revenue includes interest earnings, rents and contributions. This revenue source is estimated at \$90,000 of General fund total sources. Projections for interest earnings are based on the City's fixed income investment program and market rates of return.

**Other Financing Sources** – In FY2016, a one-time transfer of \$400,000 from the transportation fund to the General fund was made to repay the General fund for transportation related expenditures the General fund paid for when the City of Sanibel did not receive bridge toll revenue from Lee County. Since the funds have been repaid, no transfer is budgeted in FY2017.

**Uses of Funds**

Uses of funds are broken down by functional classification, as required to be reported to the state of Florida each year. Although the City's budget is legally adopted at the fund level, each of the departments included in the functional classification has a respective line-item detail budget included in the supplemental schedule section of this document. Under the direction of a Department Director, each department has also included an organization chart and department narrative describing its mission, activities and goals for the budget year.

The following summarizes each department's budget by its functional classification:

**General Government**

This classification represents expenditures required to operate the administrative, legal, planning, technology operations and financial obligations of the City are classified as general government expenses. General Government expenditures are budgeted at approximately \$5.8 million, 46.0%, of total operating expenditures and represent the largest category of expenditures.

General Government operating expenditures are 4.3% higher than the FY2016 adopted budget primarily due to increases in the Information Technology (IT), Planning, and Legislative departments. The increase in IT is a result of moving computer and printer expenses from a CIP fund to the operating fund (equipment price is less than the capital threshold), requesting a change in a part-time position from 0.4 FTE to 0.75 FTE, and increasing cloud computing and storage costs. The increase in planning is primarily due to an additional position approved mid-year 2016 and the budgeted purchase of a computer system to track short term rentals. Expenditures for the FY2017 City Council election resulted in an increase in the Legislative department's FY2017 budget.

The positive and negative variances in Other General Government, Finance and Administration Departments is the result of reallocating budgeted expenditures between the departments to more accurately reflect the areas the expenditures align with. For example, investment and consultant expenditures were reassigned to the Finance department from the General Government department.

The variance of General Government FY2017 operating expenditures compared to FY2016 amended budget drops to 2.3% primarily due to the additional FTE that was approved mid-year FY2016.

The supplemental section of this document includes of detail budget for each department, with comparisons to prior year information.

### **Public Safety**

The City's police department is included in the General fund and budgeted at approximately \$4.0 million, or 32.0% of the total General fund operating expenses. Also included in public safety is the Sanibel Emergency Management Program (S.E.M.P.). This department is budgeted at approximately \$241,000. FY2017 expenditures in Public Safety increased 1.2% compared to FY2016 adopted budget. Two officers that are schedule to retire in FY2017 will result in higher personnel costs due to separation payouts and overlap of staffing. FY2017 compared to FY2016 amended budget variance decreases to 0.7% due to an auto liability claim and the purchase of additional hurricane passes in FY2016 that are not included in the FY2017 budget.

### **Physical Environment**

The main focus in the physical environment function is the City's natural resources department, which is tasked with the protection and maintenance of the City's natural environment. The budget for natural resources is expected to be approximately \$475,000. This function also includes the recycling department, budgeted at \$62,840.

Physical Environment's FY2017 budgeted expenditures are 7.3% lower than the amended budget and basically flat compared to the FY2016 adopted budget. The FY2016 budget was amended for projects that were not complete in FY2015 and rolled forward to FY2016.

### **Public Works**

The public works department is responsible for maintenance of the City's infrastructure, public facilities, and parks. Transportation expenses related to roads and bridges are accounted for in a special revenue fund. The public works budget for the budget year is expected to be approximately \$824,000 of the General fund operating expenses.

Public Work's FY2017 budgeted expenditures are 1.1% higher than FY2016 amended budget and 6.2% higher than the adopted budget primarily due to increases in professional services and pension costs.

**Economic Environment**

The City has an agreement with a nonprofit organization, Community Housing and Resources, Inc. (CHR), to aid in the provision of below income and affordable housing. Current year assistance is budgeted at approximately \$303,000.

**Culture/Recreation**

The City is committed to supporting local art and culture events and facilities. Through various operating agreements, the City assists local cultural and artistic entities in their operations by providing funds to assist with expenses. The City's contribution to the Barrier Island Group Arts Center (BIG Arts) is expected to be \$16,638. The City's contribution to the Historical Museum and Village is budgeted at \$132,992. The majority of the budget is in the maintenance of public facilities, which is budgeted at \$696,000 in FY2017.

FY2017 Culture/Recreation FY2017 budgeted operating expenditures are 2.2% lower than FY2016 adopted budget and 3.8% lower than FY2016 amended budget. The decrease is due to a reduction in budgeted repair and maintenance.

**Other Financing Uses**

Other financing uses of funds include the City's various reserves and transfers to other funds (interfund transfers). Interfund transfers represent revenue that is collected in one fund but is used in another fund. For example, the City transfers funds from the General fund to the special revenue recreation center fund each year to support the recreation facility and the Center 4 Life. Transfers to other funds are budgeted to be approximately \$2.9 million. Transfers to other funds increased primarily due to an increase in capital improvement plan expenditures. Notable capital improvements in FY2017:

- Storage Garage - \$300,000
- Senior Center Redevelopment - \$200,000
- Technical Upgrades to MacKenzie Hall- \$100,000

A detailed schedule of interfund transfers is included on page 40 of this document.

Reserves are maintained for specific circumstances and are budgeted in each year. The City has established a budget of \$6.05 million in reserves for specific circumstances. See the detail in the General fund schedule.

**Ending Fund Balance**

The ending fund balance has three components. The first is a cash flow reserve dictated by the City's fund balance policy and based on a percentage of operating expenses, currently 17%. This \$2.1 million cash flow reserve will provide operational cash for October and November until the City receives its first distribution of ad valorem tax revenue from the Lee County tax collector in early December.

The second component is a restricted balance of \$550,000, which represents an interfund long term loan balance owed by the sewer fund to the General fund. The sewer fund makes a \$275,000 annual payment to the General fund pursuant to Resolution #11-064 adopted August 2, 2011.

The remainder of ending fund balance is the amount budgeted to be available for appropriation or emergency purposes in the subsequent fiscal year and is projected to be approximately \$634,000 for fiscal year 2017.

## GENERAL FUND – SOURCES OF FUNDS

	Fiscal Year	Fiscal Year	Fiscal Year 2016			FY17 Budget
	2014 Actual	2015 Actual	Adopted Budget	Amended Budget	Estimated Actual	
Millage Rate	2.0861	1.9995	1.9139	N/A	N/A	1.9139
<b>SOURCES OF FUNDS</b>						
Beginning Fund Balance	\$ 12,370,773	\$ 11,541,379	\$ 10,235,302	\$ 10,234,163	\$ 10,234,163	\$ 10,420,758
<b>Revenue</b>						
<b>Taxes</b>						
Ad Valorem Taxes, net of allowable discounts	8,253,344	8,286,932	8,289,879	8,289,879	8,322,600	8,751,797
Communications Services Tax	568,157	551,012	557,441	557,441	540,710	540,000
Business Tax Receipts	284,521	294,163	290,000	290,000	291,000	290,000
Casualty Insurance Premium Tax	65,862	77,754	63,574	63,574	75,000	80,000
Total Taxes	9,171,884	9,209,861	9,200,894	9,200,894	9,229,310	9,661,797
<b>Licenses and Permits</b>						
Franchise Fees	924,269	940,992	900,000	900,000	983,000	970,000
Special Events Permits/Licenses	19,092	15,203	15,000	15,000	16,000	18,000
Total Licenses and Permits	943,361	956,195	915,000	915,000	999,000	988,000
<b>Intergovernmental Revenue</b>						
Federal Grants	29,974	15,800	9,000	51,051	53,530	11,000
State Grants	-	(3,204)	-	-	-	-
State Revenue Sharing Proceeds	120,480	123,551	120,000	120,000	129,448	130,000
License Rebates	6,272	6,465	6,000	6,000	6,400	6,600
Alcoholic Beverage License	16,921	19,305	16,500	16,500	17,550	18,000
Half-cent Sales Tax	503,338	538,793	500,000	500,000	565,090	568,458
Municipal Solid Waste	45,263	41,352	50,000	50,000	39,000	40,000
Grants from Other Local Units	40,000	45,200	40,000	40,000	56,200	41,200
Payment in Lieu of Taxes	10,794	7,500	7,500	385,617	450,000	450,000
Total Intergovernmental Revenues	773,042	794,762	749,000	1,169,168	1,317,218	1,265,258
<b>Charges for Services</b>						
<b>General Government</b>						
Development Permit Fees	257,811	337,172	285,000	285,000	310,013	295,000
Wastewater Disposal Permits	1,013	3,008	3,000	3,000	3,000	3,000
Sign Permits	6,580	4,837	5,750	5,750	5,000	5,000
Other LDC Actions	51,357	41,007	50,000	50,000	65,000	55,000
Indirect Cost Services	1,155,665	1,224,707	1,685,359	1,638,018	1,638,018	1,638,018
Other Miscellaneous Fees/Charges	44,320	36,891	46,000	46,000	45,000	45,000
Total General Government	1,516,746	1,647,622	2,075,109	2,027,768	2,066,031	2,041,018
<b>Public Safety</b>						
Police Services	53,079	42,176	50,000	50,000	61,521	55,000
Solid Waste Tipping Fees	213,825	214,641	220,000	220,000	224,883	225,000
Total Public Safety	266,904	256,817	270,000	270,000	286,404	280,000
Total Charges for Services	1,783,650	1,904,439	2,345,109	2,297,768	2,352,435	2,321,018
<b>Fines and Forfeitures</b>	41,047	28,141	36,500	36,500	57,535	45,000
<b>Miscellaneous Revenues</b>						
Interest Earnings	32,683	15,164	50,000	50,000	20,000	20,000
Rents & Royalties	67,310	55,842	10,000	10,000	12,976	10,000
Contributions	1,100	15,300	2,000	2,000	6,000	5,000
Sale of Capital Assets	16,183	6,408	15,000	15,000	108,559	20,000
Other Miscellaneous Revenues	81,576	419,562	35,000	35,000	49,432	35,000
Total Miscellaneous Revenue	198,852	512,276	112,000	112,000	196,967	90,000
<b>Total Revenue</b>	12,911,836	13,405,674	13,358,503	13,731,330	14,152,465	14,371,073
<b>Other Financing Sources</b>						
Transfers In	85,815	32,918	400,000	400,000	400,000	-
<b>Total Sources of Funds</b>	\$ 25,368,424	\$ 24,979,971	\$ 23,993,805	\$ 24,365,493	\$ 24,786,628	\$ 24,791,831

## GENERAL FUND – USES OF FUNDS

	Fiscal Year	Fiscal Year	Fiscal Year 2016			FY17 Budget
	2014 Actual	2015 Actual	Adopted Budget	Amended Budget	Estimated Actual	
<b>USES OF FUNDS</b>						
<b>General Government</b>						
Legislative	\$ 330,931	\$ 462,835	\$ 477,102	\$ 477,102	\$ 422,808	\$ 513,529
Administrative	808,260	750,130	753,260	760,260	754,714	722,701
Information Technology	843,521	1,029,926	1,084,436	1,084,436	986,581	1,180,125
Finance	905,985	950,296	950,888	950,888	977,686	1,031,095
Legal	569,306	611,577	574,689	574,689	572,433	573,634
Planning	827,323	941,568	980,377	1,041,846	925,690	1,111,376
Other General Government	675,543	990,674	739,800	789,800	718,106	668,600
Total General Government	4,960,869	5,737,006	5,560,552	5,679,021	5,358,018	5,801,060
<b>Public Safety</b>						
Police	4,210,633	3,946,747	3,976,024	4,003,914	3,929,133	4,029,876
S.E.M.P.	12,141	163,654	244,296	259,931	313,978	240,720
Total Public Safety	4,222,774	4,110,401	4,220,320	4,263,845	4,243,111	4,270,596
<b>Physical Environment</b>						
Recycling Center	63,554	57,748	52,840	52,840	52,790	62,840
Natural Resources	498,020	553,942	485,281	527,672	530,995	475,350
Total Physical Environment	561,574	611,690	538,121	580,512	583,785	538,190
<b>Public Works</b>						
	837,606	813,210	775,605	814,915	835,155	823,929
<b>Economic Environment</b>						
Below Market Rate Housing	284,346	293,305	302,781	344,832	294,310	302,781
<b>Culture/Recreation</b>						
Public Facilities	512,726	516,049	717,363	732,363	595,374	695,847
Museum	174,243	185,816	132,501	132,501	147,871	132,992
Performing Arts Facility	12,181	13,770	14,300	14,300	16,638	16,638
Total Culture/Recreation	699,150	715,635	864,164	879,164	759,883	845,477
<b>Total Operating Expenditures</b>	11,566,319	12,281,247	12,261,543	12,562,289	12,074,262	12,582,033
<b>Other Financing Uses</b>						
Reserve for Contingencies	-	-	175,000	175,000	-	175,000
Reserve for Environmental Initiatives	-	-	1,000,000	1,000,000	-	1,000,000
Reserve for Insurance Deductibles	-	-	215,000	138,625	-	215,000
Reserve for Disasters	-	-	4,500,000	4,484,365	-	4,500,000
Reserve for Compensation Adjustments	-	-	-	-	-	145,000
Transfer to other funds	2,260,726	2,464,561	2,293,931	2,291,608	2,291,608	2,851,359
Total Other Financing Uses	2,260,726	2,464,561	8,183,931	8,089,598	2,291,608	8,886,359
<b>Total Appropriations</b>	13,827,045	14,745,808	20,445,474	20,651,887	14,365,870	21,468,392
<b>Ending Fund Balance</b>						
17% Cash Flow Reserve per Policy	-	-	2,084,462	2,084,462	2,052,625	2,138,946
Restricted Fund Balance	1,375,000	1,100,000	550,000	550,000	825,000	550,000
Available for Appropriation in subsequent fiscal year	10,166,379	9,134,163	913,869	1,079,144	7,543,133	634,493
Total Ending Fund Balance	11,541,379	10,234,163	3,548,331	3,713,606	10,420,758	3,323,439
<b>Total Uses of Funds</b>	\$ 25,368,424	\$ 24,979,971	\$ 23,993,805	\$ 24,365,493	\$ 24,786,628	\$ 24,791,831



## SPECIAL REVENUE FUNDS SUMMARY

	Fiscal Year	Fiscal Year	Fiscal Year 2016			FY17 Budget
	2014 Actual	2015 Actual	Adopted Budget	Amended Budget	Estimated Actual	
<b>SOURCES OF FUNDS</b>						
Beginning Fund Balance	\$ 2,647,813	\$ 3,111,190	\$ 2,385,576	\$ 4,390,598	\$ 4,390,598	\$ 3,384,956
<b>Revenue</b>						
Taxes	1,534,406	1,660,529	1,475,000	1,475,000	1,661,000	1,665,000
Licenses & Permits	626,961	619,107	533,779	533,779	679,688	650,000
Intergovernmental	632,583	1,822,632	1,720,000	1,716,660	1,835,365	2,053,000
Charges for Services	653,457	716,881	755,000	755,000	768,373	860,000
Fines & Forfeitures	22,834	16,907	20,000	20,000	18,560	20,000
Investment Earnings	49,302	42,623	39,450	39,450	42,598	44,350
Assessments	33,961	34,017	33,854	33,854	34,670	33,850
Impact Fees	134,658	291,237	110,000	110,000	157,135	155,000
Miscellaneous	55,315	29,622	60,000	60,000	42,150	51,000
Total Revenue	3,743,477	5,233,555	4,747,083	4,743,743	5,239,539	5,532,200
<b>Other Financing Sources</b>						
Transfers In	1,996,390	1,545,825	1,574,833	1,572,510	1,572,510	1,668,445
<b>Total Sources of Funds</b>	<b>\$ 8,387,680</b>	<b>\$ 9,890,570</b>	<b>\$ 8,707,492</b>	<b>\$10,706,851</b>	<b>\$11,202,647</b>	<b>\$10,585,601</b>
<b>USES OF FUNDS</b>						
<b>Public Safety</b>						
Building Department Fund	\$ 684,848	\$ 748,968	\$ 786,458	\$ 808,674	\$ 772,698	\$ 839,762
<b>Transportation</b>						
Transportation Fund	2,094,163	2,148,272	3,134,687	4,040,038	3,817,920	3,535,739
Road Impact Fee Fund	-	-	-	-	-	-
Shell Harbor Dredging Fund	43,749	2,263	1,000	1,000	49,169	1,200
Sanibel Estates Canal Trimming	7,288	10,077	10,500	10,500	10,000	10,000
Dredging-Sanibel Isles/Water Shado	239	231	250	35,100	35,090	240
Total Transportation	2,145,439	2,160,843	3,146,437	4,086,638	3,912,179	3,547,179
<b>Human Services</b>						
Father Madden Estate Fund	1,000	1,000	1,000	25,579	24,579	-
<b>Culture/Recreation</b>						
Historical Village & Museum Fund	-	-	-	147,309	147,309	-
Community Park Impact Fee Fund	-	-	-	-	-	-
Recreation Fund	2,140,918	2,313,728	2,398,599	2,398,599	2,268,782	2,378,792
School - Ball Park Maintenance	291,204	271,433	315,776	310,113	292,144	617,508
Total Culture/Recreation	2,432,122	2,585,161	2,714,375	2,856,021	2,708,235	2,996,300
<b>Total Operating Expenditures</b>	<b>5,263,409</b>	<b>5,495,972</b>	<b>6,648,270</b>	<b>7,776,912</b>	<b>7,417,691</b>	<b>7,383,241</b>
<b>Non-Operating Expenditures</b>						
Reserve for Resurfacing	-	-	-	-	-	400,000
Compensation Adjustment Reserve	-	-	-	-	-	57,500
Transfer to Other Funds	13,081	4,000	400,000	400,000	400,000	450,000
<b>Total Non-Operating Expenditures</b>	<b>13,081</b>	<b>4,000</b>	<b>400,000</b>	<b>400,000</b>	<b>400,000</b>	<b>907,500</b>
<b>Total Appropriations</b>	<b>5,276,490</b>	<b>5,499,972</b>	<b>7,048,270</b>	<b>8,176,912</b>	<b>7,817,691</b>	<b>8,290,741</b>
<b>Ending Fund Balance</b>	<b>3,111,190</b>	<b>4,390,598</b>	<b>1,659,222</b>	<b>2,529,939</b>	<b>3,384,956</b>	<b>2,294,860</b>
<b>Total Uses of Funds</b>	<b>\$ 8,387,680</b>	<b>\$ 9,890,570</b>	<b>\$ 8,707,492</b>	<b>\$10,706,851</b>	<b>\$11,202,647</b>	<b>\$10,585,601</b>

## TRANSPORTATION FUND – SPECIAL REVENUE FUND

### **Sources of Funds**

The transportation fund has an expected beginning fund balance of \$1.43 million. The transportation fund revenue sources are comprised of the collection of gas taxes (which are expected to be \$1.67 million in FY2017) and the receipt of surplus toll revenue from Lee County from the Sanibel Causeway, which are expected to be approximately \$1.63 million in fiscal year 2017. Both of these revenue sources are restricted for transportation related expenditures.

In addition, the City expects to collect \$45,000 in state shared revenues, \$7,000 in motor fuel tax rebates, and \$18,000 in interest earnings.

A portion of the ending fund balance has been reserved for future resurfacing projects. In FY2017, the amount reserved is \$400,000.

### **Uses of Funds**

This fund is used to clearly align transportation expenditures with gas tax revenue, as required by Florida statute, and toll revenue, as required by an interlocal agreement with Lee County. Additionally this fund records repair and maintenance, operating supplies and road materials supplies related to transportation.

Operating expenditures (which include employee expenses) in fiscal year 2017 are budgeted to be approximately \$3.465 million.

### **DID YOU KNOW?**

- ◆ The FY2017 budget does not include any subsidy from the General Fund
- ◆ In FY2016, the fund returned approximately \$400,000 of previously unused General Fund funds back to the General Fund in the form of a transfer. There is no scheduled transfer to occur in FY2017
- ◆ The FY2016 budget for operating expenses was amended to include the remainder of the 2015 Streets Resurfacing Program that was not completed. The FY2017 budget includes completing a portion of the FY2016 and completing the FY2017 Streets Resurfacing plan
- ◆ FY2017 operating budget increased 12.8% compared to FY2016 adopted budget primarily due to stormwater and flood related engineering services
- ◆ FY2017 non-operating budgeted expenditures increased due to a \$400,000 reserve for resurfacing projects to be completed in future years and a compensation adjustment reserve for employee wage increases
- ◆ The fund balance at the end of FY2017 is expected to be approximately \$395,000.

## TRANSPORTATION FUND – SPECIAL REVENUE FUND

	Fiscal Year 2014 Actual	Fiscal Year 2015 Actual	Fiscal Year 2016			FY17 Budget
			Adopted Budget	Amended Budget	Estimated Actual	
Beginning Fund Balance	\$ 797,362	\$ 1,123,451	\$ 700,817	\$ 2,309,355	\$ 2,309,355	\$ 1,433,922
<b>Revenue</b>						
Taxes	1,534,406	1,660,529	1,475,000	1,475,000	1,661,000	1,665,000
Intergovernmental	460,405	1,659,463	1,545,000	1,545,000	1,663,487	1,677,000
Investment Earnings	16,121	16,184	12,000	12,000	18,000	18,000
Miscellaneous	1,295	2,000	-	-	-	-
Total Revenue	<u>2,012,227</u>	<u>3,338,176</u>	<u>3,032,000</u>	<u>3,032,000</u>	<u>3,342,487</u>	<u>3,360,000</u>
<b>Other Financing Sources</b>						
Transfers In	<u>408,025</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
<b>Total Sources of Funds</b>	<u>\$ 3,217,614</u>	<u>\$ 4,461,627</u>	<u>\$ 3,732,817</u>	<u>\$ 5,341,355</u>	<u>\$ 5,651,842</u>	<u>\$ 4,793,922</u>
<b>Appropriations</b>						
<b>Transportation</b>						
Personnel Services	\$ 763,817	\$ 748,691	\$ 895,408	\$ 895,408	\$ 888,697	\$ 885,971
Operating Expense	1,330,346	1,394,251	2,239,279	3,144,630	2,925,393	2,649,768
Capital Outlay	-	5,330	-	-	3,830	-
Grants and Aids	-	-	-	-	-	-
<b>Total Operating Expenditures</b>	<u>2,094,163</u>	<u>2,148,272</u>	<u>3,134,687</u>	<u>4,040,038</u>	<u>3,817,920</u>	<u>3,535,739</u>
<b>Non-Operating Expenditures</b>						
Reserve for Resurfacing	-	-	-	-	-	400,000
Compensation Adjustment Reserve	-	-	-	-	-	14,500
Transfer to Other Funds	-	4,000	400,000	400,000	400,000	450,000
<b>Total Non-Operating Expenditures</b>	<u>-</u>	<u>4,000</u>	<u>400,000</u>	<u>400,000</u>	<u>400,000</u>	<u>864,500</u>
<b>Total Appropriations</b>	<u>2,094,163</u>	<u>2,152,272</u>	<u>3,534,687</u>	<u>4,440,038</u>	<u>4,217,920</u>	<u>4,400,239</u>
<b>Ending Fund Balance</b>	<u>1,123,451</u>	<u>2,309,355</u>	<u>198,130</u>	<u>901,317</u> <sup>▼</sup>	<u>1,433,922</u>	<u>393,683</u>
<b>Total Uses of Funds</b>	<u>\$ 3,217,614</u>	<u>\$ 4,461,627</u>	<u>\$ 3,732,817</u>	<u>\$ 5,341,355</u>	<u>\$ 5,651,842</u>	<u>\$ 4,793,922</u>

## HISTORICAL MUSEUM AND VILLAGE – SPECIAL REVENUE FUND

### Sources of Funds

This fund was established to collect and account for donations specifically designated to the use and under the direction of the historical committee with City Council approval.

On October 1, 2007 a 501(c)3, nonprofit organization, the Sanibel Historical Museum and Village, Inc. began operations and took responsibility for maintaining the village. Also in fiscal year 2008, the City of Sanibel began providing funds to the nonprofit under a mutual contract. The contract was renewed in June 2015 for two additional years.

### Uses of Funds

The expenditure associated with the contractual arrangement noted above is accounted for in the General Fund. In FY2016, the City Council directed the fund be closed and remaining fund balance distributed to the Sanibel Historical Museum and Village, Inc.

	Fiscal Year	Fiscal Year	Fiscal Year 2016			FY17 Budget
	2014 Actual	2015 Actual	Adopted Budget	Amended Budget	Estimated Actual	
Beginning Fund Balance	\$ 142,907	\$ 145,330	\$ 146,830	\$ 147,309	\$ 147,309	\$ -
<b>Revenue</b>						
Licenses & Permits	-	-	-	-	-	-
Intergovernmental	-	-	-	-	-	-
Charges for Services	-	-	-	-	-	-
Fines & Forfeitures	-	-	-	-	-	-
Investment Earnings	2,423	1,979	1,500	1,500	-	-
Miscellaneous	-	-	-	-	-	-
Total Revenue	2,423	1,979	1,500	1,500	-	-
<b>Other Financing Sources</b>						
Transfers In	-	-	-	-	-	-
Reserve for Undercollection	-	-	-	-	-	-
Total Other Financing Sources	-	-	-	-	-	-
<b>Total Sources of Funds</b>	<u>\$ 145,330</u>	<u>\$ 147,309</u>	<u>\$ 148,330</u>	<u>\$ 148,809</u>	<u>\$ 147,309</u>	<u>\$ -</u>
<b>Appropriations</b>						
<b>Culture/Recreation</b>						
Personnel Services	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Operating Expense	-	-	-	-	-	-
Capital Outlay	-	-	-	-	-	-
Grants and Aids	-	-	-	147,309	147,309	-
<b>Total Operating Expenditures</b>	-	-	-	147,309	147,309	-
<b>Non-Operating Expenditures</b>						
Transfer to Other Funds	-	-	-	-	-	-
<b>Total Appropriations</b>	-	-	-	147,309	147,309	-
<b>Ending Fund Balance</b>	<u>145,330</u>	<u>147,309</u>	<u>148,330</u>	<u>1,500</u>	<u>-</u>	<u>-</u>
<b>Total Uses of Funds</b>	<u>\$ 145,330</u>	<u>\$ 147,309</u>	<u>\$ 148,330</u>	<u>\$ 148,809</u>	<u>\$ 147,309</u>	<u>\$ -</u>

## ROAD IMPACT FEE FUND – SPECIAL REVENUE FUND

### Sources of Funds

This fund was established in fiscal year 1990 to account for the collection of funds generated by road impact fees pursuant to an interlocal agreement between the City and Lee County. The fund is budgeted to have a beginning fund balance of \$690,653 for fiscal year 2017.

It is anticipated that \$140,000 is to be collected and available for appropriation in fiscal year 2017. In addition, \$5,000 in interest earnings is budgeted.

### Uses of Funds

Pursuant to the interlocal agreement, road impact fees are retained by the City and can be used only for improvements made to Sanibel-Captiva Road, Palm Ridge Road, Tarpon Bay Road, Periwinkle Way, Causeway Boulevard, Lindgren Boulevard, East Gulf Drive, Middle Gulf Drive, West Gulf Drive and Rabbit Road.

There are no expenditures planned from this fund for fiscal year 2017.

	Fiscal Year	Fiscal Year	Fiscal Year 2016			FY17 Budget
	2014 Actual	2015 Actual	Adopted Budget	Amended Budget	Estimated Actual	
Beginning Fund Balance	\$ 140,953	\$ 264,895	\$ 168,345	\$ 541,793	\$ 541,793	\$ 690,653
<b>Revenue</b>						
Licenses & Permits	-	-	-	-	-	-
Intergovernmental	-	-	-	-	-	-
Charges for Services	-	-	-	-	-	-
Fines & Forfeitures	-	-	-	-	-	-
Investment Earnings	3,324	2,821	2,000	2,000	7,325	5,000
Impact Fees	120,618	274,077	100,000	100,000	141,535	140,000
Total Revenue	123,942	276,898	102,000	102,000	148,860	145,000
<b>Other Financing Sources</b>						
Transfers In	-	-	-	-	-	-
Reserve for Undercollection	-	-	-	-	-	-
Total Other Financing Sources	-	-	-	-	-	-
<b>Total Sources of Funds</b>	<u>\$ 264,895</u>	<u>\$ 541,793</u>	<u>\$ 270,345</u>	<u>\$ 643,793</u>	<u>\$ 690,653</u>	<u>\$ 835,653</u>
<b>Appropriations</b>						
<b>Transportation</b>						
Personnel Services	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Operating Expense	-	-	-	-	-	-
Capital Outlay	-	-	-	-	-	-
Grants and Aids	-	-	-	-	-	-
<b>Total Operating Expenditures</b>	-	-	-	-	-	-
<b>Non-Operating Expenditures</b>						
Transfer to Other Funds	-	-	-	-	-	-
<b>Total Appropriations</b>	-	-	-	-	-	-
<b>Ending Fund Balance</b>	<u>264,895</u>	<u>541,793</u>	<u>270,345</u>	<u>643,793</u>	<u>690,653</u>	<u>835,653</u>
<b>Total Uses of Funds</b>	<u>\$ 264,895</u>	<u>\$ 541,793</u>	<u>\$ 270,345</u>	<u>\$ 643,793</u>	<u>\$ 690,653</u>	<u>\$ 835,653</u>

## COMMUNITY PARK IMPACT FEE – SPECIAL REVENUE FUND

### Sources of Funds

This fund was established in fiscal year 1990 to account for the collection of funds generated by community park impact fees pursuant to an interlocal agreement between the City and Lee County.

The fund is budgeted to have a beginning fund balance of \$123,591 available in fiscal year 2017.

The City expects to receive \$15,000 in impact fees from the County in fiscal year 2016. In addition, \$750 in interest earnings is budgeted.

### Uses of Funds

Pursuant to the interlocal agreement, community park impact fees are retained by the City and can be used only for capital improvements to community parks.

There are no expenditures planned from this fund for fiscal year 2017.

	Fiscal Year	Fiscal Year	Fiscal Year 2016			FY17 Budget
	2014 Actual	2015 Actual	Adopted Budget	Amended Budget	Estimated Actual	
Beginning Fund Balance	\$ 73,469	\$ 88,863	\$ 96,513	\$ 107,241	\$ 107,241	\$ 123,591
<b>Revenue</b>						
Licenses & Permits	-	-	-	-	-	-
Intergovernmental	-	-	-	-	-	-
Charges for Services	-	-	-	-	-	-
Fines & Forfeitures	-	-	-	-	-	-
Investment Earnings	1,354	1,218	750	750	750	750
Impact Fees	14,040	17,160	10,000	10,000	15,600	15,000
Total Revenue	15,394	18,378	10,750	10,750	16,350	15,750
<b>Other Financing Sources</b>						
Transfers In	-	-	-	-	-	-
Reserve for Undercollection	-	-	-	-	-	-
Total Other Financing Sources	-	-	-	-	-	-
<b>Total Sources of Funds</b>	<b>\$ 88,863</b>	<b>\$ 107,241</b>	<b>\$ 107,263</b>	<b>\$ 117,991</b>	<b>\$ 123,591</b>	<b>\$ 139,341</b>
<b>Appropriations</b>						
<b>Culture/Recreation</b>						
Personnel Services	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Operating Expense	-	-	-	-	-	-
Capital Outlay	-	-	-	-	-	-
Grants and Aids	-	-	-	-	-	-
<b>Total Operating Expenditures</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Non-Operating Expenditures</b>						
Transfer to Other Funds	-	-	-	-	-	-
<b>Total Appropriations</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Ending Fund Balance</b>	<b>88,863</b>	<b>107,241</b>	<b>107,263</b>	<b>117,991</b>	<b>123,591</b>	<b>139,341</b>
<b>Total Uses of Funds</b>	<b>\$ 88,863</b>	<b>\$ 107,241</b>	<b>\$ 107,263</b>	<b>\$ 117,991</b>	<b>\$ 123,591</b>	<b>\$ 139,341</b>

## FATHER MADDEN ESTATE FUND – SPECIAL REVENUE FUND

### Sources of Funds

This fund was established to account for the proceeds of a donation from the Father Madden Estate of approximately \$27,000, which was bequeathed to the City for the goal of insuring the humane care of stray dogs and feral cats on the island.

### Uses of Funds

Since the time of donation, the City has maintained the principal of this gift and has used the interest earnings to assist the Protection of Animal Welfare Society, Inc. (PAWS), a not for profit animal care agency, in its efforts of meeting the goal. In 2016, the City Council directed the fund to be closed and a check for the balance of \$24,579 be given to PAWS.

	Fiscal Year	Fiscal Year	Fiscal Year 2016			FY17 Budget
	2014 Actual	2015 Actual	Adopted Budget	Amended Budget	Estimated Actual	
Beginning Fund Balance	\$ 25,810	\$ 25,236	\$ 24,636	\$ 24,579	\$ 24,579	\$ -
<b>Revenue</b>						
Licenses & Permits	-	-	-	-	-	-
Intergovernmental	-	-	-	-	-	-
Charges for Services	-	-	-	-	-	-
Fines & Forfeitures	-	-	-	-	-	-
Investment Earnings	426	343	400	400	-	-
Miscellaneous	-	-	-	-	-	-
Total Revenue	426	343	400	400	-	-
<b>Other Financing Sources</b>						
Transfers In	-	-	-	-	-	-
Reserve for Undercollection	-	-	-	-	-	-
Total Other Financing Sources	-	-	-	-	-	-
<b>Total Sources of Funds</b>	<u>\$ 26,236</u>	<u>\$ 25,579</u>	<u>\$ 25,036</u>	<u>\$ 24,979</u>	<u>\$ 24,579</u>	<u>\$ -</u>
<b>Appropriations</b>						
<b>Human Services</b>						
Personnel Services	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Operating Expense	-	-	-	-	-	-
Capital Outlay	-	-	-	-	-	-
Grants and Aids	1,000	1,000	1,000	25,579	24,579	-
<b>Total Operating Expenditures</b>	1,000	1,000	1,000	25,579	24,579	-
<b>Non-Operating Expenditures</b>						
Transfer to Other Funds	-	-	-	-	-	-
<b>Total Appropriations</b>	1,000	1,000	1,000	25,579	24,579	-
<b>Ending Fund Balance</b>	<u>25,236</u>	<u>24,579</u>	<u>24,036</u>	<u>(600)</u>	<u>-</u>	<u>-</u>
<b>Total Uses of Funds</b>	<u>\$ 26,236</u>	<u>\$ 25,579</u>	<u>\$ 25,036</u>	<u>\$ 24,979</u>	<u>\$ 24,579</u>	<u>\$ -</u>

## SHELL HARBOR CANAL DREDGING – SPECIAL REVENUE FUND

### Sources of Funds

On July 19, 2011, City Council Resolution No. 11-057 created an assessment district for canal dredging. The district was divided into an East and West district. Shell Harbor is the West District. This fund was established at the request of the Shell Harbor homeowners for the purpose of tracking revenues and expenditures related to the canal dredging project. The project involves dredging of the entrance channel to the canal system on an as-needed basis. The assessment does not include funding for dredging of the internal canal system, which last occurred in the early 1990's.

Funding for this project is received from the City, property owners, and the Sanibel Marina. The assessment is collected annually and dredging occurs approximately every two years as needed. The entrance channel has been dredged ten times since 1995, the last occurring in FY2016.

### Uses of Funds

Miscellaneous operating expenses of \$1,200 are budgeted in the fiscal year.

	Fiscal Year	Fiscal Year	Fiscal Year 2016			FY17 Budget
	2014 Actual	2015 Actual	Adopted Budget	Amended Budget	Estimated Actual	
Beginning Fund Balance	\$ 13,042	\$ 40,470	\$ 62,941	\$ 62,178	\$ 62,178	\$ 40,520
<b>Revenue</b>						
Licenses & Permits	-	-	-	-	-	-
Intergovernmental	-	-	-	-	-	-
Charges for Services	3,000	-	-	-	3,000	-
Fines & Forfeitures	-	-	-	-	-	-
Investment Earnings	252	1,000	200	200	906	500
Assessments	17,480	17,526	18,160	18,160	18,160	18,160
Total Revenue	20,732	18,526	18,360	18,360	22,066	18,660
<b>Other Financing Sources</b>						
Transfers In	50,445	5,445	5,445	5,445	5,445	5,445
Reserve for Undercollection	-	-	(726)	(726)	-	(726)
Total Other Financing Sources	50,445	5,445	4,719	4,719	5,445	4,719
<b>Total Sources of Funds</b>	<u>\$ 84,219</u>	<u>\$ 64,441</u>	<u>\$ 86,020</u>	<u>\$ 85,257</u>	<u>\$ 89,689</u>	<u>\$ 63,899</u>
<b>Appropriations</b>						
<b>Transportation</b>						
Personnel Services	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Operating Expense	43,749	2,263	1,000	1,000	49,169	1,200
Capital Outlay	-	-	-	-	-	-
Grants and Aids	-	-	-	-	-	-
<b>Total Operating Expenditures</b>	43,749	2,263	1,000	1,000	49,169	1,200
<b>Non-Operating Expenditures</b>						
Transfer to Other Funds	-	-	-	-	-	-
<b>Total Appropriations</b>	43,749	2,263	1,000	1,000	49,169	1,200
<b>Ending Fund Balance</b>	40,470	62,178	85,020	84,257	40,520	62,699
<b>Total Uses of Funds</b>	<u>\$ 84,219</u>	<u>\$ 64,441</u>	<u>\$ 86,020</u>	<u>\$ 85,257</u>	<u>\$ 89,689</u>	<u>\$ 63,899</u>

## SANIBEL ESTATES CANAL TRIMMING – SPECIAL REVENUE FUND

### Sources of Funds

On July 19, 2011, City Council Resolution No. 11-057 created an assessment district for canal dredging. The district was divided into an East and West district. Sanibel Estates is the East District. This fund was established at the request of the Sanibel Estates homeowners for the purpose of tracking revenues and expenditures related to the canal dredging project. The project involves dredging of the entrance channel to the canal system on an as-needed basis. The assessment does not include funding for dredging of the internal canal system, which last occurred in the early 1990's.

### Uses of Funds

Dredging in the current budget year is expected to be approximately \$10,000.

	Fiscal Year	Fiscal Year	Fiscal Year 2016			FY17 Budget
	2014 Actual	2015 Actual	Adopted Budget	Amended Budget	Estimated Actual	
Beginning Fund Balance	\$ 15,740	\$ 18,630	\$ 18,733	\$ 18,707	\$ 18,707	\$ 18,777
<b>Revenue</b>						
Licenses & Permits	-	-	-	-	-	-
Intergovernmental	-	-	-	-	-	-
Charges for Services	-	-	-	-	-	-
Fines & Forfeitures	-	-	-	-	-	-
Investment Earnings	427	401	400	400	300	300
Assessments	6,751	6,753	7,000	7,000	6,770	7,000
Total Revenue	7,178	7,154	7,400	7,400	7,070	7,300
<b>Other Financing Sources</b>						
Transfers In	3,000	3,000	3,000	3,000	3,000	3,000
Reserve for Undercollection	-	-	(280)	(280)	-	(280)
Total Other Financing Sources	3,000	3,000	2,720	2,720	3,000	2,720
<b>Total Sources of Funds</b>	<u>\$ 25,918</u>	<u>\$ 28,784</u>	<u>\$ 28,853</u>	<u>\$ 28,827</u>	<u>\$ 28,777</u>	<u>\$ 28,797</u>
<b>Appropriations</b>						
<b>Transportation</b>						
Personnel Services	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Operating Expense	7,288	10,077	10,500	10,500	10,000	10,000
Capital Outlay	-	-	-	-	-	-
Grants and Aids	-	-	-	-	-	-
<b>Total Operating Expenditures</b>	7,288	10,077	10,500	10,500	10,000	10,000
<b>Non-Operating Expenditures</b>						
Transfer to Other Funds	-	-	-	-	-	-
<b>Total Appropriations</b>	7,288	10,077	10,500	10,500	10,000	10,000
<b>Ending Fund Balance</b>	18,630	18,707	18,353	18,327	18,777	18,797
<b>Total Uses of Funds</b>	<u>\$ 25,918</u>	<u>\$ 28,784</u>	<u>\$ 28,853</u>	<u>\$ 28,827</u>	<u>\$ 28,777</u>	<u>\$ 28,797</u>

## SANIBEL ISLES/WATER SHADOWS DREDGING – SPECIAL REVENUE FUND

### Sources of Funds

This fund was established pursuant to City Council Resolution No. 07-104, adopted on August 21, 2007. Funds are used to dredge the entrance to the canals of the Sanibel Isles-Water Shadows Area on an as-needed basis (not anticipated to be annually). The project shall provide for navigability by owners and the general public through the canals and to protect the health, safety and welfare of the adjacent owners and public in general.

### Uses of Funds

The total estimated cost of the project is \$15,000 per year (during years that it is completed). 1/3 of the cost for the project will be paid by the City and 2/3 of the cost for the project will be paid by the property owners. This entrance channel was last dredged in 2016 at a cost of approximately \$35,000.

	Fiscal Year	Fiscal Year	Fiscal Year 2016			FY17 Budget
	2014 Actual	2015 Actual	Adopted Budget	Amended Budget	Estimated Actual	
Beginning Fund Balance	\$ 63,966	\$ 79,751	\$ 94,984	\$ 95,526	\$ 95,526	\$ 75,876
<b>Revenue</b>						
Licenses & Permits	-	-	-	-	-	-
Intergovernmental	-	-	-	-	-	-
Charges for Services	-	-	-	-	-	-
Fines & Forfeitures	-	-	-	-	-	-
Investment Earnings	1,294	1,268	700	700	700	700
Assessments	9,730	9,738	10,100	10,100	9,740	10,100
Total Revenue	11,024	11,006	10,800	10,800	10,440	10,800
<b>Other Financing Sources</b>						
Transfers In	5,000	5,000	5,000	5,000	5,000	5,000
Reserve for Undercollection	-	-	(400)	(400)	-	(404)
Total Other Financing Sources	5,000	5,000	4,600	4,600	5,000	4,596
<b>Total Sources of Funds</b>	<u>\$ 79,990</u>	<u>\$ 95,757</u>	<u>\$ 110,384</u>	<u>\$ 110,926</u>	<u>\$ 110,966</u>	<u>\$ 91,272</u>
<b>Appropriations</b>						
<b>Transportation</b>						
Personnel Services	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Operating Expense	239	231	250	35,100	35,090	240
Capital Outlay	-	-	-	-	-	-
Grants and Aids	-	-	-	-	-	-
<b>Total Operating Expenditures</b>	239	231	250	35,100	35,090	240
<b>Non-Operating Expenditures</b>						
Transfer to Other Funds	-	-	-	-	-	-
<b>Total Appropriations</b>	239	231	250	35,100	35,090	240
<b>Ending Fund Balance</b>	<u>79,751</u>	<u>95,526</u>	<u>110,134</u>	<u>75,826</u>	<u>75,876</u>	<u>91,032</u>
<b>Total Uses of Funds</b>	<u>\$ 79,990</u>	<u>\$ 95,757</u>	<u>\$ 110,384</u>	<u>\$ 110,926</u>	<u>\$ 110,966</u>	<u>\$ 91,272</u>



## BUILDING DEPARTMENT FUND – SPECIAL REVENUE FUND

### Sources of Funds

This fund was established pursuant to Florida statute, which requires that building permit-type fees be expended solely for building department inspections, plan review, fee collection and other building-related expenditures. Beginning available fund balance in the fiscal year is expected to approximate \$740,000. Permit fees are budgeted at \$650,000. A comparison of actual, estimated and budgeted fees is presented below:

	FY13 Actual	FY14 Actual	FY15 Actual	FY16 Estimated	FY17 Budget
Building Permits	\$ 381,073	\$ 294,065	\$ 298,052	\$ 327,857	\$ 313,537
Temporary Certification of Occupancy	1,000	1,500	-	-	-
Shutters/Windows/Doors	32,770	31,978	29,900	32,890	31,453
Electrical Permits	31,343	26,634	30,667	33,734	32,261
Plumbing & Sprinkler Permits	29,647	23,313	26,699	28,034	26,810
HVAC Permits	78,990	82,942	85,186	93,705	89,612
Roofing Permits	22,872	19,971	21,497	32,246	30,838
Plan Review-Residential	51,575	50,544	53,754	53,754	51,406
Plan Review-Nonresidential	42,984	35,462	35,337	38,871	37,173
LP Gas	1,875	1,163	1,163	1,745	1,669
Contractor Competency	3,330	3,085	3,973	3,973	3,799
Contractor Licensing	46,679	56,304	32,879	32,879	31,442
<b>Total</b>	<b>\$ 724,138</b>	<b>\$ 626,961</b>	<b>\$ 619,107</b>	<b>\$ 679,688</b>	<b>\$ 650,000</b>

### Uses of Funds

The cost to operate the Building Department is budgeted at \$840,000 for direct and indirect costs. Of this amount \$528,000 is for personnel services, \$312,000 is for operating expense and \$10,000 is budgeted for staff compensation adjustments.

The FY2017 ending fund balance is estimated to be approximately \$583,000. In FY2012, the City Council reduced building fees by 25% and set a fund balance target of \$500,000. The target fund balance is expected to happen within the next budget year. At its July meeting, the City Council voted to proceed with a public hearing on restoring building fees to their previous levels.



## BUILDING DEPARTMENT FUND – SPECIAL REVENUE FUND

	Fiscal Year	Fiscal Year	Fiscal Year 2016			FY 2017 Budget
	2014 Actual	2015 Actual	Adopted Budget	Amended Budget	Estimated Actual	
Beginning Fund Balance	\$ 874,688	\$ 863,291	\$ 736,311	\$ 794,810	\$ 794,810	\$ 740,367
<b>Revenue</b>						
Licenses & Permits	626,961	619,107	533,779	533,779	679,688	650,000
Intergovernmental	-	-	-	-	-	-
Charges for Services	9,808	10,925	10,000	10,000	10,000	10,000
Fines & Forfeitures	22,779	16,907	20,000	20,000	18,560	20,000
Investment Earnings	13,903	10,448	13,000	13,000	10,007	12,000
Miscellaneous	-	-	-	-	-	-
<b>Total Revenue</b>	<u>673,451</u>	<u>657,387</u>	<u>576,779</u>	<u>576,779</u>	<u>718,255</u>	<u>692,000</u>
<b>Other Financing Sources</b>						
Transfers In	-	23,100	-	-	-	-
<b>Total Sources of Funds</b>	<u>\$ 1,548,139</u>	<u>\$ 1,543,778</u>	<u>\$ 1,313,090</u>	<u>\$ 1,371,589</u>	<u>\$ 1,513,065</u>	<u>\$ 1,432,367</u>
<b>Appropriations</b>						
<b>Public Safety</b>						
Personnel Services	\$ 489,701	\$ 496,167	\$ 525,935	\$ 525,935	\$ 495,708	\$ 527,746
Operating Expense	194,098	243,699	257,023	279,239	276,990	312,016
Capital Outlay	1,049	9,102	3,500	3,500	-	-
Grants and Aids	-	-	-	-	-	-
<b>Total Operating Expenditures</b>	<u>684,848</u>	<u>748,968</u>	<u>786,458</u>	<u>808,674</u>	<u>772,698</u>	<u>839,762</u>
<b>Non-Operating Expenditures</b>						
Compensation Adjustment Reserve	-	-	-	-	-	10,000
<b>Total Appropriations</b>	<u>684,848</u>	<u>748,968</u>	<u>786,458</u>	<u>808,674</u>	<u>772,698</u>	<u>849,762</u>
<b>Ending Fund Balance</b>	<u>863,291</u>	<u>794,810</u>	<u>526,632</u>	<u>562,915</u>	<u>740,367</u>	<u>582,605</u>
<b>Total Uses of Funds</b>	<u>\$ 1,548,139</u>	<u>\$ 1,543,778</u>	<u>\$ 1,313,090</u>	<u>\$ 1,371,589</u>	<u>\$ 1,513,065</u>	<u>\$ 1,432,367</u>

## RECREATION FUND – SPECIAL REVENUE FUND

### Sources of Funds

This fund was established to separately collect revenue and expenditures associated with the City’s recreation facility. This fund includes the Recreation Center facility and the Center4Life seniors program.

Beginning available fund balance is budgeted to be \$247,017. Budgeted revenues include \$26,000 in intergovernmental revenue from the Lee County School Board, representing a 20% reimbursement for electric costs and \$58,000 in contributions and investment earnings.

Charges for services provided by the recreation center and its programs are budgeted at \$850,000 for the fiscal year. Charges for services by type of charge are detailed in the chart below.

	FY13 Actual	FY14 Actual	FY15 Actual	FY16 Estimated	FY17 Budget
Membership Fees	\$ 356,404	\$ 396,534	\$ 441,157	\$ 482,038	\$ 542,424
Summer Recreation Fees	67,780	101,563	122,499	121,074	136,241
After School Program Fees	39,885	46,710	53,083	56,799	63,914
Holiday Programs	9,758	8,717	9,658	10,334	11,629
Other Charges for Services	98,756	87,125	79,559	85,128	95,792
<b>Total</b>	<b>\$ 572,583</b>	<b>\$ 640,649</b>	<b>\$ 705,956</b>	<b>\$ 755,373</b>	<b>\$ 850,000</b>

Between FY2013 and the budgeted amount in FY2017, revenues from charges for services have increased approximately 48.5%, or \$277,000, based on increased demand and usage of the facility. Consistent with City Council policy, approximately \$1.4 million is budgeted to be transferred from the General fund to this fund in the fiscal year to assist with operating expenses. At its July 2016 regular meeting, the City Council voted to proceed with a public hearing on increasing recreation fees.

### Uses of Funds

The cost to operate the Recreation Fund is budgeted at approximately \$2.38 million, a decrease of 0.8% compared to FY2016 adopted budget.



## RECREATION FUND – SPECIAL REVENUE FUND

	Fiscal Year	Fiscal Year	Fiscal Year 2016			FY 2017 Budget
	2014 Actual	2015 Actual	Adopted Budget	Amended Budget	Estimated Actual	
Beginning Fund Balance	\$ 496,258	\$ 442,319	\$ 331,578	\$ 288,866	\$ 288,866	\$ 247,017
<b>Revenue</b>						
Licenses & Permits	-	-	-	-	-	-
Intergovernmental	30,797	23,300	25,000	25,000	25,000	26,000
Charges for Services	640,649	705,956	745,000	745,000	755,373	850,000
Fines & Forfeitures	55	-	-	-	-	-
Investment Earnings	9,778	6,961	8,000	8,000	4,560	7,000
Miscellaneous	54,020	27,544	60,000	60,000	42,000	51,000
Total Revenue	735,299	763,761	838,000	838,000	826,933	934,000
<b>Other Financing Sources</b>						
Transfers In	1,364,761	1,396,514	1,400,000	1,400,000	1,400,000	1,400,000
<b>Total Sources of Funds</b>	<b>\$ 2,596,318</b>	<b>\$ 2,602,594</b>	<b>\$ 2,569,578</b>	<b>\$ 2,526,866</b>	<b>\$ 2,515,799</b>	<b>\$ 2,581,017</b>
<b>Appropriations</b>						
<b>Culture/Recreation</b>						
Personnel Services	\$ 1,371,575	\$ 1,529,628	\$ 1,561,473	\$ 1,561,473	\$ 1,515,873	\$ 1,565,946
Operating Expense	738,970	748,774	807,126	807,126	726,909	786,846
Capital Outlay	4,930	8,193	4,000	4,000	-	-
Grants and Aids	25,443	27,133	26,000	26,000	26,000	26,000
<b>Total Operating Expenditures</b>	<b>2,140,918</b>	<b>2,313,728</b>	<b>2,398,599</b>	<b>2,398,599</b>	<b>2,268,782</b>	<b>2,378,792</b>
<b>Other Uses of Funds</b>						
Compensation Adjustment Reserve	-	-	-	-	-	33,000
Transfer to Other Funds	13,081	-	-	-	-	-
<b>Total Non-Operating Expenditures</b>	<b>13,081</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>33,000</b>
<b>Total Appropriations</b>	<b>2,153,999</b>	<b>2,313,728</b>	<b>2,398,599</b>	<b>2,398,599</b>	<b>2,268,782</b>	<b>2,411,792</b>
<b>Ending Fund Balance</b>	<b>442,319</b>	<b>288,866</b>	<b>170,979</b>	<b>128,267</b>	<b>247,017</b>	<b>169,225</b>
<b>Total Uses of Funds</b>	<b>\$ 2,596,318</b>	<b>\$ 2,602,594</b>	<b>\$ 2,569,578</b>	<b>\$ 2,526,866</b>	<b>\$ 2,515,799</b>	<b>\$ 2,581,017</b>

## BALL FIELD MAINTENANCE – SPECIAL REVENUE FUND

### Sources of Funds

The funding for maintenance for the shared use ball field located at the Sanibel School is received from three sources: Lee County, the Lee County School Board and the City, pursuant to existing interlocal agreements for operating expenses, exclusive of capital outlays.

Intergovernmental revenue is budgeted approximately \$350,000 for the fiscal year, which includes operating and capital revenues received from Lee County and the Lee County School Board. \$150,000 of this amount is to support operating costs and \$200,000 is budgeted to be received to fund the ballfield lighting capital project.

A transfer of \$255,000 is expected to be made from the general fund to fund the City's portion of operating and capital expenditures.

### Uses of Funds

Operating costs of maintaining the ball fields adjacent to the Sanibel School expected to be approximately \$313,000.

The budget includes a total of \$305,000 in capital expenditures for lighting replacement at the ballfields. This was budgeted as a three way cost share project between the City, Lee County, and the Lee County School Board. \$105,000 of the revenue to fund the project is budgeted as a transfer from the General Fund and \$200,000 is budgeted as intergovernmental revenue from the other two entities. Subsequent to the budget being presented to Council in July, the City was notified that the Lee County School Board did not include their respective share of the funding (\$100,000) in their budget. A memo from the Recreation Director will be presented at the September 10, 2016 budget hearing to assist in determining Council direction on the project;

The detail of all capital projects budgeted in this fund is included in the 5-Year capital improvement plan (the CIP), which is located in the Supplemental section of this document. In the CIP, each of the projects is listed by department and then identified in the left hand column as Fund #173.



## BALL FIELD MAINTENANCE – SPECIAL REVENUE FUND

	Fiscal Year 2014 Actual	Fiscal Year 2015 Actual	Fiscal Year 2016			FY17 Budget
			Adopted Budget	Amended Budget	Estimated Actual	
Beginning Fund Balance	\$ 3,618	\$ 18,954	\$ 3,888	\$ 234	\$ 234	\$ 14,233
<b>Revenue</b>						
Licenses & Permits	-	-	-	-	-	-
Intergovernmental	141,381	139,869	150,000	146,660	146,878	350,000
Charges for Services	-	-	-	-	-	-
Fines & Forfeitures	-	-	-	-	-	-
Investment Earnings	-	-	500	500	50	100
Miscellaneous	-	78	-	-	150	-
Total Revenue	141,381	139,947	150,500	147,160	147,078	350,100
<b>Other Financing Sources</b>						
Transfers In	165,159	112,766	161,388	159,065	159,065	255,000
Reserve for Undercollection	-	-	-	-	-	-
Total Other Financing Sources	165,159	112,766	161,388	159,065	159,065	255,000
<b>Total Sources of Funds</b>	<u>\$ 310,158</u>	<u>\$ 271,667</u>	<u>\$ 315,776</u>	<u>\$ 306,459</u>	<u>\$ 306,377</u>	<u>\$ 619,333</u>
<b>Appropriations</b>						
<b>Culture/Recreation</b>						
Personnel Services	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Operating Expense	255,204	271,433	300,076	294,413	279,644	312,508
Capital Outlay	36,000	-	15,700	15,700	12,500	305,000
Grants and Aids	-	-	-	-	-	-
<b>Total Operating Expenditures</b>	291,204	271,433	315,776	310,113	292,144	617,508
<b>Non-Operating Expenditures</b>						
Transfer to Other Funds	-	-	-	-	-	-
<b>Total Appropriations</b>	291,204	271,433	315,776	310,113	292,144	617,508
<b>Ending Fund Balance</b>	18,954	234	-	(3,654)	14,233	1,825
<b>Total Uses of Funds</b>	<u>\$ 310,158</u>	<u>\$ 271,667</u>	<u>\$ 315,776</u>	<u>\$ 306,459</u>	<u>\$ 306,377</u>	<u>\$ 619,333</u>



## DEBT SERVICE FUNDS SUMMARY

Debt service funds account for the receipt of debt proceeds and the payment of principal and interest for governmental activities (non-sewer) related loans and other long term debt issuances.

	Fiscal Year	Fiscal Year	Fiscal Year 2016			FY17 Proposed
	2014 Actual	2015 Actual	Adopted Budget	Amended Budget	Estimated Actual	
<b>SOURCES OF FUNDS</b>						
Beginning Fund Balance	\$ 325,086	\$ 352,105	\$ 355,025	\$ 365,167	\$ 365,167	\$ 294,673
<b>Revenue</b>						
Ad Valorem Tax - Voted Debt	850,501	839,254	875,305	875,305	838,000	917,886
Miscellaneous	16,854	10,848	10,000	10,000	4,500	4,500
Total Revenue	867,355	850,102	885,305	885,305	842,500	922,386
<b>Other Financing Sources</b>						
Debt Proceeds	-	-	-	6,515,000	6,515,000	-
Transfers In	-	-	-	-	-	-
Reserve for Undercollection	-	-	(35,012)	(35,012)	-	(36,715)
Total Other Financing Sources	-	-	(35,012)	6,479,988	6,515,000	(36,715)
<b>Total Sources of Funds</b>	<u>\$ 1,192,441</u>	<u>\$ 1,202,207</u>	<u>\$ 1,205,318</u>	<u>\$ 7,730,460</u>	<u>\$ 7,722,667</u>	<u>\$ 1,180,344</u>
<b>USES OF FUNDS</b>						
<b>Expenditures</b>						
Operating	\$ -	\$ -	\$ -	\$ 41,500	\$ 39,000	\$ -
<b>Debt Service</b>						
Principal	480,000	490,000	505,000	7,020,000	7,020,000	690,000
Interest	359,403	345,106	330,386	330,386	366,494	189,547
Other	933	1,934	500	500	2,500	500
<b>Total Operating Expenditures</b>	840,336	837,040	835,886	7,392,386	7,427,994	880,047
<b>Non-Operating Expenditures</b>						
Transfer to Other Funds	-	-	-	-	-	-
<b>Total Appropriations</b>	840,336	837,040	835,886	7,392,386	7,427,994	880,047
<b>Ending Fund Balance</b>	352,105	365,167	369,432	338,074	294,673	300,297
<b>Total Uses of Funds</b>	<u>\$ 1,192,441</u>	<u>\$ 1,202,207</u>	<u>\$ 1,205,318</u>	<u>\$ 7,730,460</u>	<u>\$ 7,722,667</u>	<u>\$ 1,180,344</u>

## 2012 \$2.97M GENERAL OBLIGATION REFUNDING BONDS – DEBT SERVICE FUND

### Sources of Funds

A referendum held in November 2001 approved the purchase of land at Pond Apple Park authorized a debt issuance of \$3.825 million in General Obligation Bonds. In 2012, \$2.97 million in General Obligation bonds were issued to refund the 2002 bonds. Ad valorem taxes are levied on an annual basis to repay the principal and interest on this debt obligation.

In the current fiscal year, \$342,957 in taxes will be levied, based on a millage rate of 0.0720. An allowance for undercollection of \$13,718 in tax is budgeted to recognize the discount taken by those taxpayers who pay their taxes between November and February. Interest earnings of \$2,500 are also included in the revenues of this fund.

### Uses of Funds

The original bonds, maturing in 2031 and with coupon rates between 2.0% to 4.75%, were refunded when they became eligible on May 1, 2012. The new maturity date is 2022.

The repayment schedule for the bonds is as follows:



Fiscal Year	Principal	Interest	Total Payment
FY 2017	290,000	38,399	328,399
FY 2018	300,000	32,396	332,396
FY 2019	305,000	26,186	331,186
FY 2020	315,000	19,872	334,872
FY 2021	320,000	13,352	333,352
FY 2022	325,000	6,728	331,728
	\$ 1,855,000	\$ 136,933	\$ 1,991,933

## 2012 \$2.97M GENERAL OBLIGATION REFUNDING BONDS – DEBT SERVICE FUND

	Fiscal Year	Fiscal Year	Fiscal Year 2016			FY17 Budget
	2014 Actual	2015 Actual	Adopted Budget	Amended Budget	Estimated Actual	
Approved Millage Rate - Voted Debt	0.0860	0.0800	0.0761	N/A	N/A	0.0720
Beginning Fund Balance	\$ 260,145	\$ 275,871	\$ 278,096	\$ 283,771	\$ 283,771	\$ 286,973
<b>Revenue</b>						
Taxes	339,984	331,554	343,354	343,354	330,000	342,957
Miscellaneous	11,632	6,440	5,000	5,000	2,500	2,500
Total Revenue	351,616	337,994	348,354	348,354	332,500	345,457
<b>Other Financing Sources</b>						
Transfers In	-	-	-	-	-	-
Reserve for Undercollection	-	-	(13,734)	(13,734)	-	(13,718)
Total Other Financing Sources	-	-	(13,734)	(13,734)	-	(13,718)
<b>Total Sources of Funds</b>	<u>\$ 611,761</u>	<u>\$ 613,865</u>	<u>\$ 612,716</u>	<u>\$ 618,391</u>	<u>\$ 616,271</u>	<u>\$ 618,712</u>
<b>Appropriations</b>						
<b>Debt Service</b>						
Principal	\$ 280,000	\$ 280,000	\$ 285,000	\$ 285,000	\$ 285,000	\$ 290,000
Interest	55,890	50,094	44,298	44,298	44,298	38,399
Other	-	-	-	-	-	-
<b>Total Operating Expenditures</b>	335,890	330,094	329,298	329,298	329,298	328,399
<b>Non-Operating Expenditures</b>						
Transfer to Other Funds	-	-	-	-	-	-
<b>Total Appropriations</b>	335,890	330,094	329,298	329,298	329,298	328,399
<b>Ending Fund Balance</b>	<u>275,871</u>	<u>283,771</u>	<u>283,418</u>	<u>289,093</u>	<u>286,973</u>	<u>290,313</u>
<b>Total Uses of Funds</b>	<u>\$ 611,761</u>	<u>\$ 613,865</u>	<u>\$ 612,716</u>	<u>\$ 618,391</u>	<u>\$ 616,271</u>	<u>\$ 618,712</u>

# 2016 \$6.52M G.O. REFUNDING BONDS-RECREATION CENTER FACILITY –DEBT SERVICE FUND

## Sources of Funds

A referendum held April 4, 2006 approved the June 20, 2006 issuance of \$8,350,000 of general obligation bonds to build a new recreation center. In FY2016, \$6.515 million was refinanced at more favorable interest rates and a 15 year maturity. Ad valorem taxes are pledged to repay the principal and interest on this debt through the final maturity in FY2030.



In current fiscal year \$575,000 in taxes will be levied on a millage rate of 0.1207. An allowance for undercollection of \$22,997 in tax is budgeted to recognize the discount taken by those paying their taxes between November and February. Interest earnings are budgeted at \$2,000.

## Uses of Funds

The original bonds maturing in 2036 with interest rates from 4% to 4.35% were refunded in 2016 with a fixed rate bank loan of 2.32% maturing in 2030, which resulted in a net present value savings of \$1.2 million to the City’s taxpayers.

The repayment schedule for the newly issued bank loan is as follows:

Fiscal Year	Principal	Interest	Total Payment
FY 2017	400,000	151,148	551,148
FY 2018	405,000	141,868	546,868
FY 2019	415,000	132,472	547,472
FY 2020	425,000	122,844	547,844
FY 2021	435,000	112,984	547,984
FY 2022	445,000	102,892	547,892
FY 2023	460,000	92,568	552,568
FY 2024	470,000	81,896	551,896
FY 2025	480,000	70,992	550,992
FY 2026	495,000	59,856	554,856
FY 2027	500,000	48,372	548,372
FY 2028	515,000	36,772	551,772
FY 2029	530,000	24,824	554,824
FY 2030	540,000	12,528	552,528
	\$ 6,515,000	\$ 1,192,016	\$ 7,707,016

## 2016 \$6.52M G.O. REFUNDING BONDS-RECREATION CENTER FACILITY –DEBT SERVICE FUND

	Fiscal Year	Fiscal Year	Fiscal Year 2016			FY17 Budget
	2014 Actual	2015 Actual	Adopted Budget	Amended Budget	Estimated Actual	
Approved Millage Rate - Voted Debt	0.1291	0.1225	0.1179	N/A	N/A	0.1207
Beginning Fund Balance	\$ 64,941	\$ 76,234	\$ 76,929	\$ 81,396	\$ 81,396	\$ 7,700
<b>Revenue</b>						
Taxes	510,517	507,700	531,951	531,951	508,000	574,929
Miscellaneous	5,222	4,408	5,000	5,000	2,000	2,000
Total Revenue	515,739	512,108	536,951	536,951	510,000	576,929
<b>Other Financing Sources</b>						
Debt Proceeds	-	-	-	6,515,000	6,515,000	-
Reserve for Undercollection	-	-	(21,278)	(21,278)	-	(22,997)
Total Other Financing Sources	-	-	(21,278)	6,493,722	6,515,000	(22,997)
<b>Total Sources of Funds</b>	<u>\$ 580,680</u>	<u>\$ 588,342</u>	<u>\$ 592,602</u>	<u>\$ 7,112,069</u>	<u>\$ 7,106,396</u>	<u>\$ 561,632</u>
<b>Appropriations</b>						
<b>Expenditures</b>						
Operating	\$ -	\$ -	\$ -	\$ 41,500	\$ 39,000	\$ -
<b>Debt Service</b>						
Principal	200,000	210,000	220,000	6,735,000	6,735,000	400,000
Interest	303,513	295,012	286,088	286,088	322,196	151,148
Other	933	1,934	500	500	2,500	500
<b>Total Operating Expenditures</b>	504,446	506,946	506,588	7,063,088	7,098,696	551,648
<b>Non-Operating Expenditures</b>						
Transfer to Other Funds	-	-	-	-	-	-
<b>Total Appropriations</b>	504,446	506,946	506,588	7,063,088	7,098,696	551,648
<b>Ending Fund Balance</b>	76,234	81,396	86,014	48,981	7,700	9,984
<b>Total Uses of Funds</b>	<u>\$ 580,680</u>	<u>\$ 588,342</u>	<u>\$ 592,602</u>	<u>\$ 7,112,069</u>	<u>\$ 7,106,396</u>	<u>\$ 561,632</u>



## CAPITAL PROJECT FUNDS SUMMARY

	Fiscal Year	Fiscal Year	Fiscal Year 2016			FY17 Budget
	2014 Actual	2015 Actual	Adopted Budget	Amended Budget	Estimated Actual	
<b><u>SOURCES OF FUNDS</u></b>						
Beginning Fund Balance	\$ 1,465,810	\$ 2,216,038	\$ 1,804,526	\$ 1,863,704	\$ 1,863,704	\$ 1,701,904
<b>Revenue</b>						
Intergovernmental	1,070,675	14,080	-	-	-	-
Miscellaneous	223,616	33,607	30,000	30,000	27,521	30,500
Total Revenue	1,294,291	47,687	30,000	30,000	27,521	30,500
<b>Other Financing Sources</b>						
Transfers In	550,442	918,736	719,098	719,098	719,098	1,632,914
Debt Proceeds	-	-	-	-	-	-
Total Other Financing Sources	550,442	918,736	719,098	719,098	719,098	1,632,914
<b>Total Sources of Funds</b>	<b>\$ 3,310,543</b>	<b>\$ 3,182,461</b>	<b>\$ 2,553,624</b>	<b>\$ 2,612,802</b>	<b>\$ 2,610,323</b>	<b>\$ 3,365,318</b>
<b><u>USES OF FUNDS</u></b>						
<b>General Government</b>						
Information Technology	\$ 112,546	\$ 162,707	\$ 235,000	\$ 272,000	\$ 111,000	\$ 322,300
<b>Public Safety</b>						
Police Department	37,010	406,816	180,000	221,895	149,501	155,000
S.E.M.P.	26,028	-	36,000	36,000	-	36,000
Total Public Safety	63,038	406,816	216,000	257,895	149,501	191,000
<b>Public Works</b>						
Transportation	365,118	180,515	708,000	708,000	273,920	625,000
Public Works	-	116,309	123,000	123,000	109,348	425,000
Total Public Works	365,118	296,824	831,000	831,000	383,268	1,050,000
<b>Culture/Recreation</b>						
Public Facilities	112,038	312,577	451,920	590,830	194,850	647,000
Recreation Center	22,081	110,915	268,160	268,160	69,800	327,200
Total Culture/Recreation	134,119	423,492	720,080	858,990	264,650	974,200
<b>Total Expenditures</b>	674,821	1,289,839	2,002,080	2,219,885	908,419	2,537,500
<b>Non-Operating Expenditures</b>						
Reserve for Major Capital	-	-	-	-	-	250,000
Transfer to Other Funds	470,000	28,918	-	-	-	-
<b>Total Non-Operating Expenditures</b>	470,000	28,918	-	-	-	250,000
<b>Total Appropriations</b>	1,144,821	1,318,757	2,002,080	2,219,885	908,419	2,787,500
<b>Ending Fund Balance</b>	2,165,722	1,863,704	551,544	392,917	1,701,904	577,818
<b>Total Uses of Funds</b>	<b>\$ 3,310,543</b>	<b>\$ 3,182,461</b>	<b>\$ 2,553,624</b>	<b>\$ 2,612,802</b>	<b>\$ 2,610,323</b>	<b>\$ 3,365,318</b>

NOTE: FY 2014 and 2015 actuals include the Periwinkle Way Road and SUP Fund, which was closed in FY2015 and not included in the detail fund information on the following pages.

## CAPITAL PLANNING AND ASSET ACQUISITION FUND – CAPITAL PROJECT FUND

### Sources of Funds

The City uses a capital project fund to account for its acquisitions of capital assets. Capital assets are those assets that have a cost of more than \$1,000 and are expected to provide a useful service life of greater than one year. These projects are funded in current fiscal year by a beginning fund balance of \$613,886, miscellaneous revenues of \$13,500, and a transfer from the General fund of approximately \$960,000.

### Uses of Funds

The detail of each project accounted for in this fund is included in the 5-Year capital improvement plan (the CIP), which is located in the Supplemental section of this document. In the CIP, each of the projects is listed by department and then identified in the left hand column as Fund # 300. Total outlays for the fiscal year are budgeted to be approximately \$1.59 million.

	Fiscal Year	Fiscal Year	Fiscal Year 2016			FY17 Budget
	2014 Actual	2015 Actual	Adopted Budget	Amended Budget	Estimated Actual	
Beginning Fund Balance	\$ 759,646	\$ 948,369	\$ 591,322	\$ 673,317	\$ 673,317	\$ 613,886
<b>Revenue</b>						
Intergovernmental	2,799	14,080	-	-	-	-
Miscellaneous	15,277	15,541	13,500	13,500	11,170	13,500
Total Revenue	18,076	29,621	13,500	13,500	11,170	13,500
<b>Other Financing Sources</b>						
Transfers In	528,269	693,736	494,098	494,098	494,098	957,914
<b>Total Sources of Funds</b>	<u>\$ 1,305,991</u>	<u>\$ 1,671,726</u>	<u>\$ 1,098,920</u>	<u>\$ 1,180,915</u>	<u>\$ 1,178,585</u>	<u>\$ 1,585,300</u>
<b>Appropriations</b>						
<b>General Government</b>						
Information Technology	\$ 112,546	\$ 162,707	\$ 235,000	\$ 272,000	\$ 111,000	\$ 322,300
<b>Public Safety</b>						
Police Department	37,010	406,816	180,000	221,895	149,501	155,000
S.E.M.P.	26,028	-	36,000	36,000	-	36,000
Total Public Safety	63,038	406,816	216,000	257,895	149,501	191,000
<b>Public Works</b>						
Public Works	-	116,309	123,000	123,000	109,348	425,000
<b>Culture/Recreation</b>						
Public Facilities	112,038	312,577	451,920	590,830	194,850	647,000
<b>Total Expenditures</b>	287,622	998,409	1,025,920	1,243,725	564,699	1,585,300
<b>Non-Operating Expenditures</b>						
Transfer to Other Funds	70,000	-	-	-	-	-
<b>Total Appropriations</b>	357,622	998,409	1,025,920	1,243,725	564,699	1,585,300
<b>Ending Fund Balance</b>	948,369	673,317	73,000	(62,810)	613,886	-
<b>Total Uses of Funds</b>	<u>\$ 1,305,991</u>	<u>\$ 1,671,726</u>	<u>\$ 1,098,920</u>	<u>\$ 1,180,915</u>	<u>\$ 1,178,585</u>	<u>\$ 1,585,300</u>

## TRANSPORTATION CAPITAL PROJECTS FUND – CAPITAL PROJECT FUND

### Sources of Funds

This fund is used to account for major transportation related capital projects. The transportation capital project fund is expected to have a beginning budgeted fund balance of approximately \$361,000. The major source of revenue for this fund is a transfer from the Transportation Special Revenue Fund, which receives gas taxes and Causeway tolls that are restricted for transportation related purposes. See page 50 for more information.

### Uses of Funds

The detail of each project accounted for in this fund is included in the 5-Year capital improvement plan (the CIP), which is located in the Supplemental section of this document. In the CIP, each of the projects is listed by department and then identified in the left hand column as Fund # 301. Total capital outlays for the fiscal year are budgeted to be \$625,000.

	Fiscal Year	Fiscal Year	Fiscal Year 2016			FY17 Budget
	2014 Actual	2015 Actual	Adopted Budget	Amended Budget	Estimated Actual	
Beginning Fund Balance	\$ 262,424	\$ 775,073	\$ 711,024	\$ 626,575	\$ 626,575	\$ 360,961
<b>Revenue</b>						
Intergovernmental	1,067,876	-	-	-	-	-
Miscellaneous	200,799	9,787	10,000	10,000	8,306	9,000
Total Revenue	1,268,675	9,787	10,000	10,000	8,306	9,000
<b>Other Financing Sources</b>						
Transfers In	9,092	-	-	-	-	450,000
<b>Total Sources of Funds</b>	<u>\$ 1,540,191</u>	<u>\$ 784,860</u>	<u>\$ 721,024</u>	<u>\$ 636,575</u>	<u>\$ 634,881</u>	<u>\$ 819,961</u>
<b>Appropriations</b>						
<b>Transportation</b>						
Operating Expense	\$ 168,128	\$ 158,285	\$ -	\$ -	\$ -	\$ -
Capital Outlay	196,990	-	708,000	708,000	273,920	625,000
<b>Total Expenditures</b>	365,118	158,285	708,000	708,000	273,920	625,000
<b>Non-Operating Expenditures</b>						
Transfer to Other Funds	400,000	-	-	-	-	-
<b>Total Appropriations</b>	765,118	158,285	708,000	708,000	273,920	625,000
<b>Ending Fund Balance</b>	<u>775,073</u>	<u>626,575</u>	<u>13,024</u>	<u>(71,425)</u>	<u>360,961</u>	<u>194,961</u>
<b>Total Uses of Funds</b>	<u>\$ 1,540,191</u>	<u>\$ 784,860</u>	<u>\$ 721,024</u>	<u>\$ 636,575</u>	<u>\$ 634,881</u>	<u>\$ 819,961</u>

## RECREATION FACILITY SINKING FUND – CAPITAL PROJECT FUND

### Sources of Funds

The City Council approved the establishment of a sinking fund on September 18, 2012 for the rehabilitation and replacement of components and equipment at the Recreation Center Complex. This fund is funded in the current fiscal year by the carry-forward of \$727,057 in available beginning fund balance, interest earnings of \$8,000, and a transfer from the General Fund of \$225,000.

### Uses of Funds

The detail of each project accounted for in this fund is included in the 5-Year capital improvement plan (the CIP), which is located in the Supplemental section of this document. In the CIP, each of the projects is listed by department and then identified in the left hand column as Fund # 370.

Total outlays for the fiscal year are budgeted to be \$327,200 in accordance with the rehabilitation and replacement schedule. The schedule is updated annually. A reserve of \$250,000 has been incorporated in FY2017 budget for future major capital projects.

Estimated ending fund balance that is scheduled to be utilized in subsequent years is \$382,857.

	Fiscal Year	Fiscal Year	Fiscal Year 2016			FY17 Budget
	2014 Actual	2015 Actual	Adopted Budget	Amended Budget	Estimated Actual	
Beginning Fund Balance	\$ 443,740	\$ 442,280	\$ 502,180	\$ 563,812	\$ 563,812	\$ 727,057
<b>Revenue</b>						
Miscellaneous	7,540	7,447	6,500	6,500	8,045	8,000
Total Revenue	7,540	7,447	6,500	6,500	8,045	8,000
<b>Other Financing Sources</b>						
Transfers In	13,081	225,000	225,000	225,000	225,000	225,000
<b>Total Sources of Funds</b>	<b>\$ 464,361</b>	<b>\$ 674,727</b>	<b>\$ 733,680</b>	<b>\$ 795,312</b>	<b>\$ 796,857</b>	<b>\$ 960,057</b>
<b>Appropriations</b>						
<b>Culture/Recreation</b>						
Operating Expense	\$ 13,561	\$ 100,963	\$ -	\$ -	\$ -	\$ -
Capital Outlay	8,520	9,952	268,160	268,160	69,800	327,200
<b>Total Expenditures</b>	22,081	110,915	268,160	268,160	69,800	327,200
<b>Non-Operating Expenditures</b>						
Reserve for Major Capital	-	-	-	-	-	250,000
<b>Total Appropriations</b>	22,081	110,915	268,160	268,160	69,800	577,200
<b>Ending Fund Balance</b>	442,280	563,812	465,520	527,152	727,057	382,857
<b>Total Uses of Funds</b>	<b>\$ 464,361</b>	<b>\$ 674,727</b>	<b>\$ 733,680</b>	<b>\$ 795,312</b>	<b>\$ 796,857</b>	<b>\$ 960,057</b>

## PROPRIETARY FUNDS BUDGET

Proprietary funds are used to account for the business-type (enterprise) activities of the government. The City's two enterprise funds are the Sanibel Sewer System Fund and the Beach Parking Fund.

Enterprise funds account for operations that are financed and operated in a manner similar to private business enterprises; where the intent of the government's council is that the cost of providing goods or services to the general public on a continuing basis be financed or recovered primarily through user charges; or where the government's council has decided that periodic determination of net income is appropriate for accountability purposes.

Fees or charges are the primary revenue source for proprietary funds. However, the sewer system enterprise fund also receives tax revenue from a voter-approved tax levy to pay debt service related to the capital expansion projects to construct the system.



## ENTERPRISE FUNDS SUMMARY – SOURCES OF FUNDS

	GAAP Basis		Non-GAAP Basis			FY17 Budget
	Fiscal Year 2014 Actual	Fiscal Year 2015 Actual	Fiscal Year 2016			
			Adopted Budget	Amended Budget	Estimated Actual	
<b>SOURCES OF FUNDS</b>						
Unrestricted Net Position/Funds	\$ 4,353,893	\$ 4,555,122	\$ 7,254,702	\$ 7,129,486	\$ 7,129,486	\$ 8,223,274
<b>Revenues</b>						
<b>Taxes</b>						
Ad Valorem Taxes, net - Voted Debt	907,735	880,713	877,543	877,543	881,214	890,316
<b>Licenses &amp; Permits</b>						
Beach Parking Permits	106,702	126,290	134,000	134,000	145,000	140,000
<b>Intergovernmental</b>						
Grants From Other Governments	1,083,325	1,337,995	1,270,922	3,306,805	2,366,904	2,685,750
<b>Charges for Services</b>						
User Fees	5,916,726	6,145,718	6,320,153	6,320,153	6,207,354	6,393,575
Sale of Treated Effluent	271,451	265,829	308,894	308,894	272,900	281,087
Parking Fees	1,612,428	2,366,248	2,520,777	2,520,777	2,950,000	2,950,000
Total Charges for Services	7,800,605	8,777,795	9,149,824	9,149,824	9,430,254	9,624,662
<b>Fines and Forfeitures</b>						
Fines, Forfeitures, and Penalties	122,747	130,123	134,238	134,238	134,006	137,238
<b>Miscellaneous</b>						
Disposition of Capital Assets	(4,290)	-	-	-	-	1,000
Interest Earnings/Gains & Losses	(12,726)	23,950	15,000	15,000	12,000	15,000
Special Assessment	246,013	214,775	640,562	640,562	750,000	659,766
Other Miscellaneous Revenue	214,201	225,651	128,820	128,820	215,778	220,000
Total Miscellaneous	443,198	464,376	784,382	784,382	977,778	895,766
<b>Total Revenue</b>	10,464,312	11,717,292	12,350,909	14,386,792	13,935,156	14,373,732
<b>Other Financing Sources</b>						
Transfers From Other Funds	135,000	-	-	-	-	-
Capital Contributions	174,830	1,019,340	125,000	125,000	100,000	125,000
State Sales Tax	-	-	(151,247)	(151,247)	(177,000)	(177,000)
Total Other Financing Sources	309,830	1,019,340	(26,247)	(26,247)	(77,000)	(52,000)
<b>Total Revenue/Sources of Funds</b>	\$ 15,128,035	\$ 17,291,754	\$ 19,579,364	\$ 21,490,031	\$ 20,987,642	\$ 22,545,006

## ENTERPRISE FUNDS SUMMARY – USES OF FUNDS

	GAAP Basis		Non-GAAP Basis			FY17 Budget
	Fiscal Year 2014	Fiscal Year 2015	Fiscal Year 2016			
	Actual	Actual	Adopted Budget	Amended Budget	Estimated Actual	
<b>USES OF FUNDS</b>						
<b>Public Safety</b>						
Personnel Services	483,587	566,584	975,117	975,117	829,043	937,352
Operating Expense	488,104	588,506	579,360	588,677	536,507	661,027
Capital Outlay	-	-	310,000	331,045	258,894	275,000
Total Public Safety	971,691	1,155,090	1,864,477	1,894,839	1,624,444	1,873,379
<b>Physical Environment</b>						
Personnel Services	1,386,779	1,439,386	1,869,532	1,869,532	1,676,288	1,857,702
Operating Expense	2,442,755	2,505,302	3,232,075	3,856,393	3,236,926	3,566,490
Capital Outlay	-	-	2,894,000	2,988,930	162,000	1,965,500
Total Physical Environment	3,829,534	3,944,688	7,995,607	8,714,855	5,075,214	7,389,692
<b>Public Works</b>						
Personnel Services	530,302	630,099	725,842	725,842	690,254	708,615
Operating Expense	588,629	1,065,036	1,036,257	1,154,430	847,776	1,261,077
Capital Outlay	-	-	1,828,851	2,027,851	719,856	2,052,354
Total Public Works	1,118,931	1,695,135	3,590,950	3,908,123	2,257,886	4,022,046
<b>Total Expenses</b>	5,920,156	6,794,913	13,451,034	14,517,817	8,957,544	13,285,117
<b>Non-Operating Expenses</b>						
Reserve for Disasters	-	-	100,000	100,000	-	100,000
Reserve for Compensation Adjustme	-	-	-	-	-	63,500
Transfer to Other Funds	8,025	-	-	-	-	-
Depreciation and Amortization	2,673,701	2,714,817	-	-	-	-
Contributions	-	14,000	-	-	-	-
Payment in Lieu of Taxes	7,500	7,500	7,500	385,617	450,000	450,000
Debt Service	733,046	571,762	3,356,820	3,356,820	3,356,824	3,356,820
Total Non-Operating Expenses	3,422,272	3,308,079	3,464,320	3,842,437	3,806,824	3,970,320
<b>Total Appropriations</b>	9,342,428	10,102,992	16,915,354	18,360,254	12,764,368	17,255,437
<b>Change in Net Position</b>	1,431,714	2,633,640	N/A	N/A	N/A	N/A
Beginning Net Position	32,774,538	34,206,252	N/A	N/A	N/A	N/A
Ending Net Position	\$ 34,206,252	\$ 36,839,892	N/A	N/A	N/A	N/A
Restricted Net Position	\$ 29,651,130	\$ 29,710,406	N/A	N/A	N/A	N/A
Unrestricted Net Position / Funds	\$ 4,555,122	\$ 7,129,486	2,664,010	3,129,777	8,223,274	5,289,569
<b>Total Uses of Funds</b>	N/A	N/A	\$ 19,579,364	\$ 21,490,031	\$ 20,987,642	\$ 22,545,006

## SANIBEL SEWER SYSTEM – ENTERPRISE FUND

The sewer system's main treatment plant is on Donax Street and a secondary plant is on the west end of the island, the Wulfert Plant. The system has a total treatment capacity of 2.5 million gallons per day (mgd), 2.375 mgd at the Donax Plant and 0.125 mgd at the Wulfert Plant. The Wulfert Plant has been offline since 2007 and is currently only used for reclaimed water storage.

Beginning in 1995, a wastewater master plan was developed in conformance with the Sanibel Plan, which provided for a phased expansion to provide sewer service to the entire island. To date the following phases have been completed: Phase 1 which included South Capers, Sanibel Highlands, Sabal Sands, Lagoon Estates, Sanibel Place, Sanibel Lake Estates, Periwinkle Partners, Sanibel Pines, Dixie Beach, Sanibel Shores and Area U; Phase 2A on Rabbit Road; Phase 2B on the east end of the island; Phase 2C on the southwest end of the island; Phase 3A included Gulf Pines and the San-Cap Commercial district and Phase 3B on the northwest end of the island and Phase 5 for the Sanibel Bayous. The expansion for Phase 4 is currently underway.



The City also provides reclaimed water to certain customers. Reclaimed water is a nutrient rich by-product of a biological treatment process. Due to its origin and composition, federal, state, and local ordinances regulate the use of reclaimed water. Reclaimed water is produced at the City's Donax Water Reclamation Facility. It flows from an advanced treatment process that cleans wastewater to a very high quality. The quality is monitored continuously by the City and the State. Reclaimed water has been used to irrigate the golf courses on the island for many years. In order to conserve drinking water and assist in reducing customer bills, it is now available to homes and condominiums located adjacent to the reclaimed water transmission line.

The cost of the expansion projects has been funded by state revolving (SRF) loans granted by the state of Florida's Department of Environmental Protection. The low-interest rate, 20-year loans are being repaid from three sources; ad valorem taxes, special assessments and system operating revenue.



In fiscal year 2014, the City refunded the system's Series 2003 Refunding Bonds and one SRF loan with Series 2014 Sewer System Refunding Revenue Bonds to take advantage of lower interest rates and debt service savings. The new bonds provided a net present value savings of approximately \$960,000, shortened the debt maturity from 2022 to 2021, and carry an interest rate of 1.43%.

A special voted debt service ad valorem tax levy was adopted by voters at referendum in 1998. The levy provides an additional SRF repayment source so that assessments on benefiting properties could be reduced. For the current fiscal year, this sewer voted debt service tax rate has been levied at 0.1947 mills which will cost a taxpayer \$19.47 per \$100,000 of taxable property valuation.

## SANIBEL SEWER SYSTEM – ENTERPRISE FUND

### **Sources of Funds**

In addition to the roll-forward of prior year balances, ad valorem tax revenue of \$927,412 (less a reserve of \$37,096) is budgeted from the levy of the 0.1947 millage rate. Residential and commercial user fees are budgeted at approximately \$6.4 million and reflect a 3% increase in rates charged to customers. Budgeted user fees have been evaluated as being sufficient to meet current operational costs, debt service obligations, reserves, and current year capital projects.

Other sources of revenue include charging for the sale of treated effluent to general customers other than the Sanctuary and Beachview Golf Courses. This amount is budgeted at \$281,100.

Fines from late payment of sewer bills are included in other sources of revenue and are budgeted at approximately \$19,200. Miscellaneous revenue includes interest earnings and Wulfert and Donax tower rental receipts and is budgeted at \$220,000.

Special assessments principal and interest collections from benefitted customers are budgeted to be \$850,000. Additionally, the City expects to collect \$125,000 in capital contribution fees related to new customers entering the system.

### **Uses of Funds**

Operating expenses including sludge removal, laboratory services, utilities, repair and maintenance, insurance, indirect (central services) costs and other contractual services are budgeted to be approximately \$2.9 million.

Sixteen (16) full-time positions and one part-time position manage, operate and provide engineering services to the system at a cost for salaries and fringe benefits of approximately \$1.7 million.

Expected capital projects are budgeted at approximately \$1.8 million. The detail of each project accounted for in this fund is included in the 5-Year capital improvement plan (the CIP), which is located in the Supplemental section of this document.

The principal and interest budgeted for debt service is \$3.4 million, including the 2014 Series Bonds, the SRF loans and a repayment to the General fund for a long-term interfund loan.

The system also budgeted \$7,500 for payment in lieu of taxes, \$29,500 for a compensation adjustment reserve, and \$100,000 in disaster reserves.



## SANIBEL SEWER SYSTEM – ENTERPRISE FUND

	GAAP Basis		Non-GAAP Basis			FY17 Budget
	Fiscal Year 2014 Actual	Fiscal Year 2015 Actual	Fiscal Year 2016			
			Adopted Budget	Amended Budget	Estimated Actual	
Millage Rate - Voted Debt	0.2407	0.2125	0.2026	N/A	N/A	0.1947
<b>Sources of Funds</b>						
Unrestricted Net Position / Funds	\$ 3,167,304	\$ 3,740,795	\$ 6,046,248	\$ 5,796,087	\$ 5,796,087	\$ 6,258,573
<b>Revenues</b>						
Ad Valorem Taxes, net - Voted Debt	907,735	880,713	877,543	877,543	881,214	890,316
User Fees	5,916,726	6,145,718	6,320,153	6,320,153	6,207,354	6,393,575
Sale of Treated Effluent	271,451	265,829	308,894	308,894	272,900	281,087
Fines and Forfeitures	19,238	13,862	19,238	19,238	18,006	19,238
Miscellaneous	214,201	225,651	128,820	128,820	215,778	220,000
Special Assessment Interest <sup>1</sup>	246,013	214,775	640,562	640,562	750,000	659,766
<b>Other Financing Sources</b>						
Capital Contributions	130,751	220,271	125,000	125,000	100,000	125,000
Gains/Losses	(28,000)	(479)	-	-	-	-
<b>Total Revenue/Sources of Funds</b>	<u>10,845,419</u>	<u>11,707,135</u>	<u>\$ 14,466,458</u>	<u>\$ 14,216,297</u>	<u>\$ 14,241,339</u>	<u>\$ 14,847,555</u>
<b>Appropriations</b>						
<b>Physical Environment</b>						
Personnel Services	1,262,949	1,342,410	\$ 1,680,917	\$ 1,680,917	\$ 1,520,036	\$ 1,672,673
Operating Expense	2,168,697	2,343,669	3,003,015	3,417,288	2,936,406	2,947,430
Capital Outlay	-	-	2,894,000	2,988,930	162,000	1,765,500
<b>Total Expenses</b>	<u>3,431,646</u>	<u>3,686,079</u>	<u>7,577,932</u>	<u>8,087,135</u>	<u>4,618,442</u>	<u>6,385,603</u>
<b>Non-Operating Expenditures</b>						
Depreciation and Amortization	2,479,349	2,463,943	-	-	-	-
Payment In Lieu of Taxes	7,500	7,500	7,500	7,500	7,500	7,500
Reserve for Disasters	-	-	100,000	100,000	-	100,000
Reserve for Compensation Adjustment	-	-	-	-	-	29,500
Debt Service	733,046	571,762	3,356,820	3,356,820	3,356,824	3,356,820
<b>Total Non-Operating Expenditures</b>	<u>3,219,895</u>	<u>3,043,205</u>	<u>3,456,820</u>	<u>3,464,320</u>	<u>3,364,324</u>	<u>3,493,820</u>
<b>Total Appropriations</b>	<u>6,651,541</u>	<u>6,729,284</u>	<u>11,034,752</u>	<u>11,551,455</u>	<u>7,982,766</u>	<u>9,879,423</u>
<b>Change in Net Position</b>	1,026,574	1,237,056	N/A	N/A	N/A	N/A
Beginning Net Position	<u>29,691,079</u>	<u>30,717,653</u>	N/A	N/A	N/A	N/A
Ending Net Position	<u>\$ 30,717,653</u>	<u>\$ 31,954,709</u>	N/A	N/A	N/A	N/A
Restricted Net Position	\$ 26,976,858	\$ 26,158,622	N/A	-	-	-
Unrestricted Net Position / Funds	\$ 3,740,795	\$ 5,796,087	<u>3,431,706</u>	<u>2,664,842</u>	<u>6,258,573</u>	<u>4,968,132</u>
<b>Total Uses of Funds</b>	N/A	N/A	<u>\$ 14,466,458</u>	<u>\$ 14,216,297</u>	<u>\$ 14,241,339</u>	<u>\$ 14,847,555</u>

<sup>1</sup> The budget for special assessments includes principal and interest; however, the actuals from previous years only include interest as principal amounts are recorded to the balance sheet.



## BEACH PARKING FUND – ENTERPRISE FUND

### Sources of Funds

Pursuant to ordinance, parking fees are charged at \$4.00 per hour (in FY2017 and FY2016) at the City’s seven (7) beach parking locations: Lighthouse, Gulfside City Park, Tarpon Bay, Bowman’s, Blind Pass, Boat Ramp and Turner Beach. Revenues from this source are budgeted at \$2.8 million for fiscal year 2017; net of the 6% sales tax remitted to the state department of revenue. In FY2015, fees were \$3.00 per hour. Prior to FY2015, fees were \$2.00 per hour. A comparison of parking fees revenue generated by the City’s beach parking areas by fiscal year (through July in FY 2016) is presented in the chart below:

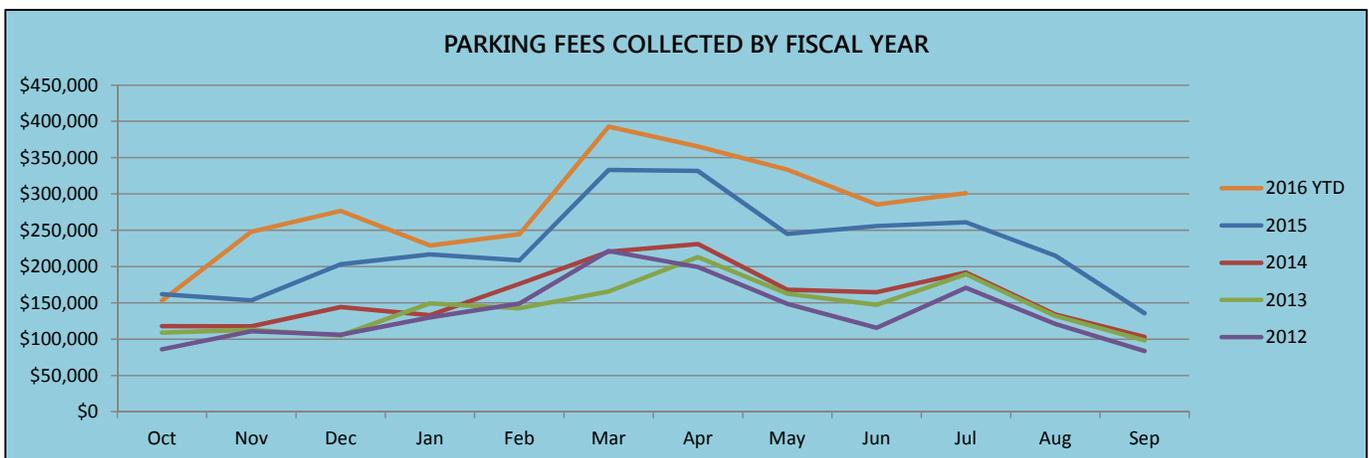
Revenue from parking permits is budgeted at \$140,000 and parking violation revenue is estimated to be \$118,000. The majority of intergovernmental revenues are received from the Lee County Tourist Development Council and more fully explained below.

### Uses of Funds

In addition to the enforcement of the ordinance, user fee revenues are used to maintain the beach facilities as well as provide shared-use path access to the beaches. An operating line-item budget is included by function in the supplemental schedules section of this document and the 5-year capital improvement plan is detailed at the end of this document.

An operating grant in the amount of approximately \$1.78 million from the Lee County Tourist Development Council (TDC) has been applied for and tentatively approved to augment beach maintenance. In addition to the operating grant, \$600,000 in capital grants was tentatively approved.

As mentioned in the Introduction, there was a change in the budgetary methodology related to the TDC grants for FY2017. The FY2017 budgeted revenue includes the tentatively approved grants for operating and capital projects to balance the fund budget, whereas in previous years, these funds were not included in the adopted budget until the signed contracts were received (and then the budget was amended). This methodology more properly matches revenues with expenses. In the unlikely event a grant that has been tentatively approved does not receive final approval from the Lee County Commission, the City’s budget would be adjusted accordingly.



## BEACH PARKING FUND – ENTERPRISE FUND

	GAAP Basis		Non-GAAP Basis			FY17 Budget
	Fiscal Year	Fiscal Year	Fiscal Year 2016			
	2014 Actual	2015 Actual	Adopted Budget	Amended Budget	Estimated Actual	
<b>Sources of Funds</b>						
Unrestricted Net Position / Funds	1,186,589	814,327	\$ 1,208,454	\$ 1,333,399	\$ 1,333,399	\$ 1,964,701
<b>Revenues</b>						
Licenses and Permits	106,702	126,290	134,000	134,000	145,000	140,000
Intergovernmental Revenue	1,083,325	1,337,995	1,270,922	3,306,805	2,366,904	2,685,750
Charges for Services	1,612,428	2,366,248	2,520,777	2,520,777	2,950,000	2,950,000
Fines and Forfeitures	103,509	116,261	115,000	115,000	116,000	118,000
Interest Earnings	15,274	24,429	15,000	15,000	12,000	15,000
<b>Non-Operating Revenues</b>						
Transfers In	135,000	-	-	-	-	-
Capital Contributions	44,079	799,069	-	-	-	-
Disposition of Capital Assets	(4,290)	-	-	-	-	1,000
State Sales Tax <sup>1</sup>	-	-	(151,247)	(151,247)	(177,000)	(177,000)
<b>Total Sources of Funds</b>	<u>\$ 4,282,616</u>	<u>\$ 5,584,619</u>	<u>\$ 5,112,906</u>	<u>\$ 7,273,734</u>	<u>\$ 6,746,303</u>	<u>\$ 7,697,451</u>
<b>Expenses/Appropriations</b>						
<b>Public Safety</b>						
Personnel Services	483,587	566,584	975,117	975,117	829,043	937,352
Operating Expense	488,104	588,506	579,360	588,677	536,507	661,027
Capital Outlay	-	-	310,000	331,045	258,894	275,000
Total Public Safety	971,691	1,155,090	1,864,477	1,894,839	1,624,444	1,873,379
<b>Physical Environment</b>						
Personnel Services	123,830	96,976	188,615	188,615	156,252	185,029
Operating Expense	274,058	161,633	229,060	439,105	300,520	619,060
Capital Outlay	-	-	-	-	-	200,000
Total Physical Environment	397,888	258,609	417,675	627,720	456,772	1,004,089
<b>Public Works</b>						
Personnel Services	530,302	630,099	725,842	725,842	690,254	708,615
Operating Expense	588,629	1,065,036	1,036,257	1,154,430	847,776	1,261,077
Capital Outlay	-	-	1,828,851	2,027,851	719,856	2,052,354
Total Public Works	1,118,931	1,695,135	3,590,950	3,908,123	2,257,886	4,022,046
<b>Total Expenses</b>	2,488,510	3,108,834	5,873,102	6,430,682	4,339,102	6,899,514
<b>Non-Operating Expenses</b>						
Depreciation	194,352	250,874	-	-	-	-
Interfund Transfers	8,025	-	-	-	-	-
Contributions	-	14,000	-	-	-	-
Reserve for Compensation Adjustme	-	-	-	-	-	34,000
Payment In Lieu of Taxes	-	-	-	378,117	442,500	442,500
<b>Non-Operating Expenses</b>	<u>202,377</u>	<u>264,874</u>	<u>-</u>	<u>378,117</u>	<u>442,500</u>	<u>476,500</u>
<b>Total Appropriations</b>	<u>2,690,887</u>	<u>3,373,708</u>	5,873,102	6,808,799	4,781,602	7,376,014
<b>Change in Net Position</b>	405,140	1,396,584	N/A	N/A	N/A	N/A
Beginning Net Position	3,083,459	3,488,599	N/A	N/A	N/A	N/A
Ending Net Position	<u>\$ 3,488,599</u>	<u>\$ 4,885,183</u>	N/A	N/A	N/A	N/A
Restricted Net Position	\$ 2,674,272	\$ 3,551,784	N/A	N/A	N/A	N/A
Unrestricted Net Position / Funds	\$ 814,327	\$ 1,333,399	(760,196)	464,935	1,964,701	321,437
<b>Total Uses of Funds</b>	N/A	N/A	<u>\$ 5,112,906</u>	<u>\$ 7,273,734</u>	<u>\$ 6,746,303</u>	<u>\$ 7,697,451</u>

<sup>1</sup>6% sales tax reduces budgeted and adopted fees

## SUPPLEMENTAL SCHEDULES

This section contains the following subsections:

- ◆ City Manager
- ◆ Departmental Line-item Budgets by Function
  - General Government
  - Public Safety
  - Physical Environment
  - Public Works, Transportation and Utility
  - Economic Environment
  - Culture/Recreation
- ◆ Classification and Pay Plan
- ◆ Manpower Allocations by Department
- ◆ Schedule of Personnel Services
- ◆ 5 year Capital Improvement Plan

## JUDITH ANN ZIMOMRA – CITY MANAGER

Judith Ann Zimomra has served as City Manager of Sanibel since September 2001. Her academic credentials include a Juris Doctorate degree from Capital University and a Master's Degree in Public Administration from Ohio State University with specialization in Fiscal Administration. She also is an alumnus of Harvard University JFK School of Government Program for Senior State and Local Officials.



In 2012, Judie was honored with the 30-year Service to Local Government Award from the International City Manager's Association (ICMA). Among the challenges Zimomra has dealt with during her tenure as Sanibel City Manager includes the recovery from Hurricanes Charley and Wilma. The City of Sanibel Management Team was recognized by the Governor and nationally for their performance before and after the 2004 and 2005 hurricane seasons. While serving as Manager the City of Sanibel has reduced the tax burden on local property owners by obtaining more than \$35 million dollars in grants over the past 13 years, as well as developing a user fee system to recover costs for municipal services.

Since 2001 the City of Sanibel has received two Program Excellence Awards from the Florida City and County Managers Association (FCCMA). *Florida Weekly* named the City of Sanibel as "Best Managed City" in southwest Florida. FCCMA selected the construction of the City's Recreation Center in the category of Community Sustainability and restoration of the Historical Old Schoolhouse at the Village in the category of Community Partnership, for recognition. The Recreation Center also received the Southeast Construction Best Sports Recreation Project Award for the southeast region of the entire United States. Zimomra has been a speaker at the national conference of the Government Finance Officers Association.

She has served as an adjunct college professor at Cleveland State University where she taught graduate students in Public Administration and as an adjunct professor at Edison State College School of Law and Public Safety. Zimomra has been named a "Power Women of Lee County" by *Florida Weekly*. Zimomra has been selected as the 2012 Commencement Speaker for Newton Falls (Ohio) High School, her alma mater.

During her tenure, the City of Sanibel has been recognized by the American Planning Association (APA) with the National Planning Landmark Award, the Government Finance Officer's Certificate of Achievement for Excellence in Financial Reporting and Budgeting, the National Hurricane Conference, and the Governor's Hurricane Conference.

She also has been named Citizen of the Year by the Sanibel & Captiva Islands Chamber of Commerce, and Citizen of the Year by the Committee of the Islands (COTI). She serves on the United Way of Lee, Hendry & Glades Counties Board of Directors. In 2011, the Ohio State Alumni Association named Zimomra among, "100 Buckeyes You Should Know."

Her publications include articles on *Clostridium Perfringens* and Pulmonary Hemosiderosis in C.D.C. publications, as well as articles in *American Public Works Reporter* and *Cities & Villages*.

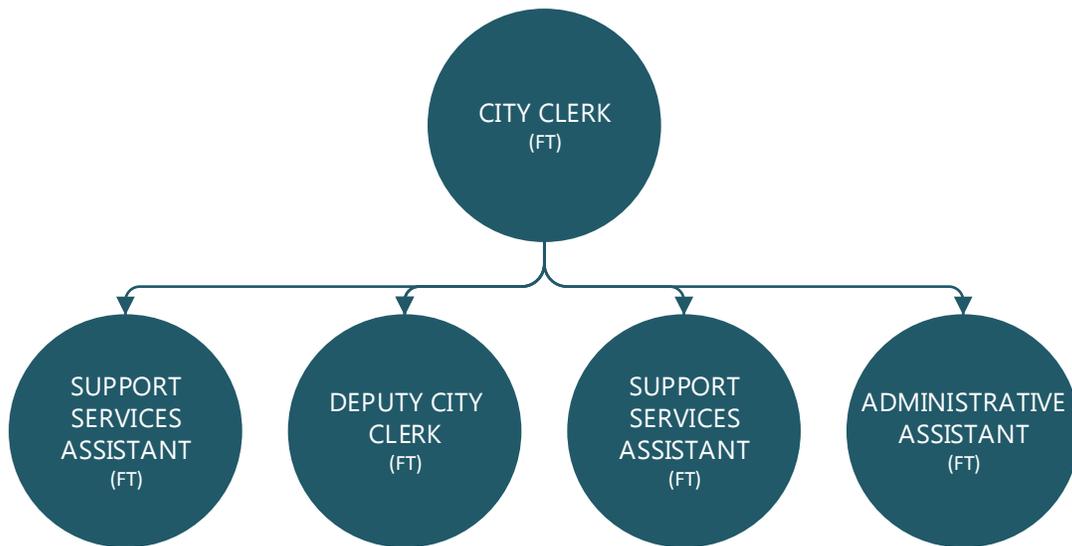
# LEGISLATIVE DEPARTMENT – GENERAL FUND

## GENERAL GOVERNMENT FUNCTION

### CITY CLERK

Pamela Smith, MMC served as Deputy City Clerk for the City of Sanibel from December 01, 1999 until March 2005, at which time a charter amendment passed and she was sworn in March 15, 2005 as the City of Sanibel’s first City Clerk. She also held the position of Emergency Management Coordinator from 1999 to 2001 where she worked closely with the Lee County Emergency Operations Center. In her capacity as Emergency Management Coordinator she belonged to the Florida Emergency Preparedness Association (FEPA) and Lee County Emergency Management Committee. She represented the City as the Lee County Emergency Operation Center liaison until 2012. She was the President of the Florida Association of City Clerks (FACC) in 2009/2010. She graduated in 2014 with an AS in Criminal Justice from Southwest Florida College and graduated with her Bachelor of Science in Public Service Administration in June, 2016 from Southwest Florida College. She has over 30 years of County and Municipal experience.

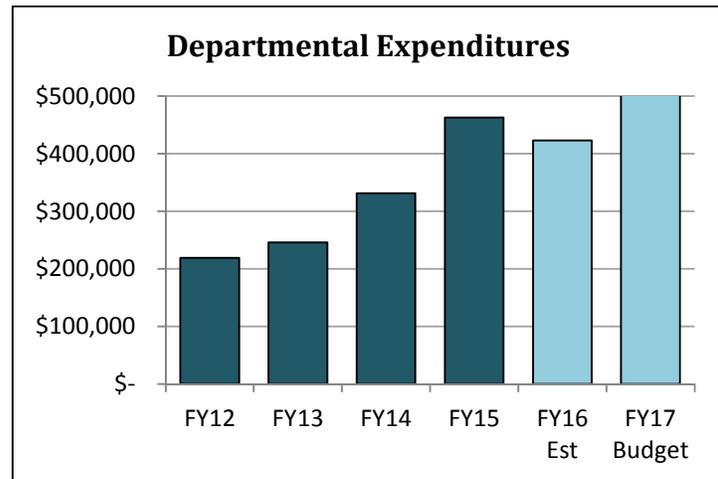
### DEPARTMENT STRUCTURE



## LEGISLATIVE DEPARTMENT – GENERAL FUND

### DEPARTMENT FUNCTION

Provide accountability, stewardship and accessibility to all forms of City public records. Create and protect the transparency of government and provide an impartial, independent voice regarding the business of government. Provide exceptional clerical and administrative support to City Council members; accurate and responsive recording and transcription services of City Council meetings, as well as specific services to City Committees and Boards. Manage the use of Council Chambers (MacKenzie Hall). Prompt and accurate distribution of City Council and Departmental mail; prompt and accurate responses to the needs of the general public, which include either walk-in visitors, phone calls and/or e-mails to City Hall.



### EMERGING ISSUES AND CHALLENGES FACING THE DEPARTMENT

- Expense of retrieval of off island City paper records and the cost of records storage for documents required to be stored in perpetuity during transition to a paperless system
- Additional expense to store the City's historical land file paper records off-island that require digitization
- The expense of disintegrating microfilmed record conversion of paper files to digitized records
- Continue to work with and provide support to City staff to digitize City records in accordance with the State Retention Schedule while converting paper records to ensure a paperless operation
- Continuity of Automated Agenda Software for public use and continue to upgrade the Document Imaging software that will allow better performance from paper records

### ACCOMPLISHMENTS

- Accommodated approximately 18,373 incoming calls and 4,083 walk-ins in FY 2016 as of July 31, 2016
- Responded to over 88,495 emails as of July 31, 2016
- 100% of City Council legislation prepared for authentication and digitized within same day of adoption
- Responded to approximately 350 public records requests as of July 31, 2016
- All staff cross trained to provide improved service to the public and City departments
- Two new staff members will complete Certified Guest Service Professional training

## LEGISLATIVE DEPARTMENT – GENERAL FUND

### DEPARTMENT OBJECTIVES

#### **To Support Council Goals:**

- Provide information to the public for City Council and Planning Commission meetings relative to the City's Redevelopment Work Plan and Civic Cultural Core
- Provide water quality information to citizens to increase public awareness
- Maintain website information within 1 day of changed information
- Continue to control overtime expenditures
- Continue to reduce promotional activity expenses

#### **To Support Departmental Objectives:**

- Continue to control overtime
- Continue to revise work process book to reflect software integration and work duties
- Utilize Automated Agenda process for an accurate accounting and transparency for City Council, Planning Commission, Committees and Boards meeting record keeping
- Produce meeting audio to the website within 2 days to ensure transparency to residents and visitors
- Utilize training opportunities for employees
- Continue to cross-train employees

### RESPONSIBILITIES

- Provide administrative services to City Council
- Post all City public meeting notices via bulletin board and website
- Coordinate City Council support material for committees and boards for which councilmembers participate
- Process City Council and Departmental incoming and outgoing mail
- Coordinate and utilize automated agenda process and meeting audio streaming for City Council, Planning Commission, City Committees and Boards
- Take and transcribe summary minutes for City Council, Planning Commission, City Committees and Boards
- Provide assistance for Planning Commission meetings as necessary
- Coordinate City Council calendars for meeting registrations and appointments
- Coordinate City Council travel schedule and reimbursement for expenditures
- Complete City Council, City Clerk and Deputy City Clerk P-card statements each month
- Provide telephonic and person-to-person information relative to City services
- Post and E-mail press releases and other special information releases to the public and community leaders

## LEGISLATIVE DEPARTMENT – GENERAL FUND RESPONSIBILITIES (CONTINUED)

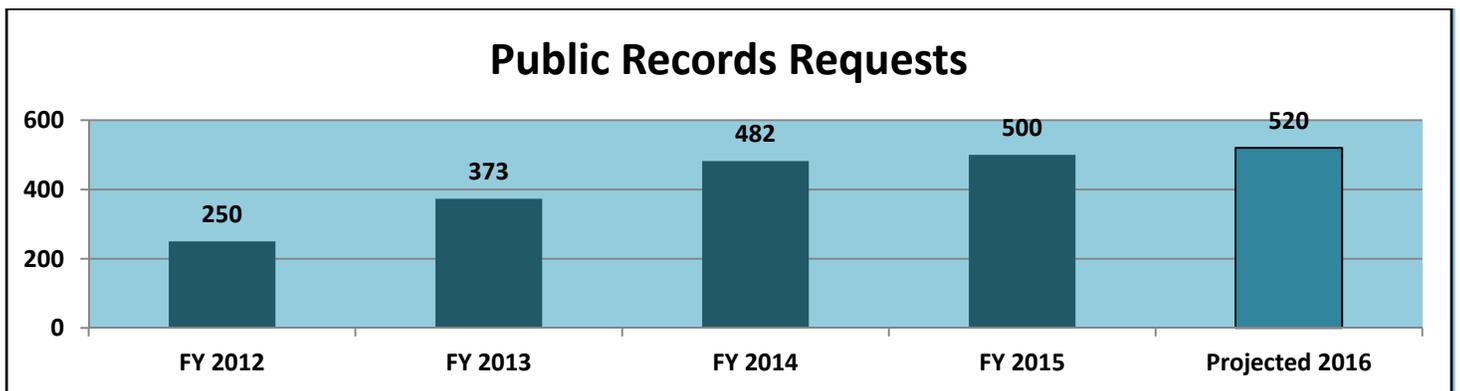
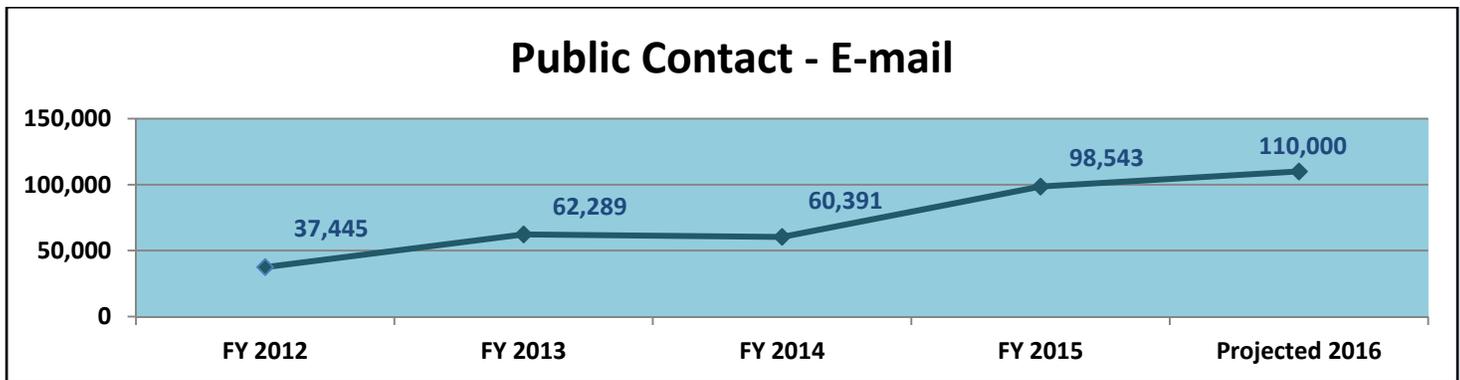
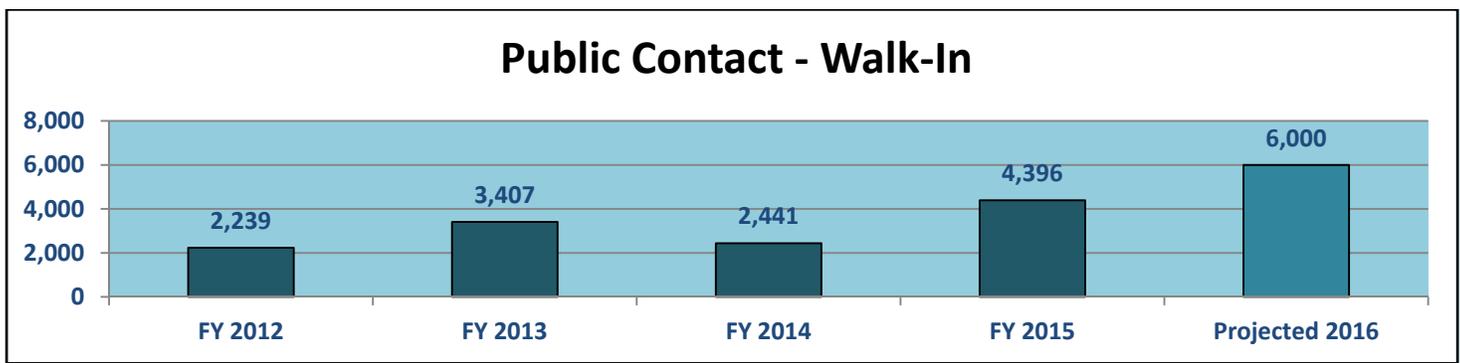
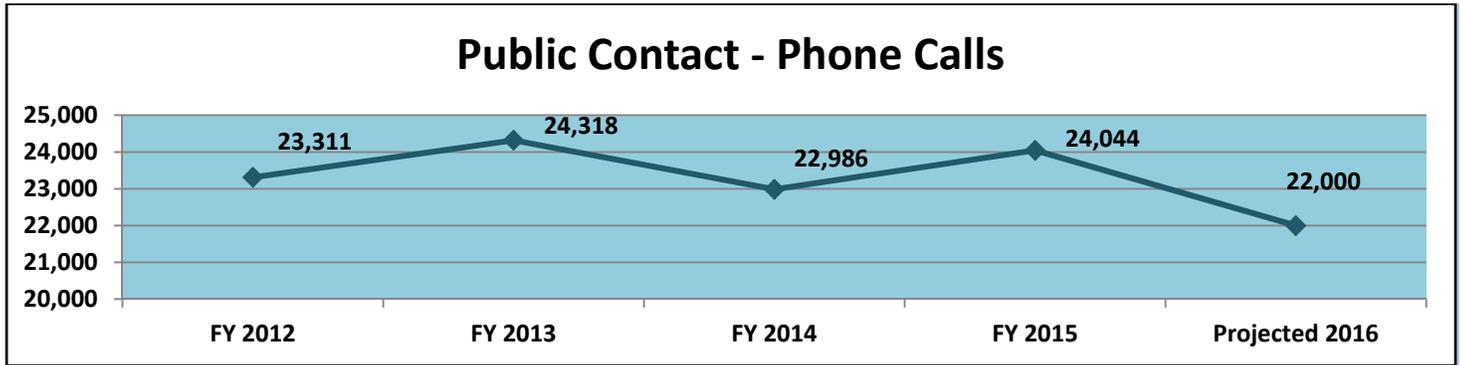
- Coordinate message for after-hours pertinent to City business relating to City Hall closures, road work, traffic advisories
- Digitize and maintain records and documents for City Council, Planning Commission, City Committees and Board meetings
- Digitize and maintain all legislation and meeting minutes off-island in perpetuity
- Maintain the City-wide telephone listing
- Maintain inventory of committee, J. N. "Ding" Darling National Wildlife Refuge, and Sanibel Captiva Conservation Foundation brochures
- Prepare invoices for payment
- Maintain a listing of Home Owner Associations as made available
- Coordinate all legislation for codification
- Provide accurate and timely responses to the public and other governmental agencies
- Update monthly City meetings and newly adopted legislation to website
- Coordinate Special Events such as Student Government Day and the City's 40<sup>th</sup> Anniversary of Incorporation, as well as City co-sponsored events

## TREND ANALYSIS/PERFORMANCE INDICATORS

<b>Description</b>	<b>Actual FY 2012</b>	<b>Actual FY 2013</b>	<b>Actual FY 2014</b>	<b>Actual FY 2015</b>	<b>Projected FY 2016</b>
Total Phone Calls	23,311	24,318	22,986	24,044	22,000
Total Walk-Ins	2,239	3,407	2,441	4,396	6,000
Total E-Mails	37,445	62,289	60,391	98,543	110,000
Public Records Requests	250	373	482	500	520

# LEGISLATIVE DEPARTMENT – GENERAL FUND

## TREND ANALYSIS/PERFORMANCE INDICATORS



**General Fund  
Legislative Department**

	Fiscal Year 2014 Actual Expenditures	Fiscal Year 2015 Actual Expenditures	Fiscal Year 2016			FY17 Budget
			Adopted Budget	Amended Budget	Estimated Actual	
<b>PERSONNEL SERVICES</b>						
Wages						
Full-time	\$ 89,384	\$ 211,298	\$ 218,114	\$ 223,567	\$ 206,758	\$ 232,273
Part-time	5,000	296	-	-	-	-
Wage Adjustments	-	-	5,453	-	-	-
Requested Positions	-	-	-	-	-	-
Overtime	1,302	4,314	6,000	6,000	3,129	5,000
Special Pay	125	101	250	250	263	250
Payroll Taxes	7,223	16,153	17,581	17,581	16,076	18,171
Retirement	34,645	39,333	38,027	38,027	36,632	41,136
Cafeteria Benefits	27,487	60,869	77,814	77,814	58,342	75,055
Unemployment/Work Comp	117	132	113	113	1,508	92
<b>SUB-TOTAL</b>	<b>165,283</b>	<b>332,496</b>	<b>363,352</b>	<b>363,352</b>	<b>322,708</b>	<b>371,977</b>
<b>OPERATING EXPENSES</b>						
Professional Services	7,619	29,773	33,000	33,000	30,000	33,000
Other Contractual Services	85,808	7,996	7,000	7,000	3,500	32,000
Travel & Per Diem	22,128	25,321	22,170	22,170	20,000	24,470
Communications	8,225	9,451	13,260	13,260	11,000	13,260
Postage/Transportation	569	147	-	-	100	-
Utilities	-	-	-	-	-	-
Rentals & Leases	-	406	-	-	-	-
Insurance	-	-	-	-	-	-
Repair & Maintenance	120	60	-	-	-	-
Printing	1,010	783	1,000	1,000	2,000	2,000
Promotional Activities	15,232	10,540	9,500	9,500	9,500	9,500
Other Current Charges	10,573	24,456	7,000	7,000	7,000	7,000
Office Supplies	1,885	2,935	3,000	3,000	4,000	4,000
Operating Supplies	594	1,819	300	300	1,000	300
Fuels, Oils, Lubricants	-	-	-	-	-	-
Road Materials & Supplies	-	-	-	-	-	-
Books, Subscriptions, etc.	9,470	7,511	7,500	7,500	12,000	11,777
Training and Education	-	1,641	2,520	2,520	-	4,245
<b>SUB-TOTAL</b>	<b>163,233</b>	<b>122,839</b>	<b>106,250</b>	<b>106,250</b>	<b>100,100</b>	<b>141,552</b>
<b>CAPITAL OUTLAY</b>						
Land	-	-	-	-	-	-
Building	-	-	-	-	-	-
Improve Other Than Bldgs	-	-	-	-	-	-
Machinery & Equipment	2,415	-	-	-	-	-
<b>SUB-TOTAL</b>	<b>2,415</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>GRANTS &amp; ASSISTANCE</b>						
	-	7,500	7,500	7,500	-	-
<b>DEPARTMENTAL TOTAL</b>	<b>\$ 330,931</b>	<b>\$ 462,835</b>	<b>\$ 477,102</b>	<b>\$ 477,102</b>	<b>\$ 422,808</b>	<b>\$ 513,529</b>
<b>% CHANGE COMPARED TO PREVIOUS YEAR ACTUAL</b>	<b>(12.26%)</b>	<b>39.86%</b>	<b>3.08%</b>	<b>3.08%</b>	<b>(8.65%)</b>	<b>127,252 21.46%</b>

## ADMINISTRATIVE DEPARTMENT – GENERAL FUND GENERAL GOVERNMENT FUNCTION

### DIRECTOR

James R. Isom has been employed with the City of Sanibel since 2002. Jim earned a Bachelor of Arts degree in Liberal Studies from the University of Oklahoma. Jim has an extensive background in human resources that includes the following:

- Deputy Chief of Staff for Personnel, U.S. Army Depot System Command (Ret. 1994)
- Human Resources Director for Envirotest Inc, Pennsylvania Program, Harrisburg, PA
- Human Resources Director, Harrisburg International Airport, Harrisburg, PA
- Human Resources Manager, City of Fernandina Beach, FL

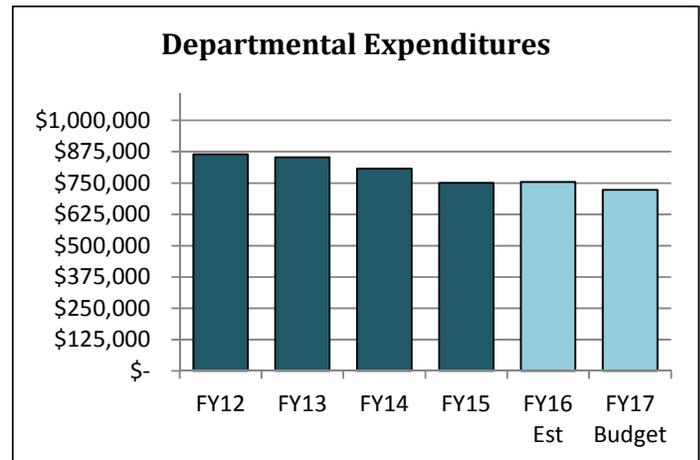
### DEPARTMENT STRUCTURE



## ADMINISTRATIVE DEPARTMENT – GENERAL FUND

### DEPARTMENT FUNCTION

To provide the highest level of dedication and service to Sanibel citizens, City Council and City employees by providing, quality, timely, and appropriate draft legislation; processing requests for special events permits; providing quality, efficient and responsive personnel and labor management services consistent with modern organizational principles; attracting and retaining a highly trained, qualified, diverse and effective work force; promptly addressing and responding to the risk management needs of the City.



### EMERGING ISSUES AND CHALLENGES FACING THE DEPARTMENT

- Continuing to contain healthcare costs through competitive bids and plan modifications.
- Attracting and retaining quality personnel in an expanding economy.
- Managing the part-time workforce under the Affordable Care Act mandates.
- Ensuring adequate and timely training for new employees relating to automated programs and processes.
- Continuing to provide quality employee training while minimizing impact on productivity.
- Managing employee work hours in view of the proposed federal changes in overtime eligibility.

### ACCOMPLISHMENTS

- Improved the use of the on-line application for employment process for basic eligibility determination
- Negotiated amendments to the agreement with the Fraternal Order of Police to include using insurance premium tax revenues to reduce the City's current and prospective defined benefit contributions
- Acquired on-site training to improve efficiency and effectiveness and reduce training costs
- Negotiated amendments to the agreement with the American Federation of State, County and Municipal Employees
- Continued action to implement the Health Care Reform Act relating to Internal Revenue Service requirements concerning healthcare coverage for employees
- Conducted drug-free workplace training and unlawful harassment training
- Provided on-site influenza and pneumonia vaccine for employees
- Inventoried all City assets and obtained an appraisal of City structures and contents
- Appraisal of all un-appraised historical museum artifacts obtained

## ADMINISTRATIVE DEPARTMENT – GENERAL FUND ACCOMPLISHMENTS (CONTINUED)

- Conducted drug-free workplace training and unlawful harassment training for employees
- Successfully defended union unit clarification petition
- Implemented an on-line drug screen scheduling process that applies nation-wide
- Provided CDBG funding to Community Housing Resources to rehabilitate below market rate housing
- Implemented an on-boarding process for new hires

## DEPARTMENT OBJECTIVES

### To Support Council Goals:

- Continue to monitor workhours of part-time employees based on Affordable Care Act requirements
- Reduce employment advertising costs

### To Support Departmental Objectives:

- Assist Finance department in implementing an automated time and attendance process
- Develop master introduction and training plan for all new hires using Neogov On-Boarding
- Assist in implementing an automated citizen self-service and complaint process
- Continue to improve employee professional and administrative skills through on-site training, webinars and other low-cost training opportunities

## RESPONSIBILITIES

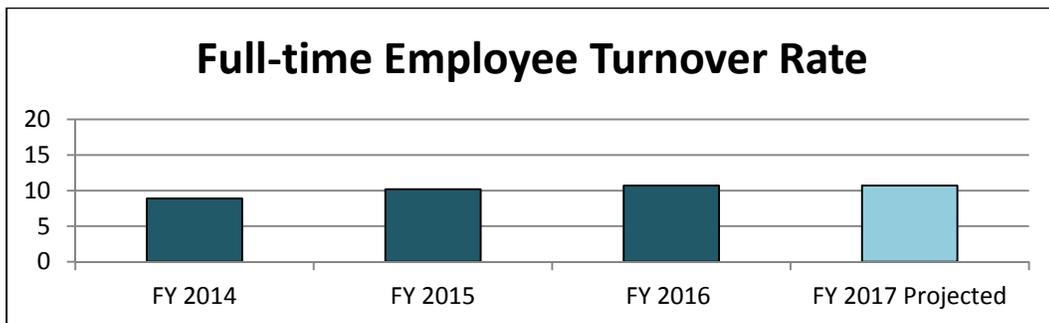
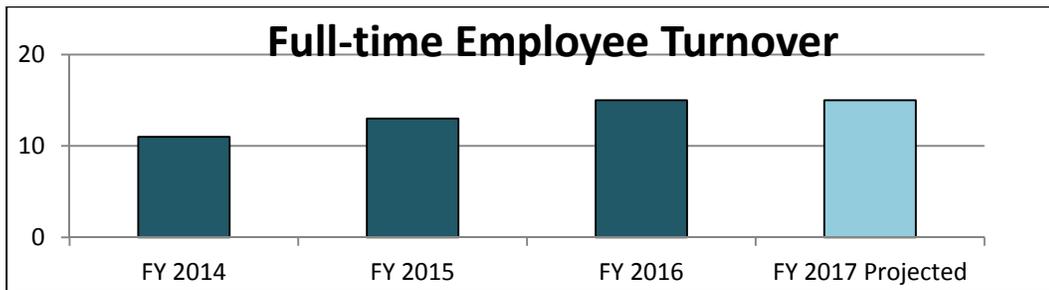
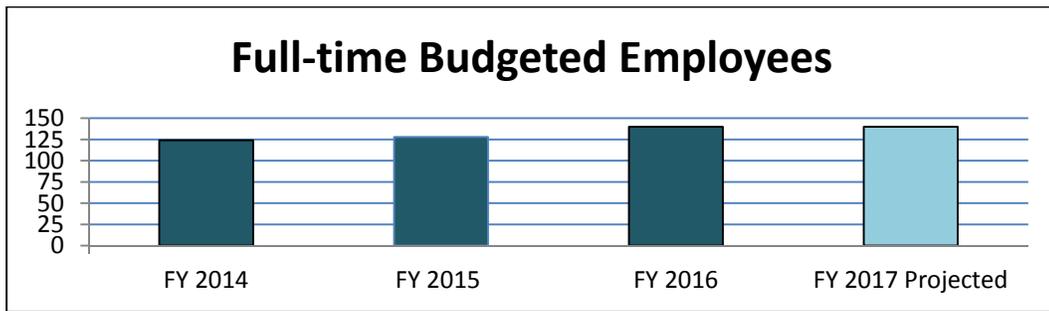
### **City Manager**

- City Administrator
- Monitors development of City Council agendas
- Carries out City Council policies
- Implements administrative policies and procedures
- Directs day-to-day City operations
- Proposes annual budget
- Executes approved City budget
- Responds to resident requests, complaints and needs
- Meets with citizens and resident groups

### **Admin Services Director**

- Human Resources
- Benefit Administration
- Employee Relations
- Labor Relations
- Position Classification
- Employee Training
- Risk Management
- Liaison with CHR

## ADMINISTRATIVE DEPARTMENT – GENERAL FUND PERFORMANCE INDICATORS



### TREND ANALYSIS

Description	Actual FY 2014	Actual 2015	Estimated 2016	Estimated 2017
<b>Employees</b>				
20+ Years of Service	24	29	28	28
Age 50 and Over	63	68	66	69
<b>Workers' Compensation (WC)</b>				
Reportable Injuries	3	5	7	4
Annual WC Premium	\$131,371	\$100,790	\$92,862	\$100,500
<b>Active City Retirees</b>	68	72	74	77

**General Fund  
Administrative Department**

	Fiscal Year 2014 Actual Expenditures	Fiscal Year 2015 Actual Expenditures	Fiscal Year 2016			FY17 Budget
			Adopted Budget	Amended Budget	Estimated Actual	
<b>PERSONNEL SERVICES</b>						
Wages						
Full-time	\$ 341,454	\$ 295,944	\$ 292,279	\$ 299,586	\$ 307,278	\$ 293,099
Part-time	101,770	97,585	104,557	113,671	101,123	106,893
Wage Adjustments	-	-	9,921	-	-	-
Requested Positions	-	-	-	-	-	-
Overtime	1,718	662	500	500	250	500
Special Pay	22,093	22,713	23,283	23,283	24,120	22,661
Payroll Taxes	29,602	26,078	26,716	27,216	33,107	26,584
Retirement	159,527	156,700	145,921	145,921	141,850	157,388
Cafeteria Benefits	30,922	27,524	27,149	27,149	28,766	28,024
Unemployment/Work Comp	745	607	622	622	986	490
<b>SUB-TOTAL</b>	<b>687,831</b>	<b>627,813</b>	<b>630,948</b>	<b>637,948</b>	<b>637,480</b>	<b>635,639</b>
<b>OPERATING EXPENSES</b>						
Professional Services	45,710	60,254	50,000	50,000	50,000	
Other Contractual Services	11,199	-	-	-	-	8,000
Travel & Per Diem	44,656	41,654	48,612	48,612	43,512	53,612
Communications	10,370	10,974	11,500	11,500	11,500	11,500
Postage/Transportation	135	30	100	100	122	100
Utilities	-	-	-	-	-	-
Rentals & Leases	-	-	-	-	-	-
Insurance	-	-	-	-	-	-
Repair & Maintenance	120	60	100	100	100	100
Printing	1	574	500	500	500	500
Promotional Activities	-	205	-	-	-	-
Other Current Charges	860	25	1,000	1,000	1,000	1,000
Office Supplies	3,493	1,708	3,000	3,000	3,000	3,000
Operating Supplies	1,023	855	1,500	1,500	1,500	1,500
Fuels, Oils, Lubricants	-	-	-	-	-	-
Road Materials & Supplies	-	-	-	-	-	-
Books, Subscriptions, etc.	2,862	3,165	4,000	4,000	4,000	4,000
Training and Education	-	2,813	2,000	2,000	2,000	3,750
<b>SUB-TOTAL</b>	<b>120,429</b>	<b>122,317</b>	<b>122,312</b>	<b>122,312</b>	<b>117,234</b>	<b>87,062</b>
<b>CAPITAL OUTLAY</b>						
Land	-	-	-	-	-	-
Building	-	-	-	-	-	-
Improve Other Than Bldgs	-	-	-	-	-	-
Machinery & Equipment	-	-	-	-	-	-
<b>SUB-TOTAL</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>GRANTS &amp; ASSISTANCE</b>						
	-	-	-	-	-	-
<b>DEPARTMENTAL TOTAL</b>	<b>\$ 808,260</b>	<b>\$ 750,130</b>	<b>\$ 753,260</b>	<b>\$ 760,260</b>	<b>\$ 754,714</b>	<b>\$ 722,701</b>
<b>% CHANGE COMPARED TO PREVIOUS YEAR ACTUAL</b>	<b>7.76%</b>	<b>(7.19%)</b>	<b>0.42%</b>	<b>1.35%</b>	<b>0.61%</b>	<b>(4.24%)</b>

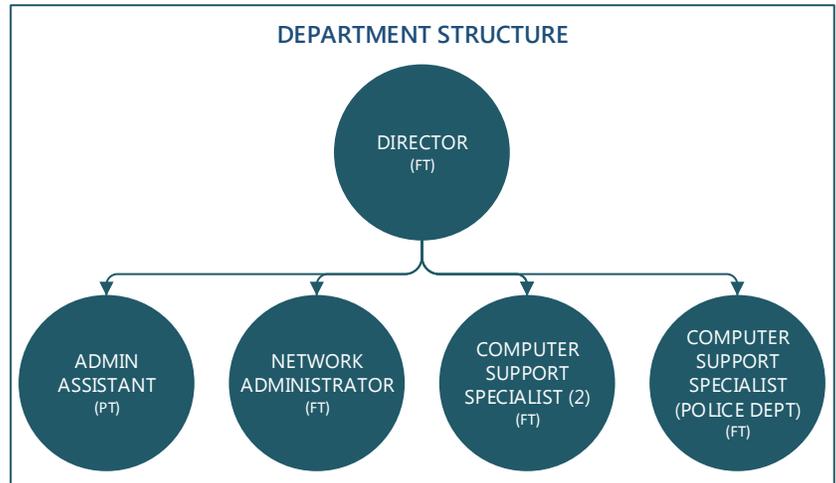


## INFORMATION TECHNOLOGY DEPARTMENT – GENERAL FUND GENERAL GOVERNMENT FUNCTION

### DIRECTOR

Director Albert Smith, Jr. was hired in November 1998. He has 16 years of service with the City and over 25 years in the IT field.

The Director earned a Bachelor of Science degree from Towson State University. He is also earned the designation of Certified Government Chief information Officer Florida through a partnership with the John Scott Dailey Florida Institute of Government and the Florida Local Government Information Systems Association. Director Smith earned SANS Institute certifications in Security and Firewall.

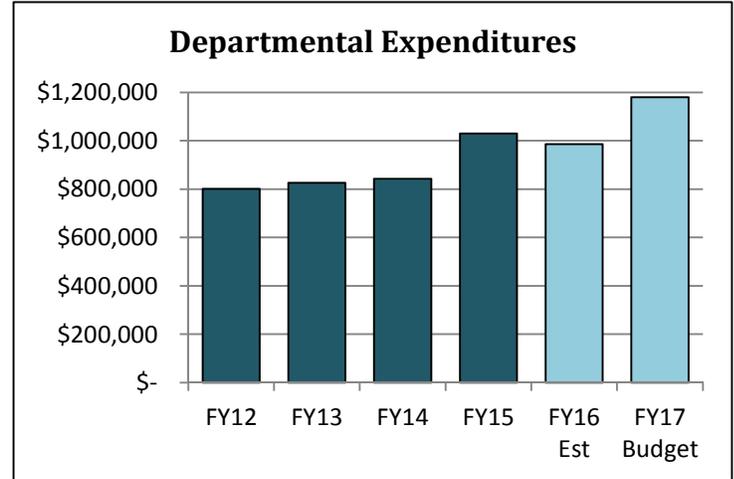


Major accomplishments completed during Director Smith's tenure include:

- Designed, migrated and managed all technology implementations that took the City from 25 stand alone computers with dial up Internet to today's capabilities.
- Transitioned the City's web site from a static system that was updated solely by IT to the current content managed system updated by all City departments.
- Migrated the City's email system from individual accounts to a full Microsoft Exchange based system
- Implementation of the City's Community Notification Emergency Alert system
- Upgrade of Mackenzie Hall audio system and implementation of integrated council agendas with audio streaming
- Implementation of County damage assessment program for Police Department and Building Department damage assessment team
- Implementation of integrated Police Department dispatching and reporting system that also includes on the road access by patrol units.
- The conceptual design and construction of the Police Department server room.
- Designed the Sanibel Emergency Response vehicle and managed the vehicle technology build.
- The migration and upgrade of the City's financial, building and planning software from HTE to Munis.
- The adoption of paperless agendas through iPads.
- The City's video system that monitors City Hall, Lighthouse Park, the boat ramp, the Recreation Center and patrol cars.
- The City's Laserfiche document management system.
- City's publically accessible traffic cameras.

## INFORMATION TECHNOLOGY DEPARTMENT – GENERAL FUND DEPARTMENT FUNCTION

Provide after hours and routine support of City's mission critical, network security and other systems. This includes Public Safety, Utilities, enhanced web and internet capabilities, 109 computers, 15 laptops, iPads and significant system security areas. Identify and implement new technology to increase City services and transparency. Maintain appropriate levels of Staff training for technology. Develop and implement and maintain disaster technology capabilities.



## EMERGING ISSUES AND CHALLENGES FACING THE DEPARTMENT

The City has implemented significant new technology over the past several years that is expected to continue over the next several years. As the City increases its reliance on technology throughout its business functions, there are issues and challenges specifically related to information technology that should be addressed:

- Maintaining the IT staff knowledge and training with new technology and software;
- Redesigning the City's web site and new online services to improve navigation and searching. The City already has a significant volume of data on the web and significant additional data will be added each year;
- Adopting new industry standard technologies quickly enough to still be viable. The issue is balancing the emergence of technology with the time it takes to validate and implement the new technology;
- Maintaining access to technology knowing that Sanibel is highly susceptible to natural disaster. Since this means applications and data will be located outside of the City's network, connectivity to the internet must be ensured. Additionally, the City will need to increase connectivity speed as demand increases;
- Maintaining secure and reliable systems in an era of increasing security threats. The IT department participates in annual audits from the City's financial auditor and the Florida Department of Law Enforcement. The resources and costs for security are increasing each year;
- Most new technology projects provide efficient, transparent, and public access to the City's operations, but typically increase the demand for IT resources. This increase in resource demand leads to longer times to complete new projects. To address this issue, the IT department is looking to external expert resources.

## INFORMATION TECHNOLOGY DEPARTMENT – GENERAL FUND EMERGING ISSUES AND CHALLENGES FACING THE DEPARTMENT

### Other General Issues and Challenges:

- During the period that the City transitions between its legacy and new platform for its core application suite, it will incur costs for both systems;
- The migration of the City's video systems from several different separate systems to a single integrated enterprise quality solution comes with initial investment expenses;
- Managing digitized City documents and the process to digitize documents. It is very important to appropriately index digital data so that it can be easily located without having to have specific information about the data being retrieved. The City continues to evolve its understanding of how complicated indexing of its digital data is. Locating the best outside resource to assist the City to digitize data is also an issue.

## ACCOMPLISHMENTS

- Completed several year processes to remediate Finance Systems audit security issues and incorporate industry standard best practices.
- Expansion of City's integrated video and security systems to additional areas.
- Increased use of Amazon Web Services for cloud applications and long term storage of City critical data.
- Completed Phase 2 of the government wide software implementation to replace Utility Billing, Accounts Receivables, and Cashiering. This implementation uses Software as a Service ("SaaS"), which means that the servers and data reside in data centers safely located outside of southwest Florida.
- Upgrading City core network to support higher demands of current and future audio, video, VoIP and Cloud services.



## DEPARTMENT OBJECTIVES

### To Support Council Goals:

- Use technology to enhance transparency and public access to City information.

### To Support Departmental Objectives:

- Respond to critical City requests for service within 10 minutes
- Maintain a secure and reliable network infrastructure including essential system and security patches
- Identify and develop plan to match current IT skill sets to future technology projects.
- Develop plan to move City's core data and applications to Cloud based technology
- Maintain City's backups
- Keep City FCC licenses current

## INFORMATION TECHNOLOGY DEPARTMENT – GENERAL FUND PERFORMANCE INDICATORS

Description	Actual FY 2011	Actual FY 2012	Actual FY 2013	Actual FY 2014	Actual FY 2015	YTD FY 2016
<b>Systems – Internal and External</b>						
Internal	Not Tracked	Not Tracked	Not Tracked	66%	57%	53%
External/Cloud	Not Tracked	Not Tracked	Not Tracked	34%	43%	47%
After Hours Support Calls	Not tracked	Not tracked	Not tracked	100	51	63
All Emails Through City	475,230	574,666	689,042	720,449	791,933	1,140,882
Staff Email Requests for Service To IT Support	1,507	2,159	2,788	2,187	2,498	2,156

### RESPONSIBILITIES

- Secure, redundant, and reliable network with remote access.
- Routine maintenance, upgrades and backups for servers and user computers.
- Administration and advanced technical support for City's web site.
- Mackenzie Hall audio, video and digital recording systems.
- City email subscriber system used for press releases.
- Disaster planning and business continuity technology planning and implementation.
- Technology research, purchasing and processing of a significant number of monthly invoices, voice and data processing.
- Telephone system.
- Security and video systems.
- Public traffic cameras.
- Police department Dispatching and Reporting systems.
- City wide core application suite (Munis and "HTE").
- In house application development and custom reporting

## INFORMATION TECHNOLOGY DEPARTMENT – GENERAL FUND TREND ANALYSIS

	<b>Actual FY 2011</b>	<b>Actual FY 2012</b>	<b>Actual FY 2013</b>	<b>Actual FY 2014</b>	<b>Actual FY 2015</b>	<b>YTD FY 2016</b>
Press releases	535	432	218	434	374	436
City website page views	183,460	536,128	230,623	566,994	558,014	509,138
City Website pages per visit	2.5	2.48	2.62	2.41	2.31	2.07
City Website unique visitors	89,281	108,012	48,415	141,518	144,545	140,862
City website percentage new visitors	46.3%	47.9%	50.3%	57.9%	58.6%	56.2%
FTE	4	4	4	4	4	4

**General Fund  
Information Technology Department**

	Fiscal Year 2014 Actual Expenditures	Fiscal Year 2015 Actual Expenditures	Fiscal Year 2016			FY17 Budget
			Adopted Budget	Amended Budget	Estimated Actual	
<b>PERSONNEL SERVICES</b>						
Wages						
Full-time	\$ 242,474	\$ 258,016	\$ 249,558	\$ 255,797	\$ 262,527	\$ 257,746
Part-time	-	-	-	-	-	28,080
Wage Adjustments	-	-	6,239	-	-	-
Requested Positions	-	-	-	-	-	-
Overtime	20,577	20,211	20,000	20,000	18,499	18,700
Special Pay	1,418	1,297	5,700	5,700	669	2,500
Payroll Taxes	20,139	21,239	21,535	21,535	21,550	23,487
Retirement	58,305	59,984	55,050	55,050	54,928	59,948
Cafeteria Benefits	45,453	47,340	48,353	48,353	51,838	51,835
Unemployment/Work Comp	380	428	364	364	430	297
<b>SUB-TOTAL</b>	<b>388,746</b>	<b>408,515</b>	<b>406,799</b>	<b>406,799</b>	<b>410,441</b>	<b>442,593</b>
<b>OPERATING EXPENSES</b>						
Professional Services	18,769	194,745	221,896	221,896	193,600	283,287
Other Contractual Services	65,142	14,038	6,000	6,000	6,000	6,000
Travel & Per Diem	20,116	11,883	14,500	14,500	12,000	16,500
Communications	140,804	154,542	148,952	148,952	107,000	127,556
Postage/Transportation	1,327	1,829	1,000	1,000	1,000	1,000
Utilities	777	744	550	550	-	550
Rentals & Leases	21,932	23,890	18,540	18,540	18,540	18,540
Insurance	-	-	-	-	-	-
Repair & Maintenance	122,254	114,241	218,424	218,424	190,000	206,324
Printing	23	20	-	-	-	-
Promotional Activities	-	-	-	-	-	-
Other Current Charges	1,058	940	-	-	-	-
Office Supplies	325	348	2,000	2,000	500	2,000
Operating Supplies	52,956	101,941	43,000	43,000	46,000	73,000
Fuels, Oils, Lubricants	-	-	-	-	-	-
Road Materials & Supplies	-	-	-	-	-	-
Books, Subscriptions, etc.	334	71	1,775	1,775	500	1,775
Training and Education	7,504	2,179	1,000	1,000	1,000	1,000
<b>SUB-TOTAL</b>	<b>453,321</b>	<b>621,411</b>	<b>677,637</b>	<b>677,637</b>	<b>576,140</b>	<b>737,532</b>
<b>CAPITAL OUTLAY</b>						
Land	-	-	-	-	-	-
Building	-	-	-	-	-	-
Improve Other Than Bldgs	-	-	-	-	-	-
Machinery & Equipment	1,454	-	-	-	-	-
<b>SUB-TOTAL</b>	<b>1,454</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>GRANTS &amp; ASSISTANCE</b>						
	-	-	-	-	-	-
<b>DEPARTMENTAL TOTAL</b>	<b>\$ 843,521</b>	<b>\$ 1,029,926</b>	<b>\$ 1,084,436</b>	<b>\$ 1,084,436</b>	<b>\$ 986,581</b>	<b>\$ 1,180,125</b>
<b>% CHANGE COMPARED TO PREVIOUS YEAR ACTUAL</b>	<b>3.14%</b>	<b>22.10%</b>	<b>5.29%</b>	<b>5.29%</b>	<b>(4.21%)</b>	<b>19.62%</b>

# FINANCE DEPARTMENT – GENERAL FUND

## GENERAL GOVERNMENT FUNCTION

### DIRECTOR

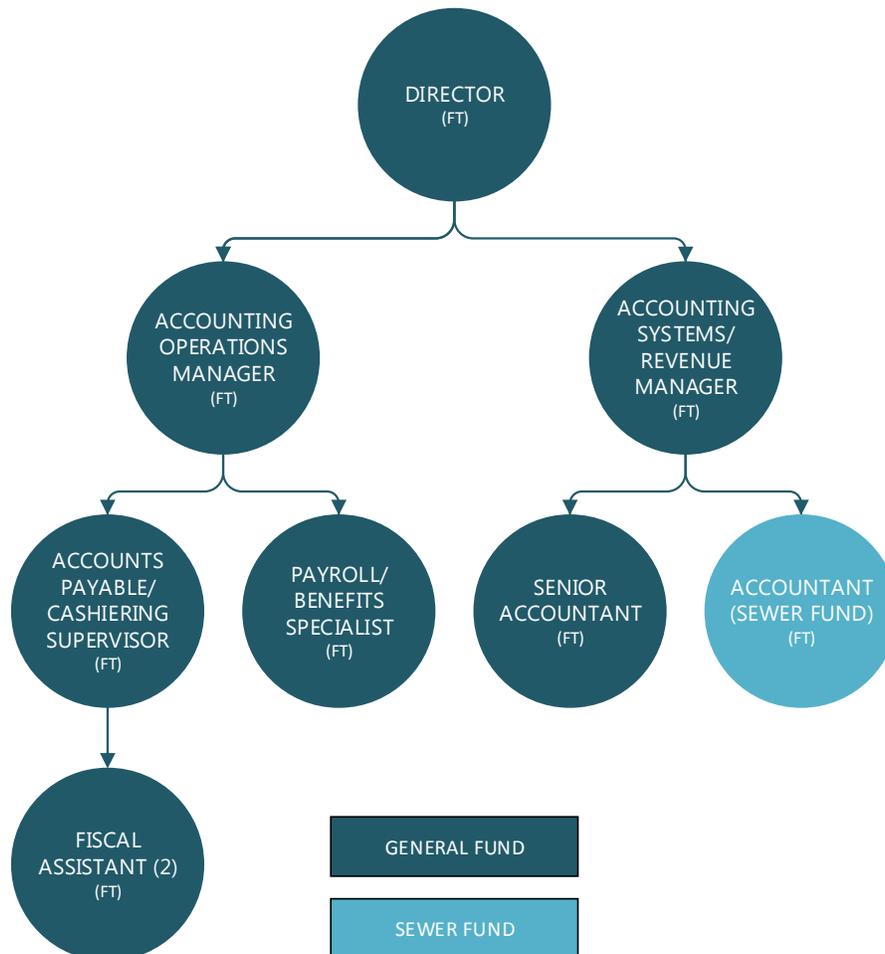
Steven C. Chaipel has been employed with the City of Sanibel for three years and was promoted to Finance Director in January of 2016. He has 10 years of experience in governmental accounting and finance and more than 25 years of management experience in the governmental and private sectors. He graduated with a Master of Science in Accounting and Taxation from Florida Gulf Coast University, where he also completed his undergrad in Accounting. He is fully licensed as a Certified Public Accountant by the State of Florida.

Steve leads an 8-member team to manage the City’s financial and budgeting operations, purchasing, utility billing, collections and customer service. His department oversees preparation of the budget, financial analyses and reports, staff payroll and accounting of all municipal duties.

He is a member in good standing of the following professional associations:

- Government Finance Officers’ Association of the United States and Canada (GFOA)
- Florida Government Finance Officers’ Association (FGFOA)
- Florida Institute of Certified Public Accountants (FICPA)
- Florida Association of Business Tax Officials (FABTO)

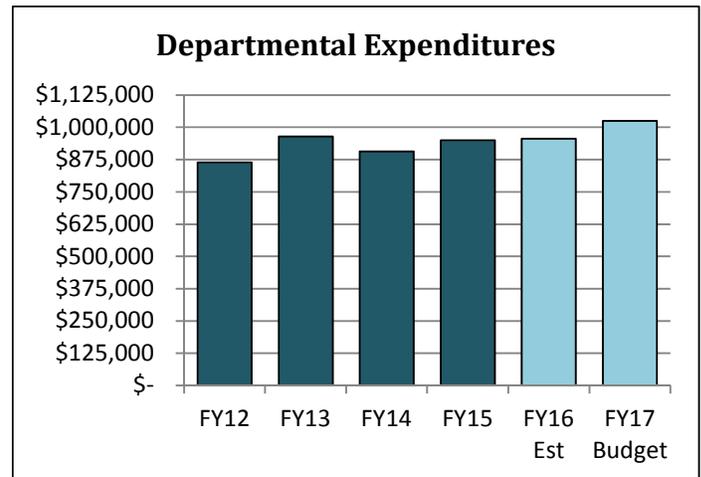
### DEPARTMENT STRUCTURE



## FINANCE DEPARTMENT – GENERAL FUND

### DEPARTMENT FUNCTION

To safeguard and accurately account for City assets, bill and collect funds due to the City, process payment of payroll and other expenses owed by the City, collect business receipt taxes, prepare the annual [City budget](#) and [Comprehensive Annual Financial Report](#), complete special financial projects, such as bond issuance, ensure compliance with municipal finance and taxation regulations defined by Florida statute and provide timely budgetary and financial data to management, Council and Sanibel citizens.



### EMERGING ISSUES AND CHALLENGES FACING THE DEPARTMENT

- The Department has experienced over 50% turnover in the last 3 years, primarily due to retirement. Additionally, the Department expects several additional retirements within the next 5 years. The challenge is to ensure that the institutional knowledge is transferred as appropriate; however, with new employees come opportunities to reexamine policies and procedures for possible streamlining and improved productivity and efficiency.
- Project management and oversight responsibilities in the continued implementation of new software for permitting, business tax collection, code enforcement, internal and external work orders, fleet and facilities maintenance, capital asset tracking, citizen's request tracking, and citizen financial transparency initiatives.
- Developing specific financial policies to provide long-range guidance and direction for sound fiscal management and to provide efficient and effective financial support services to all City departments.

### ACCOMPLISHMENTS

- Received the Government Finance Officers Association Distinguished Budget Presentation Award for fiscal year 2016 and received the Excellence in Financial Reporting award for fiscal year 2015.
- Completed redesign of budget document to assist in clarity and readability for users. The updated budget document contains more visual elements to help readers understand how the City collects and uses its available funds. The budget document serves as a policy document, financial planning tool, operational tool, and communication tool for the City's citizens, staff, and elected officials.
- Successfully transitioned key management roles in the department.

## FINANCE DEPARTMENT – GENERAL FUND

### DEPARTMENT OBJECTIVES

#### To Support Council Goals:

- To continue to enhance financial communication tools (i.e. budget document, quarterly reports) for the general public and City Council members
- Analyze revenue collection policies and procedures to determine where improved efficiencies and cost-savings can be realized
- To implement web-hosted government transparency software which allows citizens to browse interactive graphs and charts, to view spending trends year-over-year and to drill down to transactional details

#### To Support Departmental Objectives:

- Implement an employee timekeeping collection solution to reduce processing time of bi-weekly payroll
- Automate employee expense record keeping and reimbursement procedures
- Develop and follow sound financial strategies and provide needed financial information to make informed decisions for the City and its citizens

## RESPONSIBILITIES

### **Accounting**

Budget

Cash receipts

Capital assets

Payroll

Debt management

Accounts payable

Cash management

Investment management

Financial reporting

General billing

Annual tax rolls

Grant management

### **Business Tax**

Applications

Annual renewals

### **Utility – Sewer**

Billing

Customer service

Rate feasibility studies

Debt issuance

Debt compliance

Assessment management

### **Collections**

Utility payments

Cash receipts

Delinquencies

Collection reporting

Business taxes

Grants receipts

### **Accounting System**

Coordinate new software implementation

Conduct system design operations

Test system functionality

Resolve operational issues and problems

Conduct staff training on system enhancements

Accounting system upgrades and updates

Maintain security access to accounting system

## FINANCE DEPARTMENT – GENERAL FUND

### KEY PERFORMANCE INDICATORS (CITY WIDE/DEPARTMENT)

Description	Actual FY 2014	Actual FY 2015	Estimated FY 2016	Projected FY 2017
<b>Financial Operations/Ratios</b>				
Total Citywide personnel cost	\$13,322,184	\$14,269,927	TBD	TBD
Citywide personnel cost to operating cost	48.24%	47.58%	TBD	TBD
Investments weighted average to maturity	1.3 years	1.1 years	TBD	TBD
Rate of return on investment portfolio	1.65%	1.25%	TBD	TBD
Earnings on investment portfolio	\$272,721	\$206,550	TBD	TBD
General Fund unrestricted fund balance %	89.5%	91.0%	TBD	TBD
Cash receipt transactions	N/A	31,315	32,200	35,000
<b>Accounts Payable &amp; Purchasing</b>				
Number of procurement cards issued	N/A	N/A	106	115
Average procurement card purchase	\$141	\$152	\$158	N/A
Purchasing card annual rebate	\$4,462	\$5,112	\$5,754	N/A
Vendor checks issued	3,505	3,525	3,554	3,525
Purchase orders issued	989	1,130	1,224	1224
<b>Budget</b>				
Budget amendments prepared	47	46	35	30
<b>Utility Financial Operations</b>				
Utility customers	4,260	4,279	4,293	4,300
Utility customers % on ACH	33.9%	33.8%	33.0%	33.0%
Utility customers % on e-bill	4.4%	7.7%	9.8%	11.0%
<b>Revenue</b>				
Ad valorem tax collected to budget %	96.1%	96.4%	96.4%	96.0%
General fund millage rate levied	2.0861	1.9995	1.9139	1.9139
Business tax receipts issued	2,898	2,900	2,974	2,974
Business tax registrations issued	772	775	815	825
Grant revenue managed	\$2,077,216	\$2,145,620	\$2,252,083	\$3,754,882
Charges for services (total City)	\$10,237,714	\$11,399,704	\$12,470,549	\$12,745,680
<b>Debt</b>				
Total City long term debt	\$32,898,341	\$29,892,121	\$26,818,265	\$23,495,272
Total City net pension liability	\$9,643,827	\$12,063,985	N/A	N/A

**General Fund  
Finance Department**

	Fiscal Year 2014 Actual Expenditures	Fiscal Year 2015 Actual Expenditures	Fiscal Year 2016			FY17 Budget
			Adopted Budget	Amended Budget	Estimated Actual	
<b>PERSONNEL SERVICES</b>						
Wages						
Full-time	\$ 501,513	\$ 500,003	\$ 504,131	516,734	\$ 537,295	\$ 518,693
Part-time	182	12,897	-	-	2,340	-
Wage Adjustments	-	-	12,603	-	-	-
Requested Positions	-	-	-	-	-	-
Overtime	2,443	8,954	2,500	2,500	9,135	3,500
Special Pay	605	1,133	2,000	2,000	500	1,000
Payroll Taxes	38,132	39,395	39,874	39,874	42,019	40,024
Retirement	161,735	160,636	145,858	145,858	149,466	152,949
Cafeteria Benefits	97,935	98,480	109,440	109,440	109,769	120,657
Unemployment/Work Comp	813	1,033	780	780	922	636
<b>SUB-TOTAL</b>	<b>803,358</b>	<b>822,531</b>	<b>817,186</b>	<b>817,186</b>	<b>851,446</b>	<b>837,459</b>
<b>OPERATING EXPENSES</b>						
Professional Services	58,833	75,825	71,300	71,300	75,051	131,000
Other Contractual Services	850	4,312	960	960	1,197	1,280
Travel & Per Diem	11,857	15,396	19,890	19,890	11,200	15,394
Communications	9,092	10,237	12,840	12,840	17,947	12,280
Postage/Transportation	1,601	126	660	660	250	1,900
Utilities	-	-	-	-	-	-
Rentals & Leases	4,543	3,770	5,527	5,527	6,625	4,527
Insurance	-	-	-	-	-	-
Repair & Maintenance	163	120	250	250	120	150
Printing	2,737	2,175	5,250	5,250	250	300
Promotional Activities	-	-	-	-	-	-
Other Current Charges	4,423	1,946	2,825	2,825	1,700	12,345
Office Supplies	4,690	4,336	5,100	5,100	5,000	5,100
Operating Supplies	2,100	3,096	3,200	3,200	3,700	3,200
Fuels, Oils, Lubricants	-	-	-	-	-	-
Road Materials & Supplies	-	-	-	-	-	-
Books, Subscriptions, etc.	1,738	2,024	1,550	1,550	800	2,245
Training and Education	-	4,402	4,350	4,350	2,400	3,915
<b>SUB-TOTAL</b>	<b>102,627</b>	<b>127,765</b>	<b>133,702</b>	<b>133,702</b>	<b>126,240</b>	<b>193,636</b>
<b>CAPITAL OUTLAY</b>						
Land	-	-	-	-	-	-
Building	-	-	-	-	-	-
Improve Other Than Bldgs	-	-	-	-	-	-
Machinery & Equipment	-	-	-	-	-	-
<b>SUB-TOTAL</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>GRANTS &amp; ASSISTANCE</b>						
	-	-	-	-	-	-
<b>DEPARTMENTAL TOTAL</b>	<b>\$ 905,985</b>	<b>\$ 950,296</b>	<b>\$ 950,888</b>	<b>\$ 950,888</b>	<b>\$ 977,686</b>	<b>\$ 1,031,095</b>
<b>% CHANGE COMPARED TO PREVIOUS YEAR ACTUAL</b>	<b>11.55%</b>	<b>4.89%</b>	<b>0.06%</b>	<b>0.06%</b>	<b>2.88%</b>	<b>5.46%</b>

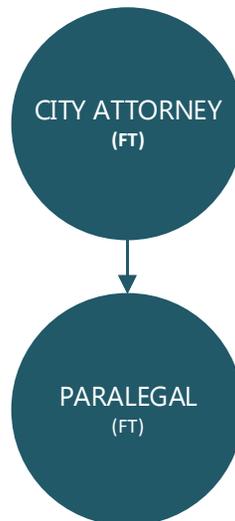
## LEGAL DEPARTMENT – GENERAL FUND GENERAL GOVERNMENT FUNCTION

### CITY ATTORNEY

Kenneth B. Cuyler, Sanibel City Attorney, graduated from the University of Florida with a Bachelor of Science in Accounting, and received his Juris Doctorate degree from Stetson Law School. After serving for approximately 2 ½ years with the State Attorney's Office in Naples, Mr. Cuyler was offered a position with the County Attorney's Office. At the age of 33, Mr. Cuyler became the Collier County Attorney and served in that position for approximately 10 years, ultimately supervising a staff of 10 attorneys, 4 paralegals, a total staff of 25, and serving as chief legal advisor to Collier County general government and the Collier County Utilities District, both entities with \$100,000,000 plus budgets.

In 1995, Mr. Cuyler left the County Attorney's Office to pursue a legal career in the private sector and from 1995 until 2002 served with two prominent law firms in the City of Naples. In 1997, Mr. Cuyler was retained by the City of Naples to serve as legal counsel and was retained by the new city of Marco Island in the fall of 1997, serving as its first City Attorney after incorporation and during the City's formation of its governmental structure. Mr. Cuyler has also represented various districts, boards, private clients, etc. Mr. Cuyler joined the City of Sanibel as its City Attorney in 2002.

### DEPARTMENT STRUCTURE

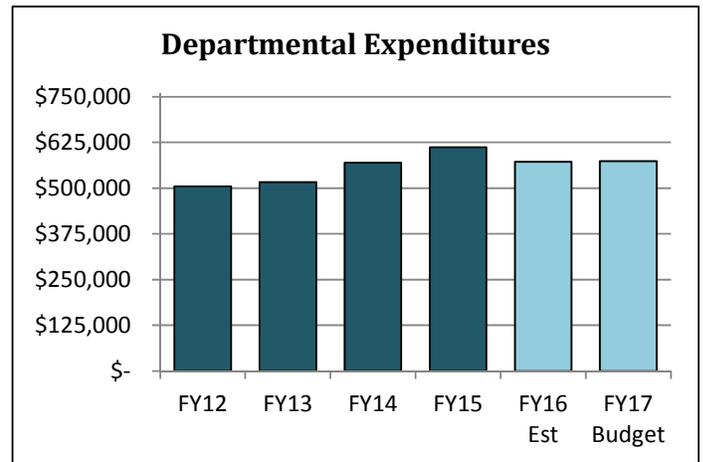


## LEGAL DEPARTMENT – GENERAL FUND

### DEPARTMENT FUNCTION

The City Attorney's Office provides high quality legal services on a cost-effective basis to the City Council, Planning Commission, City Manager, City Staff and the Advisory Boards. This includes preparation or review of City Ordinances and Resolutions for Council consideration, preparation of accurate and timely legal opinions, preparation or review of Contracts and Interlocal Agreements, review of documentation provided by City Departments for legal form and sufficiency, legal research, the filing of lawsuits and administrative proceedings when necessary, and the defense of lawsuits and administrative proceedings when necessary. Additional legal services also include,

but are not limited to, recordation of documents, Council and Advisory Boards and Committee orientations on Sunshine Law, and advice to Council and City Staff with regard to current and updated laws and legislation.



### EMERGING ISSUES AND CHALLENGES FACING THE DEPARTMENT

- Emerging Issues during Fiscal Year 2016-2017 will include mechanisms by which the City can provide and address core municipal services, review options for redevelopment regulations, address water quality issues affecting the City, and address those enhanced services desired by City residents and approved by City Council, within the constraints of the budget determined appropriate by City Council.
- As the City continues to serve the public, the challenge of the City Attorney's office is to stay abreast of ever-changing and complex federal, state and regional laws, rules, regulations and procedures in order to effectively advise and assist City Council, the City Manager, Department Directors and Staff, and Advisory Committees and Commissions so that the best interests of the public can be served and protected. Cost-effective legal services provided at the highest possible level is a continuing goal and challenge, particularly as the Council addresses increasingly complex issues regarding the environment, land use, budget and public projects and services.

### ACCOMPLISHMENTS

- Thorough, timely, high quality and cost-effective legal services provided to the City Council, Planning Commission, City Advisory and quasi-judicial Boards and Committees and City Staff in order to provide legal guidance and protection of the City's interests from the legal perspective while the City provided core municipal services and pursued the timely completion of City goals established by City Council.

## LEGAL DEPARTMENT – GENERAL FUND

### DEPARTMENT OBJECTIVES

#### **To Support Council Goals:**

- The City Attorney's Office continues to provide thorough, timely, high quality and cost effective legal services to support and further the Council's goals including, but not limited to, sustaining and strengthening the City financial stability, continuing the City's redevelopment work plan and improvement of water quality.

#### **To Support Departmental Objectives:**

- With the City operating on reduced budget and staffing for the past several years, the City Attorney's office will concentrate on core services to the City Council, Planning Commission, City Advisory and quasi-judicial Boards and Committees, and Staff, in order to assist all facets of City government to provide core municipal services to the public. The City Attorney will concentrate on providing such legal services in the most efficient and cost effective manner possible, while maintaining the high quality and effective legal services required by the City and the public. The City Attorney's office best serves the community by effective, pro-active legal services and advice to the City Council, City Manager, Department Directors and Staff, and Advisory Committees and Commissions. This allows the City to operate effectively and efficiently within the bounds of all applicable laws and serve the interests of the public in the best ways possible.

## RESPONSIBILITIES

#### **Operational Responsibilities:**

- Legal advice to the Council, City Boards, City Manager and Staff relating to the City's Charter, Code, Comprehensive Plan and other City regulations, policies and procedures
- Legal Opinions, both written and oral, as necessary
- Document Review for legal form and sufficiency
- Legal Research and analysis
- Advice on enacted Legislation and recently proposed Legislation for Council and Staff
- Attendance at meetings of Council, Planning Commission, quasi-judicial boards and hearings, committees and staff, as necessary
- Preparation and/or review of City Ordinances
- Preparation and/or review of City Resolutions
- Preparation and/or review of Contracts and Agreements
- Preparation and/or review of Interlocal Agreements
- Council and Advisory Boards and Committees Sunshine Law Orientations
- Legal Budget Preparation and Implementation
- Recordation of Documents

## LEGAL DEPARTMENT – GENERAL FUND RESPONSIBILITIES (CONTINUED)

- Police Tape Transcriptions to assist Police Department
- Advice on filing of Lawsuits and Administrative proceedings when necessary. Defense of Lawsuits and Administrative proceedings when necessary

## TREND ANALYSIS

- The City Council continues to develop and implement its redevelopment work plan, which will incorporate the review of current and any proposed zoning and land use regulations.
- The City of Sanibel and its citizens continue to be increasingly aware of the extreme threat to our environment, including the bays and estuaries nearby, from the nutrient laden freshwater releases from Lake Okeechobee during and after major storm events, as well as contributing causes (nitrogen from fertilizer, septic systems, sewage treatment plants, stormwater runoff, etc.) from the Caloosahatchee Basin. There will be an increased emphasis on coordination and cooperation among Southwest Florida cities and counties on the issue of water quality in recognition of the fact that it is an issue of great regional significance.

**General Fund  
Legal Department**

	Fiscal Year 2014 Actual Expenditures	Fiscal Year 2015 Actual Expenditures	Fiscal Year 2016			FY17 Budget
			Adopted Budget	Amended Budget	Estimated Actual	
<b>PERSONNEL SERVICES</b>						
Wages						
Full-time	\$ 233,385	\$ 237,384	\$ 236,041	\$ 241,942	\$ 248,115	\$ 235,893
Part-time	-	-	-	-	-	-
Wage Adjustments	-	-	5,901	-	-	-
Requested Positions	-	-	-	-	-	-
Overtime	-	-	-	-	-	-
Special Pay	20,927	21,668	22,051	22,051	22,483	21,461
Payroll Taxes	13,849	14,618	14,679	14,679	20,701	14,582
Retirement	104,669	102,170	96,114	96,114	92,920	103,493
Cafeteria Benefits	35,671	32,967	34,072	34,072	32,685	32,681
Unemployment/Work Comp	289	326	277	277	327	226
<b>SUB-TOTAL</b>	<b>408,790</b>	<b>409,133</b>	<b>409,135</b>	<b>409,135</b>	<b>417,231</b>	<b>408,336</b>
<b>OPERATING EXPENSES</b>						
Professional Services	117,639	156,991	110,000	110,000	100,000	110,000
Other Contractual Services	-	-	5,500	5,500	5,500	5,500
Travel & Per Diem	34,386	36,253	39,622	39,622	39,622	39,622
Communications	2,655	2,820	2,808	2,808	2,808	2,808
Postage/Transportation	1	55	400	400	400	400
Utilities	-	-	-	-	-	-
Rentals & Leases	626	808	856	856	504	504
Insurance	-	-	-	-	-	-
Repair & Maintenance	-	-	-	-	-	-
Printing	-	-	300	300	300	300
Promotional Activities	-	-	-	-	-	-
Other Current Charges	1,904	1,886	1,900	1,900	1,900	1,900
Office Supplies	353	439	500	500	500	500
Operating Supplies	74	-	100	100	100	100
Fuels, Oils, Lubricants	-	-	-	-	-	-
Road Materials & Supplies	-	-	-	-	-	-
Books, Subscriptions, etc.	2,878	2,732	3,568	3,568	3,568	3,664
Training and Education	-	460	-	-	-	-
<b>SUB-TOTAL</b>	<b>160,516</b>	<b>202,444</b>	<b>165,554</b>	<b>165,554</b>	<b>155,202</b>	<b>165,298</b>
<b>CAPITAL OUTLAY</b>						
Land	-	-	-	-	-	-
Building	-	-	-	-	-	-
Improve Other Than Bldgs	-	-	-	-	-	-
Machinery & Equipment	-	-	-	-	-	-
<b>SUB-TOTAL</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>GRANTS &amp; ASSISTANCE</b>						
	-	-	-	-	-	-
<b>DEPARTMENTAL TOTAL</b>	<b>\$ 569,306</b>	<b>\$ 611,577</b>	<b>\$ 574,689</b>	<b>\$ 574,689</b>	<b>\$ 572,433</b>	<b>\$ 573,634</b>
<b>% CHANGE COMPARED TO PREVIOUS YEAR ACTUAL</b>	<b>2.34%</b>	<b>7.43%</b>	<b>(6.03%)</b>	<b>(6.03%)</b>	<b>(6.40%)</b>	<b>0.21%</b>

# PLANNING DEPARTMENT – GENERAL FUND

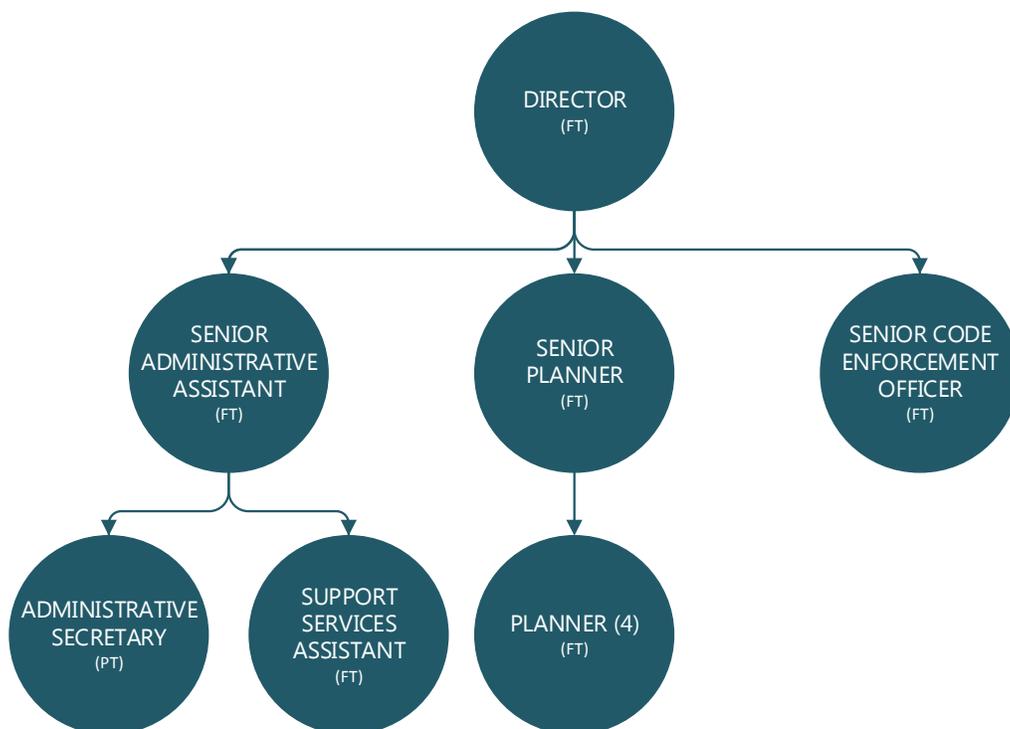
## GENERAL GOVERNMENT FUNCTION

### DIRECTOR

James C. Jordan joined the City of Sanibel in 1985 as a planning technician with the Department of Planning and Code Enforcement and was later appointed to the position of planner. He received his Bachelor of Science degree from the University of Florida with emphasis in political science, public administration and urban planning. Mr. Jordan became the City’s planning director in May of 2009.

Director Jordan’s professional accomplishments included working on the following projects:

- Draft new legislation, as part of City Council’s redevelopment goals, that created a new public hearing process whereby the Planning Commission can now consider request for site specific zoning waivers to allow existing nonconforming commercial properties to make limited buildings and site improvements provided that such improvements by themselves do not further any existing nonconformity;
- Facilitate and participate in the on-going discussions and effort by City Council and various stakeholders to develop a Civic Core Master Plan for the community;
- Prepared Ordinances amending the Land Development Codes by:
  - Establishing mandatory Architectural Design Standards for structures devoted to Resort Housing, Commercial, and Institutional uses to follow in an effort to maintain and reinforce the community’s unique character; and
  - Revising the definition of Substantial Improvement as it pertains to structures that are nonconforming with the required base flood elevation by eliminating the five year cumulative cost of improvements and the expansion of existing floor area by more than 50% for the life of the structure.



# PLANNING DEPARTMENT – GENERAL FUND

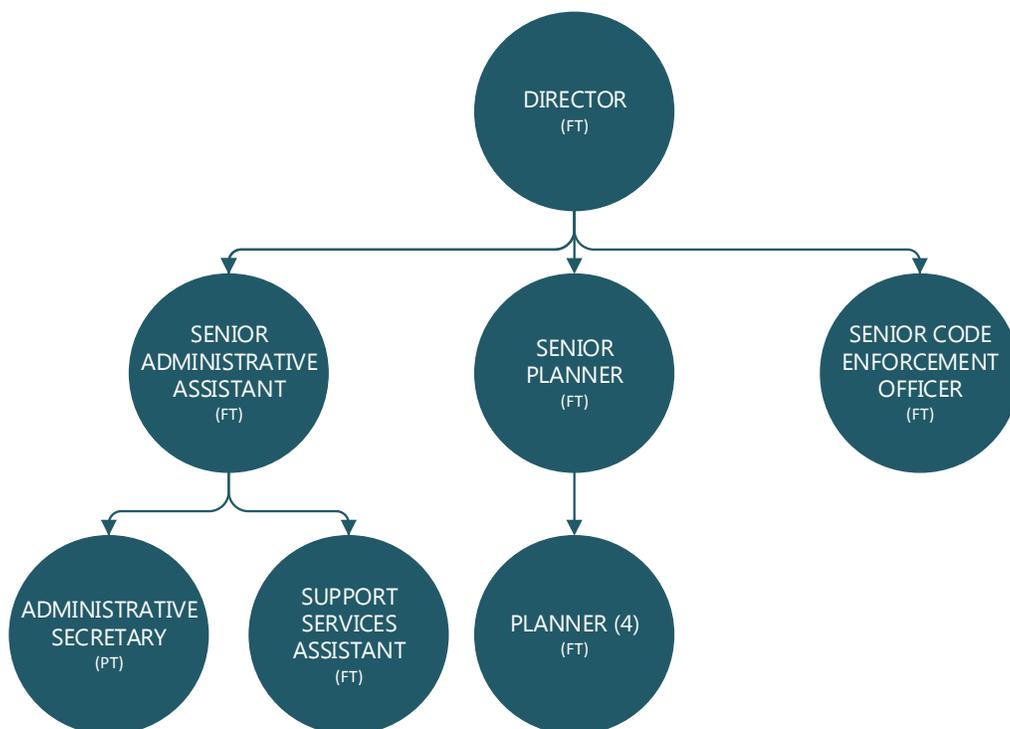
## GENERAL GOVERNMENT FUNCTION

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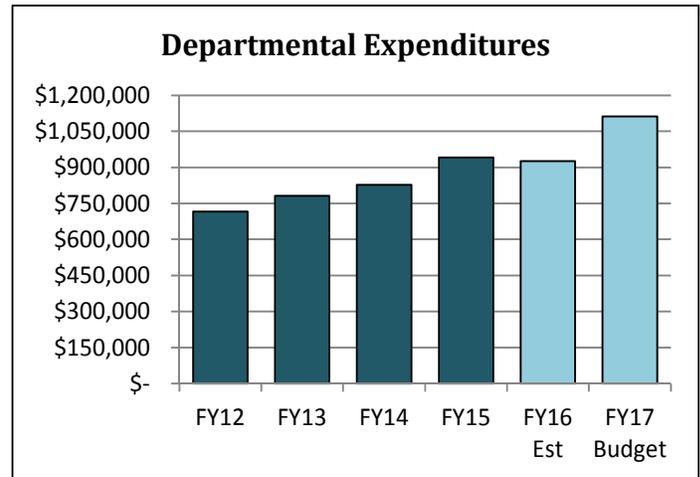
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## PLANNING DEPARTMENT – GENERAL FUND

### DEPARTMENT FUNCTION

Provide effective and efficient Planning and Code Enforcement services to implement the best land use management practices required to address the City's future growth and redevelopment needs in a manner that is consistent with the [Sanibel Plan](#) and the community's unique character; continue to offer appropriate educational and sound compliance measures necessary to administer the Land Development Code and Sanibel Plan; conserve and protect all environmental and historical resources; and deliver the highest possible level of responsive public service and transparency.



### EMERGING ISSUES AND CHALLENGES FACING THE DEPARTMENT

- To ensure that Sanibel continues to remain a vibrant and unique community for both residents and visitors alike, continued department resources must be committed in support of City Council's goals and plans for the:
  - ❖ Redevelopment and rehabilitation work plan for the Commercial District;
  - ❖ Development and implementation of the Civic and Cultural Core's Master Plan;
  - ❖ Development of reasonable sound solutions to help manage and reduce the high seasonal traffic volumes;
  - ❖ Implementation of new permitting and zoning software and the digitization of all historical public records.
- Continue to preserve the Island's rural character and sense of community by providing for a centralized place where island residents and visitors can gather within a unique setting designed for civic, cultural, educational and social events.
- Addressing the unintended zoning consequences of the growing number of web-based "sharing economy" and "peer-to-peer sites that offer services including, but not limited to, ride sharing, tours, short-term vacation rentals of homes within established residential neighborhoods.
- Conversion, from paper to a digital format, 40 years of historical public records and permit files that are currently stored off-island. Once these records and files are converted, this will eliminate all associated storage cost and improved the retrieval time of these records and files, which are routinely requested by the public and the department and other City staff.
- Implementation of the public education program pertaining to the City's Outdoor Lighting standards and requirements.
- Provide effective and responsive zoning and code enforcement action that will continue to encourage property owners to improve, maintain, and reinvest in their properties so as to protect the values of properties throughout the City.

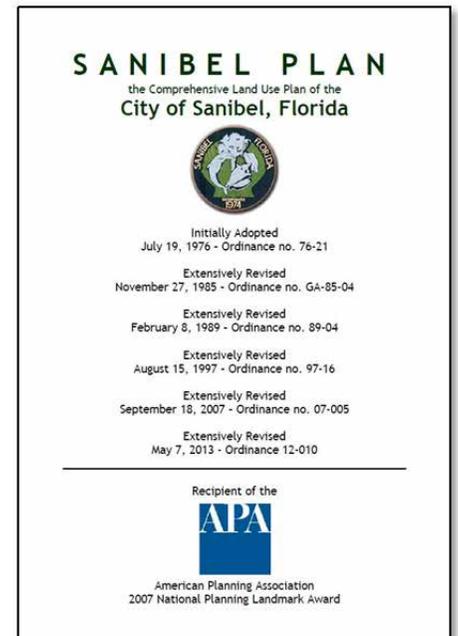
## PLANNING DEPARTMENT – GENERAL FUND

### EMERGING ISSUES AND CHALLENGES FACING THE DEPARTMENT

- Implementation of new planning and code enforcement software designed to enhance the Department's operation and improve timely responsiveness to citizen requests for assistance and information; Whereby citizens and contractors will be able to apply for permits online, follow a permit's progress, request inspections and access historical records, zoning and land use information.
- Increase training demands for the current and future implementation of new software purchased by the City for purposes of improving the management and retrieval of public records, including, but not limited to, meeting agendas, permits, ordinances, resolution, correspondence, and staff reports, while delivering the same level of responsive customer service without reducing staffing levels.

### ACCOMPLISHMENTS

- Based on City Council direction, provided the necessary research, background materials and reports for the public workshops and hearings conducted by both City Council and Planning Commission for the Commercial Redevelopment Work Plan
- Drafted Land Development Code amendments and conducted public hearings associated with the adoption of new legislation designed to:
  - ❖ Establish a public hearing process that gives the Planning Commission the authority to grant specific waivers to nonconforming commercial properties that do not further their nonconformities.
  - ❖ Implement Architectural Design Standards for structures devoted to resort housing, commercial and institutional use to preserve the historic character and promote the "Island Style" of architecture for future development projects.
- Intake and processing for 650 permits for Fiscal Year 2014-2015 and 567\* permits YTD for Fiscal Year 2015-2016. (thru July 2016)
- Worked with Public Works Department on the Build Responsibly Campaign to ensure all applicants receive flood fact brochure on building responsibly within a flood plain.



## PLANNING DEPARTMENT – GENERAL FUND

### DEPARTMENT OBJECTIVES

#### To Support Council Goals:

- Continue the city-wide redevelopment work program and develop strategies for:
  - ❖ The Commercial District Redevelopment Plan
  - ❖ The Civic and Cultural Core Master Plan
- Continue to provide educational support and develop enforcement measures to improve and enhance water quality
- Continue to implement internal cost saving strategies to ensure the City's continued economic stability including the ongoing evaluation of the permitting fee structure

#### To Support Departmental Objectives:

- Complete, for consideration and adoption by City Council, appropriate zoning regulations that will assist with the implementation of the Redevelopment Plan for the Commercial District.
- Evaluate and assist with the appropriate updates for implementation of the City's Civic Core Master Plan in a manner consistent with the Sanibel Plan.
- Complete the digital conversion of the hand-drawn development intensity and ecological zone maps into a GIS base format for implementation.
- Complete the implementation of a newly integrated zoning, permitting and code enforcement software program that will enhance and maximize the operational efficiency of the Department and allow contractors and citizen to apply for and track the status of any active permit or Code violations.

## PLANNING DEPARTMENT – GENERAL FUND

### PERFORMANCE INDICATORS

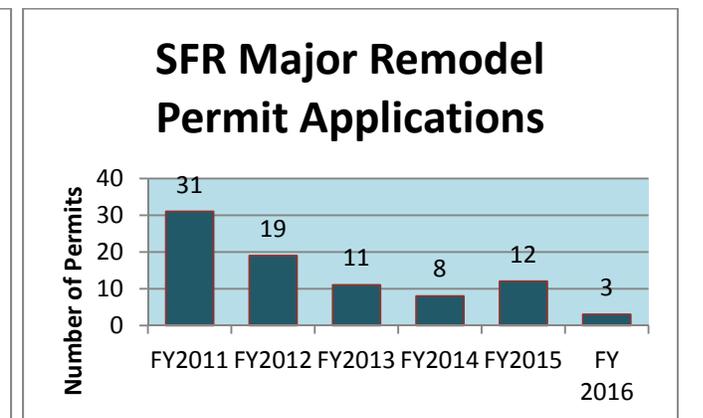
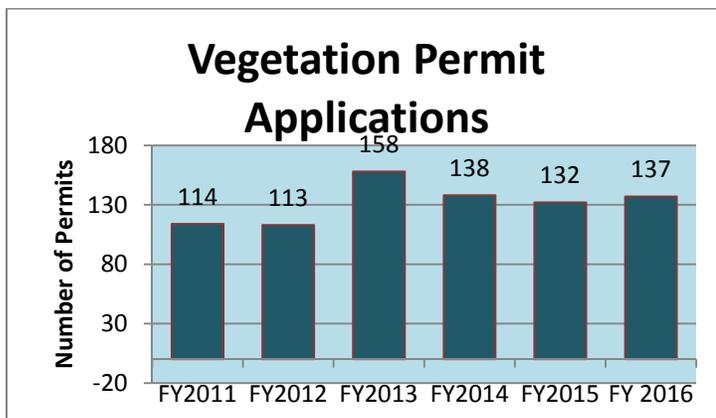
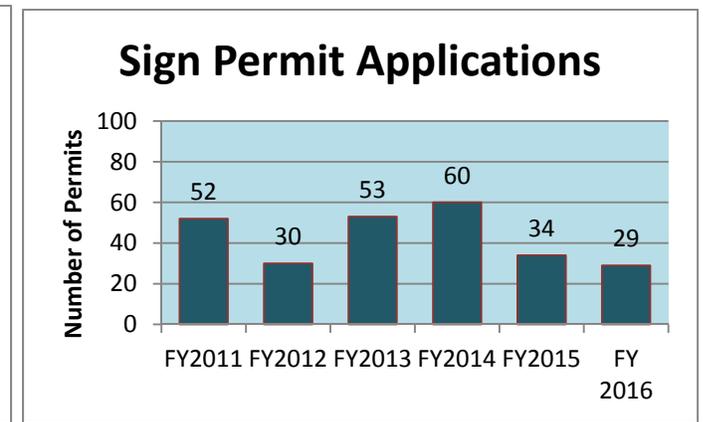
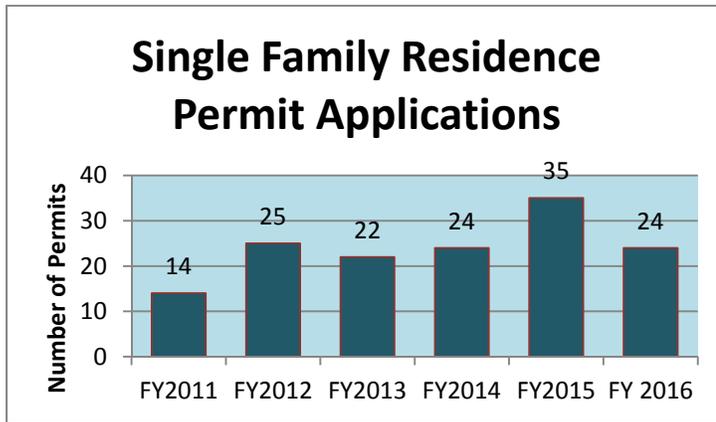
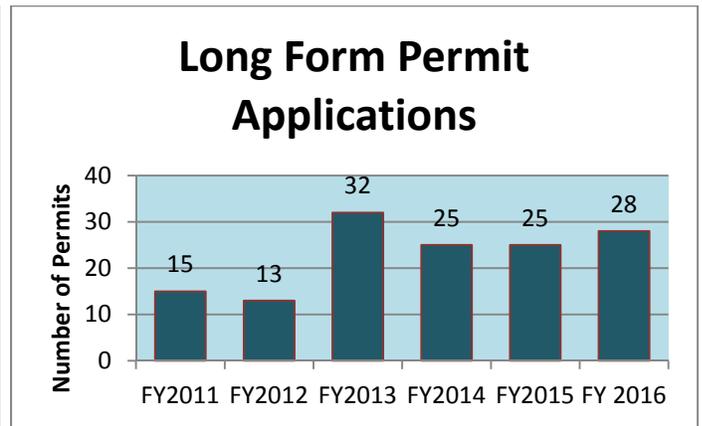
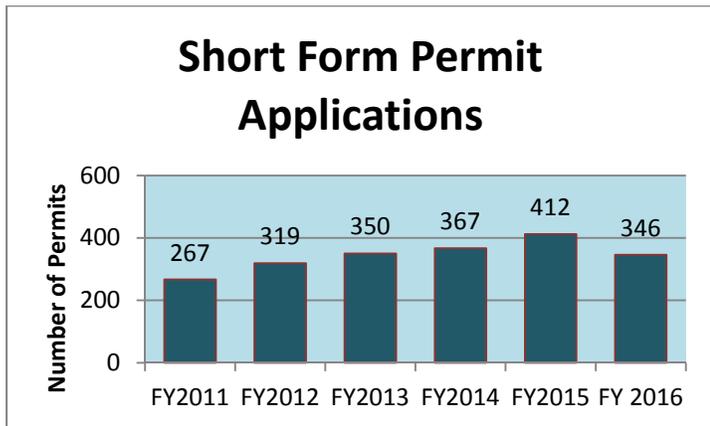
Description	Actual FY 2014	Actual FY 2015	Estimated FY2016
Commercial Redevelopment Plan	September 2013-	September– 2014	September 2015 –
Civic Core Master Plan	N/A	September 2014-	September 2015-
Permits Processed	566	650	650
Planning Commission Hearings	20	25	22
Code Enforcement Cases and Hearings	490	543	500
Retrieval Requests for Off-island Records	721	851	800

## PLANNING DEPARTMENT – GENERAL FUND RESPONSIBILITIES

- Provide professional and proactive planning services to City Council, the Planning Commission, appointed committees, the City Manager, City Departments and the community.
- Review and act on development and land use permit applications in an efficient, timely, uniform and thorough manner.
- Administer the Land Development Code through consistent and effective education and enforcement.
- Facilitate timely and accurate public notices, open communication, transparent planning and regulatory processes and procedures, effective citizen participation and innovation in service delivery.
- Maintain, update and implement the Sanibel Plan.
- Manage the City's redevelopment planning program consistent with goals established by City Council.
- Manage public records, consistent with the Florida State Statutes, the Sanibel Code and the City's policies and procedures.
- Provide planning and related services to support and retain local Island-serving businesses and to sustain an environmentally sensitive based economy.
- Provide natural hazard mitigation planning services and, in the event of an emergency, provide administrative, permitting, inspection and support services.
- Increase and improve the public and citizen of Sanibel ability to access and obtain online planning, zoning and other related land management information

# PLANNING DEPARTMENT – GENERAL FUND

## TREND ANALYSIS –UPDATED THROUGH JULY FY 15/16



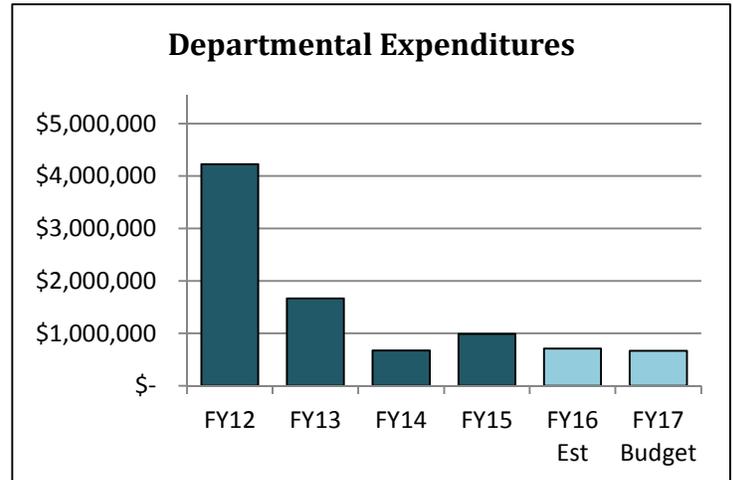
**General Fund  
Planning Department**

	Fiscal Year 2014 Actual Expenditures	Fiscal Year 2015 Actual Expenditures	Fiscal Year 2016			FY17 Budget
			Adopted Budget	Amended Budget	Estimated Actual	
<b>PERSONNEL SERVICES</b>						
Wages						
Full-time	\$ 359,864	\$ 407,688	\$ 448,741	\$ 495,320	\$ 462,808	\$ 517,625
Part-time	56,188	74,910	35,738	36,631	38,374	33,500
Wage Adjustments	-	-	12,112	-	-	-
Requested Positions	-	-	-	-	-	-
Overtime	828	9,586	5,000	5,000	1,067	5,000
Special Pay	374	1,009	750	750	1,128	1,200
Payroll Taxes	31,818	37,431	38,429	41,134	38,508	42,635
Retirement	170,010	168,136	157,447	160,099	154,395	175,355
Cafeteria Benefits	75,528	90,000	113,300	134,052	93,428	123,084
Unemployment/Work Comp	13,821	15,601	13,258	13,258	17,042	10,805
<b>SUB-TOTAL</b>	<b>708,431</b>	<b>804,361</b>	<b>824,775</b>	<b>886,244</b>	<b>806,750</b>	<b>909,204</b>
<b>OPERATING EXPENSES</b>						
Professional Services	30,904	38,752	81,270	81,270	13,000	45,000
Other Contractual Services	44,405	52,811	20,000	20,000	55,693	100,000
Travel & Per Diem	16,094	14,773	16,000	16,000	14,500	19,000
Communications	8,375	9,523	10,160	10,160	10,000	10,000
Postage/Transportation	1,603	-	-	-	-	-
Utilities	-	-	-	-	-	-
Rentals & Leases	-	1,512	3,672	3,672	3,672	3,672
Insurance	-	-	-	-	-	-
Repair & Maintenance	182	307	1,000	1,000	1,000	1,000
Printing	48	406	2,500	2,500	1,000	2,500
Promotional Activities	-	-	-	-	-	-
Other Current Charges	10,256	8,761	12,000	12,000	8,000	12,000
Office Supplies	4,798	5,709	4,000	4,000	7,000	4,000
Operating Supplies	812	261	3,000	3,000	3,000	3,000
Fuels, Oils, Lubricants	-	-	-	-	-	-
Road Materials & Supplies	-	-	-	-	-	-
Books, Subscriptions, etc.	1,415	469	2,000	2,000	800	2,000
Training and Education	-	30	-	-	1,275	-
<b>SUB-TOTAL</b>	<b>118,892</b>	<b>133,314</b>	<b>155,602</b>	<b>155,602</b>	<b>118,940</b>	<b>202,172</b>
<b>CAPITAL OUTLAY</b>						
Land	-	-	-	-	-	-
Building	-	-	-	-	-	-
Improve Other Than Bldgs	-	-	-	-	-	-
Machinery & Equipment	-	3,893	-	-	-	-
<b>SUB-TOTAL</b>	<b>-</b>	<b>3,893</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>GRANTS &amp; ASSISTANCE</b>						
	-	-	-	-	-	-
<b>DEPARTMENTAL TOTAL</b>	<b>\$ 827,323</b>	<b>\$ 941,568</b>	<b>\$ 980,377</b>	<b>\$ 1,041,846</b>	<b>\$ 925,690</b>	<b>\$ 1,111,376</b>
<b>% CHANGE COMPARED TO PREVIOUS YEAR ACTUAL</b>	<b>9.16%</b>	<b>13.81%</b>	<b>4.12%</b>	<b>10.65%</b>	<b>(1.69%)</b>	<b>20.06%</b>

## GENERAL GOVERNMENT DEPARTMENT – GENERAL FUND GENERAL GOVERNMENT FUNCTION

The General Government department is jointly managed between the Legislative, Administrative Services, and Finance Departments. The expenditures in this department generally relate to City-wide projects, services, goods, etc. and are difficult to assign to one department. The major expenditures in this department are payments to employees under the Retirement Health Savings Plan, professional consulting services, City insurance, and employee education reimbursements.

In fiscal years 2012 and 2013, excess lump contributions to the City’s pension plans were charged to this department.



### General/Liability Insurance Coverage Information

The City of Sanibel is a member of the Florida League of Cities, Florida Municipal Insurance Trust (FMIT), which provides insurance services to over 600 public entities in Florida. Deductibles by type are listed below:

Coverage Type	FY 2015	FY 2016	FY 2017
General/Professional Liability	\$50,000	\$50,000	\$50,000
Automobile Liability	\$50,000	\$50,000	\$50,000
Automobile Comp/Damage	\$1,000 / \$2,000	\$1,000 / \$2,000	\$1,000 / \$2,000
Property	\$100,000	\$100,000	\$100,000

Detailed insurance information is presented below:

Type	FY 2015 Budget	FY 2016 Budget	FY 2017 Budget
Flood	\$ 15,000	\$ 15,000	\$ 15,000
Windstorm	30,000	35,000	35,000
Pollution Liability	2,300	2,300	2,000
Position Fidelity	3,000	3,000	3,000
Property/Liability/Auto	290,000	299,500	299,500
Law Enforcement Death Benefit	1,175	1,500	1,500
Cyber Liability Coverage	N/A	N/A	N/A
	\$ 341,475	\$ 356,300	\$ 356,000

**General Fund  
General Government Services**

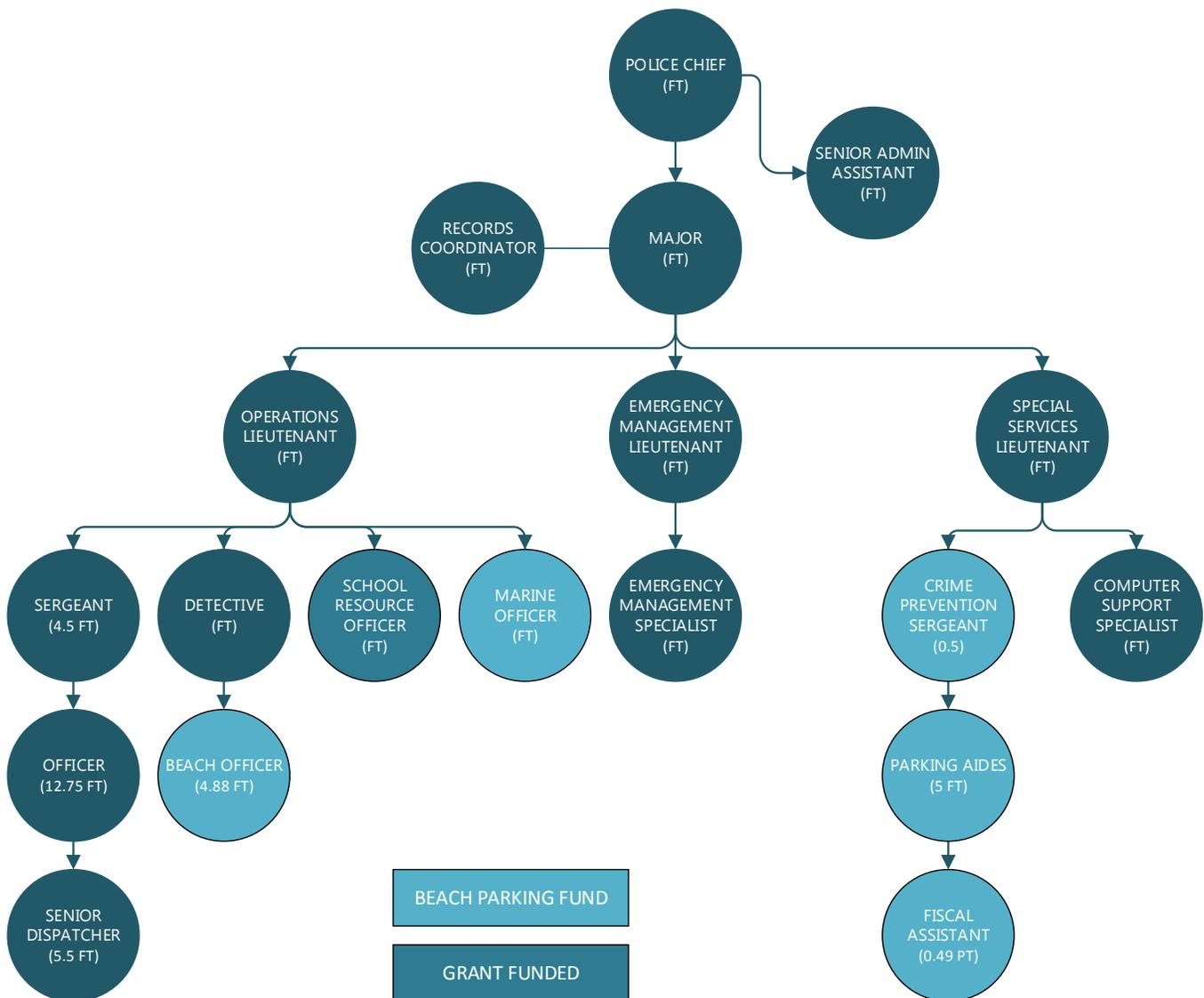
	Fiscal Year 2014 Actual Expenditures	Fiscal Year 2015 Actual Expenditures	Fiscal Year 2016			FY17 Budget
			Adopted Budget	Amended Budget	Estimated Actual	
<b>PERSONNEL SERVICES</b>						
Wages						
Full-time	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Part-time	-	-	-	-	-	-
Wage Adjustments	-	-	-	-	-	-
Requested Positions	-	-	-	-	-	-
Overtime	-	-	-	-	-	-
Retirement Health Savings	50,960	73,873	75,000	75,000	73,875	79,800
Payroll Taxes	86	-	-	-	-	-
Retirement	-	333,121	-	-	-	-
Cafeteria Benefits	-	-	-	-	-	-
Unemployment/Work Comp	-	-	-	-	-	-
<b>SUB-TOTAL</b>	<b>51,046</b>	<b>406,994</b>	<b>75,000</b>	<b>75,000</b>	<b>73,875</b>	<b>79,800</b>
<b>OPERATING EXPENSES</b>						
Professional Services	106,067	87,246	103,500	103,500	69,150	76,000
Other Contractual Services	26,782	22,892	26,600	26,600	24,500	19,000
Travel & Per Diem	11,711	7,661	25,000	25,000	6,300	10,000
Communications	-	-	-	-	-	-
Postage/Transportation	16,978	21,665	18,600	18,600	15,000	15,000
Utilities	-	-	-	-	-	-
Rentals & Leases	22,920	20,461	22,800	22,800	20,000	22,800
Insurance	299,373	312,578	356,300	356,300	343,231	356,000
Repair & Maintenance	764	-	8,200	8,200	1,000	7,200
Printing	-	-	-	-	750	-
Promotional Activities	-	3,342	4,000	4,000	13,000	4,000
Other Current Charges	124,523	36,872	42,000	92,000	103,000	23,000
Office Supplies	-	-	-	-	-	-
Operating Supplies	13,362	2,546	3,000	3,000	1,000	3,000
Fuels, Oils, Lubricants	-	-	-	-	-	-
Road Materials & Supplies	-	-	-	-	-	-
Books, Subscriptions, etc.	-	250	300	300	300	300
Training and Education	-	50,574	52,000	52,000	45,000	50,000
<b>SUB-TOTAL</b>	<b>622,480</b>	<b>566,087</b>	<b>662,300</b>	<b>712,300</b>	<b>642,231</b>	<b>586,300</b>
<b>CAPITAL OUTLAY</b>						
Land	-	-	-	-	-	-
Building	-	-	-	-	-	-
Improve Other Than Bldgs	-	-	-	-	-	-
Machinery & Equipment	-	-	-	-	-	-
<b>SUB-TOTAL</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>GRANTS &amp; ASSISTANCE</b>	<b>2,017</b>	<b>17,593</b>	<b>2,500</b>	<b>2,500</b>	<b>2,000</b>	<b>2,500</b>
<b>DEPARTMENTAL TOTAL</b>	<b>\$ 675,543</b>	<b>\$ 990,674</b>	<b>\$ 739,800</b>	<b>\$ 789,800</b>	<b>\$ 718,106</b>	<b>\$ 668,600</b>
<b>% CHANGE COMPARED TO PREVIOUS YEAR ACTUAL</b>	<b>(60.59%)</b>	<b>46.65%</b>	<b>(25.32%)</b>	<b>(20.28%)</b>	<b>(27.51%)</b>	<b>(6.89%)</b>

# POLICE DEPARTMENT – GENERAL FUND PUBLIC SAFETY FUNCTION

## CHIEF OF POLICE

Chief William Tomlinson was hired in November 1985. He has a total of 30 years of service with the department. He has served in the following positions: chief of police, acting chief of police, commander, sergeant, officer and police aide. The Chief has earned a Bachelor’s Degree in Public Administration and an Associate Degree in Criminal Justice.

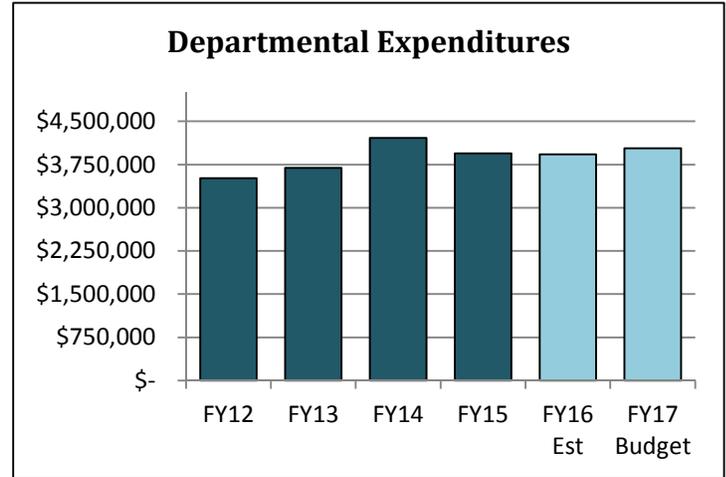
### DEPARTMENT STRUCTURE



## POLICE DEPARTMENT – GENERAL FUND

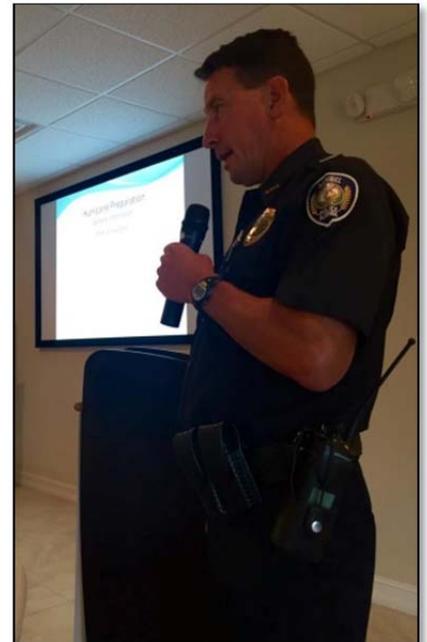
### DEPARTMENT FUNCTION

The City of Sanibel Police Department proactively patrols all roadways, waterways and beaches with its available resources and enforces all Local, State and Federal laws and ordinances. The Sanibel Police Department proactively communicates crimes that target Sanibel residents and trends derived from analysis of crime statistics alerts the public through press releases and other crime prevention strategies. The Sanibel Police Department maintains and protects the ecosystem for all inhabitants of Sanibel, including residents, workers, visitors and wildlife in the natural environment. In accordance with the Department's community policing philosophy, officers respond 100% of the time for any and all requests for service and investigation of every criminal act.



### EMERGING ISSUES AND CHALLENGES FACING THE DEPARTMENT

- During this fiscal year the Police Department will go through a change in management for the first time in 15 years, with the retirement of the Police Chief and Major.
- The focus of the Sanibel Police Department will be to maintain response times and continue to respond to all calls for service and reports of criminal activity.
- The most notable trends on Sanibel in the past two years are the decreased incidents of burglary and theft
- Traffic increases, impact of congestion and beach parking capacity limitations causing increased need for traffic control personnel.
- Managing bus visits at public parking lots continues to require attention and ongoing education.
- Upgrading and updating the functionality of communications. This would include redesign of the Communications Room to be more ergonomically correct.
- Documenting interaction between the human population and coyotes
- Maintain service levels and determine methods to reduce motorized vehicles from accessing remote trails.
- Use of new technologies and video systems in crime prevention
- Maintaining staff training and proficiency in developing technologies regarding officer safety and call documentation.



## POLICE DEPARTMENT – GENERAL FUND ACCOMPLISHMENTS

- Maintain Staff Training Certifications through in house training (CPR, AED, Mandatory continuing L.E. education)
- Received a West Coast Inland Navigation District (WCIND) grant that funds one marine patrol officer
- Completed Active Shooter Awareness training at identified public and private businesses and institutions
- Upgraded the video monitoring technologies

## DEPARTMENT OBJECTIVES

### To Support Council Goals:

Support Council goal of the development of a long-term sustainable retirement plan through fiscal constraints to stay within the authorized budget and obtain grants to defer costs.

## PERFORMANCE INDICATORS

Description	Actual FY 2013	Actual FY 2014	Actual FY 2015	Estimated FY 2016
Document Code Enforcement violations. Take corrective action against violators through citation or education. <b>Measurement is ordinance violations documented.</b>	436	423	400	400
Maintain safe community through Community Policing and maintain a low crime rate. <b>Measurement to be utilized is total Federally reportable Crimes (UCR) committed on Sanibel</b>	210	125	150	150
Maintain response time at the previous year's rates. <b>Measurement is the average police response time to a call.</b>	4.55	4.32	4.40	4.40

## RESPONSIBILITIES

### PATROL DIVISION - OPERATIONAL RESPONSIBILITIES

- Proactively Patrol All Roadways
- Patrol the Beach and Waterway
- Respond to All Emergency Calls
- Respond to All Criminal Complaints
- Respond to All Calls For Service
- Perform Arrests
- Issue Traffic Citations.
- Respond to Traffic Crashes
- Animal Control
- Special Patrol Details
- Environmental Patrol Details
- Alligator Complaints
- Traffic Enforcement
- Report Writing
- Case Preparation
- Traffic Court
- Bureau of Driver Improvement Hearings
- Criminal Court
- Code Enforcement
- Correction Reports
- Criminal Investigation
- Property/Evidence

- Traffic Control
- Collect Mail Dropped for Utility Payment  
Deliver City deposits
- Deliver City Council packets
- City Mail Collection
- Department Scheduling
- Business Checks
- Residential Dark House Program
- Maintain Intoxilyzer

### **SPECIAL SERVICES - OPERATIONAL RESPONSIBILITIES**

- Follow-up Investigations
- Property Validations
- Crime Scene Investigation
- Analysis and disposition of evidence
- City Council Security
- Participate in the Lee County Marine Advisory
- Liaison for City of Sanibel Marine Advisory
- Participate in the Gulf Coast Intelligence Com.
- Participate in the Lee County Public Safety Coordinating Council
- Participate in the Domestic Security Task Force
- West Coast Inland Navigation District Program
- Implement D.A.R.E. Program
- School Resource Officer Program
- Neighborhood Watch
- Complete New Hire Background Investigations
- Human Smuggling Task Force
- Gang Task Force
- Crime Prevention Program
- Police Auxiliary Program

### **EMERGENCY MANAGEMENT DIVISION - OPERATIONAL RESPONSIBILITIES**

- Emergency Management Planning
- Maintain Contact with Weather Consultant
- Coordinate Emergency Planning with Outside Agencies
- Implement Hurricane Pass Program
- Hurricane and Disaster Preparedness Education.
- Maintain and Implement Emergency Evacuation Plans
- Maintain and Implement Re-entry

- Maintain and Implement Recovery Plans
- Implement Disaster Security Plan
- Implement Emergency Communication Plan
- Alert Radio Program
- Implement Special Needs Program
- Maintain Emergency Contracts
- Participate in Lee County Disaster Council
- Participate in Lee County Medical Society
- Mobile Emergency Response Vehicle (MERV)

### **DISPATCH - OPERATIONAL RESPONSIBILITIES**

- Primary Emergency 9-1-1 Answering Point (PSAP)
- Answer All Police Department Phone Calls
- Dispatch All Department Calls
- Officer Safety
- Monitor National and Florida Crimes Information networks
- Disseminate and Update Information Through National and Florida Information Networks
- Monitor Daily Weather Conditions
- Alert Radio Messages

### **PARKING ENFORCEMENT- OPERATIONAL RESPONSIBILITIES**

- Parking Enforcement.
- Collect & Deposit Parking Revenues
- Track Parking Vacancies
- Parking Program Management

### **RECORDS DIVISION- OPERATIONAL RESPONSIBILITIES**

- Maintain Official Records
- Dissemination of Public Records
- Public Records Disposal
- Processing Criminal and Civil Actions
- Maintain Department Subpoena Data-base
- Prepare Court Affidavit
- Florida Department of Law Enforcement Reporting
- Track State Issued Citations
- City Employee Identification Data-base
- Maintain 9-1-1 and Incoming Phone Recordings
- Maintain All In-Car Patrol Vehicle
- Maintain State and City Approved Reports
- False Burglary Alarm Program

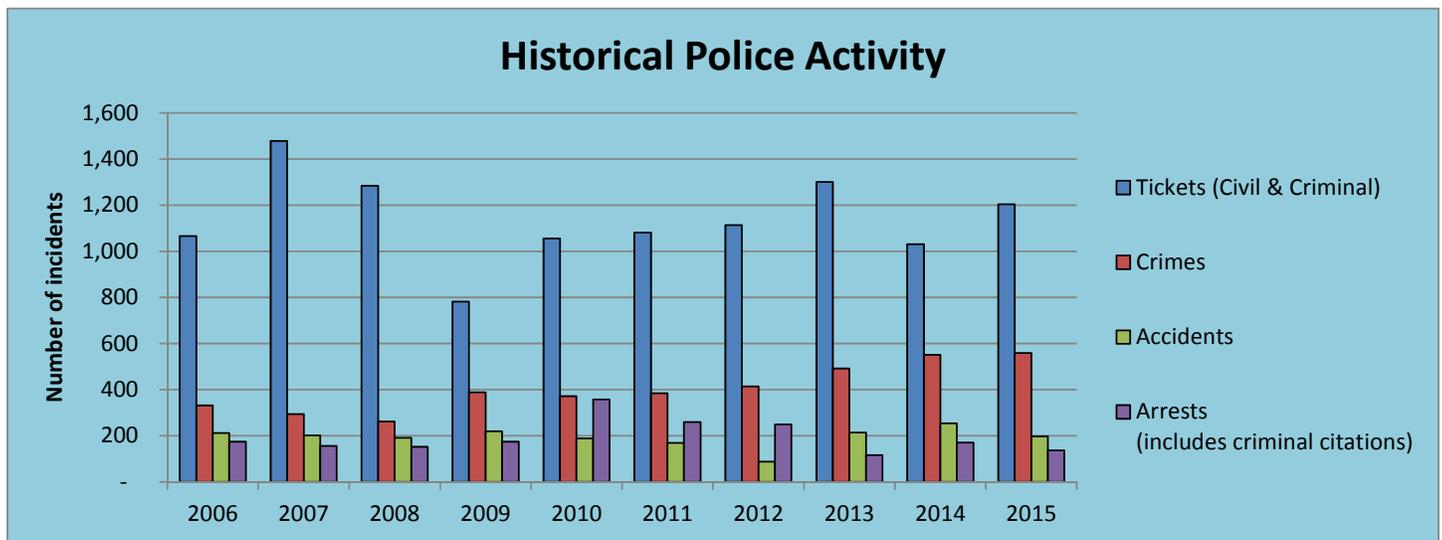
- Neighborhood Crime Reports
- Department Computers & Software Programs
- Maintain Personnel Training Files
- Automated Training Management System
- Recommend and Schedule Personnel to Training
- Coordinate Hiring Department Personnel
- Regional Training Council
- Electronic Booking
- Electronic Finger Printing

**ADMINISTRATION DIVISION- OPERATIONAL RESPONSIBILITIES**

- Develop and Implement Department Policy
- Prepare and track Department Budget
- Public Information Officer
- Purchase Department Supplies and Equipment.
- Department Inventory Control
- Liquidate Department Property

- Prepare and Submit Payroll
- Track Department Human Resources
- Employee Performance Evaluations
- Internal Affairs Investigations
- Track Crime Statistics and Trends
- Fleet Management
- Attend Weekly Executive Staff meetings
- Attend Annual Homeowner’s Association Mtgs.
- The Sanibel Municipal Police Officer’s Pension Trust Fund
- Participate in Southwest Florida Police Chief’s Association
- Special Event Planning
- Union Relations and Negotiation
- Mutual Aid Agreements
- Liaison with Outside Law Enforcement Agencies
- City Safety Committee
- Community Service

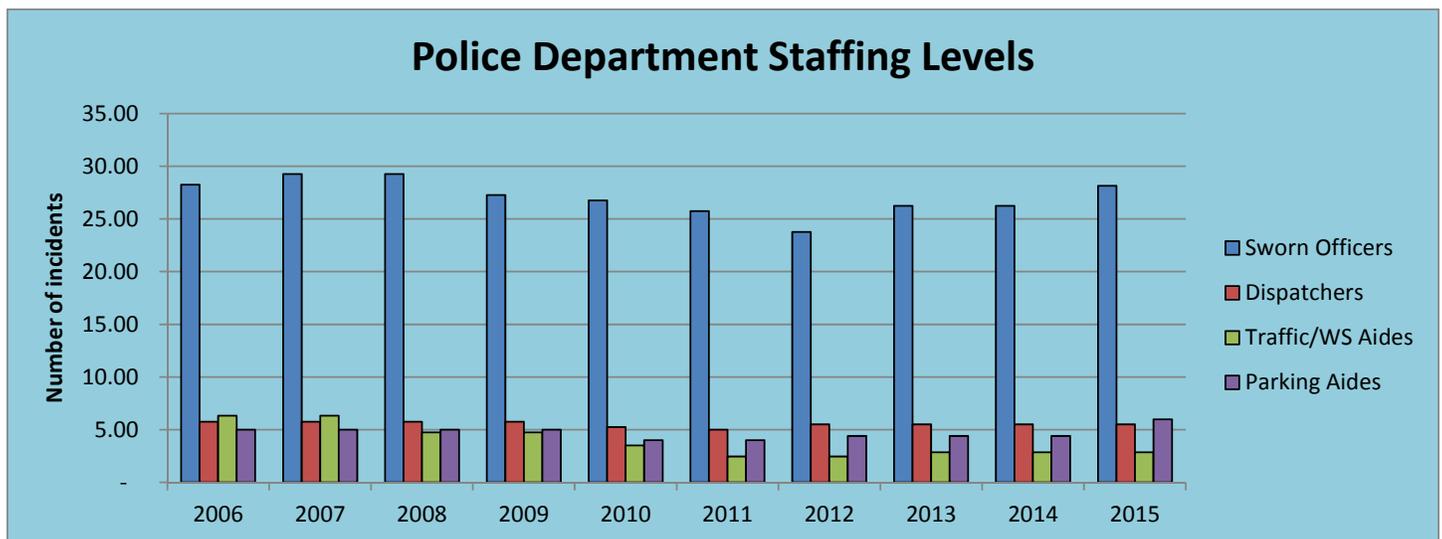
**TREND ANALYSIS**



## POLICE DEPARTMENT – GENERAL FUND TREND ANALYSIS

Description	Actual FY 2012	Actual FY 2013	Actual FY 2014	Actual FY 2015
Call for Service	23,161	24,790	21,606	28,346
Federally Reportable Crimes UCR:	162	210	125	112
Burglary	45	53	32	24
Theft	94	148	74	56
Assault	19	3	17	27
Vehicle Theft	4	4	1	3
Robbery	0	1	0	0
Rape	0	1	1	2
Murder	0	0	0	0
Tickets (Civil & Criminal)	1,113	1,300	1,031	1,203
Crimes	492	551	559	514
Accidents	215	255	197	228
Arrests (incl. Criminal Citations)	116	171	137	133
City ordinance Violations	436	436	423	379
Residency Demographics for Arrestees:				
Out of State	24%	10%	12%	11%
Florida	15%	12%	15%	7%
Lee County	55%	56%	54%	57%
Sanibel	22%	21%	19%	25%
DUI'S	5	9	16	18
Drugs (Narcotics)	3	18	16	18

## STAFFING LEVELS



**General Fund  
Police Department**

	Fiscal Year 2014 Actual Expenditures	Fiscal Year 2015 Actual Expenditures	Fiscal Year 2016			FY17 Budget
			Adopted Budget	Amended Budget	Estimated Actual	
<b>PERSONNEL SERVICES</b>						
Wages						
Full-time	\$ 1,625,192	\$ 1,437,149	\$ 1,488,884	1,526,106	\$ 1,533,420	\$ 1,597,521
Part-time	197,896	203,333	98,258	100,715	98,276	100,670
Wage Adjustments	-	-	39,679	-	-	-
Requested Positions	-	-	-	-	-	-
Overtime	80,838	107,196	80,000	80,000	101,986	80,000
Special Pay	154,733	137,156	148,875	148,875	147,722	150,875
Payroll Taxes	163,493	148,799	140,950	140,950	143,927	144,214
Retirement	1,133,726	1,144,043	1,033,228	1,033,228	1,032,133	1,003,714
Cafeteria Benefits	523,656	482,658	585,159	585,159	524,018	578,562
Unemployment/Work Comp	29,994	34,133	28,774	28,774	34,000	23,449
<b>SUB-TOTAL</b>	<b>3,909,528</b>	<b>3,694,467</b>	<b>3,643,807</b>	<b>3,643,807</b>	<b>3,615,482</b>	<b>3,679,005</b>
<b>OPERATING EXPENSES</b>						
Professional Services	-	-	1,600	1,600	-	1,600
Other Contractual Services	-	3,066	-	-	-	-
Travel & Per Diem	94,487	90,027	98,000	98,000	93,000	98,000
Communications	51,580	34,864	46,360	46,360	41,360	56,980
Postage/Transportation	263	59	1,260	1,260	1,260	1,260
Utilities	-	-	-	-	-	-
Rentals & Leases	1,815	1,436	15,460	15,460	3,460	15,460
Insurance	-	-	-	-	-	-
Repair & Maintenance	30,014	11,269	36,966	64,856	55,000	45,000
Printing	443	930	1,575	1,575	1,075	1,575
Promotional Activities	-	-	-	-	-	-
Other Current Charges	698	3,434	3,302	3,302	3,302	3,302
Office Supplies	5,460	4,188	5,000	5,000	5,000	5,000
Operating Supplies	114,110	47,581	42,000	42,000	42,000	42,000
Fuels, Oils, Lubricants	44	46,037	68,120	68,120	58,120	68,120
Road Materials & Supplies	-	-	-	-	-	-
Books, Subscriptions, etc.	1,093	806	5,074	5,074	2,574	5,074
Training and Education	1,098	8,583	7,500	7,500	7,500	7,500
<b>SUB-TOTAL</b>	<b>301,105</b>	<b>252,280</b>	<b>332,217</b>	<b>360,107</b>	<b>313,651</b>	<b>350,871</b>
<b>CAPITAL OUTLAY</b>						
Land	-	-	-	-	-	-
Building	-	-	-	-	-	-
Improve Other Than Bldgs	-	-	-	-	-	-
Machinery & Equipment	-	-	-	-	-	-
<b>SUB-TOTAL</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>GRANTS &amp; ASSISTANCE</b>						
	-	-	-	-	-	-
<b>DEPARTMENTAL TOTAL</b>	<b>\$ 4,210,633</b>	<b>\$ 3,946,747</b>	<b>\$ 3,976,024</b>	<b>\$ 4,003,914</b>	<b>\$ 3,929,133</b>	<b>\$ 4,029,876</b>
<b>% CHANGE COMPARED TO PREVIOUS YEAR ACTUAL</b>	<b>5.11%</b>	<b>(6.27%)</b>	<b>0.74%</b>	<b>1.45%</b>	<b>(0.45%)</b>	<b>2.56%</b>

**General Fund  
Sanibel Emergency Management Program (S.E.M.P.)**

	Fiscal Year 2014 Actual Expenditures	Fiscal Year 2015 Actual Expenditures	Fiscal Year 2016			FY17 Budget
			Adopted Budget	Amended Budget	Estimated Actual	
<b>PERSONNEL SERVICES</b>						
Wages						
Full-time	\$ -	\$ 117,302	\$ 128,202	\$ 131,407	\$ 128,904	\$ 131,065
Part-time	-	-	-	-	-	-
Wage Adjustments	-	-	3,205	-	-	-
Requested Positions	-	-	-	-	-	-
Overtime	-	-	-	-	-	-
Special Pay	-	-	-	-	-	-
Payroll Taxes	9	9,330	10,053	10,053	9,861	10,026
Retirement	-	4,151	47,629	47,629	47,622	43,468
Cafeteria Benefits	-	20,021	29,507	29,507	29,756	29,861
Unemployment/Work Comp	-	-	-	-	-	-
<b>SUB-TOTAL</b>	<b>9</b>	<b>150,804</b>	<b>218,596</b>	<b>218,596</b>	<b>216,143</b>	<b>214,420</b>
<b>OPERATING EXPENSES</b>						
Professional Services	-	-	-	-	-	-
Other Contractual Services	6,000	6,000	6,000	6,000	62,000	6,000
Travel & Per Diem	1,348	591	2,800	2,800	2,800	2,800
Communications	3,397	2,035	2,000	2,000	2,000	2,000
Postage/Transportation	3	-	500	500	500	500
Utilities	-	-	-	-	-	-
Rentals & Leases	-	-	-	-	-	-
Insurance	-	-	-	-	-	-
Repair & Maintenance	163	242	900	8,435	8,435	900
Printing	-	1,010	6,500	13,500	16,000	6,500
Promotional Activities	-	-	700	700	700	700
Other Current Charges	-	621	-	-	-	-
Office Supplies	512	-	600	600	600	600
Operating Supplies	610	1,293	4,000	4,000	2,500	4,000
Fuels, Oils, Lubricants	-	958	1,000	1,000	1,000	1,000
Road Materials & Supplies	-	-	-	-	-	-
Books, Subscriptions, etc.	99	100	200	200	200	200
Training and Education	-	-	-	1,100	1,100	1,100
<b>SUB-TOTAL</b>	<b>12,132</b>	<b>12,850</b>	<b>25,200</b>	<b>40,835</b>	<b>97,835</b>	<b>26,300</b>
<b>CAPITAL OUTLAY</b>						
Land	-	-	-	-	-	-
Building	-	-	-	-	-	-
Improve Other Than Bldgs	-	-	-	-	-	-
Machinery & Equipment	-	-	-	-	-	-
<b>SUB-TOTAL</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>GRANTS &amp; ASSISTANCE</b>						
	-	-	500	500	-	-
<b>DEPARTMENTAL TOTAL</b>	<b>\$ 12,141</b>	<b>\$ 163,654</b>	<b>\$ 244,296</b>	<b>\$ 259,931</b>	<b>\$ 313,978</b>	<b>\$ 240,720</b>
<b>% CHANGE COMPARED TO PREVIOUS YEAR ACTUAL</b>	<b>(87.30%)</b>	<b>1247.94%</b>	<b>49.28%</b>	<b>58.83%</b>	<b>91.85%</b>	<b>(23.33%)</b>

# BUILDING DEPARTMENT – SPECIAL REVENUE FUND

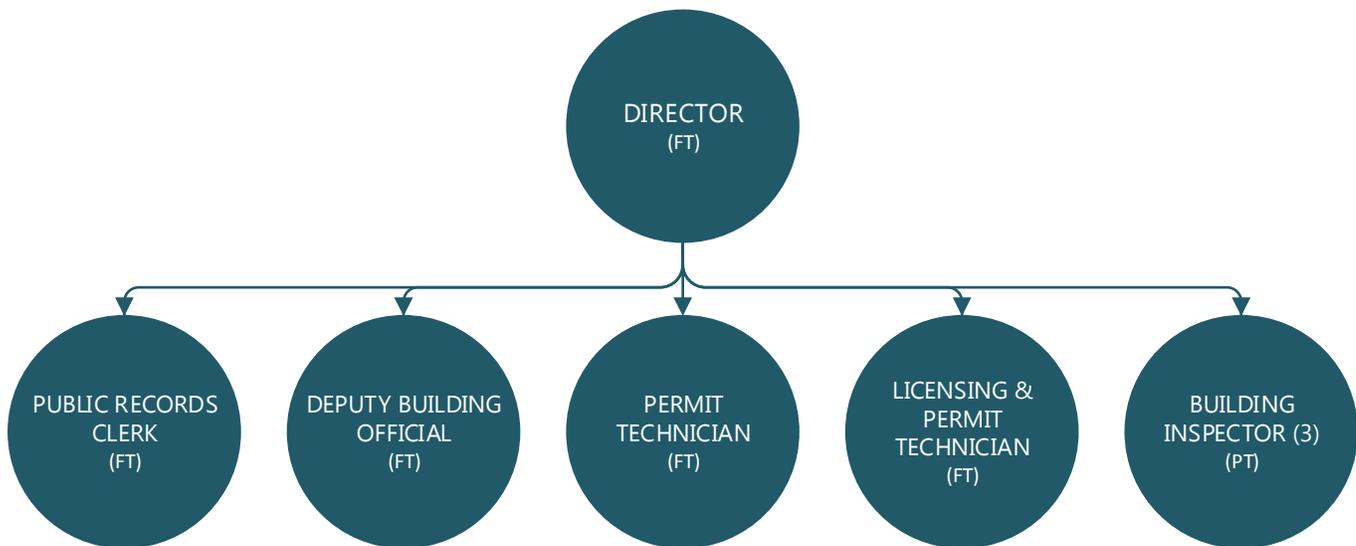
## PUBLIC SAFETY FUNCTION

### BUILDING OFFICIAL

R. Harold Law, Jr. has 37 years of experience as a building official/inspector in three states, within various municipalities. He obtained certification in 1985 as a Building Official and in 1992 as a Certified General Contractor. He earned an Associate’s in Science Degree in Architecture from Walter State College in 1979 and a Bachelor’s of Science Degree in Business Administration from Tusculum College in 1987.

Mr. Law is also a past president of the Building Officials Association of Florida and serves on numerous committees for the BOAF.

### DEPARTMENT STRUCTURE

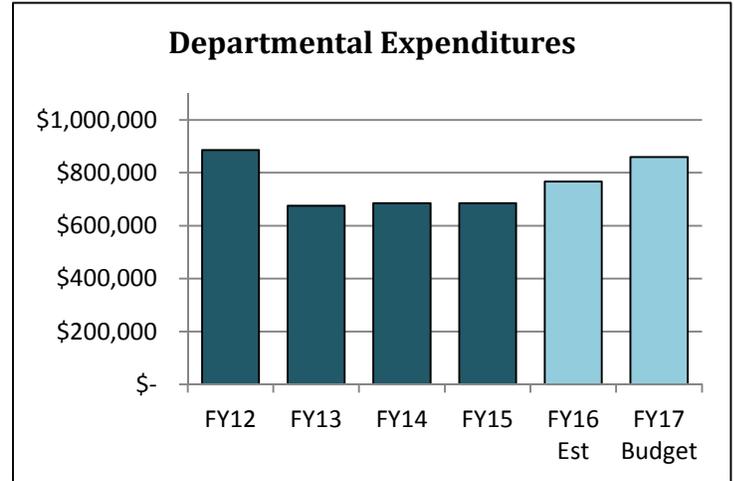


## BUILDING DEPARTMENT – SPECIAL REVENUE FUND

### DEPARTMENT FUNCTION

To build a safe, sustainable and resilient community, consistent with the Sanibel Plan through the enforcement of all Building Codes to ensure that all city requirements have been met and plans reviewed to ensure they comply with State and Federal Standards.

The Department works in conjunction with the Contractor Review Board which issues contractor licenses, reviews cases and hears complaints against contractors. The Board makes recommendations to the Department of Business and Professional Regulations for penalties on State-Certified Contractors. The Board also imposes fines/penalties or suspends permitting privileges for locally licensed individuals. The Contractor Review Board issued 20 contractor licenses 2015 to date.



### EMERGING ISSUES AND CHALLENGES FACING THE DEPARTMENT

- A concerted effort is needed to inform the citizens of dangers by not using licensed contractors through awareness and education on how to hire properly licensed contractors. With the proper use of licensed contractors the citizen can be protected from:
  - dangerous non-code compliant work
  - Injury, insurance liability and monetary loss
  - prevention of violating Florida state laws
- Education on Codes, Administration and Legal aspects are always needed to maintain the high standard that the City has become accustomed to from the Building Department.
- Finding quality licensed personnel to fill positions in the department is becoming more difficult.
- Developing an efficient and effective way to access historical documents for the public and staff.
- Regaining a Building Code Effectiveness Grading Schedule rating of 3 from Insurance Services Office Inc. with limited staffing.

Developing training for 58 Structural Safety Inspectors and coordinating mock drills to prepare for a disaster using the latest technical advances available to the City.

### ACCOMPLISHMENTS

- Completed review with the Federal Emergency Management Agency’s (FEMA) National Flood Insurance Program Community Rating System (NFIP-CRS).
- Coordinated all paper work and applications for the Contractor Review Board
- The department has worked to build a strong, cohesive unit of highly trained professionals who are poised to address future events and concerns caused by the economy of the City.
- Work to gain Code Compliance through meeting with concerned parties to understand their discrepancies in the department before taking complaints to the Contractor Review Board.

## BUILDING DEPARTMENT – SPECIAL REVENUE FUND

### DEPARTMENT OBJECTIVES

**To Support Council Goals:**

- Strengthen the Economic Health and Vitality of the City
- Promote water quality

**To Support Departmental Objectives:**

- To maintain active job site erosion control monitoring
- To reduce paper in the work place transitioning to the cloud which takes a greater skill level

### PERFORMANCE INDICATORS

Description	Actual FY 2013	Actual FY 2014	Actual FY 2015	Actual FY 2016
To maintain a reduced balance of permit fees received and the associated costs of enforcing the Florida Building Code.	Completed	Completed	Completed	Completed

### RESPONSIBILITIES

Pre-construction – Prior to commencement of construction, the Building Department must confirm that all city requirements have been met. The plans for construction must be reviewed to comply with the standards of the family of Florida Codes, (Building, Electric, Mechanical, Plumbing and Fuel Gas) along with compliance of Florida Department of Environmental Protection and Federal Emergency Management Agencies as well as the National Flood Insurance Program.

Construction – During the active construction phase the Building Department is responsible for receiving requests for inspections, distributing printed requests to proper departments for all departmental inspections within the city involved in construction; as well as the building inspectors in the Building Department. The inspectors are then charged with completing necessary inspections, notifying the permit holder of any inadequacies found on the job site during everyday inspection requests. At the close of the project, the Building Department is responsible for checking that all other city department requirements have been satisfied, before a Certificate of Occupancy or Completion is issued.

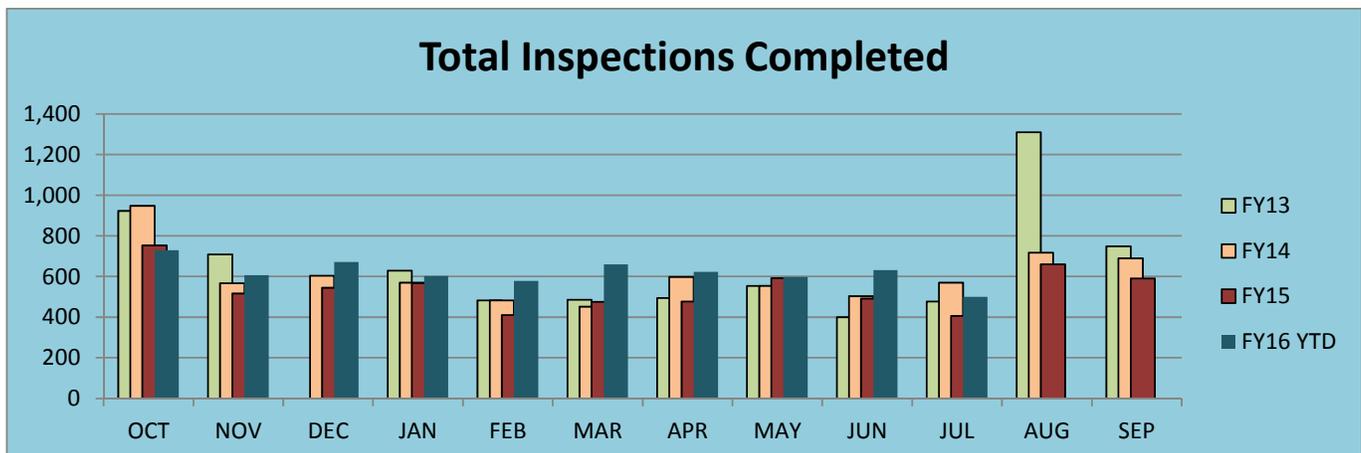
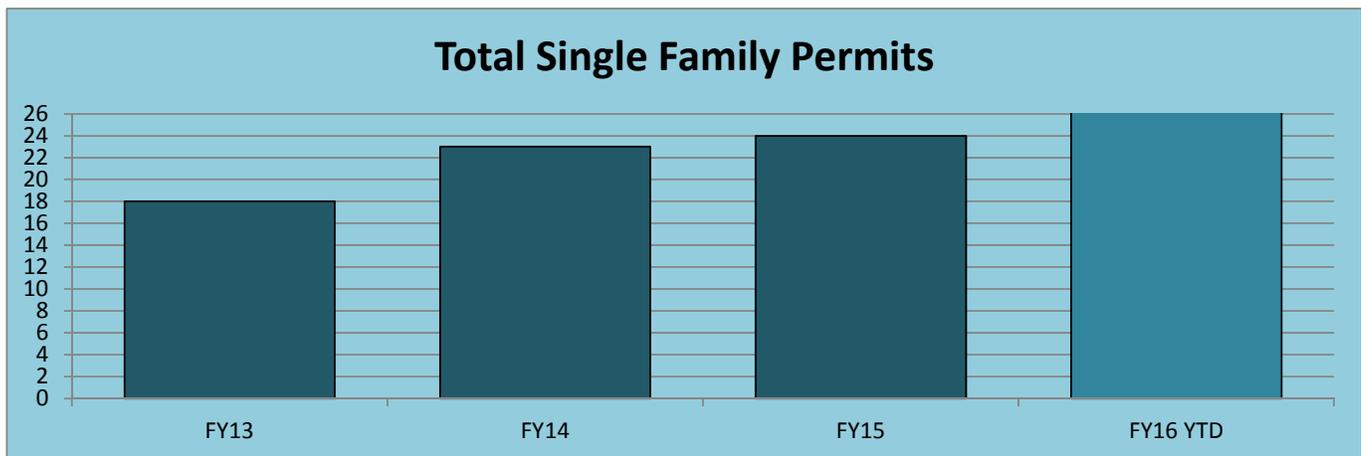
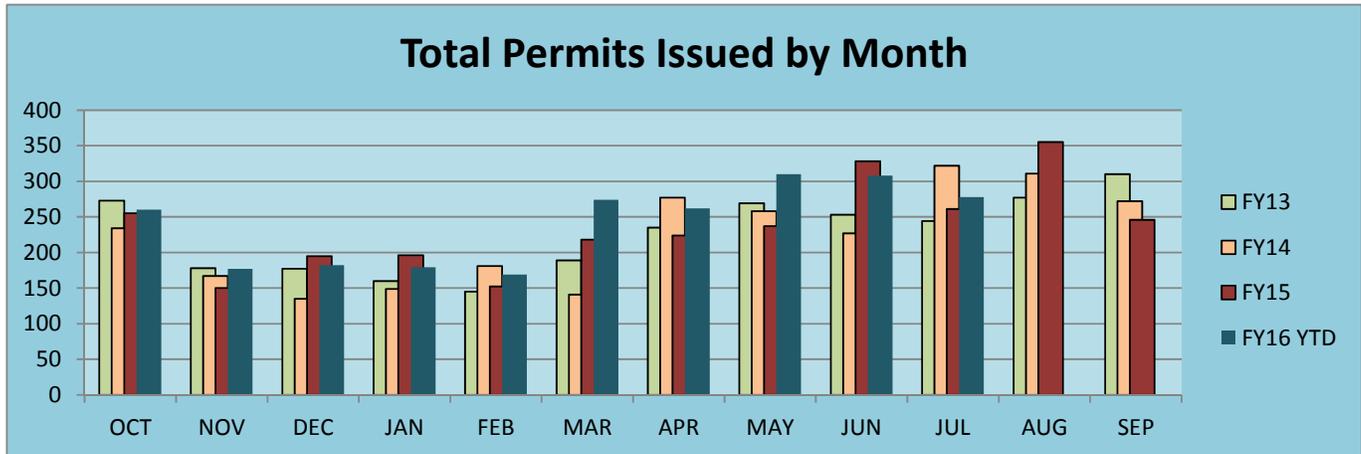


Contractor Licensing –The Contractor Review Board was established in 2005. The Board reviews cases, along with hearing complaints. The Board may then make recommendations to the Department of Business and Professional Regulations for penalties on State Certified Contractors or impose fines or penalties for locally licensed individuals, as well as suspension of permitting privileges.

# BUILDING DEPARTMENT – SPECIAL REVENUE FUND TREND ANALYSIS

## Key Observations:

- Construction industry is at a normal pace and is now beginning to improve with work requested
- The inspections requested are requiring existing staff to work more efficiently



**Special Revenue Fund  
Building Department**

	Fiscal Year 2014 Actual Expenditures	Fiscal Year 2015 Actual Expenditures	Fiscal Year 2016			FY17 Budget
			Adopted Budget	Amended Budget	Estimated Actual	
<b>PERSONNEL SERVICES</b>						
Wages						
Full-time	\$ 248,626	\$ 248,626	\$ 256,436	\$ 262,847	\$ 266,063	\$ 271,182
Part-time	38,161	38,161	64,573	66,187	29,175	47,192
Wage Adjustments	-	-	8,025	-	-	-
Requested Positions	-	-	-	-	-	-
Overtime	11,520	11,520	10,000	10,000	11,897	10,000
Special Pay	-	-	-	-	-	-
Payroll Taxes	22,295	22,295	25,936	25,936	23,496	25,121
Retirement	109,957	109,957	98,046	98,046	97,090	106,525
Cafeteria Benefits	54,378	54,378	58,349	58,349	62,587	64,002
Unemployment/Work Comp	4,764	4,764	4,570	4,570	5,400	3,724
<b>SUB-TOTAL<sup>1</sup></b>	<b>489,701</b>	<b>489,701</b>	<b>525,935</b>	<b>525,935</b>	<b>495,708</b>	<b>527,746</b>
<b>OPERATING EXPENSES</b>						
Professional Services	-	-	51,065	80,230	80,004	112,065
Other Contractual Services	6,792	6,792	4,189	4,189	4,150	4,189
Travel & Per Diem	12,527	12,527	15,307	15,307	15,284	13,600
Communications	4,683	4,683	5,904	5,904	5,544	5,904
Postage/Transportation	900	900	900	900	697	600
Utilities	-	-	-	-	-	-
Rentals & Leases	952	952	1,104	1,104	1,106	1,203
Insurance	-	-	259	259	-	259
Repair & Maintenance	-	-	150	150	-	150
Printing	578	578	1,500	1,500	1,300	800
Promotional Activities	495	495	400	400	-	4,000
Other Current Charges	162,107	162,107	168,495	161,546	161,515	161,546
Office Supplies	2,604	2,604	2,300	2,300	2,211	2,100
Operating Supplies	1,252	1,252	1,200	1,200	1,131	1,100
Fuels, Oils, Lubricants	-	-	-	-	-	-
Road Materials & Supplies	-	-	-	-	-	-
Books, Subscriptions, etc.	325	325	1,000	1,000	798	500
Training and Education	883	883	3,250	3,250	3,250	4,000
<b>SUB-TOTAL</b>	<b>194,098</b>	<b>194,098</b>	<b>257,023</b>	<b>279,239</b>	<b>276,990</b>	<b>312,016</b>
<b>CAPITAL OUTLAY</b>						
Land	-	-	-	-	-	-
Building	-	-	-	-	-	-
Improve Other Than Bldgs	-	-	-	-	-	-
Machinery & Equipment	1,049	1,049	3,500	3,500	-	-
<b>SUB-TOTAL</b>	<b>1,049</b>	<b>1,049</b>	<b>3,500</b>	<b>3,500</b>	<b>-</b>	<b>-</b>
<b>GRANTS &amp; ASSISTANCE</b>						
	-	-	-	-	-	-
<b>DEPARTMENTAL TOTAL</b>	<b>\$ 684,848</b>	<b>\$ 684,848</b>	<b>\$ 786,458</b>	<b>\$ 808,674</b>	<b>\$ 772,698</b>	<b>\$ 839,762</b>
<b>% CHANGE COMPARED TO PREVIOUS YEAR ACTUAL</b>	<b>46.22%</b>	<b>0.00%</b>	<b>14.84%</b>	<b>18.08%</b>	<b>12.83%</b>	<b>8.68%</b>



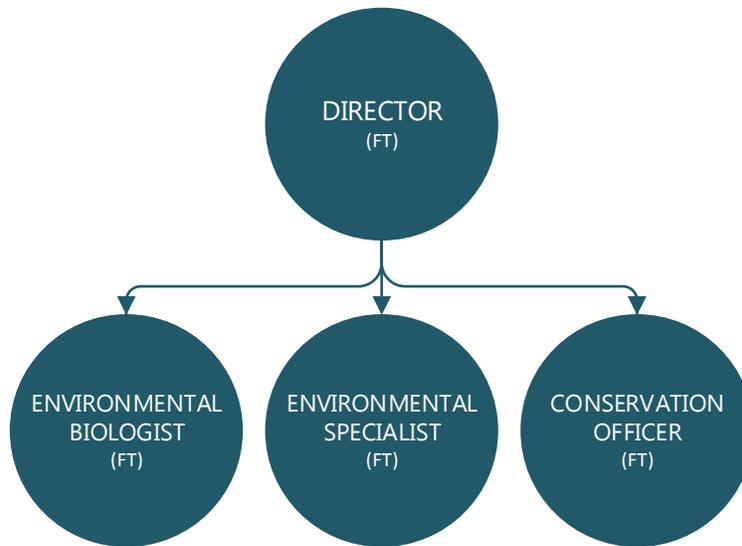
# NATURAL RESOURCES DEPARTMENT – GENERAL FUND

## PHYSICAL ENVIRONMENT FUNCTION

### DIRECTOR

James T. Evans has been employed with the City of Sanibel for more than 16 years and has over 19 years of experience in south Florida ecosystems and expertise in water quality, marine biology, estuarine ecology, coastal systems, environmental restoration, land management and grant acquisition and management. He has held several positions with the City including, Conservation Officer, Environmental Planner, and Environmental Health and Water Quality Specialist, before becoming Director of Natural Resources in 2012. He has a Bachelor of Arts in Environmental Studies and a Master of Science in Environmental Science from Florida Gulf Coast University.

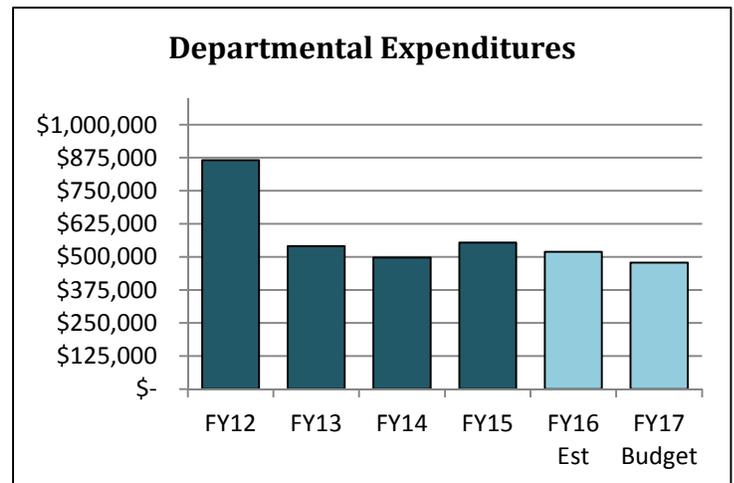
### DEPARTMENT STRUCTURE



## NATURAL RESOURCES DEPARTMENT – GENERAL FUND

### DEPARTMENT FUNCTION

To coordinate, manage and implement special conservation and environmental projects and tasks as directed by City Council; to ensure that the City's native vegetation and wildlife habitat protection standards are adhered to; and to oversee exotic plant control, habitat restoration and land management programs for the City. To monitor the island's water quality and actively participate in improving water quality of the surrounding waters by addressing nutrient runoff, algae blooms, Caloosahatchee flows and Lake Okeechobee releases.



### EMERGING ISSUES AND CHALLENGES FACING THE DEPARTMENT

- Continued impacts from the Caloosahatchee watershed and Lake Okeechobee regulatory discharges on coastal water quality resulting in increased frequency and duration of algal blooms that threaten Sanibel's natural systems, economy, and resident's quality of life.
- Building regional partnerships to obtain additional water storage within the Caloosahatchee basin to address high and low-flow impacts affecting Sanibel's water quality.
- Meeting new federal and state-mandated water quality regulations within the Sanibel River and our coastal waters, including Total Maximum Daily Loads and Numeric Nutrient Criteria.
- The repeated attempts of the Florida legislature to limit the City's ability to implement measures to protect local water quality, including fertilizer ordinances, require substantial staff time and threaten to limit the tools available to address State water quality mandates.
- Completing timely review/evaluation of new development and redevelopment projects and assessments of vacant parcels in light of complex environmental conditions (e.g., wetlands, gopher tortoises/coastal scrub, etc.) that are present on these remaining parcels.
- Continued management and compliance with the island-wide Brazilian Pepper Eradication Program.
- Management and treatment of existing and newly introduced invasive exotic species (e.g., vines, insects, reptiles).
- Management of native and non-native wildlife, including expanding range of coyotes on Sanibel and their impact on protected species.
- Beachfront lighting violations still occur each year causing sea turtle hatchling disorientations and deaths. A continuing focus on this issue, including both interior and exterior lighting, is essential as we work with our partners to protect both sea turtles and nesting shorebirds on Sanibel's thirteen miles of beaches.
- Educating the public about the revised Dark Skies Ordinance and the more stringent requirements of the Beachfront Lighting standards for marine turtle protection.

## NATURAL RESOURCES DEPARTMENT – GENERAL FUND

### EMERGING ISSUES AND CHALLENGES FACING THE DEPARTMENT (CON'T)

- The erosional impact of the rock groin on Captiva at Blind Pass continues unabated and results in the need for cooperative action between the City, Lee County and the Captiva Erosion Prevention District to protect Sanibel's beaches.
- Habitat management to prevent the gradual succession from open grassy habitats to hardwood forests that is steadily reducing gopher tortoise habitat throughout the island. Mowing, hardwood control, and prescribed fire must be used to maintain coastal scrub habitat critical for tortoises and other rare species. Prescribed fire becoming more difficult during "season" with increasing number of visitors and relatively narrow burn window.
- Management of grassland savannah habitat in the interior freshwater wetlands through prescribed fire to protect critical habitat for the endangered Sanibel rice rat, wading birds and other wildlife.
- Increasing pressure to bring human recreation into natural areas and wildlife habitats, resulting in increased interactions between humans and wildlife. Intense promotion of Sanibel as a top destination continues to draw visitors to Sanibel, further increasing this pressure and the need for accommodating infrastructure and habitat mitigation.
- Public education of emerging issues through various media sources, including social, print, and web-based media. Challenges include seasonal fluctuations in population, diverse population, resident turnover, large number of visitors, changing media outlets.



## ACCOMPLISHMENTS

- Worked with the Mayor and City Council to raise awareness of regional water quality issues through local, state and federal leaders and pursued effective short and long-term solutions; completed a substantial revision to the Caloosahatchee Watershed Regional Water Management Issues white paper;
- Kept the public informed during the 2015/16 El Nino event that resulted in significant freshwater releases from Lake Okeechobee and Caloosahatchee watershed — presented at the FLC/FLM Lake Okeechobee Issues Symposium, 2016 Everglades Coalition Conference and to a number of government and non-government organizations on the impacts of the ongoing discharges, and provided weekly reports on the City's H2O Matters web page;
- Since 1992, received 155 grants totaling over \$14.6 million to fund needed environmental restoration and hurricane recovery projects, securing \$1,127,750 in grants in FY2016. Assisted City Council in obtaining \$825,000 in Legislative funding for upgrades to the Donax Wastewater Treatment Plant to improve the quality of reuse water. A number of additional grant applications for various projects have also been submitted that are pending funding;
- Completed an Interlocal Agreement with the Captiva Erosion Prevention District (CEPD) to piggyback on state and federal permits for renourishment projects on the beaches of northern Sanibel;
- Completed groundwater monitoring and flow monitoring as part of Phase III of the City's Comprehensive Nutrient Management Plan;

## NATURAL RESOURCES DEPARTMENT – GENERAL FUND ACCOMPLISHMENTS (CONTINUED)

- Initiated the Community Lakes BMP Program including initial monitoring and data collection and educational efforts (website, recognition program, etc.);
- Completed a Floating Treatment Wetland (FTW) pilot project in the City's municipal reuse water ponds to evaluate the benefits of FTWs and to educate the public on their benefits;
- Completed restoration of the former Sanibel Bayous utility site using City and federal grant funds;
- Completed annual beach planting park planting projects and coastal scrub/gopher tortoise habitat restoration project and installed gopher tortoise educational signage at the beach parks;
- Completed Golf Course Fertilizer and Lake Management Annual Report Cards, with two of three golf courses in "Full Compliance" with the City's BMP recommendations;
- Continued reinspections and code enforcement in all zones of the Brazilian Pepper Eradication Program;
- Assisted with the City's environmental education efforts related to dark skies, coyotes, iguanas, alligator safety, and other topics, including preparation of new materials included with utility bill mailings and collaboration with the Vegetation Committee on the "Vegetation Matters" article series;
- Participated in weekly calls and put together a weekly Caloosahatchee Conditions Report with our regional partnership including SCCF, Lee County and USFWS to help guide US Army Corps and SFWMD water management decisions;
- Worked with Vice Mayor Denham on a water quality information exchange between the 6 municipalities in Lee County to share Best Management Practices and improve local water quality.
- Continued promotion of the "After 9, it's Turtle Time" Sea Turtle Lighting Campaign and education materials creating with grant funding from the Sea Turtle License Plate Program for the 2016 nesting season;
- Continued to coordinate the Sanibel Biologists Coyote Working Group to develop and implement a cooperative Coyote Action Plan for Sanibel and completed an initial coyote scat survey with a research group from the University of Florida;
- Participated in the Sanibel Prescribed Fire Task Force with other agency partners to coordinate implementation of prescribed fires on Sanibel;
- Continued the Exotic Lizard Management Program to manage increasing numbers of green iguanas and monitor for the presence of other exotic lizards on Sanibel (Nile monitors lizards; spiny-tailed iguanas)
- Partnered with with Lee County and the CEPD to oversee the Blind Pass Inlet Management Study;
- Completed the installation of the Dunes weir one-way flow gate to prevent water quality impacts to Tarpon Bay and the J.N. "Ding" Darling NWR (expected completion date August 2016).

## NATURAL RESOURCES DEPARTMENT – GENERAL FUND

### DEPARTMENT OBJECTIVES

#### To Support Council Goals:

- To work closely with the South Florida Water Management District and the U.S. Army Corps of Engineers, as well as other local, state, and federal leaders, to implement water storage and treatment projects within the Caloosahatchee basin to improve water quality and reduce ecological impacts associated with high and low-flow issues.
- To initiate priority projects and management measures identified in phase III of the Comprehensive Nutrient Management Plan for Sanibel, which includes a list of priority projects and management measures to effectively reduce stormwater runoff and nutrient pollution to the Sanibel River and coastal waters.
- To continue to work with island golf courses to implement the City's Fertilizer and Lake Management Guidelines, evaluate progress annually, and work to improve scores on annual report cards.
- To continue fertilizer education campaign on fertilizer Best Management Practices, and promote the Citizen's Fertilizer Education and Outreach Program, and Community Lakes BMP Program for island homeowners to address water quality in community lakes.
- To work closely with City Council and our legislative delegation to prevent preemption of local government's ability to implement measures to protect water quality.
- To assess environmental issues associated with commercial redevelopment and the Civic Core Master Plan and provide recommendations and alternatives to protect the island's natural resources and meet the goals of the Sanibel Plan.

#### To Support Departmental Goals:

- To build regional consensus on a short- and long-term restoration strategy to reduce the harmful impacts of the freshwater releases from Lake Okeechobee and the Caloosahatchee watershed.
- To improve stormwater treatment from developed lands and roadways prior to discharge into Sanibel River through completion of the Comprehensive Nutrient Management Plan, implementation of priority projects and increased retention time in stormwater swales prior to discharge.
- To continue to implement the island-wide Brazilian Pepper Eradication Program.
- To maintain all city-managed lands, including parks and conservation lands, free of invasive exotic plants and to manage these lands in a manner that maximizes the value of wildlife habitat.
- To minimize sea turtle hatchling disorientations by dedicating sufficient resources to achieve beach lighting compliance through enforcement of Sanibel's outdoor lighting standards.
- To educate the public on natural resources issues through various media sources, including social, print, and web-based media, recognizing the seasonality, diversity, and high turn-over of Sanibel's population.

## NATURAL RESOURCES DEPARTMENT – GENERAL FUND PERFORMANCE INDICATORS

Description	Actual FY 2014	Actual FY 2015	Actual FY 2016	Projected FY 2017
To achieve "compliance" on Golf Course Fertilizer and Lake Management Guidelines at all island golf courses annually	66%	66%	66%	100%
To apply for grants annually to fund necessary environmental restoration projects	Yes	Yes	Yes	Yes
Conduct annual Brazilian pepper surveys for continued compliance with Brazilian Pepper Eradication Program	NA	Yes	Yes	Yes
To treat all City managed properties for invasive exotic plants annually	100%	100%	100%	100%
To prevent all sea turtle hatchling disorientations via lighting compliance efforts annually	99%	97%	100%	100%
To design, engineer, permit, fund, and construct the Jordan Marsh Water Quality Treatment Park project	NA	NA	25%	50%
To mow or burn all high quality coastal scrub habitat on City managed lands every 3 years	90%	90%	90%	90%
To develop a Comprehensive Nutrient Reduction Plan for Sanibel (Phase 1&2 completed FY13-14; Phase III FY14-16 )	85%	90%	100%	Completed 2016
To design, engineer, permit, fund, and construct the Dunes weir one-way flow gate	NA	25%	100%	Completed 2016
Implement the Community Lake Management BMP Program	NA	25%	75%	100%
To respond to requests for property inspections within 5 work days	90%	90%	95%	95%

## NATURAL RESOURCES DEPARTMENT – GENERAL FUND RESPONSIBILITIES

### **Environmental Restoration**

- Wetland restoration
- Initial exotic removal
- Hydrologic restoration
- Coastal scrub enhancement
- Dune establishment
- Tree and shrub planting

### **Habitat Management**

- Exotic plant control
- Exotic animal control
- Prescribed fire
- Coastal scrub maintenance
- Dune and shoreline protection
- Erosion monitoring

### **Water Quality**

- Agency coordination
- Project advocacy
- Management advocacy
- Stormwater management
- BMP implementation
- Water quality monitoring

### **Protected Species Management**

- Sea turtles
- Nesting shorebirds
- Bald eagles
- Wading bird rookeries
- Gopher tortoises
- Rare species plantings
- New threat assessments (coyotes, iguanas, other)

### **Regulatory Review**

- Permit applications
- Pre-application meetings
- Site inspections
- Dune protection
- Wetland and mangrove protection
- Native plant protection
- Listed species protection

### **Environmental Code Enforcement**

- Brazilian pepper
- Other invasive exotics
- Mangrove trimming/removal
- Wetland filling
- Native tree trimming/removal
- Water pollution
- Dune trimming (CCCL)

### **Public Education**

- Fertilizer and lake management
- Water quality
- Vegetation codes
- Vegetation trimming and maintenance
- Contractor competency classes
- Exotic species management
- Sea turtle and shorebird protection
- Habitat restoration and maintenance
- Firewise Program/prescribed fire
- Dark Skies Ordinance/Outdoor Lighting Standards
- Alligator Safety
- Emerging Issues

## NATURAL RESOURCES DEPARTMENT – GENERAL FUND TREND ANALYSIS

Description	Actual FY 2013	Actual FY 2014	Actual FY 2015	Actual FY 2016
Acres Managed	660	660	660	660
Acres of Exotics Treated (all lands)	1,063	1,363 <sup>d</sup>	1,370 <sup>d</sup>	1078 <sup>d, f</sup>
Gallons of Herbicide Used	168	165 <sup>d</sup>	170 <sup>d</sup>	175 <sup>f</sup>
Site Inspections	1,066	946	1,215	1,187 <sup>f</sup>
Telephone Inquiries Handled <sup>b</sup>	1,756 <sup>a</sup>	1,680	1,668	1,308 <sup>f</sup>
Public Education Staff Presentations	14	17	20 <sup>c</sup>	37 <sup>f</sup>
Sea Turtle Lighting Violations	72 (5 surveys)	181 (6 surveys)	218 (6 surveys)	158 <sup>f</sup> (5 surveys)
Vegetation Contractors Trained	37	51	84 (4 classes)	62 <sup>f</sup> (4 classes)
Fertilizer Contractors Trained	49	53	48 (4 classes)	42 <sup>f</sup> (4 classes)
Vegetation Permits Issued by DNR staff <sup>e</sup>	110	117	136	102 <sup>f</sup>

<sup>a</sup> FY 2013 data included January 2013 through September 2013.

<sup>b</sup> Total does not include walk-ins, emails, calls forwarded from departments other than Administration or direct calls received after business hours.

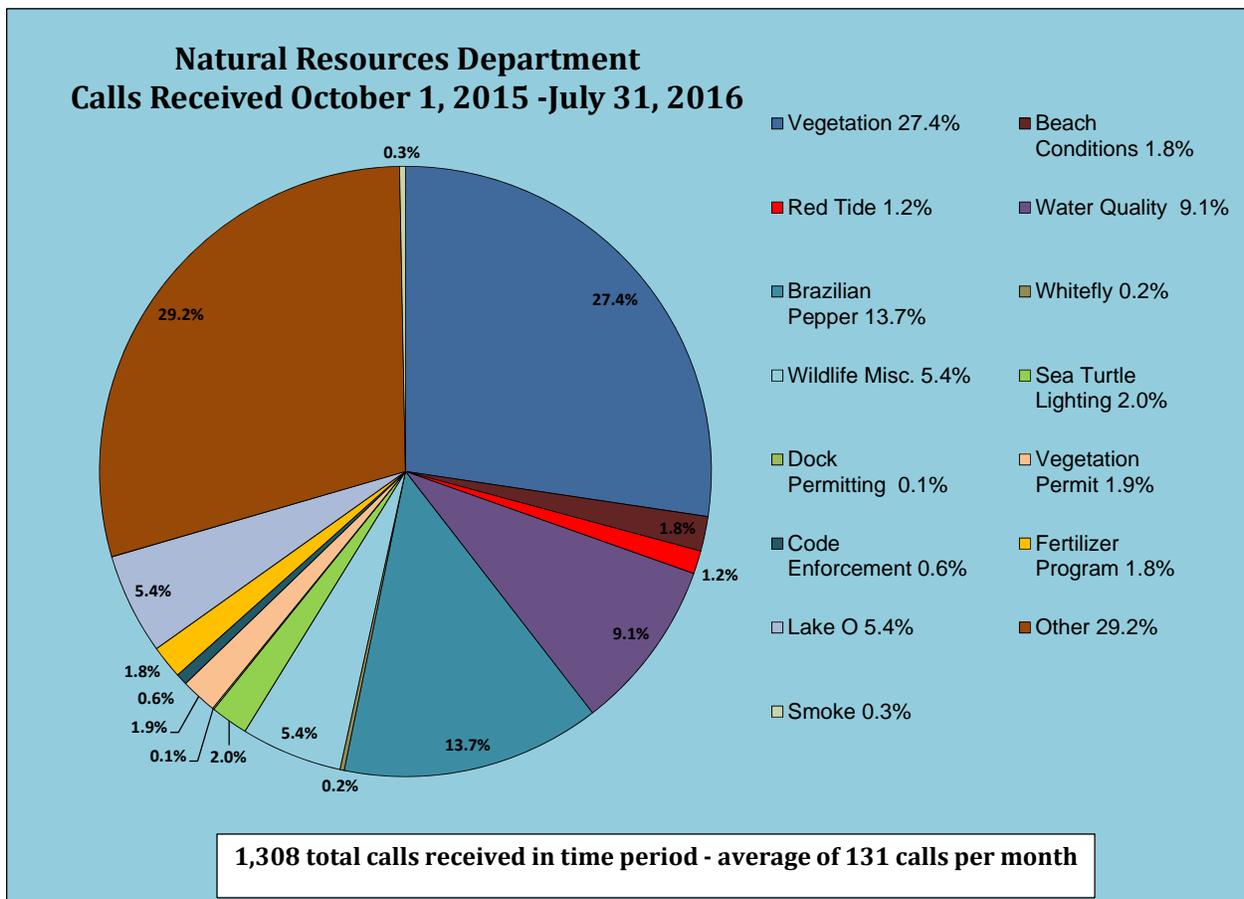
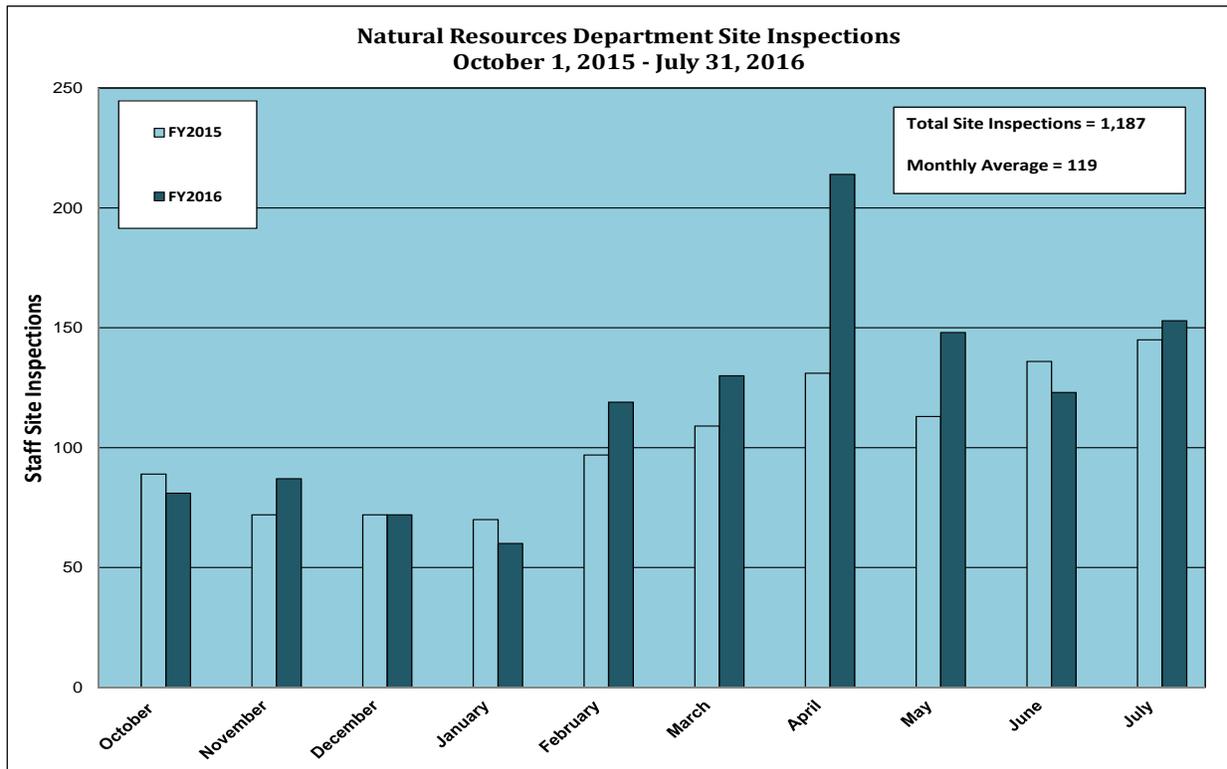
<sup>c</sup> Water Quality—FLC/FLM Lake O Symposium, FMB Town Council, Mayors Meetings (3), Kiwanis, Captains for Clean Water, Everglades Coalition Conference, VCB Water Quality Workshop Webinar, Rocks Civic Association -Island WQ Issues, Sanctuary Golf Course Mayors Tour of Golf Course BMPs; Surface Water Management—Sanibel Island Golf Club, Gulf Pines/Gulf Shores HOA; Native Plants/Habitat Restoration—San-Cap Realtors, Vegetation Contractor Classes (4); Fertilizer—City contractor classes (4), Caloosahatchee White Paper presentations to Cities (2) Homeowner's Associations (3), Master Gardeners; Prescribed Fire—Joint Public Meeting with Sanibel Prescribed Fire Taskforce, Neighborhood Alligator Education (2); New Resident/Business Receptions (2); Sea Turtle Educational Videos (2); Floating Treatment Wetland Pilot (1); Sanibel Bayous (1); Caloosahatchee WQ Sanibel Democrat Club(1)

<sup>d</sup> Includes treatment of exotics on State Botanical Site and other partner lands

<sup>e</sup> Does not include Vegetation Permits issued as part of a Development Permit

<sup>f</sup> Data from October 1, 2015-July 31, 2016

# NATURAL RESOURCES DEPARTMENT – GENERAL FUND TREND ANALYSIS (CONTINUED)



**General Fund  
Natural Resources Department**

	Fiscal Year 2014 Actual Expenditures	Fiscal Year 2015 Actual Expenditures	Fiscal Year 2016			FY17 Budget
			Adopted Budget	Amended Budget	Estimated Actual	
<b>PERSONNEL SERVICES</b>						
Wages						
Full-time	\$ 108,640	\$ 153,086	\$ 128,798	\$ 132,018	\$ 144,582	\$ 126,815
Part-time	11,311	-	-	-	-	-
Wage Adjustments	-	-	3,220	-	-	-
Requested Positions	-	-	-	-	-	-
Overtime	-	577	-	-	-	-
Special Pay	-	-	-	-	-	-
Payroll Taxes	9,490	12,052	10,099	10,099	11,061	9,701
Retirement	58,375	59,092	52,433	52,433	53,153	57,236
Cafeteria Benefits	16,783	23,007	23,456	23,456	22,919	22,390
Unemployment/Work Comp	6,072	6,854	5,825	5,825	6,884	4,748
<b>SUB-TOTAL</b>	<b>210,671</b>	<b>254,668</b>	<b>223,831</b>	<b>223,831</b>	<b>238,599</b>	<b>220,890</b>
<b>OPERATING EXPENSES</b>						
Professional Services	550	50	-	-	-	-
Other Contractual Services	215,113	253,749	215,000	257,391	247,000	210,000
Travel & Per Diem	9,494	9,241	13,550	13,550	12,500	14,550
Communications	4,556	4,666	5,880	5,880	6,360	6,360
Postage/Transportation	105	10	200	200	100	200
Utilities	-	-	-	-	-	-
Rentals & Leases	-	-	-	-	-	-
Insurance	-	-	-	-	-	-
Repair & Maintenance	-	-	-	-	-	-
Printing	23	1,586	3,200	3,200	2,000	2,200
Promotional Activities	-	-	-	-	-	-
Other Current Charges	1,340	1,841	2,220	1,960	2,000	1,950
Office Supplies	603	884	1,200	1,200	800	1,000
Operating Supplies	16,732	23,454	20,000	20,000	18,000	18,000
Fuels, Oils, Lubricants	-	-	-	-	-	-
Road Materials & Supplies	-	-	-	-	-	-
Books, Subscriptions, etc.	155	100	200	200	200	200
Training and Education	-	257	-	260	-	-
<b>SUB-TOTAL</b>	<b>248,671</b>	<b>295,838</b>	<b>261,450</b>	<b>303,841</b>	<b>288,960</b>	<b>254,460</b>
<b>CAPITAL OUTLAY</b>						
Land	-	-	-	-	-	-
Building	-	-	-	-	-	-
Improve Other Than Bldgs	-	-	-	-	-	-
Machinery & Equipment	1,678	-	-	-	-	-
<b>SUB-TOTAL</b>	<b>1,678</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>GRANTS &amp; ASSISTANCE</b>	<b>37,000</b>	<b>3,436</b>	<b>-</b>	<b>-</b>	<b>3,436</b>	<b>-</b>
<b>DEPARTMENTAL TOTAL</b>	<b>\$ 498,020</b>	<b>\$ 553,942</b>	<b>\$ 485,281</b>	<b>\$ 527,672</b>	<b>\$ 530,995</b>	<b>\$ 475,350</b>
<b>% CHANGE COMPARED TO PREVIOUS YEAR ACTUAL</b>	<b>(16.79%)</b>	<b>11.23%</b>	<b>(12.39%)</b>	<b>(4.74%)</b>	<b>(4.14%)</b>	<b>(10.48%)</b>

## RECYCLING DEPARTMENT – GENERAL FUND

### PHYSICAL ENVIRONMENT FUNCTION

The City's recycling center is located on Dunlop Road across from the Sanibel Public Library.

	Fiscal Year	Fiscal Year	Fiscal Year 2016			FY17 Budget
	2014 Actual Expenditures	2015 Actual Expenditures	Adopted Budget	Amended Budget	Estimated Actual	
<b>PERSONNEL SERVICES</b>						
Wages						
Full-time	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Part-time	-	-	-	-	-	-
Wage Adjustments	-	-	-	-	-	-
Requested Positions	-	-	-	-	-	-
Overtime	-	-	-	-	-	-
Special Pay	-	-	-	-	-	-
Payroll Taxes	-	-	-	-	-	-
Retirement	-	-	-	-	-	-
Cafeteria Benefits	-	-	-	-	-	-
Unemployment/Work Comp	-	-	-	-	-	-
<b>SUB-TOTAL</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>OPERATING EXPENSES</b>						
Professional Services	-	-	-	-	-	-
Other Contractual Services	40,899	44,534	37,200	37,200	37,200	37,200
Travel & Per Diem	-	-	-	-	-	-
Communications	-	-	-	-	-	-
Postage/Transportation	-	-	-	-	-	-
Utilities	-	-	-	-	-	-
Rentals & Leases	-	-	-	-	-	-
Insurance	-	-	-	-	-	-
Repair & Maintenance	8,155	-	-	-	-	10,000
Printing	-	-	-	-	-	-
Promotional Activities	-	-	-	-	-	-
Other Current Charges	10,800	9,264	11,640	11,640	11,640	11,640
Office Supplies	-	-	-	-	-	-
Operating Supplies	3,700	3,950	4,000	4,000	3,950	4,000
Fuels, Oils, Lubricants	-	-	-	-	-	-
Road Materials & Supplies	-	-	-	-	-	-
Books, Subscriptions, etc.	-	-	-	-	-	-
Training and Education	-	-	-	-	-	-
<b>SUB-TOTAL</b>	<b>63,554</b>	<b>57,748</b>	<b>52,840</b>	<b>52,840</b>	<b>52,790</b>	<b>62,840</b>
<b>CAPITAL OUTLAY</b>						
Land	-	-	-	-	-	-
Building	-	-	-	-	-	-
Improve Other Than Bldgs	-	-	-	-	-	-
Machinery & Equipment	-	-	-	-	-	-
<b>SUB-TOTAL</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>GRANTS &amp; ASSISTANCE</b>						
	-	-	-	-	-	-
<b>DEPARTMENTAL TOTAL</b>	<b>\$ 63,554</b>	<b>\$ 57,748</b>	<b>\$ 52,840</b>	<b>\$ 52,840</b>	<b>\$ 52,790</b>	<b>\$ 62,840</b>
<b>% CHANGE COMPARED TO</b>						
<b>PREVIOUS YEAR ACTUAL</b>	<b>24.31%</b>	<b>(9.14%)</b>	<b>(8.50%)</b>	<b>(8.50%)</b>	<b>(8.59%)</b>	<b>19.04%</b>





## PUBLIC WORKS DEPARTMENT

### DEPARTMENT FUNCTION

To economically provide safe, well-maintained and clean transportation facilities including roads, shared-use paths and public canals; to provide and maintain top quality parks, public buildings and public spaces; to operate and maintain a fleet of equipment and vehicles necessary for day-to-day City functions as well as emergency response; to operate and monitor a stormwater management system that is in compliance with regulatory requirements; and to administer, design, and maintain island-wide City infrastructure for the safety and enjoyment of island residents and visitors.



### EMERGING ISSUES AND CHALLENGES FACING THE DEPARTMENT

- As regulatory requirements continue to evolve and present greater demands, the department is faced with the challenge to continue to provide an excellent track record of compliance with NPDES rules and report preparation.
- Public Works' functions are labor intensive, involving technical, skilled, semi-skilled and unskilled labor. Many of the administration, engineering, streets, garage and public facilities personnel are long time City employees. As they reach retirement age, succession planning for division supervisor levels presents a challenge.
- The increased demands upon Public Works through the expansion of facilities including the addition of the Pond Apple Park Trail and Boardwalk, the Shipley Trail and Boardwalk, the Community Park Trail; the increased year round usage of facilities including shared use paths and public parks; as well as the increased labor needs resulting from the Department's role in community special events.
- Record shattering rainfall in January of 2016 resulted in a number of drainage challenges for the City's stormwater infrastructure. A series of surveys of specific areas has been conducted and will likely lead to multiple drainage improvement projects to be carried out by the Department, either by in-house efforts or through contractual work.

### ACCOMPLISHMENTS

- Resurfaced 1.80 miles of streets.
- Continued maintenance responsibility of expanding infrastructure including additional trails at Pond Apple Park and Community Park as well as additional boardwalks within Pond Apple Park.
- Carried out crosswalk and intersection improvements at Periwinkle Way & East Gulf Drive, Periwinkle Way & Casa Ybel Road and Tarpon Bay Road and Island Inn Road.
- Continued implementation of a department staff reorganization that provides additional staffed coverage for weekends and special events.
- Completed shared use path repair project totaling 2.20 miles of repairs.
- Dredged the entrance channels to Shell Harbor canal system and the Sanibel Isles/Watershadows canal system.

## PUBLIC WORKS DEPARTMENT ACCOMPLISHMENTS (CONTINUED)

- Carried out the first phase of improvements recommended by the Shared Use Path Intersection Improvement Report, including new signage, markings and vegetation management.
- Constructed a new section of shared use path along the west side of Tarpon Bay Road between Sanibel Blvd. and Island Inn Road.
- Replaced the Colony Beach Access Dune Walkover.
- Responded to xx work orders or requests submitted by the public.

## DEPARTMENT OBJECTIVES

### To Support Council Goals:

- To economically maintain City's infrastructure
- To continue compliance with the City's National Pollutant Discharge Elimination System (NPDES) Permit

### To Support Departmental Objectives:

- To expand the shared use path system
- To correct a selection of infrastructure drainage problems annually
- To perform timely maintenance on the City's infrastructure to prevent future major repairs

## PERFORMANCE INDICATORS

Description	Actual FY 2014	Actual FY 2015	Estimated FY 2016	Projected FY 2017
Streets resurfaced/reconstructed (miles)	5.96	3.20	1.80	4.00
Shared use paths constructed (linear feet)	1,977	525	550	4,045
Road and shared use path miles swept	176	9	50	150
Off right-of-way walking/biking trails maintained (linear feet)	12,382	12,382	12,382	12,382

## PUBLIC WORKS DEPARTMENT RESPONSIBILITIES

### **Administration**

- Stormwater Permit Management
- Solid Waste Program Contract
- Budget
- Goals
- Personnel
- Emergency Management
- Payroll
- Inventory
- Maintenance records
- Interdepartmental coordination
- Public Interaction
- Reports and Studies
- Grant requests

### **Streets**

- Streets maintenance
- Shared use path maintenance
- Drainage construction
- Drainage Maintenance
- Litter control
- Vegetation maintenance
- Traffic control
- Emergency recovery

### **Public Facilities**

- Maintain grounds
- Maintain buildings
- Make repairs
- Monitor contractors

### **Engineering**

- Surveys
- Designs
- Construction contracts
- Project coordination
- Capital Improvement Program
- Inspections
- Permits
- Maintain maps
- Drainage infrastructure permitting and design

### **Fleet Maintenance**

- Vehicle maintenance
- Equipment maintenance
- Maintenance scheduling
- Parts inventory
- Safety inspections

**General Fund  
Public Works Department**

	Fiscal Year 2014 Actual Expenditures	Fiscal Year 2015 Actual Expenditures	Fiscal Year 2016			FY17 Budget
			Adopted Budget	Amended Budget	Estimated Actual	
<b>PERSONNEL SERVICES</b>						
Wages						
Full-time	\$ 383,814	\$ 363,755	\$ 344,074	352,676	\$ 387,358	\$ 353,281
Part-time	25,140	27,295	-	-	209	-
Wage Adjustments	-	-	8,602	-	-	-
Requested Positions	-	-	-	-	-	-
Overtime	16,452	21,135	25,000	25,000	23,280	25,000
Special Pay	1,121	1,770	2,000	2,000	1,944	2,000
Payroll Taxes	33,993	33,059	28,583	28,583	31,579	27,871
Retirement	166,454	164,759	149,513	149,513	147,608	164,604
Cafeteria Benefits	94,881	105,811	87,452	87,452	92,088	97,654
Unemployment/Work Comp	7,871	8,885	7,551	7,551	10,134	6,191
<b>SUB-TOTAL</b>	<b>729,726</b>	<b>726,469</b>	<b>652,775</b>	<b>652,775</b>	<b>694,200</b>	<b>676,601</b>
<b>OPERATING EXPENSES</b>						
Professional Services	33,756	28,702	46,000	65,310	45,000	71,000
Other Contractual Services	1,508	1,201	1,900	21,900	28,795	1,900
Travel & Per Diem	16,384	21,145	23,560	23,560	21,000	21,398
Communications	11,179	12,810	15,210	15,210	15,210	16,770
Postage/Transportation	127	-	500	500	250	500
Utilities	-	-	-	-	-	-
Rentals & Leases	-	-	80	80	-	80
Insurance	-	-	-	-	-	-
Repair & Maintenance	22,209	5,130	8,700	8,700	8,700	8,700
Printing	237	404	1,200	1,200	800	1,200
Promotional Activities	-	-	-	-	-	-
Other Current Charges	84	25	600	600	400	600
Office Supplies	6,537	6,353	7,950	7,950	6,000	7,950
Operating Supplies	6,919	5,172	6,800	6,800	6,800	6,900
Fuels, Oils, Lubricants	-	-	-	-	-	-
Road Materials & Supplies	-	-	-	-	-	-
Books, Subscriptions, etc.	6,330	5,399	10,330	10,330	8,000	10,330
Training and Education	-	400	-	-	-	-
<b>SUB-TOTAL</b>	<b>105,270</b>	<b>86,741</b>	<b>122,830</b>	<b>162,140</b>	<b>140,955</b>	<b>147,328</b>
<b>CAPITAL OUTLAY</b>						
Land	-	-	-	-	-	-
Building	-	-	-	-	-	-
Improve Other Than Bldgs	-	-	-	-	-	-
Machinery & Equipment	2,610	-	-	-	-	-
<b>SUB-TOTAL</b>	<b>2,610</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>GRANTS &amp; ASSISTANCE</b>						
	-	-	-	-	-	-
<b>DEPARTMENTAL TOTAL</b>	<b>\$ 837,606</b>	<b>\$ 813,210</b>	<b>\$ 775,605</b>	<b>\$ 814,915</b>	<b>\$ 835,155</b>	<b>\$ 823,929</b>
<b>% CHANGE COMPARED TO PREVIOUS YEAR ACTUAL</b>	<b>5.95%</b>	<b>(2.91%)</b>	<b>(4.62%)</b>	<b>0.21%</b>	<b>2.70%</b>	<b>(1.34%)</b>

**Special Revenue Fund  
Public Works Department - Transportation Division**

	Fiscal Year 2014 Actual Expenditures	Fiscal Year 2015 Actual Expenditures	Fiscal Year 2016			FY17 Budget
			Adopted Budget	Amended Budget	Estimated Actual	
<b>PERSONNEL SERVICES</b>						
Wages						
Full-time	\$ 360,886	\$ 367,288	\$ 444,951	456,075	\$ 472,930	\$ 457,381
Part-time	-	-	-	-	-	-
Wage Adjustments	-	-	11,124	-	-	-
Requested Positions	-	-	-	-	-	-
Overtime	126,158	106,239	100,000	100,000	112,210	100,000
Special Pay	5,740	7,427	12,000	12,000	5,323	12,000
Payroll Taxes	37,268	36,663	43,458	43,458	45,170	43,558
Retirement	114,760	111,083	107,349	107,349	107,625	116,859
Cafeteria Benefits	96,758	94,879	155,184	155,184	120,222	138,782
Unemployment/Work Comp	22,246	25,112	21,342	21,342	25,217	17,391
<b>SUB-TOTAL</b>	<b>763,816</b>	<b>748,691</b>	<b>895,408</b>	<b>895,408</b>	<b>888,697</b>	<b>885,971</b>
<b>OPERATING EXPENSES</b>						
Professional Services	146,005	134,652	188,370	313,470	264,815	431,470
Other Contractual Services	214,244	294,942	317,100	385,263	361,925	407,100
Travel & Per Diem	3,882	5,432	4,408	4,408	4,408	5,880
Communications	880	2,840	3,840	3,840	3,840	4,800
Postage/Transportation	22	-	-	-	-	-
Utilities	-	-	-	-	-	-
Rentals & Leases	11,055	11,675	13,693	13,693	21,174	13,713
Insurance	-	-	-	-	-	-
Repair & Maintenance	801,949	803,025	1,064,500	1,775,976	1,645,976	1,154,500
Printing	-	-	-	-	8,000	10,000
Promotional Activities	102	-	500	500	-	500
Other Current Charges	2,660	1,901	490,468	465,405	464,255	465,405
Office Supplies	-	-	-	-	-	-
Operating Supplies	96,581	23,106	19,300	19,975	25,000	19,300
Fuels, Oils, Lubricants	-	41,387	52,100	52,100	41,000	52,100
Road Materials & Supplies	52,967	59,091	85,000	110,000	85,000	85,000
Books, Subscriptions, etc.	-	-	-	-	-	-
Training and Education	-	-	-	-	-	-
<b>SUB-TOTAL</b>	<b>1,330,347</b>	<b>1,378,051</b>	<b>2,239,279</b>	<b>3,144,630</b>	<b>2,925,393</b>	<b>2,649,768</b>
<b>CAPITAL OUTLAY</b>						
Land	-	1,500	-	-	-	-
Building	-	3,830	-	-	-	-
Improve Other Than Bldgs	-	-	-	-	-	-
Machinery & Equipment	-	-	-	-	3,830	-
<b>SUB-TOTAL</b>	<b>-</b>	<b>5,330</b>	<b>-</b>	<b>-</b>	<b>3,830</b>	<b>-</b>
<b>GRANTS &amp; ASSISTANCE</b>						
	-	16,200	-	-	-	-
<b>DEPARTMENTAL TOTAL</b>	<b>\$ 2,094,163</b>	<b>\$ 2,148,272</b>	<b>\$ 3,134,687</b>	<b>\$ 4,040,038</b>	<b>\$ 3,817,920</b>	<b>\$ 3,535,739</b>
<b>% CHANGE COMPARED TO PREVIOUS YEAR ACTUAL</b>	<b>(21.96%)</b>	<b>2.58%</b>	<b>45.92%</b>	<b>88.06%</b>	<b>77.72%</b>	<b>(7.39%)</b>

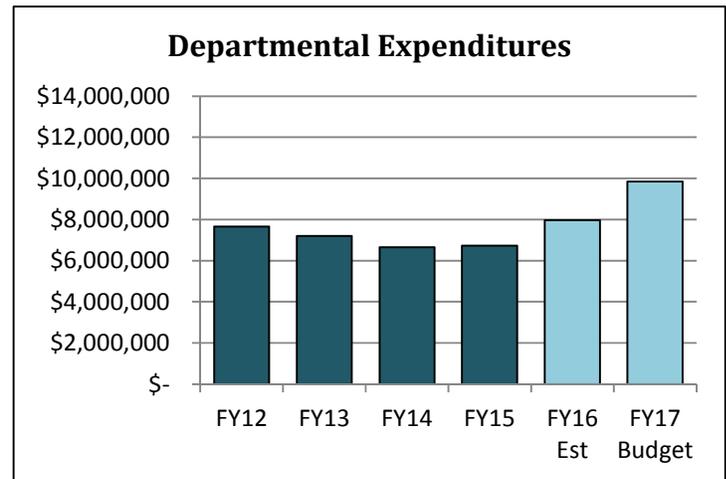
**General Fund**  
**Public Works Department - Public Facilities Division**

	Fiscal Year 2014 Actual Expenditures	Fiscal Year 2015 Actual Expenditures	Fiscal Year 2016			FY17 Budget
			Adopted Budget	Amended Budget	Estimated Actual	
<b>PERSONNEL SERVICES</b>						
Wages						
Full-time	\$ 107,350	\$ 108,945	\$ 120,214	123,219	\$ 114,852	\$ 123,112
Part-time	-	-	3,005	-	-	-
Wage Adjustments	-	-	-	-	-	-
Requested Positions	-	-	-	-	-	-
Overtime	44,400	35,903	30,000	30,000	28,286	30,000
Special Pay	1,455	1,466	2,000	2,000	1,234	2,000
Payroll Taxes	11,803	11,533	11,874	11,874	11,044	11,866
Retirement	33,175	32,467	30,689	30,689	30,144	33,436
Cafeteria Benefits	30,081	25,451	31,317	31,317	28,708	31,317
Unemployment/Work Comp	4,743	5,354	4,550	4,550	5,377	3,708
<b>SUB-TOTAL</b>	<b>233,007</b>	<b>221,119</b>	<b>233,649</b>	<b>233,649</b>	<b>219,645</b>	<b>235,439</b>
<b>OPERATING EXPENSES</b>						
Professional Services	30	40	100	100	-	100
Other Contractual Services	37,143	37,922	47,266	47,266	45,886	48,310
Travel & Per Diem	1,206	1,200	1,418	1,418	1,218	1,418
Communications	1,160	1,140	2,400	2,400	1,440	2,400
Postage/Transportation	-	-	100	100	-	100
Utilities	114,481	115,646	118,240	118,240	109,000	118,240
Rentals & Leases	-	-	400	400	-	400
Insurance	-	-	-	-	-	-
Repair & Maintenance	98,562	105,216	263,190	278,190	180,580	238,690
Printing	-	-	-	-	-	-
Promotional Activities	-	-	-	-	-	-
Other Current Charges	125	223	3,550	3,550	1,605	3,550
Office Supplies	-	-	-	-	-	-
Operating Supplies	27,012	26,833	41,050	41,050	30,000	41,200
Fuels, Oils, Lubricants	-	6,710	-	-	-	-
Road Materials & Supplies	-	-	6,000	6,000	6,000	6,000
Books, Subscriptions, etc.	-	-	-	-	-	-
Training and Education	-	-	-	-	-	-
<b>SUB-TOTAL</b>	<b>279,719</b>	<b>294,930</b>	<b>483,714</b>	<b>498,714</b>	<b>375,729</b>	<b>460,408</b>
<b>CAPITAL OUTLAY</b>						
Land	-	-	-	-	-	-
Building	-	-	-	-	-	-
Improve Other Than Bldgs	-	-	-	-	-	-
Machinery & Equipment	-	-	-	-	-	-
<b>SUB-TOTAL</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>GRANTS &amp; ASSISTANCE</b>						
	-	-	-	-	-	-
<b>DEPARTMENTAL TOTAL</b>	<b>\$ 512,726</b>	<b>\$ 516,049</b>	<b>\$ 717,363</b>	<b>\$ 732,363</b>	<b>\$ 595,374</b>	<b>\$ 695,847</b>
<b>% CHANGE COMPARED TO PREVIOUS YEAR ACTUAL</b>	<b>(14.37%)</b>	<b>0.65%</b>	<b>39.01%</b>	<b>41.92%</b>	<b>15.37%</b>	<b>16.88%</b>

## SEWER SYSTEM DIVISION – ENTERPRISE FUND

### DIVISION FUNCTION

To improve surface water quality; to provide reliable, high quality wastewater collection, treatment, and reuse services in a cost effective manner to residential and commercial customers at a reasonable cost; to provide maintenance on the City’s network of gravity sewer lines, sewer force main lines, 129 City-owned lift stations as well as the City network of reclaimed water distribution lines; to operate and maintain the Donax Wastewater Reclamation Facility in compliance with state and federal regulations.



### EMERGING ISSUES AND CHALLENGES FACING THE DEPARTMENT

- The utility division’s functions require technical proficiency. Even in the current economic market, there is difficulty hiring skilled employees such as wastewater plant operators.
- Efforts to ensure protection of the island and surface water quality go beyond the monitoring of only City infrastructure. The proliferation of poorly maintained privately owned lift stations and the challenge to be aware of those in addition to City infrastructure adds demand.
- Water quality issues impact the department, including finding environmentally friendly ways to:
  - ❖ Conversion of sludge treatment to high efficiency process that produces a quality end product.
  - ❖ Reduction of Nutrients in effluent prior to its use for irrigation.

### ACCOMPLISHMENTS

- Rehabilitated the Wulfert WWTP reclaimed water storage tank.
- Improved lift station pump efficiency through the installation of variable frequency drives.
- Continued program to identify and eliminate infiltration/inflow including projects in The Sanctuary, East Periwinkle Way corridor, and Sanibel Bayous areas.
- Continued with the plant tank inspection/repair program.
- Completed design and transitioned into preconstruction phase of Phase 4 sewer for West Gulf Drive and Woodring Road

## SEWER SYSTEM DIVISION – ENTERPRISE FUND

### DEPARTMENT OBJECTIVES

#### To Support Council Goals:

- To minimize effluent violations and system overflows.
- To reduce nitrogen and phosphorus levels in the plant effluent.

#### To Support Departmental Objectives:

- To reduce flow to the plant due to inflow and infiltration by 10%.
- To achieve 100% effluent compliance.
- To achieve effluent nitrogen and phosphorus levels below 3.0 and 0.5 ppm respectively.

### PERFORMANCE INDICATORS

Description	Actual FY 2014	Actual FY 2015	Estimated FY 2016	Projected FY 2017
Annual Average Daily Flow (MGD)	1.28	1.39	1.51	1.61
Funds expended on I/I corrections (\$)	148,747	100,817	125,000	180,000
Funds expended to identify I/I sources (\$)	22,957	11,000	15,000	30,000
Number of effluent violations	0	0	1	0
Number of system overflows	2	1	1	0
Grease trap inspections performed	208	256	260	208
Grease trap violations	38	39	42	40

### RESPONSIBILITIES

#### Utility Operations

- Operate plants
- Monitor plant operations
- Prepare reports
- Maintain facilities
- Assure safe operations
- Maintain records
- Emergency management

#### Utility Maintenance

- Repair facilities
- Inspect facilities
- Operate facilities
- Maintain facilities
- Construct facilities
- Emergency management

### TREND ANALYSIS

Description	Actual FY 2014	Actual FY 2015	Estimated FY 2016	Projected FY 2017
Sewer equivalent residential units (ERU)	9,375	9,392	9,445	9,460
Average Daily Wastewater Flow (MGD)	1.28	1.39	1.51	1.61

**Enterprise Fund  
Sanibel Sewer System**

	GAAP Basis		Non-GAAP Basis			FY17 Budget
	Fiscal Year	Fiscal Year	Fiscal Year 2016			
	2014 Actual Expenditures	2015 Actual Expenditures	Adopted Budget	Amended Budget	Estimated Actual	
<b>PERSONNEL SERVICES</b>						
Wages						
Full-time	\$ 784,802	\$ 789,364	\$ 880,413	\$ 902,423	\$ 799,160	\$ 896,724
Part-time	33,413	31,424	55,321	56,704	26,554	56,557
Wage Adjustments	-	-	23,393	-	-	-
Requested Positions	-	-	-	-	-	-
Overtime	69,098	107,721	90,000	90,000	161,787	90,000
Special Pay	28,869	30,020	25,000	25,000	25,025	25,000
Payroll Taxes	66,759	70,484	81,986	81,986	77,458	81,045
Retirement	81,957	125,959	242,836	242,836	238,632	265,086
Cafeteria Benefits	179,947	175,096	264,077	264,077	174,301	246,455
Unemployment/Work Comp	18,104	12,342	17,891	17,891	17,119	11,806
<b>SUB-TOTAL</b>	<b>1,262,949</b>	<b>1,342,410</b>	<b>1,680,917</b>	<b>1,680,917</b>	<b>1,520,036</b>	<b>1,672,673</b>
<b>OPERATING EXPENSES</b>						
Professional Services	87,165	32,967	234,000	625,705	501,929	153,000
Other Contractual Services	290,303	290,620	390,687	390,687	350,000	390,687
Travel & Per Diem	10,111	14,056	18,016	18,016	14,800	18,266
Communications	15,333	16,236	25,200	25,200	26,800	25,200
Postage/Transportation	10,221	7,709	7,500	7,500	7,500	7,500
Utilities	315,083	326,334	355,320	355,320	325,000	355,320
Rentals & Leases	9,197	8,448	11,060	11,060	15,690	11,060
Insurance	19,121	18,667	23,148	23,148	26,630	27,731
Repair & Maintenance	729,661	938,685	1,152,500	1,232,500	1,000,000	1,222,500
Printing	815	41	3,500	3,500	3,000	3,500
Promotional Activities	492	-	2,000	2,000	-	2,000
Other Current Charges	458,994	480,972	468,134	410,702	426,057	410,702
Office Supplies	4,397	3,091	4,400	4,400	4,000	4,400
Operating Supplies	224,572	198,558	240,600	240,600	210,000	240,600
Fuels, Oils, Lubricants	-	13,376	51,350	51,350	16,000	51,350
Road Materials & Supplies	-	-	4,000	4,000	1,000	4,000
Books, Subscriptions, etc.	732	1,409	11,600	11,600	8,000	19,614
Training and Education	-	-	-	-	-	-
<b>SUB-TOTAL</b>	<b>2,176,197</b>	<b>2,351,169</b>	<b>3,003,015</b>	<b>3,417,288</b>	<b>2,936,406</b>	<b>2,947,430</b>
<b>CAPITAL OUTLAY</b>						
Land	-	-	-	-	-	-
Building	-	-	50,000	50,000	-	50,000
Improve Other Than Bldgs	-	-	2,579,500	2,634,930	30,000	1,466,000
Machinery & Equipment	-	-	264,500	304,000	132,000	249,500
<b>SUB-TOTAL</b>	<b>-</b>	<b>-</b>	<b>2,894,000</b>	<b>2,988,930</b>	<b>162,000</b>	<b>1,765,500</b>
<b>NON-OPERATING EXPENSES</b>						
Reserve for Disasters	-	-	100,000	100,000	-	100,000
Depreciation & Amortization	2,479,349	2,463,943	-	-	-	-
Debt Service	733,046	571,762	3,356,820	3,356,820	3,356,824	3,356,820
<b>SUB-TOTAL</b>	<b>3,212,395</b>	<b>3,035,705</b>	<b>3,456,820</b>	<b>3,456,820</b>	<b>3,356,824</b>	<b>3,456,820</b>
<b>DEPARTMENTAL TOTAL</b>	<b>\$ 6,651,541</b>	<b>\$ 6,729,284</b>	<b>\$ 11,034,752</b>	<b>\$ 11,543,955</b>	<b>\$ 7,975,266</b>	<b>\$ 9,842,423</b>
<b>% CHANGE COMPARED TO PREVIOUS YEAR ACTUAL</b>	<b>(6.03%)</b>	<b>1.17%</b>	<b>63.98%</b>	<b>71.55%</b>	<b>18.52%</b>	<b>23.41%</b>

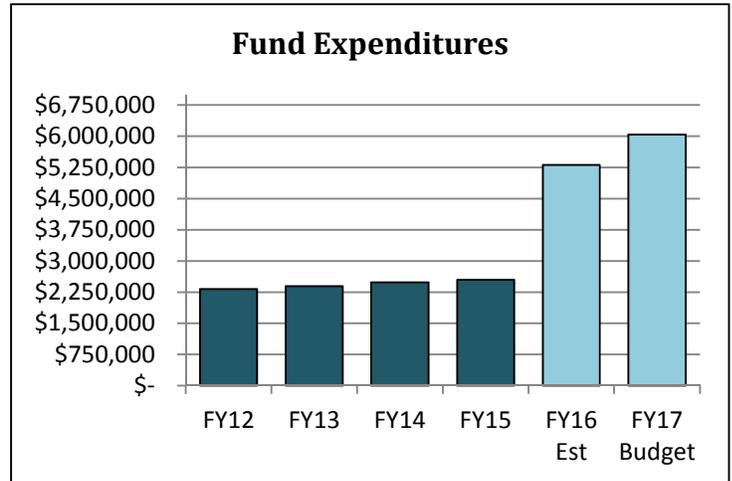
## BEACH PARKING FUND – ENTERPRISE FUND DEPARTMENT FUNCTION

### Public Works

The Public Works Beach Parks staff strives to economically provide a safe and enjoyable beach experience for park visitors while protecting the natural habitat. Staff strives to ensure that all beach park facilities are well-maintained and clean including restrooms, fishing pier, boat ramp, playground, shade pavilions, paths, trails and signage. Staff also assists beachgoers with information and history to enhance their visit.

### Natural Resources

Staff works to protect and improve our coastal water quality in order to preserve the quality of our world-class beaches and wildlife habitat to provide a beach visitation experience that is sensitive to the environment, encourages non-motorized methods of travel and is in keeping with The Sanibel Plan.

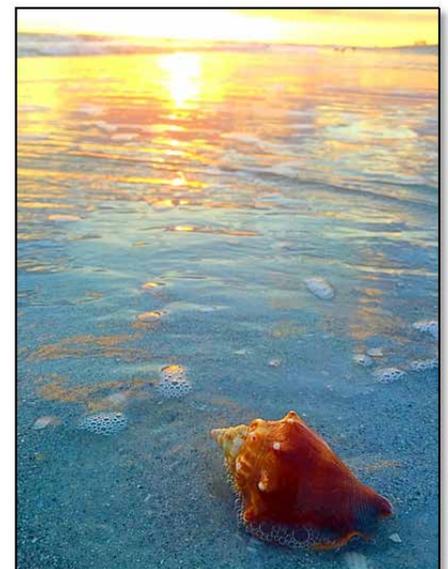


### Public Safety

The City of Sanibel Police Department proactively patrols all roadways, waterways and beaches with its available resources and enforces all Local, State and Federal laws and ordinances. The Sanibel Police Department proactively analyzes criminal activity and identifies trends derived from crime statistics and alerts the public through press releases and other crime prevention strategies. The Sanibel Police Department maintains and protects the ecosystem for all inhabitants of Sanibel, including residents, workers, visitors and wildlife in the natural environment. In accordance with the Department’s community policing philosophy, officers respond 100% of the time for any and all requests for service and investigation of every criminal act.

## EMERGING ISSUES AND CHALLENGES FACING THE DEPARTMENT

- Continued impacts from the Caloosahatchee watershed and Lake Okeechobee regulatory discharges on coastal water quality resulting in increased frequency and duration of algal blooms that threaten Sanibel’s beaches, natural systems, economy, and resident’s quality of life.
- Continue building regional partnerships to store, treat and convey more water south of Lake Okeechobee and obtain additional water storage within the Caloosahatchee basin to address high and low-flow impacts affecting Sanibel’s water quality.
- Improving water quality on Sanibel to meet state-mandated Total Maximum Daily Load (TMDL) for the Sanibel River and to further protect coastal waters and beaches.
- Working with our Federal representatives in Washington D.C. to appropriate federal funds needed to construct Everglades and Northern Estuaries Restoration Projects.



## BEACH PARKING FUND – ENTERPRISE FUND

### EMERGING ISSUES AND CHALLENGES FACING THE DEPARTMENT

(CONTINUED)

- Increasing demand from the public for information about current beach conditions and water quality.
- Increased pressures on the beach ecosystem and facilities as word of Sanibel's high ranking as a beach destination spreads.
- Increasing pressure to bring human recreation into natural areas and wildlife habitats. Increasing interaction between humans and wildlife in natural areas resulting in disruptions to wildlife.
- Increased demands on facilities and maintenance based heavy visitation of beach park facilities while maintaining recreational opportunities for beachgoers and protecting critical wildlife habitat.
- Providing ADA accessibility and improvements to all beach parks so that everyone can have an enjoyable beach experience.
- Traffic increases, impact of congestion and beach parking capacity limitations, causing increased need for traffic control personnel and increased hours of staffing to monitor parking lots.
- Managing bus and tour visits at public parking lots continues to require attention and ongoing education.
- Erosion Issues at Turner Beach Park, Blind Pass Beach Park and Lighthouse Beach Park.

### ACCOMPLISHMENTS

- Raised awareness of regional and local water quality/quantity issues impacting Sanibel. Completed a substantial revision the Caloosahatchee Regional Water Management Issues white paper, which outlines short- and long-term strategies for addressing the water resource issues impacting the Caloosahatchee and Coastal waters. Executed several resolution and letters to various State and Federal agencies and elected officials to raise awareness of Sanibel's water resource issues.
- Continue to protect beach and beach dune habitat by installing beach dune plantings at all City beach parks and public accesses to beautify the parks and protect shoreline from erosion. Completed coastal scrub restoration to enhance gopher tortoise habitat and installed educational signage at several of the City's beach parks. Installed more than 2,000 linear feet of dune vegetation at Sanibel Beach Parks and public beach accesses in 2016.
- Improved overall presentation of beach park picnic areas as well as increased focus on maintenance of "pocket parks" within the beach park system to provide habitat friendly gathering places for greater dispersion of visitor volumes.
- Maintained existing gopher tortoise habitat at Lighthouse Beach, Gulfside and Bowman's Beach parks through mowing of 20+ acres of coastal scrub to prevent encroachment of woody plant species. Completed gopher tortoise population survey at Gulfside City Park, Lighthouse Beach Park, Bailey Beach Park, Bowman's Beach, and Silver Key.
- Surveyed and treated invasive exotic vegetation on approximately 234 acres of land at the City's beach parks.
- Continue to protect beach and beach dune habitat by installing educational signage and replacing more than 3,000 linear feet of rope and bollard system at beach parks and beach accesses to protect the critical wildlife habitat.

## BEACH PARKING FUND – ENTERPRISE FUND ACCOMPLISHMENTS (CONTINUED)

- Continued promotion of the “After 9, it’s Turtle Time” Sea Turtle Lighting Campaign and education materials creating with grant funding from the Sea Turtle License Plate Program for the 2016 season.
- Completed an Interlocal Agreement with the Captiva Erosion Prevention District (CEPD) to piggyback on state and federal permits for renourishment projects on the beaches of northern Sanibel.
- Partnered with Lee County and the CEPD to oversee the Blind Pass Inlet Management Study.
- Through competitive bid processes, staff has begun selecting contractors to complete an update to the Island-wide Beach Management Plan.
- Designed and reconstructed the existing shower areas at Tarpon Bay Road Beach Park, Turner Beach Park, Bowman’s Beach Park, Lighthouse Beach Park and Gulfside City Park to improve ADA accessibility and drainage.
- Completed design and initiated construction of a new restroom facility at Lighthouse Beach Park. New restroom opened in April 2015.
- Designed, permitted and constructed a shade structure at Lighthouse Beach Park to provide shade and shelter from the sun and elements as well as improve the park facility for ADA accessibility.
- Designed the Bowman’s Beach Shared Use Path to provide safe access to this popular beach park for pedestrian and bicycle traffic. Applied for grant funding to expand the path beyond the original scope of the project and provide safer access for path users to the beach park.
- Improved all restroom facilities with new lighting, hand dryers and floors.
- Replaced boardwalk at Lighthouse Beach Park from fishing pier to main roadway.
- Increased parking fee revenues.
- Upgraded the security monitoring system at Lighthouse Park, the Trost parking lot, and the Bowman’s Beach parking lot.
- Installed chickee hut shade structure over the ADA Gulf Lookout at Bowman’s Beach Park.
- Renovated the Fishing Pier to improve ADA accessibility and structural stability.
- Improved the main access walkways to the beach at Lighthouse Beach Park, Bowman’s Beach Park and Tarpon Bay Road Beach Park improving drainage issues and ADA issues.
- Installed ADA accessibility mats at Lighthouse Beach Park, Gulfside City Beach Park and Tarpon Bay Road Beach Park.

## DEPARTMENT OBJECTIVES

### To Support Council Goals:

- To protect the beach environment;
- To protect coastal water quality;
- To maintain beach revenues through an enhanced beach experience for residents and visitors.

### To Support Departmental Objectives:

- To protect wildlife and wildlife habitat;
- To make all beach parks safe for users;
- To maintain the beach park facilities to a level worthy of a world class destination;
- To protect and manage the beach and shoreline in a natural state

## BEACH PARKING FUND – ENTERPRISE FUND PERFORMANCE INDICATORS

Description	Actual FY 2013	Actual FY 2014	Actual FY 2015	Estimated FY 2016
Annual beach park dune plantings	100%	100%	100%	100%
Annual exotic plant control at all beach parks	100%	100%	100%	100%
Annual maintenance of beach park rope and bollard system	100%	100%	100%	100%
Document parking enforcement violations. Take corrective action against violators through citation or education. Measurement is citations issued.	2,969	3,401	3,400	3,500

## TREND ANALYSIS

Description	Actual FY 2013	Actual FY 2014	Actual FY 2015	Estimated FY 2016
Parks - Number of restrooms	8	8	8	9
Linear feet of shoreline newly vegetated or re-vegetated with dune species	2,300	2,800	4,100	2,000
Number of acres of exotic plants treated at beach parks	128	234	234	234
Linear feet of rope and bollards newly installed or reinstalled due to storm events	1,600	1,800	3,000	3,000
Parking permit revenue	\$98,967	\$106,702	\$126,290	\$145,000
Parking violation revenue	\$95,599	\$103,509	\$116,261	\$116,000

**Beach Parking Fund**  
**Total Beach Parking Departments**

	Fiscal Year 2014 Actual Expenditures	Fiscal Year 2015 Actual Expenditures	Fiscal Year 2016			FY17 Budget
			Adopted Budget	Amended Budget	Estimated Actual	
<b>PERSONNEL SERVICES</b>						
Wages						
Full-time	\$ 663,955	\$ 682,634	\$ 880,206	\$ 908,501	\$ 921,272	\$ 929,109
Part-time	57,483	62,963	251,616	251,616	166,622	183,826
Wage Adjustments	-	-	28,295	-	-	-
Requested Positions	-	-	-	-	-	-
Overtime	67,734	74,563	85,000	85,009	74,161	85,000
Special Pay	18,964	18,943	21,500	21,500	19,380	21,500
Payroll Taxes	63,412	65,064	96,342	96,333	72,678	92,565
Retirement	98,506	118,876	223,201	223,201	97,107	229,089
Cafeteria Benefits	150,228	152,763	288,292	288,292	180,638	277,652
Unemployment/Work Comp	17,439	18,056	15,122	15,122	17,769	12,255
<b>SUB-TOTAL</b>	<b>1,137,721</b>	<b>1,193,862</b>	<b>1,889,574</b>	<b>1,889,574</b>	<b>1,549,627</b>	<b>1,830,996</b>
<b>OPERATING EXPENSES</b>						
Professional Services	80,305	80,250	118,200	168,200	110,700	127,700
Other Contractual Services	367,008	254,613	334,500	544,545	418,960	750,450
Travel & Per Diem	39,793	22,982	47,443	47,443	35,513	48,023
Communications	12,949	9,681	61,440	61,440	33,580	61,640
Postage/Transportation	1,143	1,366	6,800	6,800	5,300	5,200
Utilities	68,083	68,018	80,514	80,514	80,514	85,250
Rentals & Leases	-	968	900	900	8,600	900
Insurance	26,730	26,730	28,072	28,072	32,523	32,523
Repair & Maintenance	144,114	177,145	415,480	445,480	199,513	604,560
Printing	221	3,992	5,500	5,500	2,500	5,500
Promotional Activities	-	-	500	500	250	20,500
Other Current Charges	476,705	534,937	489,528	537,018	537,018	536,918
Office Supplies	662	1,450	500	500	1,000	500
Operating Supplies	132,745	122,653	155,200	155,200	168,832	155,400
Fuels, Oils, Lubricants	-	29,718	67,100	67,100	34,500	72,100
Road Materials & Supplies	-	-	20,000	20,000	5,000	20,000
Books, Subscriptions, etc.	334	2,834	3,000	3,000	500	4,000
Training and Education	-	1,431	-	-	-	-
<b>SUB-TOTAL</b>	<b>1,350,792</b>	<b>1,338,768</b>	<b>1,834,677</b>	<b>2,172,212</b>	<b>1,674,803</b>	<b>2,531,164</b>
<b>CAPITAL OUTLAY</b>						
Land	-	-	-	-	-	-
Building	-	-	621,506	651,506	-	477,209
Improve Other Than Bldgs	-	-	1,000,700	1,169,700	531,814	1,686,250
Machinery & Equipment	-	-	516,645	537,690	446,936	363,895
<b>SUB-TOTAL</b>	<b>-</b>	<b>-</b>	<b>2,138,851</b>	<b>2,358,896</b>	<b>978,750</b>	<b>2,527,354</b>
<b>GRANTS &amp; ASSISTANCE</b>						
	-	14,000	10,000	10,000	10,000	10,000
<b>FUND TOTAL</b>	<b>\$ 2,488,513</b>	<b>\$ 2,546,630</b>	<b>\$ 5,873,102</b>	<b>\$ 6,430,682</b>	<b>\$ 4,213,180</b>	<b>\$ 6,899,514</b>
<b>% CHANGE COMPARED TO PREVIOUS YEAR ACTUAL</b>	<b>3.06%</b>	<b>2.34%</b>	<b>130.62%</b>	<b>152.52%</b>	<b>65.44%</b>	<b>63.76%</b>

**Beach Parking Fund  
Public Safety**

	Fiscal Year 2014 Actual Expenditures	Fiscal Year 2015 Actual Expenditures	Fiscal Year 2016			FY17 Budget
			Adopted Budget	Amended Budget	Estimated Actual	
<b>PERSONNEL SERVICES</b>						
Wages						
Full-time	\$ 247,193	\$ 287,719	\$ 349,346	\$ 364,370	\$ 400,001	\$ 396,588
Part-time	54,653	60,133	251,616	251,616	164,419	183,826
Wage Adjustments	-	-	15,024	-	-	-
Requested Positions	-	-	-	-	-	-
Overtime	10,709	17,538	15,000	15,009	17,568	15,000
Special Pay	13,021	13,000	15,000	15,000	11,977	15,000
Payroll Taxes	26,326	29,496	49,418	49,409	27,736	46,697
Retirement	62,744	84,084	127,251	127,251	125,922	123,129
Cafeteria Benefits	61,596	66,361	145,455	145,455	73,120	151,387
Unemployment/Work Comp	7,346	8,253	7,007	7,007	8,300	5,725
<b>SUB-TOTAL</b>	<b>483,588</b>	<b>566,584</b>	<b>975,117</b>	<b>975,117</b>	<b>829,043</b>	<b>937,352</b>
<b>OPERATING EXPENSES</b>						
Professional Services	55	-	-	-	-	-
Other Contractual Services	37,752	27,563	38,500	38,500	38,000	89,450
Travel & Per Diem	20,303	18,266	26,820	26,820	20,000	26,820
Communications	9,015	5,859	52,660	52,660	25,000	52,660
Postage/Transportation	443	666	-	-	1,000	400
Utilities	589	524	750	750	750	750
Rentals & Leases	-	968	500	500	8,200	500
Insurance	-	-	-	-	-	-
Repair & Maintenance	22,445	55,476	53,540	53,540	25,000	53,540
Printing	198	2,783	500	500	500	500
Promotional Activities	-	-	250	250	-	250
Other Current Charges	343,184	401,416	347,740	357,057	357,057	357,057
Office Supplies	662	1,450	500	500	1,000	500
Operating Supplies	53,459	42,386	20,000	20,000	30,000	41,000
Fuels, Oils, Lubricants	-	29,718	37,600	37,600	30,000	37,600
Road Materials & Supplies	-	-	-	-	-	-
Books, Subscriptions, etc.	-	-	-	-	-	-
Training and Education	-	1,431	-	-	-	-
<b>SUB-TOTAL</b>	<b>488,105</b>	<b>588,506</b>	<b>579,360</b>	<b>588,677</b>	<b>536,507</b>	<b>661,027</b>
<b>CAPITAL OUTLAY</b>						
Land	-	-	-	-	-	-
Building	-	-	-	-	-	-
Improve Other Than Bldgs	-	-	-	-	-	-
Machinery & Equipment	-	-	310,000	331,045	258,894	275,000
<b>SUB-TOTAL</b>	<b>-</b>	<b>-</b>	<b>310,000</b>	<b>331,045</b>	<b>258,894</b>	<b>275,000</b>
<b>GRANTS &amp; ASSISTANCE</b>						
	-	-	-	-	-	-
<b>DEPARTMENTAL TOTAL</b>	<b>\$ 971,693</b>	<b>\$ 1,155,090</b>	<b>\$ 1,864,477</b>	<b>\$ 1,894,839</b>	<b>\$ 1,624,444</b>	<b>\$ 1,873,379</b>
<b>% CHANGE COMPARED TO PREVIOUS YEAR ACTUAL</b>	<b>(3.34%)</b>	<b>18.87%</b>	<b>61.41%</b>	<b>64.04%</b>	<b>40.63%</b>	<b>15.32%</b>

**Beach Parking Fund  
Natural Resources**

	Fiscal Year 2014 Actual Expenditures	Fiscal Year 2015 Actual Expenditures	Fiscal Year 2016			FY17 Budget
			Adopted Budget	Amended Budget	Estimated Actual	
<b>PERSONNEL SERVICES</b>						
Wages						
Full-time	\$ 98,477	\$ 76,630	\$ 134,855	138,226	\$ 119,918	\$ 138,678
Part-time	-	-	-	-	-	-
Wage Adjustments	-	-	3,371	-	-	-
Requested Positions	-	-	-	-	-	-
Overtime	-	-	-	-	-	-
Special Pay	-	-	-	-	-	-
Payroll Taxes	7,396	5,878	10,297	10,297	9,174	10,248
Retirement	6,574	5,604	10,431	10,431	7,862	9,904
Cafeteria Benefits	9,899	7,669	28,612	28,612	18,158	25,413
Unemployment/Work Comp	1,485	1,195	1,049	1,049	1,140	786
<b>SUB-TOTAL</b>	<b>123,831</b>	<b>96,976</b>	<b>188,615</b>	<b>188,615</b>	<b>156,252</b>	<b>185,029</b>
<b>OPERATING EXPENSES</b>						
Professional Services	-	-	-	-	-	-
Other Contractual Services	257,596	155,390	197,000	407,045	281,960	567,000
Travel & Per Diem <sup>1</sup>	15,472	698	10,000	10,000	5,000	10,000
Communications	990	878	1,560	1,560	1,560	1,560
Postage/Transportation	-	-	2,000	2,000	-	2,000
Utilities	-	-	-	-	-	-
Rentals & Leases	-	-	-	-	-	-
Insurance	-	-	-	-	-	-
Repair & Maintenance	-	-	-	-	-	-
Printing	-	1,186	5,000	5,000	2,000	5,000
Promotional Activities	-	-	-	-	-	20,000
Other Current Charges	-	-	-	-	-	-
Office Supplies	-	-	-	-	-	-
Operating Supplies	-	981	1,000	1,000	-	1,000
Fuels, Oils, Lubricants	-	-	-	-	-	-
Road Materials & Supplies	-	-	-	-	-	-
Books, Subscriptions, etc.	-	2,500	2,500	2,500	-	2,500
Training and Education	-	-	-	-	-	-
<b>SUB-TOTAL</b>	<b>274,058</b>	<b>161,633</b>	<b>219,060</b>	<b>429,105</b>	<b>290,520</b>	<b>609,060</b>
<b>CAPITAL OUTLAY</b>						
Land	-	-	-	-	-	-
Building	-	-	-	-	-	-
Improve Other Than Bldgs	-	-	-	-	-	200,000
Machinery & Equipment	-	-	-	-	-	-
<b>SUB-TOTAL</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>200,000</b>
<b>GRANTS &amp; ASSISTANCE</b>	<b>-</b>	<b>14,000</b>	<b>10,000</b>	<b>10,000</b>	<b>10,000</b>	<b>10,000</b>
<b>DEPARTMENTAL TOTAL</b>	<b>\$ 397,889</b>	<b>\$ 272,609</b>	<b>\$ 417,675</b>	<b>\$ 627,720</b>	<b>\$ 456,772</b>	<b>\$ 1,004,089</b>
<b>% CHANGE COMPARED TO PREVIOUS YEAR ACTUAL</b>	<b>65.64%</b>	<b>(31.49%)</b>	<b>53.21%</b>	<b>130.26%</b>	<b>67.56%</b>	<b>119.82%</b>

**Beach Parking Fund  
Public Works Department**

	Fiscal Year 2014 Actual Expenditures	Fiscal Year 2015 Actual Expenditures	Fiscal Year 2016			FY17 Budget
			Adopted Budget	Amended Budget	Estimated Actual	
<b>PERSONNEL SERVICES</b>						
Wages						
Full-time	\$ 318,285	\$ 318,285	\$ 396,005	\$ 405,905	\$ 401,353	\$ 393,843
Part-time	2,830	2,830	-	-	2,203	-
Wage Adjustments	-	-	9,900	-	-	-
Requested Positions	-	-	-	-	-	-
Overtime	57,025	57,025	70,000	70,000	56,593	70,000
Special Pay	5,943	5,943	6,500	6,500	7,403	6,500
Payroll Taxes	29,690	29,690	36,627	36,627	35,768	35,620
Retirement	29,188	29,188	85,519	85,519	89,245	96,056
Cafeteria Benefits	78,733	78,733	114,225	114,225	89,360	100,852
Unemployment/Work Comp	8,608	8,608	7,066	7,066	8,329	5,744
<b>SUB-TOTAL</b>	<b>530,302</b>	<b>530,302</b>	<b>725,842</b>	<b>725,842</b>	<b>690,254</b>	<b>708,615</b>
<b>OPERATING EXPENSES</b>						
Professional Services	80,250	80,250	118,200	168,200	110,700	127,700
Other Contractual Services	71,660	71,660	99,000	99,000	99,000	94,000
Travel & Per Diem	4,018	4,018	10,623	10,623	10,513	11,203
Communications	2,944	2,944	7,220	7,220	7,020	7,420
Postage/Transportation	700	700	4,800	4,800	4,300	2,800
Utilities	67,494	67,494	79,764	79,764	79,764	84,500
Rentals & Leases	-	-	400	400	400	400
Insurance	26,730	26,730	28,072	28,072	32,523	32,523
Repair & Maintenance	121,669	121,669	361,940	391,940	174,513	551,020
Printing	23	23	-	-	-	-
Promotional Activities	-	-	250	250	250	250
Other Current Charges	133,521	133,521	141,788	179,961	179,961	179,861
Office Supplies	-	-	-	-	-	-
Operating Supplies	79,286	79,286	134,200	134,200	138,832	113,400
Fuels, Oils, Lubricants	-	-	29,500	29,500	4,500	34,500
Road Materials & Supplies	-	-	20,000	20,000	5,000	20,000
Books, Subscriptions, etc.	334	334	500	500	500	1,500
Training and Education	-	-	-	-	-	-
<b>SUB-TOTAL</b>	<b>588,629</b>	<b>588,629</b>	<b>1,036,257</b>	<b>1,154,430</b>	<b>847,776</b>	<b>1,261,077</b>
<b>CAPITAL OUTLAY</b>						
Land	-	-	-	-	-	-
Building	-	-	621,506	651,506	-	477,209
Improve Other Than Bldgs	-	-	1,000,700	1,169,700	531,814	1,486,250
Machinery & Equipment	-	-	206,645	206,645	188,042	88,895
<b>SUB-TOTAL</b>	<b>-</b>	<b>-</b>	<b>1,828,851</b>	<b>2,027,851</b>	<b>719,856</b>	<b>2,052,354</b>
<b>GRANTS &amp; ASSISTANCE</b>						
	-	-	-	-	-	-
<b>DEPARTMENTAL TOTAL</b>	<b>\$ 1,118,931</b>	<b>\$ 1,118,931</b>	<b>\$ 3,590,950</b>	<b>\$ 3,908,123</b>	<b>\$ 2,257,886</b>	<b>\$ 4,022,046</b>
<b>% CHANGE COMPARED TO PREVIOUS YEAR ACTUAL</b>						
	4.63%	0.00%	220.93%	249.27%	101.79%	78.13%

## BELOW MARKET RATE HOUSING PROGRAM – GENERAL FUND ECONOMIC ENVIRONMENT FUNCTION

The City has an agreement with a nonprofit organization, Community Housing and Resources, Inc. (CHR) to aid in the provision of below market rate housing and housing assistance in the City of Sanibel. Current year contractual assistance is budgeted at approximately \$303,000.

<b>General Fund Below Market Rate Housing Program</b>						
	Fiscal Year	Fiscal Year	Fiscal Year 2016			FY17 Budget
	2014 Actual Expenditures	2015 Actual Expenditures	Adopted Budget	Amended Budget	Estimated Actual	
<b>PERSONNEL SERVICES</b>						
Wages						
Full-time	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Part-time	-	-	-	-	-	-
Wage Adjustments	-	-	-	-	-	-
Requested Positions	-	-	-	-	-	-
Overtime	-	-	-	-	-	-
Special Pay	-	-	-	-	-	-
Payroll Taxes	-	-	-	-	-	-
Retirement	-	-	-	-	-	-
Cafeteria Benefits	-	-	-	-	-	-
Unemployment/Work Comp	-	-	-	-	-	-
<b>SUB-TOTAL</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>OPERATING EXPENSES</b>						
Professional Services	-	-	-	-	-	-
Other Contractual Services	-	-	-	-	-	-
Travel & Per Diem	-	-	-	-	-	-
Communications	1,302	1,770	2,500	2,500	2,775	2,500
Postage/Transportation	-	-	-	-	-	-
Utilities	-	-	-	-	-	-
Rentals & Leases	-	-	-	-	-	-
Insurance	-	-	-	-	-	-
Repair & Maintenance	-	-	-	-	-	-
Printing	-	-	-	-	-	-
Promotional Activities	-	-	-	-	-	-
Other Current Charges	-	-	-	-	-	-
Office Supplies	-	-	-	-	-	-
Operating Supplies	-	-	-	-	-	-
Fuels, Oils, Lubricants	-	-	-	-	-	-
Road Materials & Supplies	-	-	-	-	-	-
Books, Subscriptions, etc.	-	-	-	-	-	-
Training and Education	-	-	-	-	-	-
<b>SUB-TOTAL</b>	<b>1,302</b>	<b>1,770</b>	<b>2,500</b>	<b>2,500</b>	<b>2,775</b>	<b>2,500</b>
<b>CAPITAL OUTLAY</b>						
Land	-	-	-	-	-	-
Building	-	-	-	-	-	-
Improve Other Than Bldgs	-	-	-	-	-	-
Machinery & Equipment	-	-	-	-	-	-
<b>SUB-TOTAL</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>GRANTS &amp; ASSISTANCE</b>	<b>283,044</b>	<b>291,535</b>	<b>300,281</b>	<b>342,332</b>	<b>291,535</b>	<b>300,281</b>
<b>DEPARTMENTAL TOTAL</b>	<b>\$ 284,346</b>	<b>\$ 293,305</b>	<b>\$ 302,781</b>	<b>\$ 344,832</b>	<b>\$ 294,310</b>	<b>\$ 302,781</b>
<b>% CHANGE COMPARED TO PREVIOUS YEAR ACTUAL</b>	<b>3.73%</b>	<b>3.15%</b>	<b>3.23%</b>	<b>17.57%</b>	<b>0.34%</b>	<b>2.88%</b>



# RECREATION DEPARTMENT CULTURE/RECREATION FUNCTION

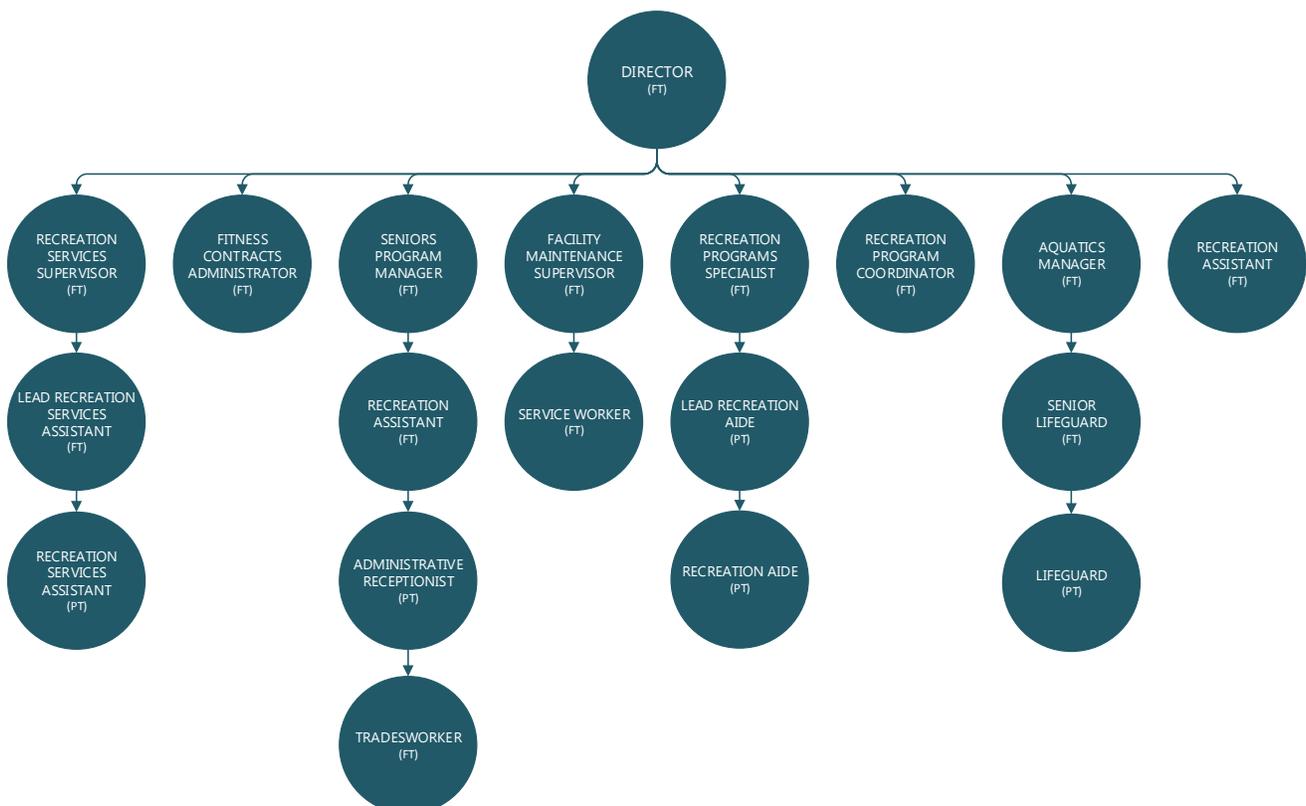
- RECREATION COMPLEX
- CENTER4LIFE
- PERFORMING ARTS FACILITY
- HISTORICAL VILLAGE AND MUSEUM PROGRAM
- BALL FIELD MAINTENANCE

## DIRECTOR

Andrea Miller

- Masters of Public Administration from Hodges University
- Bachelor of Science in Health & Physical Education (K-12) from Indiana University of Pennsylvania
- Member of Florida Recreation & Parks Association and National Recreation & Parks Association
- Certified Parks & Recreation Professional (CPRP)
- National Incident Management System (NIMS) Certified
- American Red Cross First Aid and CPR PR Instructor & Instructor Trainer; Lifeguard Instructor & Instructor Trainer; Water Safety Instructor & Instructor Trainer; Babysitting and Pet First Aid Instructor
- Certified Pool Operator
- United States Water Fitness Association (USWFA) Water Aerobics Instructor
- Aerobics and Fitness Association of America (AFAA) Group Fitness Instructor

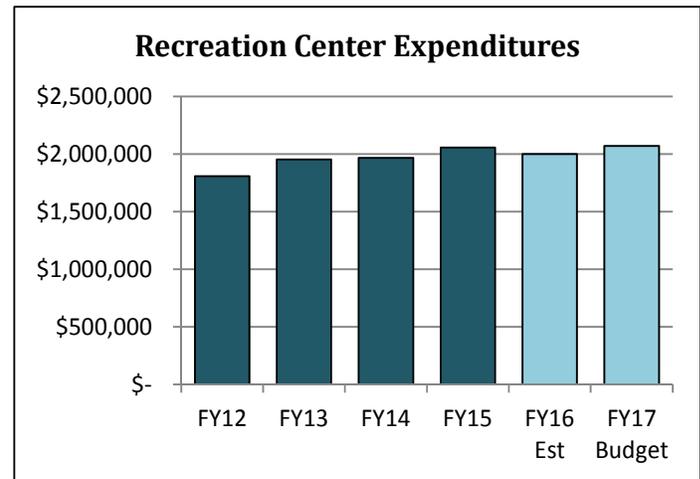
DEPARTMENT STRUCTURE



## RECREATION DEPARTMENT – SPECIAL REVENUE FUND

### DEPARTMENT FUNCTION

To develop and administer safe, well-rounded community programs and facilities that meets the needs of Sanibel residents and visitors of all ages at the Sanibel Recreation Center, Center 4 Life and Ball Field Complex. Facilities and program offerings strive to meet the physical, social and emotional health needs of users.



### EMERGING ISSUES AND CHALLENGES FACING THE DEPARTMENT

- Increased demand for highly active programming by City's senior population
- Recreation Center available space is surpassed by demands during peak season
- The Shared Use Agreement between the Sanibel School and the Sanibel Recreation Center, regarding the gymnasium and tennis courts, at times limits the Recreation Center available class/programming space, creating crowding or cancellation of programs/classes.
- Increased demand for youth programming such as summer day camp
- Aging facilities requiring increased maintenance which results in interruptions in service to users
- Identifying proper balance in fees between visitors and taxpayers who support the facility and operations

### ACCOMPLISHMENTS

- Membership renewal continued to be above national average for over-all retention
- Continued to provide assistance to local families in need through the Financial Assistance Program
- Increased marketing/social media through local publications, RecTrac and WebTrac
- Island Seniors Inc. programming at the Center4Life expanded
- Exceeded revenue expectations while maintaining expense guidelines
- Maximized use of recreation facilities through creative scheduling of class offerings and careful monitoring of attendance
- Continued growth of Adult Pickleball program participation. Addition of outdoor pickleball court programming space

## RECREATION DEPARTMENT – SPECIAL REVENUE FUND ACCOMPLISHMENTS (CONTINUED)

- The pattern of record high participation numbers for Youth Summer Camp program
- SWAT (youth swim team) saw record high participation numbers since the opening of the new Recreation Center
- Expanded ProCare software to include employee check in/out to increase security
- Expansion of youth archery program
- High standard of facility maintenance with numerous projects completed in house resulting in cost savings
- Continued scanning of all applications/programs and membership documentation in an effort to move towards a paperless front desk
- A team of Sanibel Recreation Department Volunteers continue to compile a visual history of the Sanibel Recreation Department which will encompass over 35 years of programming and events

## DEPARTMENT OBJECTIVES

### To Support Council Goals:

- The Sanibel Recreation Department welcomes residents and visitors alike who are drawn by, and are respectful of, the City's goal to provide healthy and environmentally sensitive programming while promoting positive relationships and a sense of community
- To continue to maintain and develop a "Best Practices Green Technologies" in keeping with the City's goals

### To Support Departmental Objectives:

- Retain current members and attract new members through positive programming and fitness classes
- Carefully monitor revenue and expenses finding ways to offset expenditures with increased revenues
- Evaluate and update current fitness/facility programs. Maximize use of recreation facilities through creative scheduling of class offerings
- Continue to develop new and creative programming at the Sanibel Recreation Center, Center 4 Life and throughout the park system
- Continue to expand partnerships with island organizations to enhance educational opportunities

## RECREATION DEPARTMENT – SPECIAL REVENUE FUND PERFORMANCE INDICATORS

Description	Actual FY 2012	Actual FY 2013	Actual FY 2014	Actual FY2015	YTD (7-31-16) FY2016
Recreation Center Fitness Class Participation (Beginning 2010 fitness classes were expanded and included with membership)	17,835	18,880	18,560	18,023	17,230
Center 4 Life Fitness Class Participation	8,858	9,845	9,845	10,606	10,294
Weight Room Usage	39,136	42,319	39,513	40,446	33,046
Aquatic Facility Usage	25,552	27,070	25,062	24,604	20,534
Youth Program Enrollment	486	583	814	870	888
Health Screening Events	20	19	16	33	23
Community Events	23	28	26	29	18



## RECREATION DEPARTMENT – SPECIAL REVENUE FUND RESPONSIBILITIES

### **Administrative**

- Capital projects
- Research trends
- Analyze statistics
- Prepare and manage annual budget
- Serve as liaison to Financial Assistance Committee and Island Seniors Inc.
- Prepare reports
- Emergency preparedness
- Manage staff
- Program and facility development

### **Customer Service**

- Memberships and activity sales
- Beach Parking Permits
- Dog Licenses
- Segway Permits
- Facility rentals
- Items for resale
- Volunteer and Jr. Volunteer Programs
- Financial Assistance Program
- Contract Management

### **Facility Maintenance**

- Warranties
- Preventative maintenance
- Repairs

### **Fitness Programs**

- Class scheduling
- Instructor and contract management

### **Community Outreach**

- Health screenings
- Marketing and social media
- Community special events
- Member Discounts

### **Youth Programs**

- Summer Day Camp
- After School Program
- Holiday Camps
- Fun Days
- Teen Scene

### **Athletics**

- Youth and Tot Basketball Program
- Adult Softball League
- Adult Pickleball Program
- Ball Field Coordination and Field Marshal
- Adult 3 on 3 and Pick Up Basketball
- Adult Pick Up Soccer & Softball

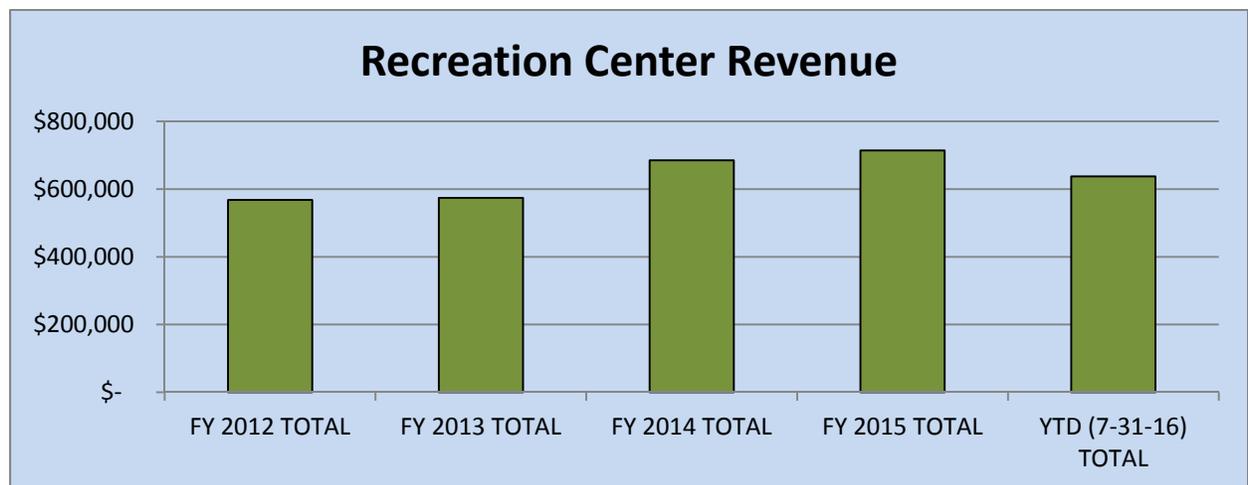
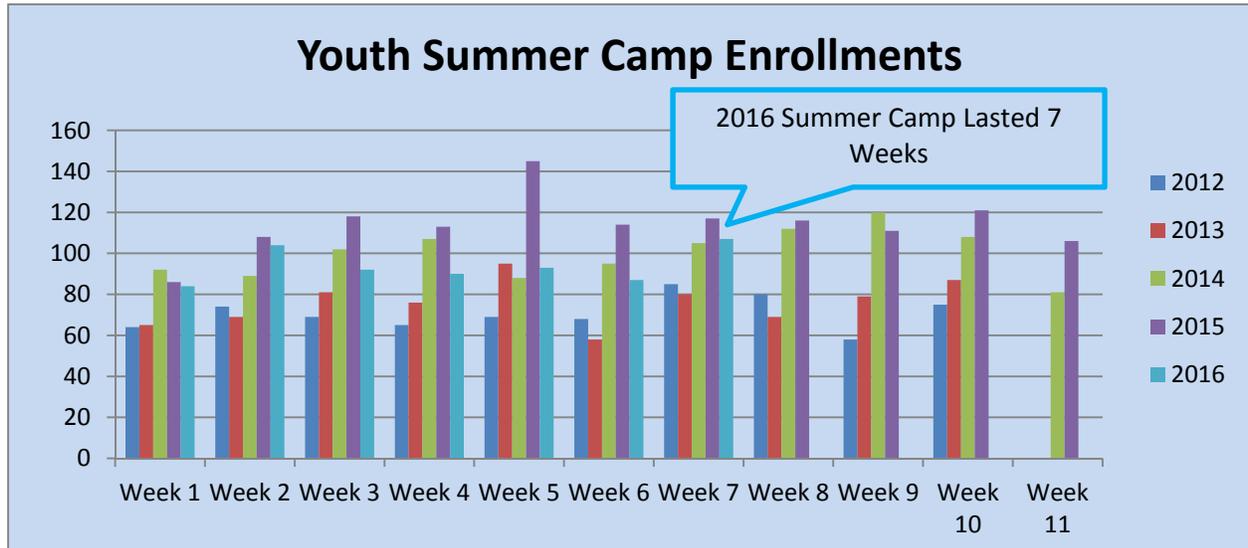
### **Aquatics**

- Fitness classes
- Swim instruction
- Certification courses
- Patron safety
- Aquatic facility maintenance
- Youth Swim Team (SWAT)

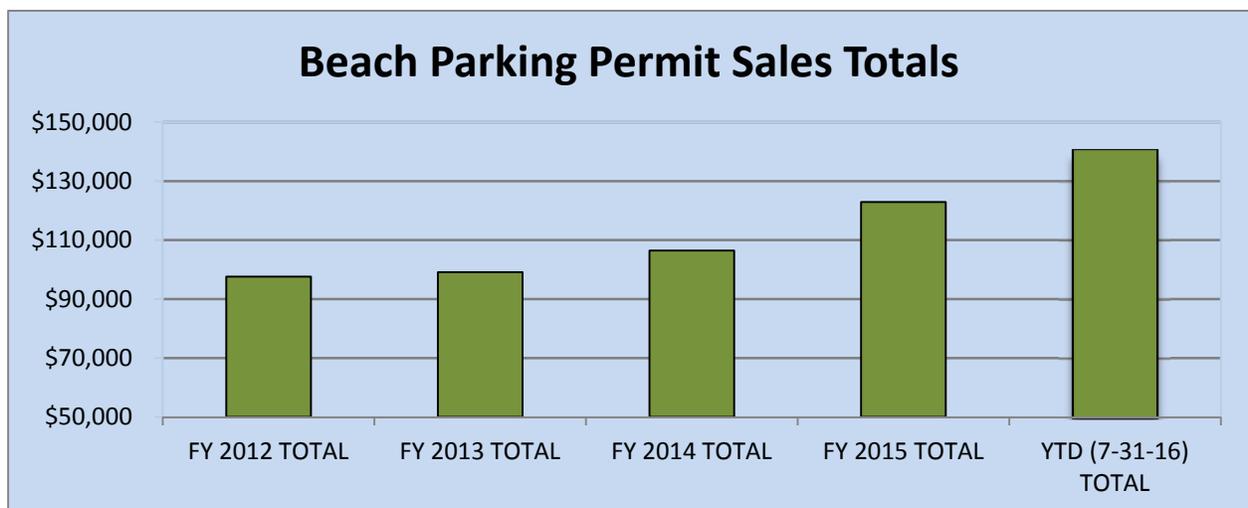
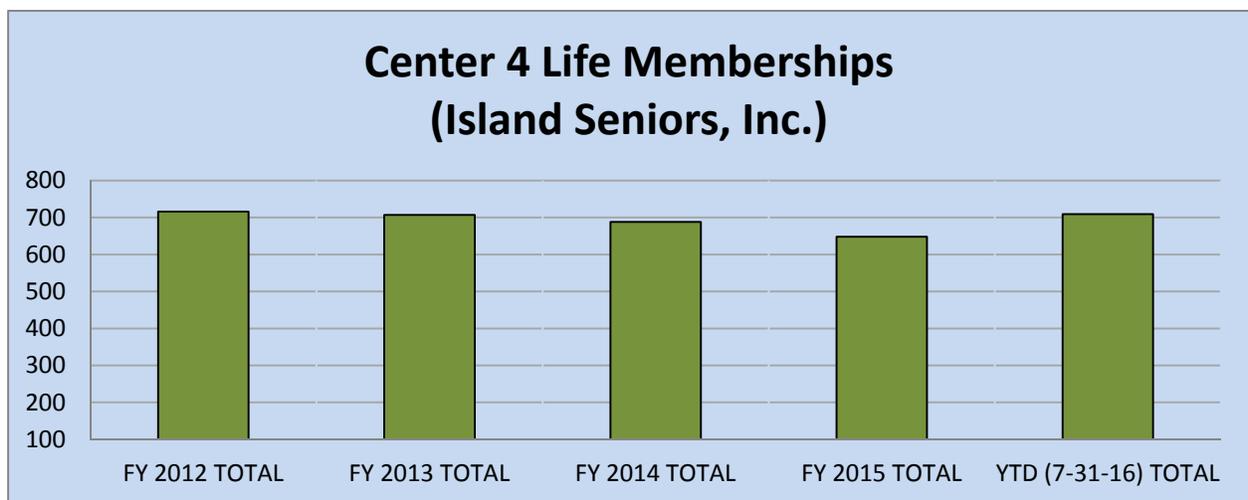
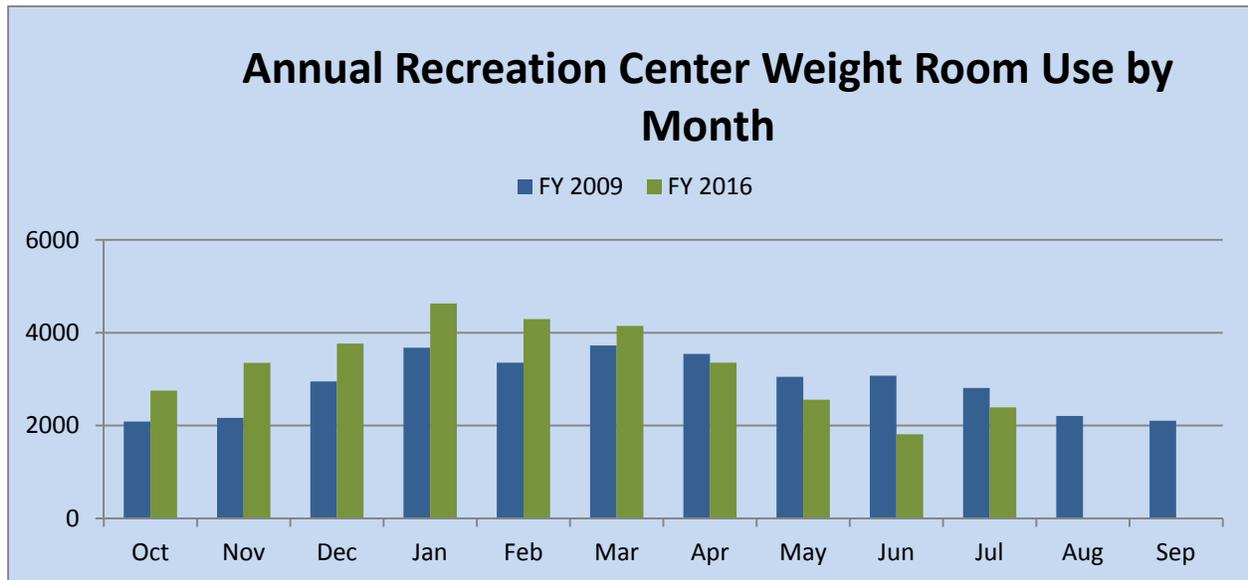
### **Center 4 Life (Seniors) Programs**

- Fitness classes
- Social activities
- Educational programs
- Group trips

# RECREATION DEPARTMENT – SPECIAL REVENUE FUND TREND ANALYSIS



## RECREATION DEPARTMENT – SPECIAL REVENUE FUND TREND ANALYSIS (CONTINUED)



**Special Revenue Fund**  
**Parks & Recreation - Recreation Center Operations**

	Fiscal Year 2014 Actual Expenditures	Fiscal Year 2015 Actual Expenditures	Fiscal Year 2016			FY17 Budget
			Adopted Budget	Amended Budget	Estimated Actual	
<b>PERSONNEL SERVICES</b>						
Wages						
Full-time	\$ 426,538	\$ 536,063	\$ 532,501	\$ 545,814	\$ 517,879	\$ 529,955
Part-time	465,969	393,934	395,175	405,054	416,443	415,272
Wage Adjustments	-	-	23,192	-	-	-
Requested Positions	-	-	-	-	-	-
Overtime	15,044	25,217	20,000	20,000	21,056	20,000
Special Pay	16,442	9,769	6,400	6,400	1,828	6,400
Payroll Taxes	71,016	73,819	74,761	74,761	73,226	71,430
Retirement	139,082	146,562	134,722	134,722	131,465	145,821
Cafeteria Benefits	108,674	138,284	150,601	150,601	139,396	133,125
Unemployment/Work Comp	11,541	13,028	11,072	11,072	16,246	9,023
<b>SUB-TOTAL</b>	<b>1,254,306</b>	<b>1,336,676</b>	<b>1,348,424</b>	<b>1,348,424</b>	<b>1,317,539</b>	<b>1,331,026</b>
<b>OPERATING EXPENSES</b>						
Professional Services	2,007	2,588	4,856	4,856	4,800	6,000
Other Contractual Services	153,768	165,074	197,256	197,256	158,128	200,491
Travel & Per Diem	17,220	20,513	19,416	19,416	23,500	19,416
Communications	11,482	12,365	18,334	18,334	17,500	18,334
Postage/Transportation	1,168	518	1,000	1,000	600	1,000
Utilities	137,400	136,227	159,360	159,360	134,750	159,360
Rentals & Leases	39,972	39,186	30,284	30,284	29,780	21,284
Insurance	5,431	19,358	7,469	7,469	7,469	7,469
Repair & Maintenance	136,021	106,248	116,714	116,714	125,869	125,634
Printing	2,687	1,661	5,760	5,760	2,250	5,760
Promotional Activities	8,008	8,082	12,250	12,250	11,750	12,250
Other Current Charges	12,148	17,675	10,375	10,375	10,950	11,575
Office Supplies	11,612	9,824	15,000	15,000	7,000	10,000
Operating Supplies	136,461	132,259	119,060	119,060	107,710	101,060
Fuels, Oils, Lubricants	-	376	1,400	1,400	850	850
Road Materials & Supplies	2,363	5,988	8,200	8,200	4,000	3,700
Books, Subscriptions, etc.	5,069	814	1,928	1,928	1,543	1,928
Training and Education	(169)	5,399	7,305	7,305	7,305	7,305
<b>SUB-TOTAL</b>	<b>682,648</b>	<b>684,155</b>	<b>735,967</b>	<b>735,967</b>	<b>655,754</b>	<b>713,416</b>
<b>CAPITAL OUTLAY</b>						
Land	-	-	-	-	-	-
Building	-	-	-	-	-	-
Improve Other Than Bldgs	-	4,759	-	-	-	-
Machinery & Equipment	4,930	3,434	4,000	4,000	-	-
<b>SUB-TOTAL</b>	<b>4,930</b>	<b>8,193</b>	<b>4,000</b>	<b>4,000</b>	<b>-</b>	<b>-</b>
<b>GRANTS &amp; ASSISTANCE</b>	<b>25,443</b>	<b>27,134</b>	<b>26,000</b>	<b>26,000</b>	<b>26,000</b>	<b>26,000</b>
<b>DEPARTMENTAL TOTAL</b>	<b>\$ 1,967,327</b>	<b>\$ 2,056,158</b>	<b>\$ 2,114,391</b>	<b>\$ 2,114,391</b>	<b>\$ 1,999,293</b>	<b>\$ 2,070,442</b>
<b>% CHANGE COMPARED TO PREVIOUS YEAR ACTUAL</b>	<b>7.92%</b>	<b>4.52%</b>	<b>2.83%</b>	<b>2.83%</b>	<b>(2.77%)</b>	<b>3.56%</b>

**Special Revenue Fund  
Parks & Recreation - Center 4 Life Program**

	Fiscal Year 2014 Actual Expenditures	Fiscal Year 2015 Actual Expenditures	Fiscal Year 2016			FY17 Budget
			Adopted Budget	Amended Budget	Estimated Actual	
<b>PERSONNEL SERVICES</b>						
Wages						
Full-time	\$ 62,480	\$ 115,356	\$ 114,015	\$ 116,865	\$ 117,447	\$ 121,471
Part-time	12,450	8,097	12,836	13,157	13,072	12,738
Wage Adjustments	-	-	3,171	-	-	-
Requested Positions	-	-	-	-	-	-
Overtime	255	4,451	5,000	5,000	5,869	6,000
Special Pay	-	69	-	-	-	-
Payroll Taxes	6,026	10,387	10,329	10,329	10,434	10,726
Retirement	27,281	28,685	28,766	28,766	28,199	31,310
Cafeteria Benefits	7,243	24,176	37,461	37,461	21,575	51,476
Unemployment/Work Comp	1,534	1,731	1,471	1,471	1,738	1,199
<b>SUB-TOTAL</b>	<b>117,269</b>	<b>192,952</b>	<b>213,049</b>	<b>213,049</b>	<b>198,334</b>	<b>234,920</b>
<b>OPERATING EXPENSES</b>						
Professional Services	-	975	1,100	1,100	700	1,100
Other Contractual Services	30,855	32,835	38,170	38,170	38,170	38,830
Travel & Per Diem	499	1,716	2,161	2,161	2,161	2,161
Communications	3,085	4,832	5,316	5,316	5,676	6,156
Postage/Transportation	-	-	-	-	-	-
Utilities	-	-	-	-	-	-
Rentals & Leases	1,157	1,526	1,674	1,674	1,700	1,800
Insurance	18,674	20,615	17,997	17,997	17,997	17,997
Repair & Maintenance	-	-	-	-	-	-
Printing	260	245	500	500	300	500
Promotional Activities	-	-	-	-	-	-
Other Current Charges	-	-	-	-	-	-
Office Supplies	349	550	635	635	635	635
Operating Supplies	1,383	945	2,746	2,746	2,746	3,071
Fuels, Oils, Lubricants	-	-	-	-	-	-
Road Materials & Supplies	-	-	-	-	-	-
Books, Subscriptions, etc.	58	58	360	360	360	360
Training and Education	-	324	500	500	710	820
<b>SUB-TOTAL</b>	<b>56,320</b>	<b>64,621</b>	<b>71,159</b>	<b>71,159</b>	<b>71,155</b>	<b>73,430</b>
<b>CAPITAL OUTLAY</b>						
Land	-	-	-	-	-	-
Building	-	-	-	-	-	-
Improve Other Than Bldgs	-	-	-	-	-	-
Machinery & Equipment	-	-	-	-	-	-
<b>SUB-TOTAL</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>GRANTS &amp; ASSISTANCE</b>						
	-	-	-	-	-	-
<b>DEPARTMENTAL TOTAL</b>	<b>\$ 173,589</b>	<b>\$ 257,573</b>	<b>\$ 284,208</b>	<b>\$ 284,208</b>	<b>\$ 269,489</b>	<b>\$ 308,350</b>
<b>% CHANGE COMPARED TO PREVIOUS YEAR ACTUAL</b>	<b>19.28%</b>	<b>48.38%</b>	<b>10.34%</b>	<b>10.34%</b>	<b>4.63%</b>	<b>14.42%</b>

**General Fund  
Parks & Recreation - Performing Arts**

	Fiscal Year	Fiscal Year	Fiscal Year 2016			FY17 Budget
	2014 Actual Expenditures	2015 Actual Expenditures	Adopted Budget	Amended Budget	Estimated Actual	
<b>PERSONNEL SERVICES</b>						
Wages						
Full-time	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Part-time	-	-	-	-	-	-
Wage Adjustments	-	-	-	-	-	-
Requested Positions	-	-	-	-	-	-
Overtime	-	-	-	-	-	-
Special Pay	-	-	-	-	-	-
Payroll Taxes	-	-	-	-	-	-
Retirement	-	-	-	-	-	-
Cafeteria Benefits	-	-	-	-	-	-
Unemployment/Work Comp	-	-	-	-	-	-
<b>SUB-TOTAL</b>	-	-	-	-	-	-
<b>OPERATING EXPENSES</b>						
Professional Services	-	-	-	-	-	-
Other Contractual Services	-	-	-	-	-	-
Travel & Per Diem	-	-	-	-	-	-
Communications	-	-	-	-	-	-
Postage/Transportation	-	-	-	-	-	-
Utilities	-	-	-	-	-	-
Rentals & Leases	-	-	-	-	-	-
Insurance	12,181	13,770	14,000	14,000	16,338	16,338
Repair & Maintenance	-	-	-	-	-	-
Printing	-	-	-	-	-	-
Promotional Activities	-	-	-	-	-	-
Other Current Charges	-	-	-	-	-	-
Office Supplies	-	-	-	-	-	-
Operating Supplies	-	-	-	-	-	-
Fuels, Oils, Lubricants	-	-	-	-	-	-
Road Materials & Supplies	-	-	300	300	300	300
Books, Subscriptions, etc.	-	-	-	-	-	-
Training and Education	-	-	-	-	-	-
<b>SUB-TOTAL</b>	<b>12,181</b>	<b>13,770</b>	<b>14,300</b>	<b>14,300</b>	<b>16,638</b>	<b>16,638</b>
<b>CAPITAL OUTLAY</b>						
Land	-	-	-	-	-	-
Building	-	-	-	-	-	-
Improve Other Than Bldgs	-	-	-	-	-	-
Machinery & Equipment	-	-	-	-	-	-
<b>SUB-TOTAL</b>	-	-	-	-	-	-
<b>GRANTS &amp; ASSISTANCE</b>	-	-	-	-	-	-
<b>DEPARTMENTAL TOTAL</b>	<b>\$ 12,181</b>	<b>\$ 13,770</b>	<b>\$ 14,300</b>	<b>\$ 14,300</b>	<b>\$ 16,638</b>	<b>\$ 16,638</b>
<b>% CHANGE COMPARED TO PREVIOUS YEAR ACTUAL</b>	<b>7.45%</b>	<b>13.04%</b>	<b>3.85%</b>	<b>3.85%</b>	<b>20.83%</b>	<b>0.00%</b>

**General Fund  
Historical Village and Museum**

	Fiscal Year 2014 Actual Expenditures	Fiscal Year 2015 Actual Expenditures	Fiscal Year 2016			FY17 Budget
			Adopted Budget	Amended Budget	Estimated Actual	
<b>PERSONNEL SERVICES</b>						
Wages						
Full-time	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Part-time	-	-	-	-	-	-
Wage Adjustments	-	-	-	-	-	-
Requested Positions	-	-	-	-	-	-
Overtime	-	-	-	-	-	-
Special Pay	-	-	-	-	-	-
Payroll Taxes	-	-	-	-	-	-
Retirement	-	-	-	-	-	-
Cafeteria Benefits	-	-	-	-	-	-
Unemployment/Work Comp	-	-	-	-	-	-
<b>SUB-TOTAL</b>	-	-	-	-	-	-
<b>OPERATING EXPENSES</b>						
Professional Services	-	-	-	-	-	-
Other Contractual Services	2,852	4,290	5,000	5,000	6,957	5,000
Travel & Per Diem	-	-	-	-	-	-
Communications	2,935	3,217	1,660	1,660	6,387	1,660
Postage/Transportation	-	-	-	-	-	-
Utilities	8,427	10,069	5,250	5,250	8,000	5,250
Rentals & Leases	-	-	-	-	-	-
Insurance	51,658	54,308	48,737	48,737	54,673	54,673
Repair & Maintenance	41,141	16,324	17,397	17,397	17,397	17,397
Printing	-	-	-	-	-	-
Promotional Activities	-	-	-	-	-	-
Other Current Charges	-	-	-	-	-	-
Office Supplies	-	-	-	-	-	-
Operating Supplies	-	-	-	-	-	-
Fuels, Oils, Lubricants	-	-	-	-	-	-
Road Materials & Supplies	-	-	-	-	-	-
Books, Subscriptions, etc.	-	-	-	-	-	-
Training and Education	-	-	-	-	-	-
<b>SUB-TOTAL</b>	<b>107,013</b>	<b>88,208</b>	<b>78,044</b>	<b>78,044</b>	<b>93,414</b>	<b>83,980</b>
<b>CAPITAL OUTLAY</b>						
Land	-	-	-	-	-	-
Building	-	-	-	-	-	-
Improve Other Than Bldgs	-	-	-	-	-	-
Machinery & Equipment	-	-	-	-	-	-
<b>SUB-TOTAL</b>	-	-	-	-	-	-
<b>GRANTS &amp; ASSISTANCE</b>	<b>67,230</b>	<b>97,608</b>	<b>54,457</b>	<b>54,457</b>	<b>54,457</b>	<b>49,012</b>
<b>DEPARTMENTAL TOTAL</b>	<b>\$ 174,243</b>	<b>\$ 185,816</b>	<b>\$ 132,501</b>	<b>\$ 132,501</b>	<b>\$ 147,871</b>	<b>\$ 132,992</b>
<b>% CHANGE COMPARED TO PREVIOUS YEAR ACTUAL</b>	0.88%	6.64%	(28.69%)	(28.69%)	(20.42%)	(10.06%)

**Special Revenue Fund**  
**Parks & Recreation - Sanibel School Ballpark Maintenance**

	Fiscal Year	Fiscal Year	Fiscal Year 2016			FY17 Budget
	2014 Actual Expenditures	2015 Actual Expenditures	Adopted Budget	Amended Budget	Estimated Actual	
<b>PERSONNEL SERVICES</b>						
Wages						
Full-time	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Part-time	-	-	-	-	-	-
Wage Adjustments	-	-	-	-	-	-
Requested Positions	-	-	-	-	-	-
Overtime	-	-	-	-	-	-
Special Pay	-	-	-	-	-	-
Payroll Taxes	-	-	-	-	-	-
Retirement	-	-	-	-	-	-
Cafeteria Benefits	-	-	-	-	-	-
Unemployment/Work Comp	-	-	-	-	-	-
<b>SUB-TOTAL</b>	-	-	-	-	-	-
<b>OPERATING EXPENSES</b>						
Professional Services	-	-	-	-	-	-
Other Contractual Services	63,739	66,874	79,571	79,571	73,441	73,441
Travel & Per Diem	-	-	-	-	-	-
Communications	-	-	-	-	-	-
Postage/Transportation	-	-	-	-	-	-
Utilities	12,228	10,230	12,000	12,000	10,250	12,000
Rentals & Leases	-	1,268	1,300	1,300	-	1,300
Insurance	8,305	6,771	10,000	10,000	10,000	10,000
Repair & Maintenance	46,784	41,493	44,900	44,900	40,000	70,170
Printing	-	-	-	-	-	-
Promotional Activities	-	-	-	-	-	-
Other Current Charges	113,920	139,294	138,935	133,272	133,272	133,272
Office Supplies	-	-	-	-	-	-
Operating Supplies	9,032	5,502	12,620	12,620	12,181	11,575
Fuels, Oils, Lubricants	-	-	-	-	-	-
Road Materials & Supplies	1,195	-	750	750	500	750
Books, Subscriptions, etc.	-	-	-	-	-	-
Training and Education	-	-	-	-	-	-
<b>SUB-TOTAL</b>	<b>255,203</b>	<b>271,432</b>	<b>300,076</b>	<b>294,413</b>	<b>279,644</b>	<b>312,508</b>
<b>CAPITAL OUTLAY</b>						
Land	-	-	-	-	-	-
Building	-	-	15,700	15,700	12,500	-
Improve Other Than Bldgs	-	-	-	-	-	305,000
Machinery & Equipment	36,000	-	-	-	-	-
<b>SUB-TOTAL</b>	<b>36,000</b>	<b>-</b>	<b>15,700</b>	<b>15,700</b>	<b>12,500</b>	<b>305,000</b>
<b>GRANTS &amp; ASSISTANCE</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>DEPARTMENTAL TOTAL</b>	<b>\$ 291,203</b>	<b>\$ 271,432</b>	<b>\$ 315,776</b>	<b>\$ 310,113</b>	<b>\$ 292,144</b>	<b>\$ 617,508</b>
<b>% CHANGE COMPARED TO PREVIOUS YEAR ACTUAL</b>	<b>26.90%</b>	<b>(6.79%)</b>	<b>16.34%</b>	<b>14.25%</b>	<b>7.63%</b>	<b>111.37%</b>

# PERSONNEL SERVICES INFORMATION



## CLASSIFICATION AND PAY PLAN

GRADE	POSITION	MINIMUM	MAXIMUM
13	LIFEGUARD*	\$27,040	\$36,149
13	RECREATION AIDE	\$23,674	\$36,149
	<i>* Entry Rate \$15 Per Hour</i>		
15	ADMINISTRATIVE RECEPTIONIST	\$27,040	\$40,202
15	LEAD RECREATION AIDE**		
15	POLICE AIDE	\$24,719	\$40,202
15	RECREATION SERVICES ASSISTANT**	\$24,719	\$40,202
15	SENIOR LIFEGUARD/INSTRUCTOR*	\$24,719	\$40,202
15	SERVICE WORKER	\$24,719	\$40,202
	<i>* Entry Rate \$15.75 Per Hour</i>		
	<i>** Entry Rate \$15 Per Hour</i>		
16	ADMINISTRATIVE SECRETARY	\$25,722	\$46,205
16	PERMIT TECHNICIAN	\$25,722	\$46,205
16	UTILITY SERVICE WORKER	\$25,722	\$46,205
16	WASTEWATER PLANT OPERATOR TRAINEE	\$25,722	\$46,205
17	ADMINISTRATIVE ASSISTANT	\$28,621	\$50,200
17	DISPATCHER	\$28,621	\$50,200
17	LEAD RECREATION SERVICES ASSISTANT	\$28,621	\$50,200
17	LICENSING AND PERMIT TECHNICIAN	\$28,621	\$50,200
17	MECHANIC	\$28,621	\$50,200
17	RECREATION ASSISTANT	\$28,621	\$50,200
17	<u>SENIOR PERMIT TECHNICIAN</u>	\$28,621	\$50,200
17	SENIORS PROGRAM RECREATION ASSISTANT	\$28,621	\$50,200
17	SUPPORT SERVICES ASSISTANT	\$28,621	\$50,200
17	TRADESWORKER	\$28,621	\$50,200
18	EQUIPMENT OPERATOR/CREW LEADER	\$31,136	\$56,000
18	FISCAL ASSISTANT	\$31,136	\$56,000
18	FITNESS CONTRACTS COORDINATOR	\$31,136	\$56,000
18	POLICE RECORDS SPECIALIST	\$31,136	\$56,000
18	RECREATION PROGRAM COORDINATOR	\$31,136	\$56,000
18	SENIOR ADMINISTRATIVE ASSISTANT	\$31,136	\$56,000
18	SENIOR DISPATCHER	\$31,136	\$56,000
18	LEAD TRADESWORKER	\$31,136	\$56,000
18	UTILITY MAINTENANCE TECHNICIAN I	\$31,136	\$56,000
18	WASTEWATER PLANT OPERATOR	\$31,136	\$56,000

## CLASSIFICATION AND PAY PLAN

GRADE	POSITION	MINIMUM	MAXIMUM
19	ADMINISTRATIVE SUPPORT SPECIALIST	\$35,131	\$65,900
19	AQUATICS MANAGER	\$35,131	\$65,900
19	BUILDING INSPECTOR	\$35,131	\$65,900
19	COMPUTER SUPPORT SPECIALIST	\$35,131	\$65,900
19	CONSERVATION OFFICER	\$35,131	\$65,900
19	DEPUTY CITY CLERK	\$35,131	\$65,900
19	EMERGENCY MANAGEMENT SPECIALIST	\$35,131	\$65,900
19	ENGINEERING TECHNICIAN	\$35,131	\$65,900
19	FACILITY MAINTENANCE SUPERVISOR	\$35,131	\$65,900
19	GARAGE SUPERVISOR	\$35,131	\$65,900
19	LEAD OPERATOR/ASST STREETS SUPERINTENDENT	\$35,131	\$65,900
19	PARALEGAL	\$35,131	\$65,900
19	PLANNING TECHNICIAN	\$35,131	\$65,900
19	POLICE OFFICER*	\$40,127	\$65,900
19	RECREATION PROGRAM SPECIALIST	\$35,131	\$65,900
19	RECREATION SERVICES SUPERVISOR	\$35,131	\$65,900
19	SENIOR CODE ENFORCEMENT OFFICER	\$35,131	\$65,900
19	SENIORS PROGRAM MANAGER	\$35,131	\$65,900
19	UTILITY MAINTENANCE TECHNICIAN II	\$35,131	\$65,900
19	WASTEWATER II PLANT OPERATOR	\$35,131	\$65,900
	<i>*Advanced in-hiring rate approved in 2006</i>		
20	ADMINISTRATIVE SERVICES TECHNICIAN	\$38,320	\$68,760
20	BENEFITS AND PAYROLL SPECIALIST	\$38,320	\$68,760
20	ENVIRONMENTAL SPECIALIST	\$38,320	\$68,760
20	EXECUTIVE ASSISTANT TO CITY MANAGER	\$38,320	\$68,760
20	UTILITY MAINTENANCE TECHNICIAN III	\$38,320	\$68,760
20	WASTEWATER III PLANT OPERATOR	\$38,320	\$68,760
21	ACCOUNTANT	\$41,791	\$74,505
21	LEAD WASTEWATER PLANT OPERATOR	\$41,791	\$74,505
21	NETWORK ADMINISTRATOR	\$41,791	\$74,505
21	PARKS MAINTENANCE MANAGER	\$41,791	\$74,505
21	PLANNER	\$41,791	\$74,505
21	PUBLIC WORKS OPERATIONS MANAGER	\$41,791	\$74,505
21	STREETS SUPERINTENDENT	\$41,791	\$74,505

## CLASSIFICATION AND PAY PLAN

GRADE	POSITION	MINIMUM	MAXIMUM
22	ACCOUNTS PAYABLE/CASHIERING SUPERVISOR	\$46,347	\$79,100
22	CHIEF WASTEWATER PLANT OPERATOR	\$46,347	\$79,100
22	ENVIRONMENTAL BIOLOGIST	\$46,347	\$79,100
22	SENIOR ACCOUNTANT	\$46,347	\$79,100
22	SENIOR PLANNER	\$46,347	\$79,100
22	SERGEANT	\$46,347	\$79,100
22	UTILITY MAINTENANCE SUPERVISOR (ELECTRICIAN)	\$46,347	\$79,100
23	ACCOUNTING SYSTEMS/REVENUE MANAGER	\$50,850	\$88,838
23	DEPUTY BUILDING OFFICIAL	\$50,850	\$88,838
<del>23</del>	<del>IT DIRECTOR</del>	\$50,850	\$88,838
23	POLICE LIEUTENANT	\$50,850	\$88,838
24	ACCOUNTING OPERATIONS MANAGER	\$54,218	\$105,700
24	ASSISTANT CITY ENGINEER	\$54,218	\$105,700
24	BUILDING OFFICIAL	\$54,218	\$105,700
24	CITY CLERK	\$54,218	\$105,700
<u>24</u>	<u>IT DIRECTOR</u>	\$54,218	\$105,700
24	POLICE MAJOR	\$54,218	\$105,700
24	RECREATION DIRECTOR	\$54,218	\$105,700
25	DEPUTY PUBLIC WORKS DIRECTOR	\$61,724	\$112,844
26	ADMINISTRATIVE SERVICES DIRECTOR	\$76,719	\$141,120
26	FINANCE DIRECTOR	\$76,719	\$141,120
26	NATURAL RESOURCES DIRECTOR	\$76,719	\$141,120
26	PLANNING DIRECTOR	\$76,719	\$141,120
26	POLICE CHIEF	\$76,719	\$141,120
27	PUBLIC WORKS DIRECTOR/CITY ENGINEER	\$87,432	\$158,743

# PERSONNEL ALLOCATIONS BY DEPARTMENT

Department	Grade	Job Title	FULL-TIME			PART-TIME FTE		
			Approved	Budgeted	2017	Approved	Budgeted	2017
<b>Legislative</b>	24	City Clerk	1.00	1.00	1.00	-	-	-
	19	Deputy City Clerk	1.00	1.00	1.00	-	-	-
	17	Support Services Assistant	1.00	2.00	2.00	-	-	-
	16	Recording Secretary	1.00	-	-	-	-	-
	16	Records Clerk	-	-	0.40	-	-	-
	15	Administrative Receptionist	1.00	1.00	1.00	-	-	-
<b>LEGISLATIVE TOTALS</b>			<b>5.00</b>	<b>5.00</b>	<b>5.40</b>	<b>-</b>	<b>-</b>	<b>-</b>
<i>** In FY17, requesting 0.75 part-time position converted to full time records clerk and allocated: building (.2), planning (.4), and legislative (.4)</i>								
<b>Administration</b>	26	Administrative Services Director	-	-	-	0.75	0.75	0.75
	20	Executive Assistant to City Manager	1.00	1.00	1.00	-	-	-
	20	Administrative Services Technician	1.00	1.00	1.00	-	-	-
	Contract	City Manager	1.00	1.00	1.00	-	-	-
<b>ADMINISTRATION TOTALS</b>			<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>0.75</b>	<b>0.75</b>	<b>0.75</b>
<b>Information Technology</b>	24 *	IT Director	1.00	1.00	1.00	-	-	-
	21	Network Administrator	1.00	1.00	1.00	-	-	-
	19	Computer Support Specialist	2.00	2.00	2.00	-	-	-
	15	Administrative/Receptionist	-	-	-	0.40	0.40	0.75
<b>IT TOTALS</b>			<b>4.00</b>	<b>4.00</b>	<b>4.00</b>	<b>0.40</b>	<b>0.40</b>	<b>0.75</b>
<i>* Proposed pay grade increase for IT Director from 23 to 24.</i>								
<i>** In FY17, requesting increase from .4 part-time to .75 part-time.</i>								
<b>Finance</b>	26	Finance Director	1.00	1.00	1.00	-	-	-
	24	Accounting Operations Manager	1.00	1.00	1.00	-	-	-
	23	Accounting Systems-Revenue Manager	0.875	0.875	1.000	-	-	-
	22	Accounts Payable-Cashiering Supervisor	1.00	1.00	1.00	-	-	-
	22	Senior Accountant	0.625	0.625	0.750	-	-	-
	20	Benefits and Payroll Specialist	1.00	1.00	1.00	-	-	-
	18	Fiscal Assistant	2.00	2.00	2.00	-	-	-
<b>FINANCE TOTALS</b>			<b>7.50</b>	<b>7.50</b>	<b>7.75</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Legal</b>	19	Paralegal	1.00	1.00	1.00	-	-	-
	Contract	City Attorney	1.00	1.00	1.00	-	-	-
<b>LEGAL TOTALS</b>			<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Planning</b>	26	Planning Director	1.00	1.00	1.00	-	-	-
	22	Senior Planner	1.00	1.00	1.00	-	-	-
	21	Planner	3.00	4.00	4.00	0.95	-	-
	19	Senior Code Enforcement Officer	1.00	1.00	1.00	-	-	-
	19	Planning Technician	-	-	-	0.95	0.95	-
	18	Senior Administrative Assistant	-	1.00	1.00	-	-	-
	17	Support Services Assistant	-	1.00 *	1.00	-	-	-
	17	Administrative Assistant	1.00	-	-	-	-	-
	16	Records Clerk	-	-	0.40	-	-	-
15	Administrative Secretary	-	-	-	-	-	0.95	
<b>PLANNING TOTALS</b>			<b>7.00</b>	<b>9.00</b>	<b>9.40</b>	<b>1.90</b>	<b>0.95</b>	<b>0.95</b>
<i>* One full-time with benefits approved mid-year FY16.</i>								
<i>** In FY17, requesting 0.75 part-time position converted to full time records clerk and allocated: building (.2), planning (.4), and legislative (.4)</i>								
<b>Police</b>	26	Police Chief	1.00	1.00	1.00	-	-	-
	24	Police Major	1.00	1.00	1.00	-	-	-
	23	Police Lieutenant	3.00	3.00	3.00	-	-	-
	22	Sergeant	4.50	4.50	4.50	-	-	-
	19	Police Officer	11.50	12.00	12.00	1.75	1.75	1.75
	19	Computer Support Specialist	1.00	1.00	1.00	-	-	-
	19	Emergency Management Specialist	1.00	1.00	1.00	-	-	-
	19	Facility Maintenance Supervisor	-	0.20	0.20	-	-	-
	18	Senior Administrative Assistant	1.00	1.00	1.00	-	-	-
	18	Senior Dispatcher	-	5.00	5.00	0.50	0.50	0.50
	18	Police Records Specialist	-	1.00	1.00	-	-	-
	17	Dispatcher Trainee	5.00	-	-	-	-	-
	16	Police Records Coordinator	1.00	-	-	-	-	-
	15	Police Aide	-	-	-	2.87	-	-
<b>POLICE TOTALS</b>			<b>30.00</b>	<b>30.70</b>	<b>30.70</b>	<b>5.12</b>	<b>2.25</b>	<b>2.25</b>
<i>* Full-time position allocated between Police and Recreation in FY16.</i>								

# PERSONNEL ALLOCATIONS BY DEPARTMENT

Department	Grade	Job Title	FULL-TIME			PART-TIME FTE		
			2015	2016	2017	2015	2016	2017
Natural Resources	26	Natural Resources Director	1.00	0.25	0.25	-	-	-
	22	Environmental Biologist	1.00	0.75	0.75	-	-	-
	20	Environmental Specialist	1.00	0.75	0.75	-	-	-
	19	Conservation Officer	-	0.25	0.25	-	-	-
<b>NATURAL RESOURCES TOTALS</b>			<b>3.00</b>	<b>2.00</b>	<b>2.00</b>	<b>-</b>	<b>-</b>	<b>-</b>
Public Works	27	Public Works Director/City Engineer	0.54	0.54	0.54	-	-	-
	25	Deputy Public Works Director	0.75	0.75	0.75	-	-	-
	24	Assistant City Engineer	0.40	0.40	0.40	-	-	-
	21	Public Works Operations Manager	0.95	0.95	0.95	-	-	-
	19	Garage Supervisor	0.96	0.96	0.96	-	-	-
	19	Engineering Technician	1.00	1.00	1.00	-	-	-
	17	Mechanic	0.98	0.98	0.98	-	-	-
	17	Tradesworker	3.00	3.00	3.00	-	-	-
<b>PUBLIC WORKS TOTALS</b>			<b>8.58</b>	<b>8.58</b>	<b>8.58</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>GENERAL FUND TOTALS</b>			<b>70.08</b>	<b>71.78</b>	<b>72.83</b>	<b>8.17</b>	<b>4.35</b>	<b>4.70</b>
Transportation	21	Streets Superintendent	1.00	1.00	1.00	-	-	-
	19	Lead Operator/Assistant Streets Super	1.00	1.00	1.00	-	-	-
	19	Engineering Technician	-	0.50	0.50	-	-	-
	18	Equipment Operator-Crew Leader	1.00	1.00	1.00	-	-	-
	17	Tradesworker	5.00	7.00	7.00	-	-	-
<b>TRANSPORTATION TOTALS</b>			<b>8.00</b>	<b>10.50</b>	<b>10.50</b>	<b>-</b>	<b>-</b>	<b>-</b>
Building	24	Building Official	1.00	1.00	1.00	-	-	-
	23	Deputy Building Official	1.00	1.00	1.00	-	-	-
	19	Building Inspector	-	1.00 *	1.00	0.50	0.80	0.80
	17	Licensing and Permit Technician	1.00	1.00	1.00	-	-	-
	16	Permit Technician	1.00	1.00	1.00	-	-	-
	16	Records Clerk	-	-	0.20 **	-	-	-
	16	Administrative Secretary	-	-	-	-	0.75 **	-
<b>BUILDING TOTALS</b>			<b>4.00</b>	<b>5.00</b>	<b>5.20</b>	<b>0.50</b>	<b>1.55</b>	<b>0.80</b>
<p>* One full-time with benefits approved mid-year 2016. In 2017, position may be filled by a contract employee.                      ** In FY17, requesting 0.75 part-time position converted to full time records clerk and allocated: building (.2), planning (.4), and legislative (.4)</p>								
Recreation	24	Recreation Director	1.00	1.00	1.00	-	-	-
	23	Accounting Systems-Revenue Manager	0.125	0.125	-	-	-	-
	22	Senior Accountant	0.125	0.125	-	-	-	-
	19	Facility Maintenance Supervisor	1.00	0.80 **	0.80	-	-	-
	19	Seniors Program Manager	1.00	1.00	1.00	-	-	-
	19	Seniors Program Administrator	1.00	-	-	-	-	-
	19	Recreation Programs Specialist	1.00	1.00	1.00	-	-	-
	19	Recreation Services Supervisor*	-	1.00	1.00	-	-	-
	19	Aquatics Manager*	-	1.00	1.00	-	-	-
	18	Aquatics Supervisor	1.00	-	-	-	-	-
	18	Recreation Program Coordinator	1.00	1.00	1.00	-	-	-
	18	Senior Administrative Assistant	1.00	-	-	-	-	-
	18	Fitness Contracts Coordinator	1.00	1.00	1.00	-	-	-
	17	Recreation Assistant	1.00	1.00	1.00	-	-	-
	17	Seniors Program Recreation Assistant	-	1.00 *	1.00	-	-	-
	17	Lead Recreation Services Assistant*	-	1.00	1.00	-	-	-
	17	Tradesworker	-	1.00 ***	1.00	-	-	-
	15	Service Worker	2.00	1.00 ***	1.00	-	-	-
	15	Senior Lifeguard/Instructor	1.00	1.00	1.00	-	-	-
	15	Recreation Services Assistant*	-	-	-	5.20	5.20	5.20
15	Administrative Receptionist	1.00	-	-	-	-	-	
15	Lead Recreation Aide	-	-	-	-	0.75	0.75	
13	Lifeguard	-	-	-	4.25	4.25	4.25	
13	Recreation Aide	-	-	-	5.15	4.40	4.40	
<b>RECREATION TOTALS</b>			<b>14.25</b>	<b>14.05</b>	<b>13.80</b>	<b>14.60</b>	<b>14.60</b>	<b>14.60</b>
<p>* Position description approved mid-year FY 15                      ** Full-time position allocated between Police and Recreation in FY16.                      *** One full-time tradesworker with benefits approved and one full-timer service worker with benefits eliminated mid-year FY16 .</p>								
<b>TOTAL GOVERNMENTAL FUNDS</b>			<b>96.33</b>	<b>101.33</b>	<b>102.33</b>	<b>23.27</b>	<b>20.50</b>	<b>20.10</b>

## PERSONNEL ALLOCATIONS BY DEPARTMENT

Department	Grade	Job Title	FULL-TIME			PART-TIME FTE		
			Approved		Budgeted	Approved		Budgeted
			2015	2016	2017	2015	2016	2017
Utility	27	Public Works Director/City Engineer	0.30	0.30	0.30	-	-	-
	25	Deputy Public Works Director	0.10	0.10	0.10	-	-	-
	24	Assistant City Engineer	0.60	0.60	0.60	-	-	-
	22	Senior Accountant	0.25	0.25	0.25	-	-	-
	22	Utility Maintenance Supervisor/Elec	1.00	1.00	1.00	-	-	-
	22	Chief, Wastewater Plant Operator	1.00	1.00	1.00	-	-	-
	21	Public Works Operations Manager	0.03	0.03	0.03	-	-	-
	21	Lead Wastewater Plant Operator	1.00	1.00	1.00	-	-	-
	21	Accountant	1.00	1.00	1.00	-	-	-
	19	Administrative Support Specialist	1.00	1.00	1.00	-	-	-
	19	Garage Supervisor	0.02	0.02	0.02	-	-	-
	18,19, 20	Utility Maintenance Technician	5.00	5.00	5.00	1.00	1.00	1.00
18, 19, 20	Wastewater Plant Operator	5.00	5.00	5.00	-	-	-	
17	Tradesworker	1.00	1.00	1.00	-	-	-	
<b>UTILITY TOTALS</b>			<b>17.30</b>	<b>17.30</b>	<b>17.30</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>
Beach Parking	27	Public Works Director/City Engineer	0.16	0.16	0.16	-	-	-
	26	Natural Resources Director	-	0.75	0.75	-	-	-
	25	Deputy Public Works Director	0.15	0.15	0.15	-	-	-
	20	Environmental Biologist	-	0.25	0.25	-	-	-
	22	Sergeant	0.50	0.50	0.50	-	-	-
	21	Public Works Operations Manager	0.02	0.02	0.02	-	-	-
	21	Parks Maintenance Manager	1.00	1.00	1.00	-	-	-
	20	Environment Specialist	-	0.25	0.25	-	-	-
	19	Police Officer	4.00	4.00	4.00	0.88	0.88	0.88
	19	Garage Supervisor	0.02	0.02	0.02	-	-	-
	19	Engineering Technician	-	0.50	0.50	-	-	-
	19	Conservation Officer	-	0.75	0.75	-	-	-
	18	Lead Tradesworker	1.00	1.00	1.00	-	-	-
	18	Fiscal Assistant	-	-	-	0.49	0.49	0.49
	17	Tradesworker	6.00	6.00	6.00	-	-	-
17	Mechanic	0.02	0.02	0.02	-	-	-	
15	Police Aide	4.00	6.00	6.00	2.00	5.00	5.00	
<b>BEACH PARKING TOTALS</b>			<b>16.87</b>	<b>21.37</b>	<b>21.37</b>	<b>3.37</b>	<b>6.37</b>	<b>6.37</b>
<b>TOTAL ENTERPRISE FUNDS</b>			<b>34.17</b>	<b>38.67</b>	<b>38.67</b>	<b>4.37</b>	<b>7.37</b>	<b>7.37</b>
<b>CITY WIDE TOTALS</b>			<b>130.50</b>	<b>140.00</b>	<b>141.00</b>	<b>27.64</b>	<b>27.87</b>	<b>27.47</b>

FTE equates to a full-time equivalent employee, 40 hours per week, 2,080 hours per year. A fractional FTE works less than full-time and does not accrue benefits.

# DEPARTMENTAL PERSONNEL BUDGET

Fund/Function/Department	Compensation			Fringe Benefits					Total
	Current Positions	Overtime	Special Pay	Payroll Taxes	Retirement	Cafeteria Benefits	Dependent Coverage Supplement	Worker's Compensation	
<b>GOVERNMENTAL FUNDS</b>									
<b>General Fund</b>									
General Government Function									
Legislative	\$ 232,273	\$ 5,000	\$ 250	\$ 18,171	\$ 41,136	\$ 45,932	\$ 29,123	\$ 92	\$ 371,977
Administrative	399,992	500	22,661	26,584	157,388	10,439	17,585	490	635,639
Information Technology	285,826	18,700	2,500	23,487	59,948	41,756	10,079	297	442,593
Finance	518,693	3,500	1,000	40,024	152,949	80,903	39,754	636	837,459
Legal	235,893	-	21,461	14,582	103,493	10,439	22,242	226	408,336
Planning	551,125	5,000	1,200	42,635	175,355	77,249	45,835	10,805	909,204
Gen'l Government Services	-	-	79,800	-	-	-	-	-	79,800
Public Safety Function									
Police	1,698,191	80,000	150,875	144,214	1,003,714	289,683	288,879	23,449	3,679,005
S.E.M.P.	131,065	-	-	10,026	43,468	9,917	19,944	-	214,420
Physical Environment Function									
Natural Resources	126,815	-	-	9,701	57,236	20,878	1,512	4,748	220,890
Public Works Function									
Public Works Department	353,281	25,000	2,000	27,871	164,604	58,250	39,404	6,191	676,601
Public Facilities	123,112	30,000	2,000	11,866	33,436	31,317	-	3,708	235,439
<b>Total General Fund</b>	<b>4,656,266</b>	<b>167,700</b>	<b>283,747</b>	<b>369,161</b>	<b>1,992,727</b>	<b>676,763</b>	<b>514,357</b>	<b>50,642</b>	<b>8,711,363</b>
<b>Transportation Fund</b>									
Transportation Function									
Streets Division	457,381	100,000	12,000	43,558	116,859	109,610	29,172	17,391	885,971
<b>Building Department Fund</b>									
Public Safety Function									
Building Department	318,374	10,000	-	25,121	106,525	43,844	20,158	3,724	527,746
<b>Recreation Fund</b>									
Center 4 Life Seniors Program	134,209	6,000	-	10,726	31,310	31,317	20,159	1,199	234,920
Recreation Department	945,227	20,000	6,400	71,430	145,821	102,303	30,822	9,023	1,331,026
<b>Total Recreation Fund</b>	<b>1,079,436</b>	<b>26,000</b>	<b>6,400</b>	<b>82,156</b>	<b>177,131</b>	<b>133,620</b>	<b>50,981</b>	<b>10,222</b>	<b>1,565,946</b>
<b>TOTAL GOVERNMENTAL FUNDS</b>	<b>\$ 6,511,457</b>	<b>\$ 303,700</b>	<b>\$ 302,147</b>	<b>\$ 519,996</b>	<b>\$ 2,393,242</b>	<b>\$ 963,837</b>	<b>\$ 614,668</b>	<b>\$ 81,979</b>	<b>11,691,026</b>
<b>ENTERPRISE FUNDS</b>									
<b>Sanibel Sewer System</b>									
Operations & Projects	953,281	\$ 90,000	\$ 25,000	81,045	\$ 265,086	169,843	76,612	11,806	\$ 1,672,673
<b>Beach Parking Fund</b>									
Public Safety	580,414	15,000	15,000	46,697	123,129	99,171	52,216	5,725	937,352
Physical Environment	138,678	-	-	10,248	9,904	20,878	4,535	786	185,029
Public Works	393,843	70,000	6,500	35,620	96,056	61,068	39,784	5,744	708,615
<b>Total Beach Parking Fund</b>	<b>1,112,935</b>	<b>85,000</b>	<b>21,500</b>	<b>92,565</b>	<b>229,089</b>	<b>181,117</b>	<b>96,535</b>	<b>12,255</b>	<b>1,830,996</b>
<b>TOTAL ENTERPRISE FUNDS</b>	<b>\$ 2,066,216</b>	<b>\$ 175,000</b>	<b>\$ 46,500</b>	<b>\$ 173,610</b>	<b>\$ 494,175</b>	<b>\$ 350,960</b>	<b>\$ 173,147</b>	<b>\$ 24,061</b>	<b>\$ 3,503,669</b>
<b>CITY-WIDE GRAND TOTAL</b>	<b>\$ 8,577,673</b>	<b>\$ 478,700</b>	<b>\$ 348,647</b>	<b>\$ 693,606</b>	<b>\$ 2,887,417</b>	<b>\$ 1,314,797</b>	<b>\$ 787,815</b>	<b>\$ 106,040</b>	<b>\$ 15,194,695</b>

# 5 YEAR CAPITAL IMPROVEMENT PLAN FISCAL YEAR JUSTIFICATIONS



5-YEAR CAPITAL IMPROVEMENT PLAN - FISCAL YEARS 2017 THRU 2021

Fund	Dept.		FY 2016			FY 2017			FY 2018	FY 2019	FY 2020	FY 2021	Total 5 Year CIP Plan
			Adopted Budget	Amended Budget	Estimated Actual	Carry Forward From Prior	New Funding Required	Total Budget FY 2017					
		End-User equipment upgrades (moved to operating in FY17)	\$ 25,000	\$ 25,000	\$ 25,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
300	1290	Phase 4 of government-wide software upgrade	35,000	35,000	-	-	22,300	22,300	-	-	-	22,300	
300	1290	Offsite redundant storage servers ("cloud computing")	25,000	25,000	15,000	10,000	15,000	25,000	20,000	15,000	15,000	90,000	
300	1290	Backup high-speed internet connectivity	20,000	37,000	20,000	17,000	3,000	20,000	10,000	10,000	5,000	50,000	
300	1290	Upgrade/replace core network components	10,000	10,000	5,000	5,000	29,000	34,000	10,000	10,000	10,000	74,000	
300	1290	Replace City servers	8,000	8,000	3,000	5,000	3,000	8,000	8,000	8,000	8,000	40,000	
300	1290	Departmental printer replacement	3,000	3,000	3,000	-	-	-	-	-	-	-	
300	1290	City network wireless upgrade for users (802.11)	30,000	30,000	20,000	10,000	-	10,000	10,000	10,000	-	30,000	
300	1290	Virtual server backup and recovery software	16,000	16,000	-	16,000	-	16,000	-	-	-	16,000	
300	1290	Upgrades to City internet website location	63,000	63,000	-	63,000	-	63,000	-	-	-	63,000	
300	1290	Office 365 Migration	-	20,000	20,000	-	-	-	-	-	-	-	
300	1290	End of life replacement of Web Content Filter ("Barracuda")	-	-	-	-	24,000	24,000	-	-	-	24,000	
300	1290	Technical Upgrades to MacKenzie Hall	-	-	-	-	100,000	100,000	-	-	-	100,000	
<b>TOTAL INFORMATION TECHNOLOGY</b>			<b>\$ 235,000</b>	<b>\$ 272,000</b>	<b>\$ 111,000</b>	<b>\$ 126,000</b>	<b>\$ 196,300</b>	<b>\$ 322,300</b>	<b>\$ 58,000</b>	<b>\$ 53,000</b>	<b>\$ 38,000</b>	<b>\$ 38,000</b>	<b>\$ 509,300</b>
		Patrol Cars (3-yr replacement)	\$ -	\$ 25,860	\$ 5,570	\$ -	\$ -	\$ -	\$ 120,000		\$ -	\$ -	\$ 120,000
300	2100	Traffic Program (8-yr replacement)	20,000	20,000	19,246	-	-	-	-	-	-	-	
300	2100	Supervisor (5-yr replacement)	30,000	30,000	26,825	-	30,000	30,000	-	-	-	30,000	
300	2100	Admin SUV (4-yr replacement)	-	-	-	-	25,000	25,000	-	-	50,000	75,000	
300	2100	Vehicle (5-year replacement)	25,000	25,000	26,825	-	-	-	-	-	25,000	25,000	
300	2100	PD laptops for in-car & field reporting	40,000	40,000	10,000	30,000	10,000	40,000	40,000	-	40,000	120,000	
300	2100	Records management & dispatch software	20,000	20,000	-	20,000	-	20,000	20,000	20,000	20,000	100,000	
300	2100	Security video access system	45,000	61,035	61,035	-	40,000	40,000	45,000	45,000	45,000	220,000	
<b>TOTAL POLICE</b>			<b>\$ 180,000</b>	<b>\$ 221,895</b>	<b>\$ 149,501</b>	<b>\$ 50,000</b>	<b>\$ 105,000</b>	<b>\$ 155,000</b>	<b>\$ 225,000</b>	<b>\$ 65,000</b>	<b>\$ 115,000</b>	<b>\$ 130,000</b>	<b>\$ 690,000</b>
		Windows tablets for field teams performing door to door notifications to electronically track status. (20 x 800)	\$ 16,000	\$ 16,000	\$ -	\$ 16,000	\$ -	\$ 16,000	\$ -	\$ -	\$ -	\$ 16,000	
300	2500	VHF radio system upgrades for emergencies	20,000	20,000	-	20,000	-	20,000	-	-	-	20,000	
<b>TOTAL S.E.M.P.</b>			<b>\$ 36,000</b>	<b>\$ 36,000</b>	<b>\$ -</b>	<b>\$ 36,000</b>	<b>\$ -</b>	<b>\$ 36,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 36,000</b>	

5-YEAR CAPITAL IMPROVEMENT PLAN - FISCAL YEARS 2017 THRU 2021

Fund Dept.	FY 2016			FY 2017			FY 2018	FY 2019	FY 2020	FY 2021	Total 5 Year CIP Plan	
	Adopted Budget	Amended Budget	Estimated Actual	Carry Forward From Prior	New Funding Required	Total Budget FY 2017						
<i>Public Facilities</i>												
300 7250	Replace A/C units	\$ 170,000	\$ 308,910	\$ 150,000	\$ -	\$ 150,000	\$ 150,000	\$ -	\$ -	\$ -	\$ -	\$ 150,000
300 7250	Server/Ethernet/Network upgrades	9,500	9,500	-	9,500	-	9,500	-	-	-	-	9,500
300 7250	Additional City Hall generator	-	-	-	-	-	-	-	25,000	175,000	-	200,000
300 7250	Energy improvements for City Hall	-	-	-	-	-	-	-	300,000	-	-	300,000
300 7250	City Hall shutters	65,000	65,000	-	65,000	-	65,000	-	-	-	65,000	130,000
300 7250	Mackenzie Hall improvements	-	-	-	-	-	-	50,000	-	-	-	50,000
300 7250	City Hall water line	-	-	-	-	-	-	50,000	-	-	-	50,000
300 7250	Senior Center redevelopment	200,000	200,000	40,000	160,000	40,000	200,000	-	-	-	-	200,000
300 7250	Community Park playground improvements	7,420	7,420	4,850	-	-	-	-	-	-	-	-
300 7250	Mowers and mower trailers - replacements	-	-	-	-	20,000	20,000	-	-	-	-	20,000
300 7250	Public Works Facility - security project	-	-	-	-	40,000	40,000	-	-	-	-	40,000
300 7250	Public Works plotter replacement	-	-	-	-	30,000	30,000	-	-	-	-	30,000
300 7250	Public Works GPS/GIS	-	-	-	-	15,000	15,000	-	-	-	-	15,000
300 7250	Fuel depot - gasboy hardware/software replacements	-	-	-	-	35,000	35,000	-	-	-	-	35,000
300 7250	Building and Planning department improvements (TBD)	-	-	-	-	-	-	-	-	-	-	-
300 7250	IT and Natural Resources department improvements (TBD)	-	-	-	-	-	-	-	-	-	-	-
300 7250	City Hall facility repairs	-	-	-	-	82,500	82,500	-	-	-	-	82,500
Subtotal Public Facilities		451,920	590,830	194,850	234,500	412,500	647,000	100,000	325,000	175,000	65,000	1,312,000
<i>Public Works</i>												
300 4100	Storage garage	-	-	-	-	300,000	300,000	-	-	-	-	300,000
300 4100	Water truck	-	-	-	-	-	-	-	-	-	95,000	95,000
300 4100	Trucks	123,000	123,000	109,348	-	125,000	125,000	-	-	-	72,000	197,000
300 4100	Flail Axe	-	-	-	-	-	-	-	45,000	-	-	45,000
300 4100	Tractor	-	-	-	-	-	-	-	140,000	-	-	140,000
300 4100	Backhoe	-	-	-	-	-	-	120,000	-	-	-	120,000
300 4100	Grader	-	-	-	-	-	-	-	-	175,000	-	175,000
300 4100	Loader	-	-	-	-	-	-	-	-	-	90,000	90,000
Subtotal Public Works		123,000	123,000	109,348	-	425,000	425,000	120,000	185,000	175,000	257,000	1,162,000
<b>TOTAL PUBLIC WORKS</b>		<b>\$ 574,920</b>	<b>\$ 713,830</b>	<b>\$ 304,198</b>	<b>\$ 234,500</b>	<b>\$ 837,500</b>	<b>\$ 1,072,000</b>	<b>\$ 220,000</b>	<b>\$ 510,000</b>	<b>\$ 350,000</b>	<b>\$ 322,000</b>	<b>\$ 2,474,000</b>
<b>TOTAL GENERAL FUND</b>		<b>\$ 1,025,920</b>	<b>\$ 1,243,725</b>	<b>\$ 564,699</b>	<b>\$ 446,500</b>	<b>\$ 1,138,800</b>	<b>\$ 1,585,300</b>	<b>\$ 503,000</b>	<b>\$ 628,000</b>	<b>\$ 503,000</b>	<b>\$ 490,000</b>	<b>\$ 3,709,300</b>

5-YEAR CAPITAL IMPROVEMENT PLAN - FISCAL YEARS 2017 THRU 2021

Fund	Dept.		FY 2016			FY 2017			FY 2018	FY 2019	FY 2020	FY 2021	Total 5 Year CIP Plan
			Adopted Budget	Amended Budget	Estimated Actual	Carry Forward From Prior	New Funding Required	Total Budget FY 2017					
BUILDING	169	2400	Ruggedized Damage Assessment Computers	\$ 3,500	\$ 3,500	\$ 1,500	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
				-	-	-	-	-	-	-	-	-	-
				-	-	-	-	-	-	-	-	-	-
			<b>TOTAL BUILDING FUND</b>	<b>\$ 3,500</b>	<b>\$ 3,500</b>	<b>\$ 1,500</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
RECREATION CENTER SINKING FUND	370	7200	Gymnasium /Aerobics Sound System	\$ 3,600	\$ 3,600	\$ -	\$ 3,600	\$ 5,400	\$ 9,000	\$ -	\$ -	\$ -	\$ 9,000
	370	7200	Replace HVAC Chiller Coils	-	-	-	-	25,000	25,000	25,000	-	-	50,000
	370	7200	Facility Water Heater	-	-	-	-	-	-	5,000	-	-	5,000
	370	7200	Resurfacing Gym Floor	-	-	-	-	-	-	30,000	-	-	30,000
	370	7200	Resurfacing Egret Room Floor	-	-	-	-	-	-	5,000	-	-	5,000
	370	7200	Gymnasium Wall Pads	20,000	20,000	9,000	11,000	10,000	21,000	-	-	-	21,000
	370	7200	Tennis Court Resurfacing	20,000	20,000	-	20,000	-	20,000	-	-	20,000	40,000
	370	7200	Turtle Top (15 Passenger Van)	-	-	-	-	46,200	46,200	-	-	-	46,200
	370	7200	Camera & Video Security System Upgrades	-	-	-	-	50,000	50,000	-	-	-	50,000
	370	7200	Server/Ethernet/Network Upgrades	33,000	33,000	33,000	-	-	-	-	-	-	-
	370	7200	Replace Cybex Weight Equipment	-	-	-	-	-	-	-	90,000	-	90,000
	370	7200	Replace Cardio Equipment	7,000	7,000	5,000	2,000	3,500	5,500	5,500	5,500	5,500	27,500
	370	7200	Replace Spin Bikes	10,400	10,400	-	-	-	-	53,000	-	-	53,000
	370	7200	Replace Pool Safety Fence	33,000	33,000	-	-	-	-	-	-	-	-
	370	7200	Thorguard System (LG, Tennis, BF)	-	-	-	-	28,000	28,000	-	-	-	28,000
	370	7200	Pool Heaters/Chillers	120,000	120,000	-	120,000	-	120,000	-	-	-	120,000
	370	7200	Sand Filters (4 -2 Lap, 1 Features, 1 Splash Pad)	-	-	-	-	-	-	-	70,000	-	70,000
	370	7200	Pool Motors/Pumps	-	-	-	-	-	-	-	25,000	-	25,000
	370	7200	Chemical Controllers	-	-	-	-	-	-	-	-	15,000	15,000
	370	7200	Disabled Person Chair Lift	-	-	6,200	-	-	-	-	-	6,200	6,200
	370	7200	Pool Stainless Steel	-	-	-	-	-	-	8,000	-	-	8,000
	370	7200	Starting Blocks	-	-	-	-	-	-	24,000	-	-	24,000
	370	7200	Lap Pool Cover	15,000	15,000	8,000	-	-	-	-	-	15,000	15,000
	370	7200	Pool Lane Lines	-	-	5,000	-	-	-	-	5,000	-	5,000
	370	7200	Pool Lane Line Reel	2,000	2,000	-	2,000	500	2,500	-	-	-	2,500
	370	7200	Pool Recycled Material Lounge Chairs	4,160	4,160	3,600	-	-	-	-	5,000	5,000	10,000
370	7200	Lifeguard Chair	-	-	-	-	-	-	-	2,000	2,000	4,000	
		<b>TOTAL RECREATION SINKING FUND</b>	<b>\$ 268,160</b>	<b>\$ 268,160</b>	<b>\$ 69,800</b>	<b>\$ 158,600</b>	<b>\$ 168,600</b>	<b>\$ 327,200</b>	<b>\$ 150,500</b>	<b>\$ 112,500</b>	<b>\$ 133,700</b>	<b>\$ 35,500</b>	<b>\$ 759,400</b>
RECREATION	170	7200	Phase II of additional cubby installation	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 4,025	\$ -	\$ -	\$ 4,025
	170	7200	Pelican Room ceiling mount Projector/screen/sound	4,000	4,000	-	-	-	-	13,000	-	-	13,000
			Subtotal Recreation Center Fund	4,000	4,000	-	-	-	-	17,025	-	-	17,025
	173	7250	Ballfield lighting (1/3 cost share)	-	-	-	-	305,000	305,000	-	-	-	305,000
	173	7250	Storage/Electrical building (1/3 cost share)	15,700	15,700	10,000	-	-	-	-	-	-	-
			Subtotal Ballfield Maintenance Fund	15,700	15,700	10,000	-	305,000	305,000	-	-	-	305,000
		<b>TOTAL RECREATION</b>	<b>\$ 19,700</b>	<b>\$ 19,700</b>	<b>\$ 10,000</b>	<b>\$ -</b>	<b>\$ 305,000</b>	<b>\$ 305,000</b>	<b>\$ 17,025</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 322,025</b>

5-YEAR CAPITAL IMPROVEMENT PLAN - FISCAL YEARS 2017 THRU 2021

Fund	Dept.		FY 2016			FY 2017			FY 2018	FY 2019	FY 2020	FY 2021	Total 5 Year CIP Plan	
			Adopted Budget	Amended Budget	Estimated Actual	Carry Forward From Prior	New Funding Required	Total Budget FY 2017						
TRANSPORTATION	301	4100	Litter Vacuum - replacement	-	-	-	-	-	-	38,000	-	-	38,000	
	301	4100	Litter Vacuum - new purchase	38,000	38,000	34,165	-	-	-	-	-	-	-	
	301	4100	Utility vehicle	15,000	15,000	14,755	-	-	15,000	-	-	-	15,000	
	301	4100	Small Tractor with boom mower	-	-	-	-	55,000	55,000	-	-	-	55,000	
	301	4100	Palm Ridge Road improvements	50,000	50,000	40,000	10,000	290,000	300,000	-	-	-	300,000	
	301	4100	Middle Gulf Path and roadway relocation	50,000	50,000	-	50,000	-	50,000	450,000	-	-	-	500,000
	301	4100	Periwinkle Way box culvert repairs	200,000	200,000	20,000	180,000	(10,000)	170,000	-	-	450,000	2,000,000	2,620,000
	301	4100	Wulfert/Wildlife shared use path	180,000	180,000	-	-	-	-	-	-	180,000	-	180,000
	301	4100	Donax Street resurfacing	-	-	-	-	-	-	50,000	400,000	-	-	450,000
	301	4100	Casa Ybel/Periwinkle Way & Island Inn/Tarpon Bay intersections	175,000	175,000	165,000	-	-	-	-	-	-	-	-
	301	4100	East Gulf Drive SUP widening project	-	-	-	-	-	-	-	-	500,000	-	500,000
	301	4100	Periwinkle/Causeway Blvd/Lindgren intersection improvements	-	-	-	-	-	-	60,000	650,000	-	-	710,000
	301	4100	Traffic management initiatives	-	-	-	-	50,000	50,000	-	-	-	-	-
	301	4100	Periwinkle north side shared use path	-	-	-	-	-	-	-	50,000	200,000	-	250,000
TOTAL TRANSPORTATION			\$ 708,000	\$ 708,000	\$ 273,920	\$ 240,000	\$ 385,000	\$ 625,000	\$ 575,000	\$ 1,138,000	\$ 650,000	\$ 2,680,000	\$ 5,618,000	
TOTAL GOVERNMENTAL FUNDS			\$ 2,025,280	\$ 2,243,085	\$ 919,919	\$ 845,100	\$ 1,997,400	\$ 2,842,500	\$ 1,245,525	\$ 1,878,500	\$ 1,286,700	\$ 3,205,500	\$ 10,408,725	

5-YEAR CAPITAL IMPROVEMENT PLAN - FISCAL YEARS 2017 THRU 2021

Fund Dept.	FY 2016			FY 2017			FY 2018	FY 2019	FY 2020	FY 2021	Total 5 Year CIP Plan	
	Adopted Budget	Amended Budget	Estimated Actual	Carry Forward From Prior	New Funding Required	Total Budget FY 2017						
<i>System Improvements</i>												
450 3500	Paint Donax facility	\$ 20,000	\$ 20,000	\$ 20,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
450 3500	Pipeline relocations	5,000	5,000	-	-	5,000	5,000	5,000	5,000	5,000	5,000	25,000
450 3500	New service laterals	5,000	5,000	-	-	5,000	5,000	5,000	5,000	5,000	5,000	25,000
450 3500	Lift station improvements (including odor control)	36,000	36,000	-	-	25,000	25,000	25,000	25,000	25,000	25,000	125,000
450 3500	Generator storage building	50,000	50,000	-	-	50,000	50,000	-	-	-	-	50,000
450 3500	Donax plant improvements (grit removal)	25,000	25,000	10,000	15,000	70,000	85,000	-	-	-	-	85,000
450 3500	Insertion valves for forcemains	30,000	30,000	-	-	30,000	30,000	-	-	-	-	30,000
450 3500	Force main upgrades	80,000	80,000	-	-	80,000	80,000	80,000	80,000	80,000	80,000	400,000
450 3500	Nitrate reduction	-	-	-	-	-	-	3,975,000	3,975,000	-	-	7,950,000
450 3500	Supplemental Professional Services	-	-	-	-	400,000	400,000	-	-	-	-	400,000
450 3500	Phosphorous reduction	-	-	-	-	-	-	125,000	-	-	-	125,000
450 3500	Sludge process	-	-	-	-	-	-	-	65,000	850,000	-	915,000
450 3500	Plant 1 Upgrade MLE (ZENON)	1,800,000	-	-	-	-	-	-	-	-	-	-
450 3500	Plant 1 - Convert to Flow Equalization and Demolish Tank	-	-	-	-	-	-	550,000	-	-	-	550,000
450 3500	Phase Four Sewer	688,500	713,930	-	713,930	122,070	836,000	-	886,000	-	-	1,722,000
450 3500	Metal Tank Replacements	-	-	-	-	-	-	-	-	500,000	-	500,000
Subtotal Existing System Improvements		2,739,500	964,930	30,000	728,930	787,070	1,516,000	4,765,000	5,041,000	1,465,000	115,000	12,902,000
<i>Machinery/Vehicles/Equipment</i>												
450 3500	Ethernet Routing Switch/Server	30,000	30,000	-	30,000	-	30,000	-	-	-	-	30,000
450 3500	Master Station Replacement Pump	30,000	30,000	-	-	30,000	30,000	30,000	30,000	30,000	30,000	150,000
450 3500	Replacement vacuum trucks - 748 & 757	-	-	-	-	-	-	-	-	120,000	-	120,000
450 3500	Replacement crane truck - 746	-	-	-	-	-	-	-	90,000	-	-	90,000
450 3500	Replacement crane truck (3/4 ton) - 747	-	-	-	-	-	-	-	-	-	90,000	90,000
450 3500	Donax WRF HVAC system replacements	-	-	-	25,000	-	25,000	-	-	-	-	25,000
450 3500	Replacement maintenance pick-up (1/2 ton) - 758	-	-	-	-	-	-	-	28,000	-	-	28,000
450 3500	Replacement operations pick-up truck (1/2 ton) - 900	-	-	-	-	-	-	28,000	-	-	-	28,000
450 3500	Wulfert emergency generator replacement	-	-	-	95,000	-	95,000	-	-	-	-	95,000
450 3500	Replacement portable generators	-	-	-	-	45,000	45,000	45,000	-	-	-	90,000
450 3500	Vacuum Excavator	35,000	35,000	35,000	-	-	-	-	-	-	-	-
450 3500	Replacement Cl <sub>2</sub> Pumps	7,500	7,500	-	-	7,500	7,500	7,500	7,500	7,500	7,500	37,500
450 3500	Public Works GPS/GIS	-	-	-	15,000	-	15,000	-	-	-	-	15,000
450 3500	Emergency chart recorder replacement	2,000	2,000	-	-	2,000	2,000	2,000	2,000	2,000	2,000	10,000
450 3500	Replace US Filter, Wulfert and DIW Controls	50,000	50,000	50,000	-	-	-	-	-	-	-	-
450 3500	Upgrade Wonderware and Online Monitoring Equipment	-	69,500	47,000	-	-	-	-	-	-	-	-
Subtotal Machinery/Vehicles/Equipment		154,500	224,000	132,000	165,000	84,500	249,500	112,500	157,500	159,500	129,500	808,500
TOTAL SEWER SYSTEM ENTERPRISE FUND		\$ 2,894,000	\$ 1,188,930	\$ 162,000	\$ 893,930	\$ 871,570	\$ 1,765,500	\$ 4,877,500	\$ 5,198,500	\$ 1,624,500	\$ 244,500	\$ 13,710,500

5-YEAR CAPITAL IMPROVEMENT PLAN - FISCAL YEARS 2017 THRU 2021

Fund Dept.	FY 2016			FY 2017			FY 2018	FY 2019	FY 2020	FY 2021	Total 5 Year CIP Plan	
	Adopted Budget	Amended Budget	Estimated Actual	Carry Forward From Prior	New Funding Required	Total Budget FY 2017						
<i>Public Safety</i>												
470 2100	Watercraft	\$ 60,000	\$ 60,000	\$ 61,839	\$ -	\$ -	\$ -	\$ -	\$ 60,000	\$ -	\$ -	\$ 60,000
470 2100	Traffic Program (8 year replacement cycle)	-	-	-	-	-	-	25,000	-	-	25,000	50,000
470 2100	ATV Replacements	25,000	25,000	22,472	-	25,000	25,000	25,000	25,000	25,000	25,000	125,000
470 2100	Van (3 vans 3 year replacement cycle)	20,000	20,000	19,246	-	20,000	20,000	20,000	20,000	20,000	25,000	105,000
470 2100	Pick-up Truck	30,000	30,000	29,766	-	-	-	-	-	30,000	-	30,000
470 2100	Security video access system - beach parking lots	140,000	161,045	90,571	-	75,000	75,000	75,000	50,000	50,000	50,000	300,000
470 2100	Ethernet routing switches for network access	35,000	35,000	35,000	-	-	-	-	-	-	-	-
470 2100	Parking Meter Replacement (11 meters)	-	-	-	-	155,000	155,000	-	-	-	-	155,000
Subtotal Public Safety		310,000	331,045	258,894	-	275,000	275,000	145,000	155,000	125,000	125,000	825,000
<i>Public Works (Maintenance)</i>												
470 4100	Utility vehicle/Gator (TDC funded)	13,750	13,750	13,227	-	13,750	13,750	-	-	-	13,750	27,500
470 4100	Pick-up truck(s) (TDC funded)	27,500	27,500	26,890	-	35,000	35,000	84,000	28,000	28,000	28,000	203,000
470 4100	Mower (TDC funded)	13,750	13,750	8,586	-	10,000	10,000	-	-	-	10,000	20,000
470 4100	Small dump truck (TDC funded)	35,000	35,000	35,533	-	-	-	-	-	-	-	-
470 4100	Dump body for pick-up (TDC funded)	8,000	8,000	-	-	4,000	4,000	4,000	4,000	4,000	4,000	20,000
470 4100	Tractor (TDC funded)	-	-	-	-	-	-	-	45,000	30,000	-	75,000
470 4100	Kubota (TDC funded)	40,000	40,000	39,215	-	-	-	-	-	-	-	-
470 4100	Trash/recycling bins (TDC funded)	15,500	15,500	14,591	-	8,000	8,000	-	8,000	-	8,000	24,000
470 4100	Water fountain for beaches (TDC funded)	3,145	3,145	-	3,145	-	3,145	-	-	-	4,000	7,145
470 4100	ADA accessibility equipment	50,000	50,000	50,000	-	15,000	15,000	-	15,000	-	15,000	45,000
Subtotal Public Works		206,645	206,645	188,042	3,145	85,750	88,895	88,000	100,000	62,000	82,750	421,645
<i>Improvements</i>												
470 3731	Jordan Marsh Water Quality Treatment Park	-	-	-	-	200,000	200,000	200,000	-	-	-	400,000
470 4100	Lighthouse restrooms (TDC grant # 401816)	91,506	91,506	-	-	-	-	-	-	-	-	-
470 4100	Bowman's Beach shared use path	-	169,000	-	169,000	-	169,000	-	-	-	-	169,000
470 4100	Tarpon Bay restroom (TDC grant #41918)	530,000	530,000	52,791	477,209	-	477,209	-	-	-	-	477,209
470 4100	Gulfside City park beach shade structure (TDC grant #41919)	-	30,000	29,273	-	-	-	-	-	-	-	-
470 4100	Bowman's Beach ADA gulf lookout shade structure (TDC)	20,000	20,000	7,000	-	-	-	-	-	-	-	-
470 4100	Bowman's Beach wildlife boardwalk lookout (TDC #401928)	200,000	200,000	-	200,000	-	200,000	-	-	-	-	200,000
470 4100	Lighthouse Fishing Pier Repairs (TDC)	245,700	245,700	200,000	-	-	-	-	-	-	-	-
470 4100	Lighthouse Beach Park Access Boardwalk Replace (TDC)	250,000	250,000	200,000	50,000	225,000	275,000	-	-	-	-	275,000
470 4100	Lighthouse cottage interior rehabilitation	285,000	285,000	42,750	242,250	-	242,250	-	-	-	-	242,250
470 4100	Bowman's Beach Bridge Replacement (TDC + City Match)	-	-	-	-	600,000	600,000	-	-	-	-	600,000
Subtotal Improvements		1,622,206	1,821,206	531,814	1,138,459	1,025,000	2,163,459	200,000	-	-	-	2,363,459
TOTAL BEACH PARKING ENTERPRISE FUND		\$ 2,138,851	\$ 2,358,896	\$ 978,750	\$ 1,141,604	\$ 1,385,750	\$ 2,527,354	\$ 433,000	\$ 255,000	\$ 187,000	\$ 207,750	\$ 3,610,104
TOTAL ENTERPRISE FUNDS		\$ 5,032,851	\$ 3,547,826	\$ 1,140,750	\$ 2,035,534	\$ 2,257,320	\$ 4,292,854	\$ 5,310,500	\$ 5,453,500	\$ 1,811,500	\$ 452,250	\$ 17,320,604
CITY WIDE TOTAL CAPITAL IMPROVEMENTS		\$ 7,058,131	\$ 5,790,911	\$ 2,060,669	\$ 2,880,634	\$ 4,254,720	\$ 7,135,354	\$ 6,556,025	\$ 7,332,000	\$ 3,098,200	\$ 3,657,750	\$ 27,729,329

CAPITAL IMPROVEMENT PLAN - FISCAL YEAR 2017 DETAIL

	Fund	Dept.	Project	FY 2017	Description of Project	Impact on Operating Costs
INFORMATION TECHNOLOGY	300	1290	Phase 4 of government software upgrade	\$ 22,300	Modules for transparency project, timekeeping, inventory system, and employee expense reimbursement automation.	Inventory \$4,300 annual; timekeeping system approximately \$3.50 PEPM
	300	1290	Offsite redundant storage servers ("cloud computing")	\$ 25,000	This is continued work on City plan to transition most city servers to the Cloud. This will reduce annual hardware costs, staff time to monitor server backups and annual electrical power costs. This technology will provide enhanced disaster recovery capabilities as there will be constant connectivity to City servers where there is an internet connection. The utilization of cloud technology significantly reduces the amount of staff time needed and makes available city data.	Annual subscription costs for services as servers are transitioned to the Cloud of approximately \$10,000.
	300	1290	Backup high-speed Internet connectivity	\$ 20,000	As the City becomes more dependent on access to the Cloud, there is an increased need to provide more reliable and redundant network connectivity.	This will be an annual expense of \$40,000
	300	1290	Upgrade/replace core network components	\$ 34,000	Annual funding for the City's core network devices. Each year, equipment needs to be replaced due to either having failed or going off warranty.	None recurring.
	300	1290	Replace City servers	\$ 8,000	Server replacement project which allows the City to effectively plan for the end of life of its servers. This project allows the replacement of 1 - 2 servers per year.	None recurring.
	300	1290	City network wireless upgrade for users (802.11)	\$ 10,000	The current City wireless system was installed using low cost home type technology. The demand for wireless by City devices cannot be met reliable with current technology.	None recurring.
	300	1290	Virtual server backup/recovery software	\$ 16,000	The majority of the City's servers are virtual and there is now improved software for backup and restore capabilities.	Net reduction to City's communication expenses.
	300	1290	Upgrades to City internet website location	\$ 63,000	The City's website needs to be upgraded from the current system that is near end of life. Additionally, the design of the site needs to be modernized.	None recurring.
	300	1290	Replace Web Content Filter (Barracuda)	\$ 24,000	This device is end of life and it is a critical security device that protects city user's web access. Also, the City has redundant internet connectivity so two are needed.	None recurring.
	300	1290	Technical Upgrades to MacKenzie Hall	\$ 100,000	Technical upgrades to MacKenzie hall which will increase the functionality and enhance the presentation of information to the general public during council meetings. Potential upgrades include cameras, monitors, docking stations, PTZ controller, audio processor and mics.	Annual increase in overhead expenditures for council chambers.
<b>TOTAL INFORMATION TECHNOLOGY</b>				<b>\$ 322,300</b>		
POLICE	300	2100	Supervisor vehicle (5-yr replacement cycle)	\$ 30,000	Annual cost for replacement of vehicles. These vehicles are on a 5 year replacement cycle.	None recurring.
	300	2100	Admin SUV (4-yr replacement cycle)	\$ 25,000	Annual cost for replacement of vehicles. These vehicles are on a 5 year replacement cycle.	None recurring.
	300	2100	PD laptops for in-car & field reporting	\$ 40,000	Annual cost for replacement technology equipment in vehicles.	None recurring.
	300	2100	Computer programs for records management and computer-aided dispatch	\$ 20,000	The cost to update is approximately the same as the cost to take advantage of the new system the Lee County Sheriff is installing. The new system will have greater statistical analysis capabilities and enhanced patrol functions, such as in-car traffic citation and accident reporting.	None recurring.
	300	2100	Security video access system	\$ 40,000	Continued installation of security hardware and software at various public locations for public safety.	None recurring.
<b>TOTAL POLICE DEPARTMENT</b>				<b>\$ 155,000</b>		
S.E.M.P.	300	2500	Windows tablet to assist with EOC operations during emergencies	\$ 16,000	The City uses the County's damage assessment program (ARM360) during emergencies. ARM360 has added the capability to track the door to door notification process the City uses during the evacuation preparation phase. iPads are not compatible with ARM360, so Windows tables are needed.	None recurring.
	300	2500	VHF radio system upgrades for emergencies	\$ 20,000	In the event that a significant hurricane destroy cell and public safety radios, the City's backup VHR system will also lose it's City antenna. This is to obtain backup, quick deploy antenna systems for the VHF system.	None recurring.
<b>TOTAL S.E.M.P.</b>				<b>\$ 36,000</b>		

CAPITAL IMPROVEMENT PLAN - FISCAL YEAR 2017 DETAIL

	Fund	Dept.	Project	FY 2017	Description of Project	Impact on Operating Costs
<b>RECREATION CENTER SINKING FUND</b>	370	7200	Gymnasium /Aerobics Sound System	\$ 9,000	Sinking Fund Asset Replacement Schedule	None recurring.
	370	7200	Replace HVAC Chiller Coils	\$ 25,000	Sinking Fund Asset Replacement Schedule	None recurring.
	370	7200	Gymnasium Wall Pads	\$ 21,000	Sinking Fund Asset Replacement Schedule	None recurring.
	370	7200	Tennis Court Resurfacing	\$ 20,000	Sinking Fund Asset Replacement Schedule	None recurring.
	370	7200	Turtle Top (15 Passenger Van)	\$ 46,200	Sinking Fund Asset Replacement Schedule	None recurring.
	370	7200	Camera & Video Security System Upgrades	\$ 50,000	Sinking Fund Asset Replacement Schedule	None recurring.
	370	7200	Replace Cardio Equipment	\$ 5,500	Sinking Fund Asset Replacement Schedule	None recurring.
	370	7200	Thorguard System (LG, Tennis, BF)	\$ 28,000	Sinking Fund Asset Replacement Schedule	None recurring.
	370	7200	Pool heaters/chillers	\$ 120,000	Sinking Fund Asset Replacement Schedule	None recurring.
	370	7200	Pool Lane Line Reel	\$ 2,500	Sinking Fund Asset Replacement Schedule	None recurring.
	<b>TOTAL RECREATION SINKING FUND</b>				<b>\$ 327,200</b>	
	173	7250	Ballfield lighting (1/3 cost share)	\$ 305,000	Current system not meeting safety standards. This is a cost share project with Lee County and The Lee County School Board. First year of two year project.	None recurring.
<b>TOTAL BALLFIELD</b>				<b>\$ 305,000</b>		

CAPITAL IMPROVEMENT PLAN - FISCAL YEAR 2017 DETAIL

	Fund	Dept.	Project	FY 2017	Description of Project	Impact on Operating Costs
PUBLIC WORKS	300	7250	Replace A/C units	\$ 150,000	All HVAC systems at City Hall have been replaced over the past 10 years. With a life expectancy of 10 years on Sanibel, the HVAC compressors (and air handlers) will need to be replaced on a rotating schedule.	None recurring.
	300	7250	Server/Ethernet/Network Upgrades	\$ 9,500	Project for installation of equipment for network access	None recurring.
	300	7250	City Hall shutters	\$ 65,000	Install upgraded hurricane shutters at City Hall to better withstand winds. After Hurricane Charley, City applied to FEMA for a hazardous mitigation grant to reinforce the Administration/Finance wing of City Hall, including new shutters and roof reinforcement. The \$65,000 requested in 2016 is for new shutters in the Legal, Police, and Mackenzie wings of City Hall. This project will complete the necessary replacement/upgrades of shutters within the entire City Hall complex.	None recurring.
	300	7250	Senior Center redevelopment	\$ 200,000	Planning and design work for the Senior Center redevelopment project	None recurring.
	300	7250	Mowers and mower trailers - replacements	\$ 20,000	Replacement of a 2012 mower, 2006 mower and a mower trailer. The 2012 mower is utilized at the non-beach parks and the 2006 model is used at City Hall, the Historic Village and Center 4 Life. The parks mower is used more frequently and therefore needs to be replaced sooner than the mower used around City Hall.	None recurring.
	300	7250	Public Works Facility - Security Project	\$ 40,000	Install a security gate and camera at the entrance of the Public Works Facility to prevent illegal dumping and comply with City security policy.	None recurring.
	300	7250	Public Works plotter replacement	\$ 30,000	Replacement of full size plotter that is used for daily engineering work and design. The proposed plotter will be capable of scanning and printing documents which will increase operational efficiency.	None recurring.
	300	7250	Public Works GPS/GIS	\$ 15,000	Purchase a global positioning system (GPS) to locate and store locations of City Infrastructure such as storm drain catch basins, signs and sewer collection system valves. Some of this information is required by regulatory agencies. The total cost of the hardware and software is \$30,000 (proposed 50% paid by streets and 50% by sewer).	Annual subscription fee of \$3,400 which will be split evenly between streets and sewer (two users).
	300	7250	Fuel depot -Gasboy hardware/software replacement	\$ 35,000	Replace Gasboy hardware/software which is used to operate the fuel depot. The current system is out of date and requires an upgrade to maintain operational efficiency.	None recurring.
	300	4100	City Hall facility repairs	\$ 82,500	Renovation of Administrative wing restrooms, replacement of ceiling fans in all wings, concrete column repairs, and concrete walkway repairs.	None recurring.
	300	4100	Storage Garage	\$ 300,000	Construction of a 1,000 square foot storage garage to house various City equipment and supplies on a day-to-day and emergency basis. Equipment life is extended by protecting it on a day-to-day basis and by protecting equipment during an emergency, storm cleanup can be initiated sooner.	No recurring operating costs in the short term.
300	4100	Trucks	\$ 125,000	Replacement of a 2001 model year dump truck (unit 208) that has frame corrosion issues and a 3/4 ton 4x4 pickup truck.	None recurring.	
<b>TOTAL PUBLIC WORKS</b>				<b>\$ 1,072,000</b>		

TRANSPORTATION	301	4100	Small tractor with boom mower	\$ 55,000	Purchase of a small tractor with boom mower that will be utilized to aid with the increased trimming demands due to additional roadside and SUP plantings. Small tractor will be utilized to trim brush, hedges and mow around ditches and embankments. This more compact machine can be utilized in certain areas without blocking roadway traffic.	Approximately \$500 per year
	301	4100	Palm Ridge Road improvements	\$ 300,000	This project involves roadway, shared use path, access and landscaping improvements in accordance with recommendations of the Periwinkle Corridor Study. The purpose of the project are to improve roadway aesthetics and shared use path safety. Survey and design phase in FY-16 with construction phase in FY-17.	None recurring.
	301	4100	Middle Gulf path and roadway relocation	\$ 50,000	The purpose of this project is to improve shared use path safety and drainage, by shifting Middle Gulf Drive between Fulgur Street and Beach Road south to increase separation between the roadway and the shared use path and allow for widening of this section of heavily used path to 8'. Phase 1 to include survey, design and relocation of SUP section at Nerita St. Phase 2 would complete the construction.	None recurring.
	301	4100	Periwinkle Way box culvert repairs	\$ 170,000	Replacement due to current condition and estimated life. A larger opening is proposed to allow more flushing for the Shell Harbor and Sanibel Harbor canals, resulting in improved water quality in the canals. The replacement box culvert will be deeper to accommodate the homeowners along the canals with boats. The Periwinkle Bridge is scheduled for replacement in 2019, based upon current condition and estimated life. The project proposed for 2016 is design and permitting for both the bridge and box culvert replacement. The proposed construction for both structures is tentatively planned for 2017.	None recurring.
	301	4100	Traffic management initiatives	\$ 50,000	Traffic mitigation activities to address the flow of traffic on various parts of the island.	None recurring.
<b>TOTAL TRANSPORTATION</b>				<b>\$ 625,000</b>		

CAPITAL IMPROVEMENT PLAN - FISCAL YEAR 2017 DETAIL

	Fund	Dept.	Project	FY 2017	Description of Project	Impact on Operating Costs
SEWER SYSTEM	450	3500	Pipeline Relocations	\$ 5,000	If a sewage force main is in conflict with a proposed roadway or drainage project, this project provides funding for the relocation.	None recurring.
	450	3500	New Service Laterals	\$ 5,000	This project is to install sewer laterals for locations where sewer laterals were not installed during mainline construction or couldn't be found.	None recurring.
	450	3500	Lift Station Improvements	\$ 25,000	This project involves enhancements to lift stations such as larger pumps, monitoring equipment, new control panels, odor control, etc.	None recurring.
	450	3500	Generator storage building	\$ 50,000	The City has 9 Portable Generators that are Utilized to enable lift stations to be operated during power outages to prevent wastewater from backing up into houses or on the ground. This project will provide covered storage for these generators at the Donax Plant to prolong generator lifespan.	None recurring.
	450	3500	Donax plant improvements (grit removal)	\$ 85,000	Retrofit new grit removal system at Donax Plant.	None recurring.
	450	3500	Insertion Valves for Forcemains	\$ 30,000	When a force main breaks, it is critical to be able to shut off the wastewater flow to protect public health and the environment. This project involves the installation of valves into the force mains under pressure. The valves can then be used to isolate sections of force mains.	None recurring.
	450	3500	Force main upgrades	\$ 80,000	The project involves construction of a 6" force main from L/S # 6 located at the Sand Castle / Sand Castle Intersection along Sand Castle Road and Bailey Road to L/S # 17, located on Bailey Road north of Periwinkle Way. The proposed force main will replace an old existing force main located in an easement in the backyards of the Greenwood Court residents making access difficult. The existing force main has broken several times, causing damage to the landscaping and raw sewage in peoples yards.	None recurring.
	450	3500	Supplemental Professional Services	\$ 400,000	Various professional services related to sewer capital projects.	None recurring.
	450	3500	Phase Four Sewer Expansion	\$ 836,000	This project involves the construction of sewer in remaining unsewered areas. Central sewer and advanced on-site sewer systems will be considered. Water quality improvement through the elimination of old septic systems is the goal of this project.	None recurring.
	450	3500	Ethernet Routing Switch/Server	\$ 30,000	Equipment for network access at Donax	None recurring.

CAPITAL IMPROVEMENT PLAN - FISCAL YEAR 2017 DETAIL

	Fund	Dept.	Project	FY 2017	Description of Project	Impact on Operating Costs
SEWER SYSTEM	450	3500	Master Station Replacement Pump	\$ 30,000	The master pump station at the Donax plant receives all flow from the entire island and pumps it to the headworks to begin the treatment process. If this station's pumps failed, wastewater will quickly spill onto the ground, potentially contaminating ground water and the Sanibel River.	None recurring.
	450	3500	Donax WRF HVAC system replacements	\$ 25,000	Replace aging HVAC systems in the operations building and Mechanical Control Room 2.	None recurring.
	450	3500	Wulfert emergency generator replacement	\$ 95,000	Current stationary generator has failed due to age. This project replaces stationary generator in accordance with FDEP permit requirements.	None recurring.
	450	3500	Replacement portable generators	\$ 45,000	The city has 9 portable emergency generators that are on a 10 year replacement schedule. The largest, a 1998-100kw generator was replaced in 2012 (4 years beyond its scheduled replacement). In 2015, three of the smaller generators are planned for replacement. In 2017, another 3 of the smaller generators are planned for replacement, with the last 2 generators scheduled for replacement in 2018. These Generators are utilized to enable lift stations to be operated during power outages to prevent wastewater from backing up into houses or onto the ground.	None recurring.
	450	3500	Replacement Cl <sub>2</sub> Pumps	\$ 7,500	The Donax Water Reclamation Facility utilizes liquid chlorine to disinfect the wastewater effluent. The chlorine feed pumps have a relatively short life due to the corrosive nature of the chlorine. Frequent pump replacement is necessary to keep the plant effluent in compliance with DEP regulations.	None recurring.
	450	3500	Public Works GPS/GIS	\$ 15,000	Purchase a global positioning system (GPS) to locate and store locations of City Infrastructure such as storm drain catch basins, signs and sewer collection system valves. Some of this information is required by regulatory agencies. The total cost of the hardware and software is \$30,000 (proposed 50% paid by streets and 50% by sewer).	Annual subscription fee of \$3,400 which will be split evenly between streets and sewer (two users).
	450	3500	Emergency chart recorder replacement	\$ 2,000	Chart recorders are utilized at the Donax facility to monitor several critical parameters including flow, ph, chlorine residual, and NTU's. These parameters need to be monitored for the roper plant operation and permit compliance. Keeping theses parameters within DEP permit limits is necessary to keep the plant in compliance. The purchase of these recorders in advance guarantees the immediate replacement of failed recorders.	None recurring.
	<b>TOTAL SEWER SYSTEM</b>				<b>\$ 1,765,500</b>	

CAPITAL IMPROVEMENT PLAN - FISCAL YEAR 2017 DETAIL

	Fund	Dept.	Project	FY 2017	Description of Project	Impact on Operating Costs
BEACH PARKING	470	2100	ATV Replacements	\$ 25,000	ATV vehicles for beach patrol purposes are on a regular replacement recycle due to wear and tear.	None recurring.
	470	2100	Van (3 Vans/3 yr. replacement cycle)	\$ 20,000	The parking enforcement vans are used to patrol the beach parking lots and transport the parking money. The 3 vans are on a 3-year replacement schedule since they are high usage vehicles. These vans are an essential part of the beach parking program.	None recurring.
	470	2100	Security Video Access System for Beach Parking Lots	\$ 75,000	The purpose of installing video cameras in the various beach parking lots is to deter theft of personal property from vehicles. These cameras have been effective in the Trost parking lot and at Lighthouse Park and are recommended for Bowman's and Algiers. Crime reduction on Sanibel benefits residents and visitors alike.	None recurring.
	470	2100	Parking Meters	\$ 155,000	End of life replacement of eleven parking meters at. The casings of the current meters are starting to rust out. Ugraded software in the new meters will allow patrons to use an ap on their phones to add additional time to the meter and don't need to walk back to the meter.	None recurring.
	470	3731	Jordan Marsh Water Quality Treatment Park	\$ 200,000	City match for construction of treatment park. Design and engineering funded in FY17 budget. Total project cost is estimated at \$400,000, but will have a more firm estimate when design is complete. If grants are not secured to fund at least 50% of project, the City would need to fund entire project. Thus, \$200,000 is entered into the FY2108 projection in the event grant funds are not secured.	None recurring.
	470	4100	Utility vehicle/Gator	\$ 13,750	Public Works has two utility vehicles (small John Deere gators on a 5 year replacement schedule), one is a 2009 model and the other is a 2010 model. These vehicles have proven invaluable in performing minor maintenance in the parks and for vegetation maintenance along the paths, as well as, litter pickup on the beaches. The 2010 model at Bowman's Beach is utilized more on a day to day basis due to the size of the park and is in need of replacement. The timely replacement of vehicles is necessary to prevent excessive downtime and thus improve operational efficiency.	None recurring.
	470	4100	Pickup truck(s)	\$ 35,000	There are currently eight pickup trucks (on a 7-year replacement cycle) assigned to beach maintenance. These pickups are necessary to transport personnel to the beach parks to perform necessary maintenance. The timely replacement of trucks is necessary to prevent excessive downtime and thus improve efficiency.	None recurring.
	470	4100	Mower	\$ 10,000	Public Works has two mowers that are used for beach park maintenance and are on a 5-year replacement schedule. The timely replacement of equipment is necessary to prevent excessive downtime and thus improve operational efficiency.	None recurring.
	470	4100	Dump Body for Pickup Truck	\$ 4,000	Parks maintenance personnel trim vegetation at the various parks. The vegetation is loaded into the back of pickup trucks for disposal. Dump bodies fit into the bed of the pickup truck to allow the load to be mechanically dumped rather than removed manually. This equipment makes the workers more productive.	None recurring.
	470	4100	Trash/Recycling Bins	\$ 8,000	Annual replacement for wear and tear of trash receptacles	None recurring.
	470	4100	Water Fountain for Beaches	\$ 3,145	Installation of facilities for beaches	None recurring.
	470	4100	ADA accessible equipment	\$ 15,000	Improve ADA accessibility at all beach parks and repair existing ADA equipment.	None recurring.
	470	4100	Bowman's Beach shared use path	\$ 169,000	Many of the City's shared use paths are utilized by beach park users. Wider paths are safer and more enjoyable to use.	None recurring.
	470	4100	Tarpon Bay Restroom (TDC)	\$ 477,209	Construction of family style restroom at Tarpon Bay Beach Park (Trost Parking area). Rollover of project from previous year.	None recurring.
	470	4100	Bowman's Beach wildlife boardwalk lookout	\$ 200,000	Construct a Boardwalk Lookout over Clam Bayou.	None recurring.
	470	4100	Lighthouse Beach Park Main Access Boardwalk Replacement	\$ 275,000	The existing structure has outlived its life and needs to be repaired for safety. Replace the existing structure for ADA accessibility and install Tandek composite material for longevity.	None recurring.
	470	4100	Lighthouse Cottage interior rehabilitation	\$ 242,250	Update and rehabilitation of Lighthouse caretaker's cottages. Rollover of project from previous year.	None recurring.
	470	4100	Bowman's Beach bridge replacement	\$ 600,000	The existing structure has outlived its life and needs to be repaired for safety. Replace the existing structure for ADA accessibility and install Tandek composite material for longevity.	None recurring.
<b>TOTAL BEACH PARKING</b>				<b>\$ 2,527,354</b>		
<b>CITY WIDE TOTAL CAPITAL OUTLAY</b>				<b>\$ 7,135,354</b>		

## APPENDIX

This section contains the following subsections:

- ◆ Financial Policies
- ◆ Glossary

## FINANCIAL POLICIES

### General Budget Policy

- A. The City of Sanibel, as a local government within the state of Florida, adopts its budget pursuant to Chapter 200, Florida Statutes, which mandates adoption of a balanced budget; that is sources of funds must equal uses of funds
- B. The finance director, on behalf of the city manager, is responsible for the preparation of the City's budget. Each spring, department directors submit their proposed budgets for the coming fiscal year to the finance director. Proposed budgets identify increases and decreases in spending from the current year, along with the reason for the change. They also include a list of initiatives that are not included in the department's budget but are requested by individual departments. A proposed budget is ready for City Council to consider, for the first time, in July.
- C. The annual budget is adopted by City Council after an extensive review and evaluation of budget proposals from the various City departments to determine the funding level necessary to provide municipal services. After adoption, the budget is posted on the City's website.
- D. The operating budget is adopted annually at the fund level by the City Council. In accordance with state law, a proposed millage rate, which may be reduced but may not be increased, is set in July, followed by two public hearings in September. The budget and final millage rate are approved by separate resolutions at the second public hearing.
- E. The budget is adopted on a modified accrual basis for all fund types, governmental and enterprise. Under the modified accrual basis of accounting, revenues and other financial resources are recognized when they become both measurable and available to finance expenditures of the current period. Available means collectible in the current period or soon enough thereafter to be used to pay liabilities of the current period. Expenditures are recognized when the fund liability is incurred with certain exceptions. The modified accrual basis is the same basis of accounting used for the City's audited financial statements of its governmental funds. Enterprise funds are accounted for and reported on the audited financial statements using the accrual basis. Under the accrual basis of accounting, most transactions are recorded when they occur, regardless of when cash is received or disbursed. Generally Accepted Accounting Principles (GAAP) requires the use of accrual basis accounting for enterprise funds for audit purposes.
- F. By resolution, a reserve equal to 17% of projected expenditures is included in the budget, in order to ensure sufficient cash is available for operations until tax receipts are forwarded to the City by the Lee County Tax Collector.
- G. Budgetary control throughout the fiscal year is maintained through monitoring encumbrances of estimated purchase amounts. Encumbrances for goods or services not received by year-end lapse and must be re-budgeted in the following year.
- H. Any increase, decrease or transfer between funds within the annual budget must be approved by a budget amendment approved by resolution of the City Council.
- I. The City Manager may approve intradepartmental transfers as is deemed necessary.
- J. The finance department prepares a quarterly budget variance report for the City Council, noting any deviations of 5% or greater against the budget and explains the reason for the variance.
- K. The Capital Improvement Budget (CIP) estimates costs for all capital projects for a five year period.

## FINANCIAL POLICIES

- L. The City has an indirect cost allocation plan prepared annually. The plan conforms to federal guidelines for grant reimbursement of administrative costs and is used to bill and collect indirect charges from funds.

### Fund Balance Policy

A Fund Balance Policy is adopted in order to secure and maintain investment-grade credit ratings, meet seasonal shortfalls in cash flow, and reduce susceptibility to emergency or unanticipated expenditures and/or revenue shortfalls. Fund balance information is used to identify the available resources to repay long-term debt, reduce property taxes, add new governmental programs, expand existing ones, or enhance the financial position of the City, in accordance with policies established by the City Council.

The City's Fund Balance Policy establishes:

- a) Fund balance policy for the general fund;
- b) Reservations of fund balance for the general fund;
- c) The method of budgeting the amount of estimated unrestricted fund balance (also known as *estimated beginning fund balance*) available for appropriation during the annual budget adoption process (prior to the actual, audited fund balance being known) and what actions may need to be taken if the actual fund balance is significantly different than the budgeted fund balance; and
- d) The spending order of fund balances

### General Fund

#### 1. Restricted Fund Balance

There is no restricted fund balance in the General Fund. Amounts that can be spent only for specific purposes stipulated by (a) external resource providers such as creditors (by debt covenants), grantors, contributors, or laws or regulations of other governments; or (b) imposed by law through constitutional provisions or enabling legislation will be budgeted and reported in special revenue funds, capital project funds or debt service funds.

#### 2. Committed Fund Balance

Commitment of fund balance may be made for such purposes including, but not limited to, a) major maintenance and repair projects; b) meeting future obligations resulting from a natural disaster; c) accumulating resources pursuant to stabilization arrangements; d) establishing reserves for disasters; and/or e) for setting aside amounts for specific projects. Commitment of fund balance may be made from time-to-time by resolution of the City Council. Commitments may be changed or lifted only by the City Council taking the same formal action that imposed the constraint originally (resolution). The use (appropriation) of committed fund balances will be considered in conjunction with the annual budget adoption process or by budget amendment approved by resolution of City Council during the fiscal year.

#### 3. Assigned Fund Balance

Assignment of fund balance may be a) made for a specific purpose that is narrower than the general purposes of the government itself; and/or b) used to reflect the appropriation of a portion of existing unassigned fund balance to eliminate a projected deficit in the subsequent year's budget in an amount no greater than the projected excess of expected expenditures over expected revenues.

## FINANCIAL POLICIES

Assigned fund balance shall reflect management's intended use of resources as set forth in the annual budget (and any amendments thereto). Assigned fund balance may or may not be appropriated for expenditure in the subsequent year depending on the timing of the project/reserve for which it was assigned.

### 4. Non-Spendable Fund Balance

Non-spendable fund balance is established to report items that are not expected to be converted to cash such as inventory and prepaid items; items not currently in cash form such as the long-term amount of loans and notes receivable as well as property acquired for resale; and, items legally or contractually required to be maintained intact such as the corpus (or principal) of a permanent fund.

### 5. Minimum Level of Unassigned Fund Balance

Unassigned fund balance is the residual classification for the general fund and represents fund balance that has not been restricted, committed or assigned to specific purposes within the general fund.

If, after the annual audit, prior committed or assigned fund balance causes the unassigned fund balance to fall below 17% of general fund operating expenditures, the City Manager will so advise City Council in order for the necessary action to be taken to restore the unassigned fund balance to 17% of General Fund operating expenditures.

The City Manager will prepare and submit a plan for committed and/or assigned fund balance reduction, expenditure reductions and/or revenue increases to City Council. The City shall take action necessary to restore the unassigned fund balance to acceptable levels within two years.

### Reservations of Fund Balance (General Fund)

#### 1. Committed Fund Balance

The City Council hereby establishes the following committed fund balance reserves in the General Fund:

- a) Disaster Reserve – The disaster reserve fund balance is committed by the City Council as set forth in the annual budget (and any amendments thereto) to ensure the maintenance of services to the public during disaster situations such as, but not limited to, hurricanes.
- b) Environmental Initiatives Reserve – The environmental initiative fund balance is committed by the City Council as set forth in the annual budget (and any amendments thereto) to ensure services are available to address environmental damage, litigation and other related costs from disasters such as, but not limited to, algae bloom, fish kills, or oil.
- c) Insurance Deductible Reserve – The insurance deductible reserve fund balance is committed by the City Council as set forth in the annual budget (and any amendments thereto) to ensure coverage of the City's insurance deductible on its insured properties and equipment.

#### 2. Assigned Fund Balance

The City hereby establishes the following assigned fund balance reserves in the General Fund:

- a) Assignment to Subsequent Year's Budget – The subsequent year's budget fund balance reserve is assigned by City management as set forth in the annual budget (and any amendments thereto) to appropriate a portion of existing unassigned fund balance to eliminate a projected deficit in the subsequent year's budget in an amount no greater than the projected excess of expected expenditures over expected revenues.

## FINANCIAL POLICIES

### Budgeting

#### 1. Appropriation of Unrestricted Fund Balance

The actual amount of unrestricted fund balance (total of *committed fund balance*, *assigned fund balance* and *unassigned fund balance*) is not known until the completion of the annual audit which takes place between three to six months after the end of the fiscal year being audited. However, an estimate of unrestricted fund balance (also called *estimated beginning fund balance*) must be made during the annual budget adoption process (July through September) which is prior to the end of the fiscal year, September 30<sup>th</sup>.

#### 2. Estimated Beginning Fund Balance

In order to achieve the most accurate estimate possible, the City Manager or designee shall project both Sources of Funds (revenues, prior years unrestricted fund balances carried forward and other financing sources) and Uses of Funds (operating and non-operating expenditures), including accruals, for each department in each governmental fund through September 30<sup>th</sup> of the then current fiscal year. These projections will be shown in a separate column entitled "Estimated Actual" for each fund in the proposed, tentative and final budget documents. The difference between the estimated actual sources of funds and estimated actual uses of funds is the calculated estimated beginning fund balance for the subsequent fiscal year. If planned for use in the subsequent fiscal year, committed and assigned fund balance may be included in the estimated beginning fund balance.

#### 3. Estimated Ending Fund Balance

For the year being budgeted, a calculation of estimated ending fund balance shall also be made. This calculation shall be the difference between the budgeted sources of funds and the budgeted uses of funds as described above.

Since the uses of funds are restricted, committed or assigned in all other governmental fund types there is no policy to the amount of ending fund balance unless the project is completed and the fund should be closed. In this situation, a residual equity transfer will be made to zero-out any remaining fund balance.

If, after the annual audit, the actual general fund unassigned fund balance is greater than 20 percent of operating expenditures in the general fund, the excess may be used in one or a combination of the following ways:

- a) Left in the general fund to earn interest and roll forward into the subsequent year's beginning fund balance;
- b) Appropriated by resolution of City Council for a one-time expenditure or opportunity that does not increase recurring operating costs;
- c) Committed to establish or increase a formal stabilization arrangement or reserve (including but not limited to economic stabilization, contingency reserves or disaster reserves); or
- d) Appropriated for start-up expenditures of new programs undertaken at mid-year, provided that such action is considered in the context of council-approved multiyear projections of revenues and expenditures.

## FINANCIAL POLICIES

### Spending Order of Fund Balances

The City uses restricted amounts to be spent first when both restricted and unrestricted fund balance is available unless there are legal documents/contracts that prohibit doing this, such as in grant agreements requiring dollar for dollar spending. Additionally, the City would first use committed fund balance, followed by assigned fund balance and then unassigned fund balance when expenditures are incurred for purposes for which amounts in any of the unrestricted fund balance classifications could be used.

### **Revenue Policy**

- A. The City will maintain a revenue manual which describes revenue sources that are available to support City expenditures.
- B. Ad valorem tax revenue is budgeted at 100% of the approved millage rate levy. However, because taxpayers take advantage of the discount afforded by paying their taxes in the months of November through February, the City never collects 100% of the levied revenue. Recognizing this, the state permits up to 5% of the tax levy to be reserved for under-collection.
- C. The use of ad valorem tax revenues is limited to the general fund unless it is required in other funds by bond indenture agreements.
- D. Revenues that have been pledged to bondholders will conform to bond covenants which commit those revenues.
- E. The City will prepare periodic cost studies on services for which user fees are imposed and the proposed adjustments will be presented for Council authorization.
- F. The City will actively pursue grant-funding opportunities.
- G. Revenue which is estimated to be unexpended at year-end will be budgeted as estimated ending fund balance and be available for appropriation in the new year.

### **Debt Policy**

Due to the City's current status with the Internal Revenue Service (IRS) as a Small Issuer, that is, the City issues less than \$10 million of debt in any given calendar year, the City is considered to be "Bank Qualified". This bank qualified status allows banks to offer the City interest rates much lower than market rates since the interest the bank earns from the City is tax exempt to the bank. Therefore, whenever practical, the City issues bank qualified debt in order to finance projects or capital acquisitions which need to be funded from debt issuance. Additionally, the use of pre-negotiated lines of credit with stated interest rate and expense terms are utilized when practical in order to reduce debt issuance costs.

When it is necessary to issue debt in an amount greater than \$10 million, the City first seeks financing from a source which offers below market rate interest rates, such as the State Revolving Loan Fund. However, if sources of this type are not available or not applicable due to the nature of the project being funded, bond issuance may be used. The services of underwriters and financial advisors are engaged using the Request for Proposal (RFP) process outlined in the City's administrative policy on the Procurement of Professional Services and the relative Consultants' Competitive Negotiation Act (CCNA) contained in Section 287.055, Florida Statutes.

## FINANCIAL POLICIES

The term of the debt is matched with the life of the asset being financed. The City of Sanibel does not have a maximum debt limit.

All debt service requirements are fully funded each year.

### **Purchasing Policy**

- A. All purchasing for the City of Sanibel will be conducted in a manner that promotes competition and secures the best value.
- B. All purchasing shall be conducted in a manner that prompts vendors to value City business and make every effort to furnish City requirements on the basis of quality, service and price.
- C. Purchasing will be from suppliers who have adequate financial strength, and a good record of adhering to specifications, maintaining shipping promises, and giving a full measure of service to the City.
- D. All bidders will be afforded equal opportunities to quote and are to compete on equal terms.
- E. Vendors hired by the City to provide goods and services shall have obtained a City business tax receipt (per Code of Ordinances, Sections 18 and 62) prior to authorization of the purchase.
- F. Competitive sealed bids are required for purchases of commodities and services that cost \$25,000 or more. The competitive sealed bid or proposal procurement method is regulated by Florida Statutes. Competitive sealed bids are subject to public legal notice requirements.
- G. Sole Source – Occasionally, products or services are determined to be available from only one source or must match a product or service that is already in place. These are rare occurrences and must be fully documented and submitted to the Finance Department for review and for City Manager approval where the cost exceeds \$1,500.
- H. Emergency Procurements – When there is an immediate danger to persons or property or the threat of substantial economic loss to the City, an emergency procurement may be made. All emergency procurements should be made with as much competition as is practical under the emergency circumstances.

## GLOSSARY

Ad valorem taxes – A tax levied on the assessed value of real estate or personal property. This tax is also called property tax. Ad valorem taxes are the major source of revenue for state and municipal governments.

Appropriation - A legislative act authorizing the expenditure of a designated amount of public funds for a specific purpose for a limited period of time.

Assessed value – The dollar value assigned to real or personal property for purposes of assessing taxes. Sanibel’s assessed values are determined by the Lee County Property Appraiser.

Beginning Fund Balance – The Ending Fund Balance of the previous period. (See Ending Fund Balance.)

Budget - An itemized summary of estimated revenues and projected expenses for a given time period. The City of Sanibel adopts a budget each year for the twelve months between October 1 and September 30. Florida Statutes require the City Council to approve its budget at the second of two public hearings.

Capital Expenditures – Expenditures used to purchase fixed assets such as furniture and equipment with a life expectancy of more than one year and a unit cost of \$1,000 or more.

Capital Improvement Program (CIP) - A CIP is a systematic plan for providing infrastructure improvements within a prioritized framework over a fixed period of time. Sanibel’s CIP is based on a five year period of time.

Debt Service – The amount of interest and principal that the City must pay each year on long-term and short-term debt.

Department – A major administrative unit of the City with overall management responsibility for a service or an operation or for a group of related operations.

Encumbrance – The commitment of budgeted funds for the purchase of an item or service. All encumbrances lapse at fiscal year-end.

Ending Fund Balance – Funds carried over at the end of a fiscal year. Within a fund, the revenue on hand at the beginning of a fiscal year, plus revenues and other sources of funds received during the year, less expenses and other uses of funds equals ending fund balance. These funds may be committed or assigned for a particular purpose.

Enterprise Fund – A fund in which the services provided are financed and operated like those of a private business. These funds pay for all or most of their cost of operation from user fees.

Fiscal Year - A time period designated for recording financial transactions. The City of Sanibel’s fiscal year runs from October 1 through September 30.

Full-Time Equivalent (FTE) – One position funded for a full year. A full-time employee working 40 hours per week equals one FTE; a part-time employee working 20 hours a week equals .5 FTE.

Functions – Expenditure classifications according to the principal purposes for which expenditures are made. Sanibel’s functional expense categories are mandated by state law.

## GLOSSARY

**Fund** - A fund is a grouping of related accounts that is used to maintain financial control over resources that have been segregated for specific activities or objectives. The City, like other state and local governments, uses fund accounting to ensure and demonstrate compliance with finance-related legal requirements.

**Generally Accepted Accounting Principles (GAAP)** – Generally Accepted Accounting Principles (GAPP) consist of the rules, procedures, and conventions that define accepted practices at a given time and which organizations use to compile their financial statements. They include broad guidelines as well as detailed procedures. Much of GAAP is issued in codified form by the Government Accounting Standards Board (GASB).

**General Fund** – The principal fund of the City used to account for resources traditionally associated with government, which are not legally or by sound financial management to be accounted for in another fund. General Fund activities are funded principally by property taxes, intergovernmental revenue, licenses and permits, charges for services and miscellaneous revenues. Operating services for this fund include police protection, general government administration, and public works.

**General Obligation Bonds** – Voter approved bonds used to finance a project through a millage increase in ad valorem taxes for a specified period of time.

**Grants and Aids** – An agreement made by a government or private organizations to provide financial contributions for specified purposes.

**Impact Fees** – Charges imposed by governments against new development as a total or partial reimbursement for the cost of supporting specific new demands on a given service.

**Infrastructure** – Structures and facilities other than buildings such as roads, bridges, curbs, gutters, docks, wharves, fences, landscaping, lighting systems, parking areas, storm drains, athletic fields, etc.

**Intergovernmental revenue** – Funds received from federal, state and local governments in the form of grants, shared revenues and payments in lieu of taxes.

**Mill** – A tax rate of one dollar (\$1) per one thousand dollars (\$1,000) of taxable property value.

**Millage Rate** – The millage rate is the number of mills of tax assessed against assessed property value. Example: For a property having a taxable assessed value of \$500,000, a millage rate of 2.5000 generates \$1,250.00 in tax to be paid.

**Non-Ad Valorem Assessment** – A fee levied on certain properties to defray all or part of the cost of a specific capital improvement or service deemed to benefit those properties. It is sometimes called a special assessment.

**Objective** – A specific, measurable action that will be taken to achieve a goal.

**Operating Budget** – A balanced financial plan for providing governmental programs and services for a one-year period.

**Personal Services** – All costs related to compensating employees including salaries and benefits.

## GLOSSARY

**Proprietary Fund** – A fund in which the services provided are financed and operated similar to those of a private business. Funds pay for operating costs primarily through user fees, receiving little or no tax support. (See Enterprise Funds).

**Reserve** – An amount set aside for a specific purpose or for emergencies or unforeseen expenditures not otherwise budgeted. Authorization to expend reserves is made by the City Council.

**Revenues** – Funds that the government receives as income.

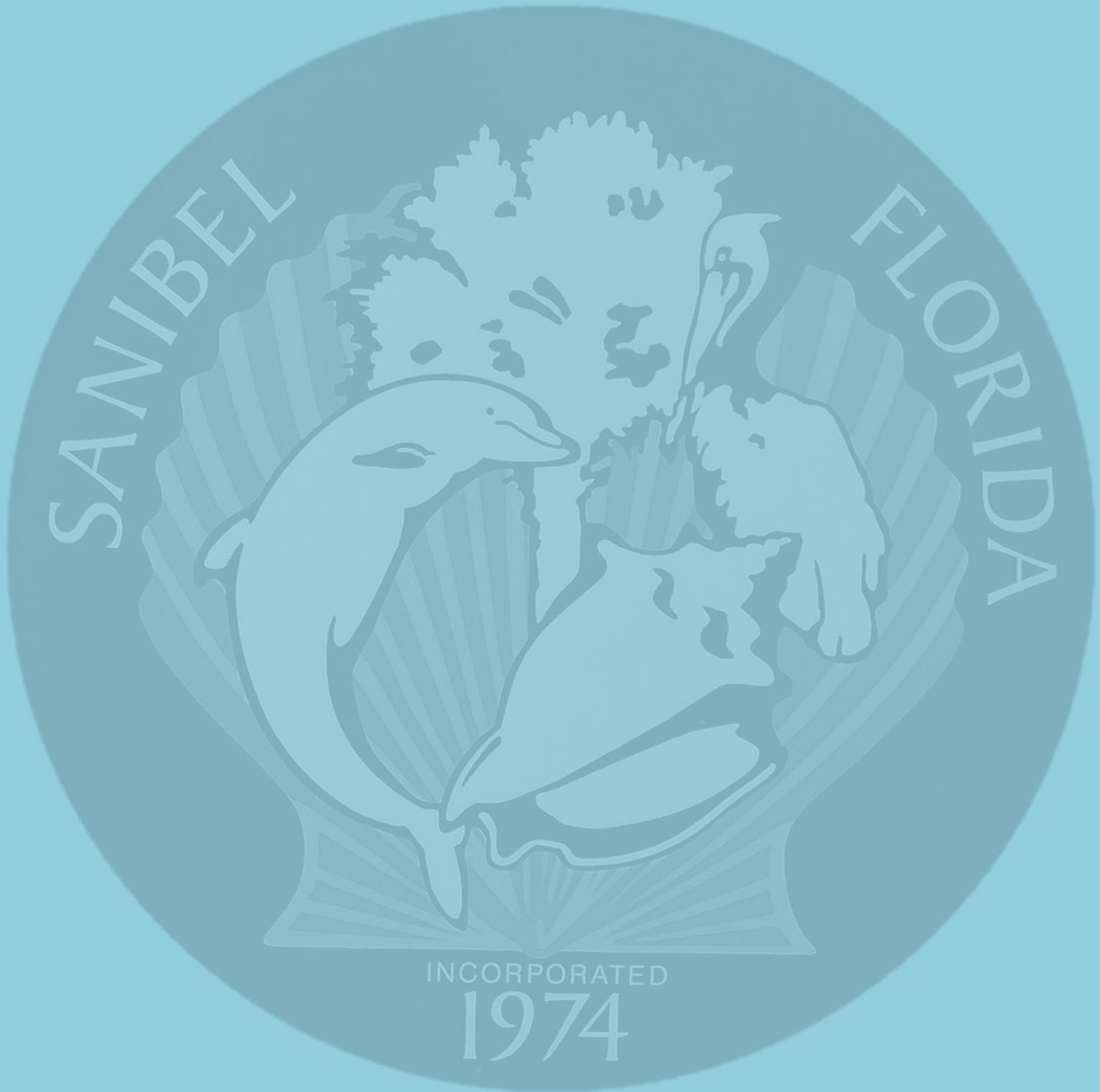
**Rolled-back millage rate** – The millage rate necessary to produce the same amount of property tax dollars as received during the previous budget year. New construction is excluded from the roll-back calculation.

**Special Assessment** – A compulsory levy made against certain properties to defray part or all of the cost of a specific improvement or service deemed to primarily benefit those properties. This is another name for a non ad valorem assessment.

**Taxable Value** – The assessed value of property minus any authorized exemptions. This value is used to determine the amount of ad valorem tax to be levied. The taxable value is calculated by the County Property Appraiser in compliance with state law. The most common exemption is the homestead exemption.

**TRIM Notice** - TRIM (Truth in Millage) establishes the statutory requirements that all taxing authorities levying a millage must follow, including all notices and budget hearing requirements. The Notice of Proposed Property Taxes (TRIM notice) enables the taxpayer to compare the prior year assessed value and taxes with the present year assessed value and proposed taxes. It also lets taxpayers compare the amount of taxes if there is no budget change for the upcoming year. The notice lists the date, time, and location of the first budget hearing at which the taxing authorities will hear from the public. At the public hearings, the taxing authorities establish the millage to be levied against the parcel of land shown on the TRIM notice. The notice also shows the deadline for filing a petition to protest the assessment and any denial of exemption.

**User Fees** – Charges for specific services rendered only to those using such services, e.g. sewer service charge, building permits, dog licenses.



## CITY OF SANIBEL

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