CITY OF SANIBEL

FISCAL YEAR 2018
TENTATIVE BUDGET
PRESENTED OCTOBER 3, 2017

SANIBEL FLORIDA

INCORPORATED

1974

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 introductory budget message, which provides an overview and analysis of the annual budget. The truth-in-millage (TRIM) for the year is also included here. Finally, information about future issues and trends can be located in this section.

CITY STRUCTURE

This section provides information on the City Council, City Manager, and the City's overall structure. Also included in this section is the fund and department structure of the City.

GENERAL BUDGET INFORMATION

Included in this section is the budget calendar, budget resolutions authorizing the budget and the City's budget and significant financial policies.

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 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.

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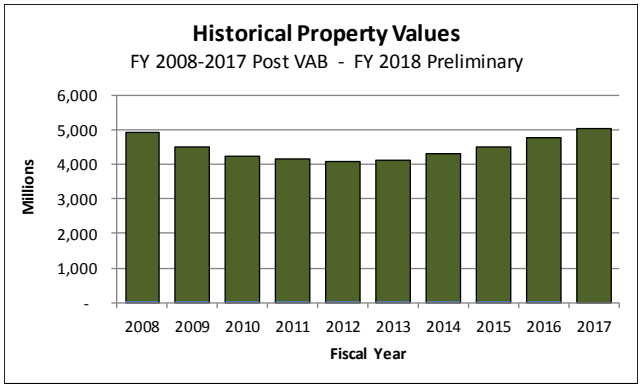
CITY OF SANIBEL
FISCAL YEAR 2017-2018
TENTATIVE OPERATING AND CAPITAL BUDGET
INTRODUCTION

October 3, 2017
Honorable Mayor and City Councilmembers

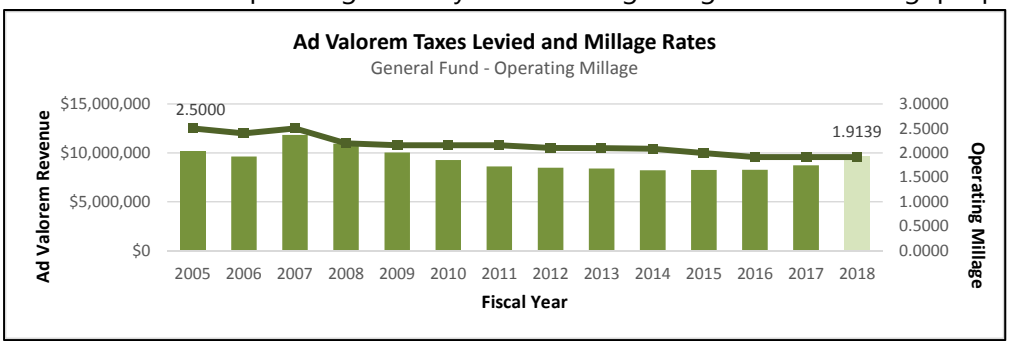
Each year, the City prepares a tentative budget in September for City Council consideration. The tentative budget was scheduled to go before the Council on September 11, 2017; however, the arrival of Hurricane Irma necessitated State, County, and City states of emergency that warranted a postponement of the budget hearing. This document incorporates initial funding needs related to preparation and recovery efforts in fiscal year 2017 to beginning fund balances available in fiscal year 2018. Additionally, reserves for fiscal year 2018 were updated to reflect probable needs related to the storm recovery. The City is actively beginning the process of requesting Federal and State funding support; however, percentages and amounts of support from Federal and State agencies are not available at the time of this writing.

The **tentative** budget for the fiscal year beginning October 1, 2017 and ending September 30, 2018 is a balanced budget as required by Florida Statutes. The attached document proposes a budget of $60,033,596, 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. The budget is prepared with a millage rate of 1.9139, which is the same tax rate that was assessed to taxpayers in the fiscal year 2017 budget year.



The City of Sanibel's taxable property value for fiscal year 2018 (calendar/tax year 2017) has been preliminarily assessed by the Lee County Property Appraiser at $5,045,986,503. This is 6.17% higher than the fiscal year 2017 final post value adjustment board value of $4,752,708,493. The chart illustrates property values on Sanibel over the past ten years.

A chart comparing the operating millage rate history and ad valorem taxes collected is also presented below for the last ten operating fiscal years. 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.



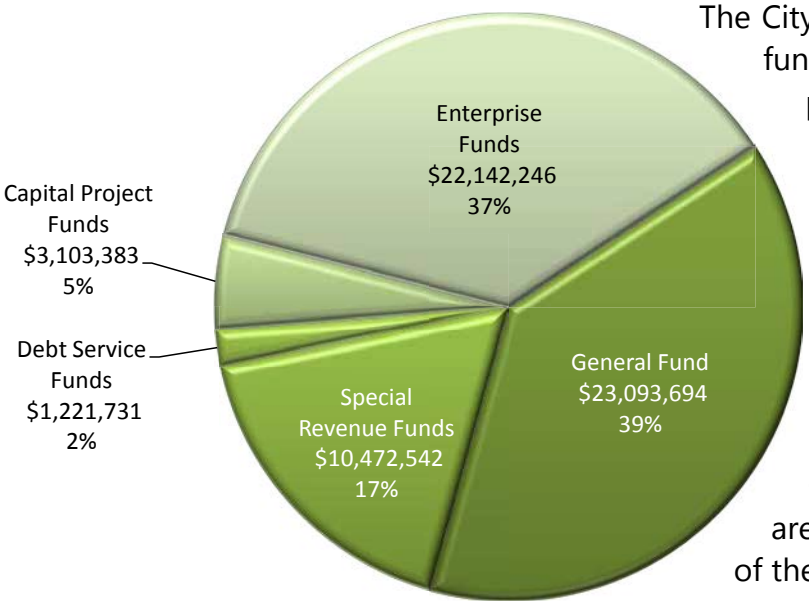
EXECUTIVE SUMMARY

- The July 1st real and personal property value for the City of Sanibel was preliminarily assessed at $5.04 billion by the Lee County Property Appraiser. This represents a 6.17% increase in value from the fiscal year 2017 final valuation;
- A millage rate of 1.9139 was used to calculate the ad valorem tax levy in the General Fund. This is the same millage rate that was adopted by the City Council for the fiscal year 2016 budget;
- The budget assumes approximately $1.74 million of the City's disaster reserves will be expended in fiscal year 2017 for recovery efforts related to Hurricane Irma. Until such time that the City begins receiving Federal and State reimbursement for hurricane recovery expenditures, the fiscal year 2018 disaster reserves budget has been reduced from $4.5 million to $3.7 million. The City has already begun the process of claiming disaster funds from the Federal and State governments;
- The budget includes an approximate 11.4% increase in total pension costs that includes 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' (GE) 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 City's annual contribution to the existing GE pension plan will increase 22.1% and the contribution to the Municipal Police Officers' pension plan will decrease 3.3% in fiscal year 2018. The GE pension plan includes legacy costs resulting from early retirement buyouts the City approved in the 1990's that were not fully funded at the time. Both plans had actuarial studies completed to determine the required funding levels;
- The fiscal year 2018 budgeted manpower allocation is increased by one FTE for the Building Department to provide additional support for permitting projects. This position is fully funded by the Building Fund;
- To protect our citizens and our officers the increased Police Department staffing levels approved in Fiscal Year 2017 are continued through fiscal year 2018;
- The budget for the Sanibel Recreation Center is consistent with the City Council authorized cap previously established at $1.4 million. Programs and operations are adjusted to operate within the pre-approved support;
- 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 budget removed $100,000 from the IT capital budget for technology changes that was not completed in FY 2017. Staff recommends that significant IT upgrades to MacKenzie Hall should be completed when major renovations to the entire room are required;
- In the Transportation Fund, the budget includes $1.523 million in causeway tolls to be received pursuant to the interlocal agreement with Lee County for the Sanibel causeway. This amount is lower than the estimated collections in FY2017 based on projections considering Hurricane Irma and possible effects on island traffic. Additionally, an expected $1.825 million in gas taxes are expected to be received. These two major revenue sources will fund budgeted transportation expenditures fully in fiscal year 2018, requiring no transfer from the General fund;
- Beach Parking hourly rates are budgeted to remain at $4.00 per hour;

EXECUTIVE SUMMARY (CONTINUED)

- In December 2015 Sanibel City Council approved the Shared Use Path Intersection Improvement Study and authorized staff to proceed with installing a number of recommendations. The proposed budget includes $35,000 for evaluation of pilot initiatives and continued implementation;
- A 4% increase in sewer and reclaimed water fees is included in the Sewer Fund budget based on the completed Revenue Sufficiency Study to provide funds for operating expenses and approved sewer related capital projects;
- The budget includes $200,000 in funding for the design and permitting of the Center 4 Life. A Council workshop is scheduled for September 19, 2017 at City Hall to further discuss options for the center's completion;
- 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;
- Funding for the City's supported non-profits (Community Housing Resources and the Historical Village and Museum) remain at the fiscal year 2017 levels as contract negotiations continue;
- A reserve for the Dunes Community road resurfacing was established last year. The project is expected to cost $1 million and $200,000 is being reserved annually in the Transportation Fund to fund the project when necessary. Current level of the reserve in the fiscal year 2018 budget is $600,000 and is expected to increase to $800,000 by the beginning of fiscal year 2019;
- The budget includes a 2% general cost of living wage increase for employees effective October 1, 2017, as agreed to during union negotiations with the City's two labor unions. Additionally, the agreements provide for a possible 1% merit increase for an employee based on their annual evaluation;
- The Transportation Fund budget includes $125,000 to continue to expand the traffic mitigation and education initiatives in fiscal year 2018;
- $1.8 million is included for capital projects in the governmental funds. This includes certain special revenue funds and the capital project funds. The total includes $887,000 that is budgeted to rollover from unfinished projects in fiscal year 2017 and approximately $923,000 is new funding requested;
- $5.8 million is included for capital projects in the Sewer Fund. Of this total, $750,000 is projected to rollover from fiscal year 2017 and $5.1 million is new funding requested. Included in these amounts is $5.1 million in funding for the previously approved sewer plant renovation project (the City has received funding in the State of Florida's fiscal year 2018 budget for these projects as a reimbursement grant for a total of $825,000 – these funds are included in the sewer revenue budget). Additional discussion on the sewer plant project is included in the Sewer Fund narrative beginning on page 86;
- $1.9 million is included for capital projects in the Beach Parking Fund, of which approximately $680,000 will be reimbursed by the Tourism Development Council. Of the total capital project total, $1.2 million is projected to rollover from fiscal year 2017 and $692,000 is new funding requested. $402,250 is included in the Beach Parking Fund budget for the rehabilitation of the two lighthouse cottages, which is scheduled to be completed during the latter half of fiscal year 2018.

BUDGET OVERVIEW

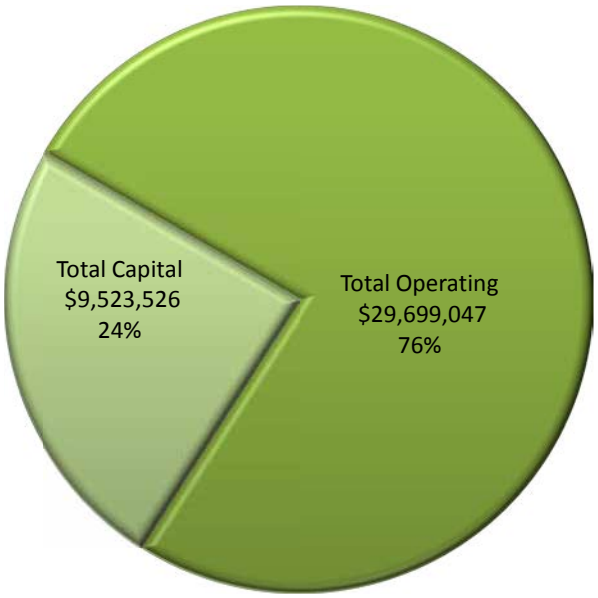


Fiscal Year 2018 Total City Budget

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 2018: **$29,699,047**

The City's total Capital Budget for Fiscal Year 2018: **$9,523,526** with **$6,683,100** newly appropriated



BUDGET OVERVIEW

The fiscal year 2018 budget totals $60.0 million as detailed in the following table:

Uses of Funds	FY 2018	FY 2017 as Adopted	FY 2017 as Amended
Governmental Funds			
Operating	$ 20,981,779	$ 19,660,274	$ 20,745,772
Capital	1,810,168	2,842,500	3,500,346
Transfers to Other Funds	2,010,445	3,301,359	3,567,054
Debt Service	881,764	880,047	880,047
Reserves/Ending Fund Balance	12,207,194	13,238,914	13,007,168
Total Governmental Funds	37,891,350	39,923,094	41,700,387
Enterprise Funds			
Operating	8,717,268	8,992,263	10,163,213
Capital	7,713,358	4,292,854	4,549,152
Debt Service	3,356,820	3,356,820	3,356,820
Transfers to Other Funds	421,950	450,000	450,000
Reserves/Ending Fund Balance	1,932,850	5,453,069	5,342,735
Total Enterprise Funds	22,142,246	22,545,006	23,861,920
Total Budget	**$ 60,033,596**	**$ 62,468,100**	**$ 65,562,307**
	(3.90%)	Compared to FY2017 adopted budget	
	(8.43%)	Compared to FY2017 amended budget	

Comparison to Fiscal Year 2017 Adopted Budget

The FY2018 City-wide operating budget is 3.7% higher than the FY2017 adopted budget. The most significant component of the operating budget is personnel costs, which are budgeted to increase approximately 3.8% in FY2018. This increase is primarily attributable to increased expenditures related to the City's retirement plans, which are budgeted to increase 11.5% in fiscal year 2018 and includes 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 City's annual contribution to the existing General Employees' pension plan will increase 22.1% and the contribution to the Municipal Police Officers' pension plan will decrease 3.3% in fiscal year 2018. These results are based on actuarial studies completed in fiscal year 2017 for both plans;

The City-wide FY2018 capital budget is 33.5% higher than the FY2017 adopted capital budget. The primary driver for this increase is the budget for the previously approved sewer plant renovation project. See additional discussion for this project on page 86.

City-wide issued debt obligations are budgeted to remain consistent in fiscal year 2018 at $4.2 million. These payments are for regularly scheduled debt service. No additional debt financing is currently included in the budget, although a debt issue to partially fund the sewer plant project is expected and will be determined once final funding needs are determined.

The FY2018 General Fund budget includes $1.0 million of reserves for environmental initiatives, $175,000 contingency reserve, $215,000 for insurance deductibles, and reserves for future personnel expenditures.

BUDGET OVERVIEW

The reserve for disasters is budgeted to be reduced from $4.5 million to $3.7 million due to expenditures in fiscal year 2017 relating to recovery efforts from Hurricane Irma. The City is in the initial stages of gathering information and preparing reimbursement requests from the Federal and State governments for storm preparation and debris collection.

Comparison to Fiscal Year 2017 Amended Budget

The FY2018 City-wide budget is 3.9% lower than the FY2017 amended budget. The significant amendments to the FY2017 budget include the annual rollforward of projects that did not fully complete in FY2016 and grants that were added to the budget during 2017 (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 $2.7 million in various projects during FY2017. The City has received tentative approval of approximately $1.6 million in grant funding for FY2018 from the TDC. These grants are not included in the Beach Parking Fund budget as they have not been fully executed by all parties.

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 18, 2017	Regular Council Meeting – Draft budget is distributed to Council. Adoption of Resolution to **Set Proposed Tax (millage) Rate for 2017 and date, time and place of first public hearing**
Tuesday	October 3, 2017	**5:01 p.m. First Budget Public Hearing** – Discussion and adoption of tentative 2017 millage and tentative FY 2018 budget
Thursday	October 5, 2017	**5:01 p.m. Second and Final Budget Public Hearing** - Discussion and adoption of final 2017 millage rate and FY 2018 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 FY2018 tentative operating millage rate of 1.9139 is equal to the FY2017 adopted operating millage rate. The rolled-back rate is 1.8132. 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 FY2018 this rate is 2.7650. Taxes levied at this millage rate would generate $13,952,153 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 FY2018 Florida's per capita personal income increased 1.03% and the majority vote millage rate is 2.8510. Taxes levied at this millage rate would generate $14,386,108 before discounts. The *two-thirds vote maximum millage rate* allowed is the majority vote rate increased by ten (10%) percent. In FY2018 this rate is 3.1361. Taxes levied at this millage rate would generate $15,824,718 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 2017 based on the July 1, 2017 certification of taxable value of $5,045,986,503:

Vote Required	Millage Rate Description	Maximum Millage Rate
Majority vote of Council (3/5)	Rolled-back rate	1.8132
Majority vote of Council (3/5)	Majority vote maximum rate	2.8510
Two-thirds vote of Council (4/5)	2/3 vote maximum rate	3.1361
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 FY2018 debt service obligations continued to decrease as shown below:

Debt Service Obligation	Millage Rate	
	2017	2018
Sewer Voted Debt Service	0.1947	0.1813
Land Acquisition Voted Debt Service	0.0720	0.0690
Recreation Center Voted Debt Service	0.1207	0.1155

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	Budgeted
	FY2014	FY2015	FY2016	FY2017	FY2018
Taxes (net)	$ 12,464,526	$ 12,590,357	$ 12,707,475	$ 13,131,368	$ 13,888,235
Licenses/Permits	1,677,024	1,701,592	1,928,584	2,061,270	1,942,000
Intergovernmental	3,559,625	3,969,469	4,092,254	5,430,577	4,251,110
Charges for Services	10,237,712	11,399,115	12,527,112	12,975,603	13,224,032
Fines & Forfeitures	186,628	175,171	267,390	260,031	229,000
Miscellaneous	1,159,540	1,418,606	1,011,509	1,542,771	1,599,051
Other External Sources	174,830	1,019,340	506,152	125,000	176,000
Indirect Cost Charges	(1,155,655)	(1,224,707)	(1,638,020)	(1,849,768)	(1,849,768)
Payment in Lieu of Taxes	-	(7,500)	-	-	-
Total External Revenue	$ 28,304,230	$ 31,041,443	$ 31,402,456	$ 33,676,852	$ 33,459,660

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 City's total contributions to its employees' retirement plans are budgeted to increase by approximately $331,000 (11.5%) from $2,887,415 in fiscal year 2017 to $3,218,727 in fiscal year 2018. The budget also includes reserves for a 2% general increase for employees, as well as a possible 1% merit increase on the date of their evaluation based on performance.

As previously mentioned, the annual contribution to the City's General Employees' Pension Plan will increase 22.1% in fiscal year 2018, primarily due to mandated changes in assumption and increased longevity of retiree benefit payments. 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 FY2018 will decrease by $31,412 (-3.3%) from $949,280 to $917,867, based on actuarial results.

The estimated cost for the defined contribution plan for FY2018 is budgeted at $353,540, a 3.2% increase from FY2017. 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	Budgeted
	FY2014	FY2015	FY2016	FY2017	FY2017
General Government	$ 4,957,000	$ 5,733,113	$ 5,583,761	$ 5,679,592	$ 6,256,961
Public Safety	5,878,264	6,005,357	6,714,126	6,864,298	7,568,101
Physical Environment	7,070,631	4,556,378	5,026,632	6,101,236	5,756,647
Public Works	2,466,653	3,024,394	3,294,933	3,460,646	3,230,743
Transportation	2,145,439	2,155,513	3,740,117	3,924,829	3,889,980
Economic Environment	284,346	293,305	322,064	338,545	311,789
Human Services	1,000	1,000	-	-	-
Culture/Recreation	2,577,616	2,776,554	2,765,198	2,841,632	2,684,826
Debt Service	1,573,382	1,408,801	1,388,540	4,240,221	4,238,584
Capital Outlay	1,151,130	1,316,357	307,263	3,970,015	9,523,526
Indirect Cost Charges	(1,155,655)	(1,224,707)	(1,638,020)	(1,849,768)	(1,849,768)
Payment in Lieu of Taxes	-	(7,500)	-	-	-
Total Outlay	$ 26,949,806	$ 26,038,565	$ 27,504,614	$ 35,571,246	$ 41,611,389

Beginning and ending fund balances are important aspects of government budget accounting. Shortfalls in revenue due as well as higher expenditure amounts are balanced by using ending fund balances as appropriate. See the schedule on page 47 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 2018 budget totals $24,093,694 and is summarized in the following table:

		FY 2017	
Sources of Funds	FY 2018	as Adopted	as Amended
Beginning Fund Balance	$ 7,665,388	$ 10,420,758	$ 10,366,378
Operating Revenues	14,756,356	14,371,073	14,159,243
Other Financing Sources	671,950	-	450,000
Total Budget	**$ 23,093,694**	**$ 24,791,831**	**$ 24,975,621**

		FY 2017	
Uses of Funds	FY 2018	as Adopted	as Amended
Operating Expenditures	$ 13,450,451	$ 12,582,033	$ 13,009,380
Non-operating Expenditures	6,987,445	8,886,359	8,909,054
Ending Fund Balance	2,655,798	3,323,439	3,057,187
Total Budget	**$ 23,093,694**	**$ 24,791,831**	**$ 24,975,621**

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 FY2017, the City expects the General Fund to report a beginning fund balance of approximately $7.7 million, which is 26.4% lower than the FY2017 adopted budget, almost entirely due to the usage of reserve funds in fiscal year 2017 for recovery efforts related to Hurricane Irma.

The General Fund's operating revenues are budgeted to increase 4.2% in fiscal year 2018. This increase is mainly attributable to higher ad valorem taxes collected due to an increase in property values. Additionally, revenue collected from other funds for internal cost recovery are budgeted to increase in fiscal year 2018.

FUNDS BUDGET

Uses of Funds – Operating expenditures in the General Fund are budgeted to increase 2.7% from the FY2017 adopted budget. This increase is mainly attributable to the previously mentioned increases in pension costs expected in fiscal year 2018.

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:

		FY 2017	
Sources of Funds	FY 2018	as Adopted	as Amended
Beginning Fund Balance	$ 3,303,537	$ 3,384,956	$ 4,069,560
Operating Revenues	5,633,560	5,532,200	5,543,664
Other Financing Sources	1,535,445	1,668,445	1,671,090
Total Budget	**$ 10,472,542**	**$ 10,585,601**	**$ 11,284,314**

		FY 2016	
Uses of Funds	FY 2018	as Adopted	as Amended
Operating Expenditures	$ 7,531,328	$ 7,078,241	$ 7,736,392
Capital Expenditures	25,000	305,000	350,000
Non-operating Expenditures	814,200	907,500	850,000
Ending Fund Balance	2,102,014	2,294,860	2,347,922
Total Budget	**$ 10,472,542**	**$ 10,585,601**	**$ 11,284,314**

The budget for the special revenue funds is expected to remain relatively consistent with the previous year's adopted budget, decreasing 1.1%

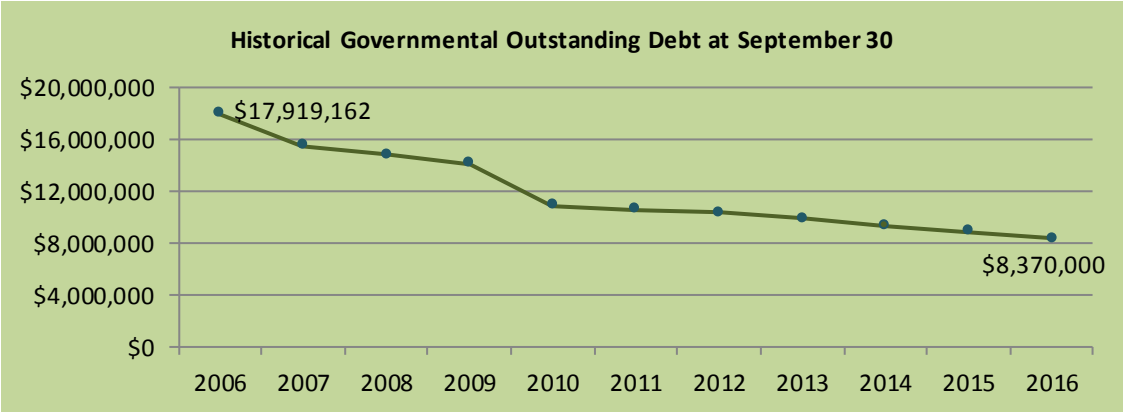
Operating expenditures are budgeted to increase approximately 6.4%, primarily due to personnel cost increases as previously discussed.

Ending fund balance and reserves are budgeted to decrease slightly from the fiscal year 2017 adopted budget.

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. FY2018 required debt service is $882,000, consistent with the FY2017 original budget.

The City continues to reduce its long-term debt balances and as of September 30, 2016, the governmental funds' outstanding debt was $8.4 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 $1.8 million. Significant projects budgeted in fiscal year 2018 include the following: upgrades and renovations to the Center 4 Life and road improvements to Palm Ridge Road and Middle Gulf Drive.

All of the funding for the current year capital improvement plan (except for the Recreation Center Sinking Fund) is from the beginning fund balances in each capital project fund. The beginning balances reflect carryovers from the previous year for projects not completed and remaining unused funds from projects completed in fiscal year 2017. Additionally, the Capital Acquisition Fund is returning $250,000 in unused funds back to the General Fund in fiscal year 2018.

There is a reserve of $600,000 included in the capital project funds budget for the resurfacing of the Dunes neighborhood. The resurfacing is scheduled to take place in 2019. A detailed 5-year capital improvement plan (CIP) is included in this document and begins on page 203.

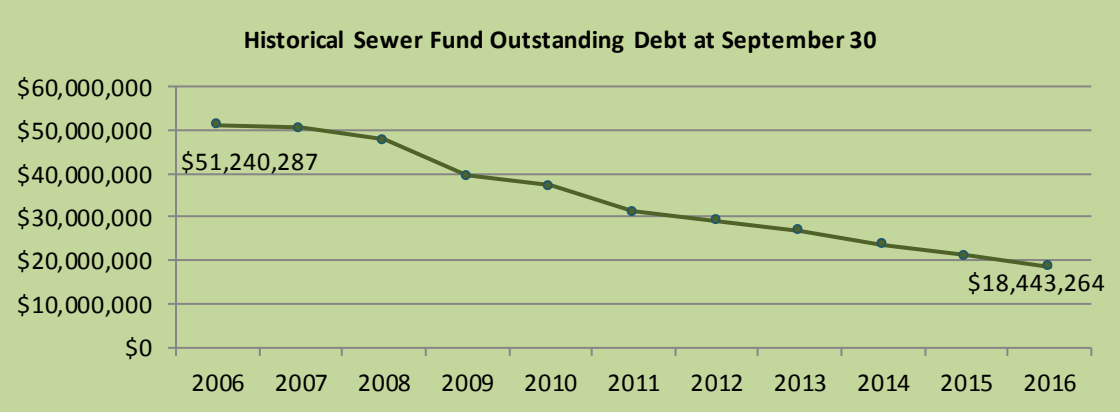
Enterprise Funds

Sanibel Sewer System Fund – The FY2018 budget includes a planned beginning unrestricted net position of $7.3 million, compared to a prior year adopted balance of $6.3 million. Additionally, to support planned upgrades and maintenance on the system, a 4% increase in sewer and reclaimed water rates charged to customers is being budgeted.

The Sewer Fund's total appropriations budget is estimated to increase approximately 40.0% from the prior year adopted budget to $13.8 million. This increase is primarily driven by the previously approved sewer plant renovation project. Refer to the 5-year Capital Improvement Plan on page 203 for more information on timing of these renovations.

FUNDS BUDGET

As of September 30, 2016, the Sewer Fund's outstanding debt was $18.4 million. 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 decrease 53.9% from the prior year's adopted budget. Total net revenues are budgeted to decrease 33.5% to $3.9 million in FY2018 from the FY2017 adopted budget of $5.9 million, mainly due to tentatively approved grants from the Lee County Tourism Development Council not being included in the budget until they are fully executed. Once grants are fully executed, the budget will be amended to include the final amounts of the grants.

Total personnel services are budgeted to increase 3.8% in fiscal year 2018 from the fiscal year 2017 amended budget, mainly driven by the previously mentioned increases in pension costs. Total operating expenses are budget to decrease approximately 28.8% from the fiscal year 2017 amended budget, primarily due to the completion of previous year projects in the Natural Resources department including the island wide Beach Management Plan and construction of living shoreline and road stabilization along Woodring Road. These were not budgeted again in fiscal year 2018.

Capital projects in the FY2018 budget total $1.9 million. The most significant projects include the Jordan Marsh water quality treatment park, a replacement for the bridge at Bowman's Beach and renovation of the Lighthouse Cottages. See the detailed CIP plan for more information.

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 since the beach parking lots are not subject to property taxes. In fiscal year 2018, this amount is budgeted to be $480,000, which represents 15% of the gross revenues the beach parking lots earn. There is no increase budgeted for overall parking revenues.

RESERVES

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

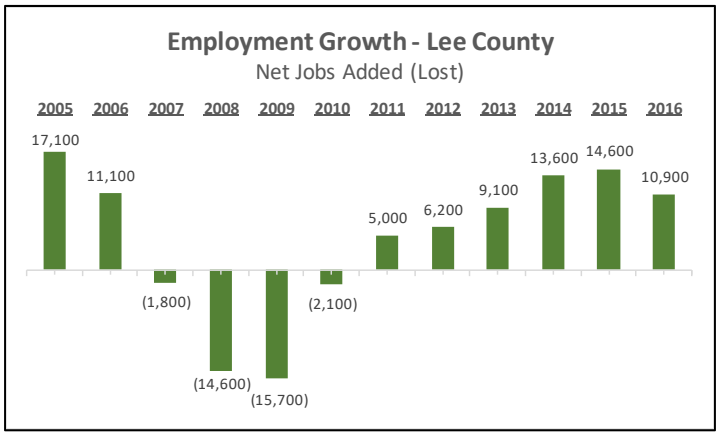
		FY 2017		
General Fund Reserves	FY 2018	Adopted	Amended	Estimated Usage
Contingencies	$ 175,000	$ 175,000	$ 155,000	$ 20,000
Environmental Initiatives	1,000,000	1,000,000	1,000,000	-
Insurance Deductibles	215,000	215,000	215,000	-
Disasters	3,700,000	4,500,000	4,422,000	1,743,000
Personnel Services	137,000	145,000	-	145,000
Total Reserves	**$ 5,227,000**	**$ 6,035,000**	**$ 5,792,000**	**$ 1,908,000**

BUDGET CONSIDERATIONS

During the development process of the fiscal year 2018 budget it was noted that several important projects and initiatives warrant additional discussion and consideration as the process moves forward. This section of the document discusses these issues and presents alternatives for solutions as appropriate.

Staffing and Employment

As noted in recent years, the low unemployment rate in Lee County is continuing to make it more difficult to obtain and retain qualified employees across all departments. Over 80% of the City's workforce resides off the island – spread throughout Lee County from North Fort Myers to Estero. As a result, the City is in competition with both private and other governmental entities for a small group of available applicants. Significant barriers to attracting and hiring qualified employees include commuting times, total salary and benefit packages, and scheduling concerns.



As shown in the chart, Lee County has fully recovered the jobs lost during the recession and in fact has increased the overall level of employment in the County, further adding to the challenges in obtaining and retaining a quality and dependable workforce.

Beginning in fiscal year 2016, the City divided the annual wage increase between 1) a cost of living adjustment at the beginning of the fiscal year, and 2) a merit increase based on the results of the individual employee's annual performance evaluation. This process remained in effect for fiscal year 2017 and has assisted management in identifying and reacting to employee performance more accurately and appropriately. The City and its unions have tentatively agreed to continue this practice into 2018.

Uncertainty in the national direction of healthcare reform continues to play a pivotal role in the City's rising healthcare costs. Further affecting premiums is the relatively small pool of participants paying into City plans and higher than expected claim payouts in recent years. Until the Federal government passes legislation that changes, replaces or amends the Affordable Care Act, the City can expect premiums to continue to increase.

The City's contributions to its three main retirement plans are a significant area of personnel expenses. Modest increases to the defined contribution 401(a) plan the Municipal Police Officers' defined benefit plan are planned for fiscal year 2018. However, a significant increase in the contribution to the General Employees' defined benefit plan will need to be made in fiscal year 2018, based on actuarial results received in 2017. The main driver for this increase is two-fold: 1) mandatory changes in certain assumptions and a reduction in the amortization period of the plan's deferred expenses dramatically increased the unfunded liability in fiscal year 2017, and 2) the plan's existing retiree's life expectancies are increasing and benefits are expected to be paid over longer timeframes.

The City will continue to deliver quality and timely service in response to citizens' needs; however, officials and staff members need to remain mindful of rising costs that can impact service levels and processes.

BUDGET CONSIDERATIONS

Revenue and Fee Considerations

The City continues to be challenged by growing demand for services and stresses on the ad valorem tax base and diversification of sustainable and dependable revenue sources. The vast majority of revenue the City received is from ad valorem taxes:

Diversification of the revenue streams available to the General Fund generally benefit the overall tax burden to taxpayers by shifting responsibility to specifically affected parties, as opposed to the full tax base. For example, planning and development fees are paid by the individuals benefitting from the service.

Options for revenue enhancements include:

- Adjustments to Planning and Development Fees
- Adjustments to Recreation Department Fees (additional discussion provided on next page)
- Adjustments to Special Event Permits
- Adjustments to Business Taxes
- Utility Service Taxes
- Natural Gas Franchise Fees
- Special Assessments for Public Safety

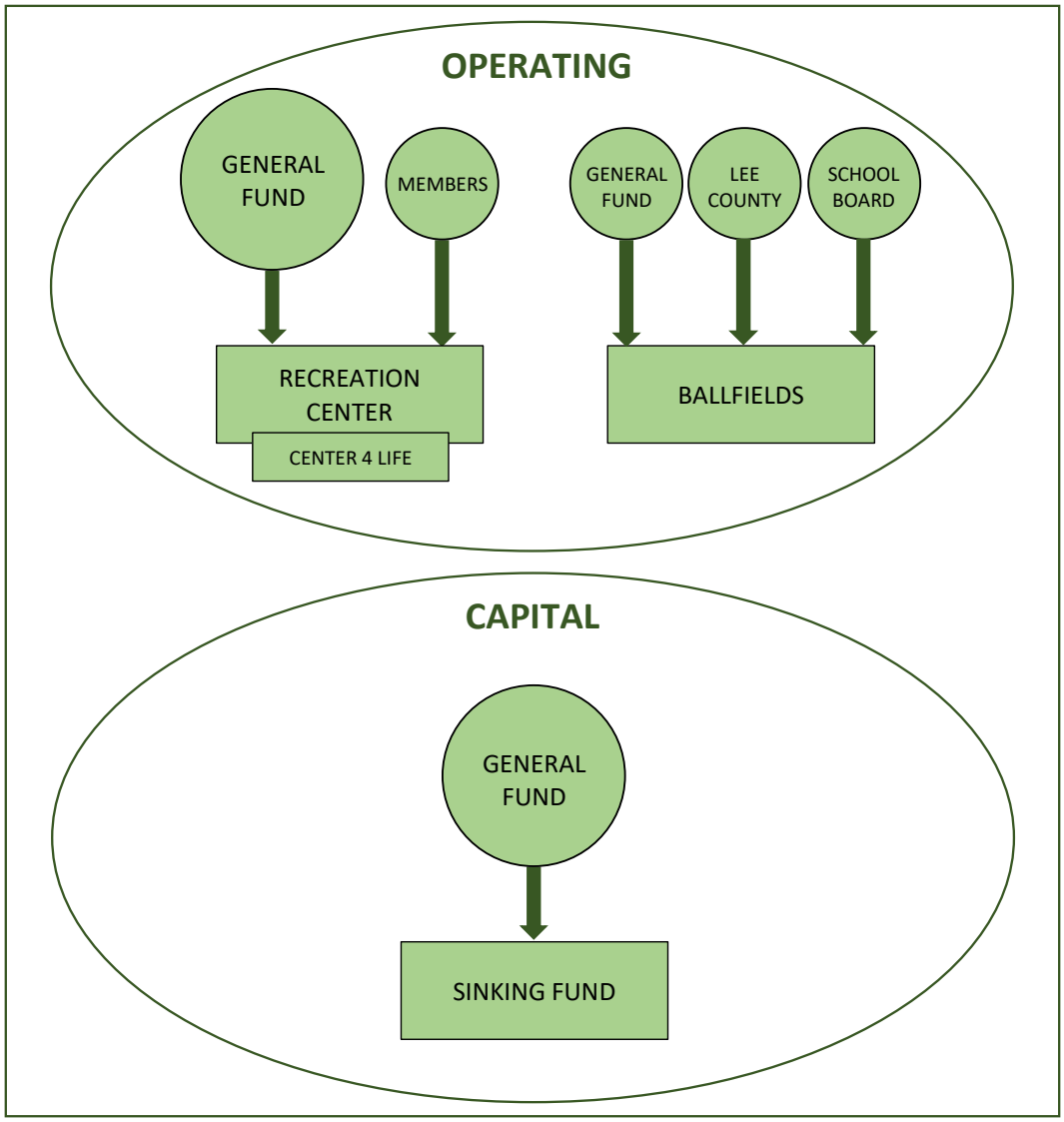
BUDGET CONSIDERATIONS

Recreation Center

In fiscal year 2016, the City Council addressed the rising costs of the General Fund in supporting the Recreation Center and its various programs. In response to this, the Council mandated a maximum subsidy of $1.4 million would be provided to the Recreation Center on an annual basis. In fiscal years 2016 and 2017, the operations of the Recreation Center were able to stay within the maximum funding with minimal effect on operating conditions. However, due to increases in expenditures and declining revenues, the budget for fiscal year 2018 proved challenging to remain with the $1.4 million subsidy parameters.

As part of the budget process, Staff has prepared detailed analysis of Recreation Center fees, functions, and programs. This analysis is presented as a separate agenda item for City Council discussion at the first budget hearing.

The City's Recreation Program is divided into operating funds and capital funds. The relationships to each and the revenues provided to each function is shown below. The size relationships of the revenue sources are reflected by the size of the graphic representing them.



LONG TERM ISSUES

It is foreseeable that there are several noteworthy long-term issues on the horizon which may impact our municipal budget. Among these issues are infrastructure needs; environmental priorities, quality of life issues and the rapid changes in the hospitality and retail industries.

Hurricane Irma

As mentioned at the beginning of this document, Hurricane Irma has immediately affected the amounts of fund balances and reserves available for disasters in fiscal year 2018, as well as temporary disruptions to the local economy. However, the longer term economic effects, specifically in the areas of property values, toll revenue, and beach parking fees, are yet to be determined. Another significant area of possible impact lies in the island's labor forces, the majority of which resides off island and were more adversely affected by the storm.

The immediate financial pressures on the budget were addressed by delaying certain capital projects and reducing reserves; however, by nature these are short term fixes. The timing of the replenishment of reserves will be dependent on the ratio and timing of FEMA and State reimbursements.

The final effects of Hurricane Irma on the City will not be determinable for several years.

Capital Projects

Police Department

Over the next several years it will be necessary to modernize our Public Safety facilities. The Sanibel Police Department is housed in the western wing of City Hall. Since this area was constructed, policing has changed significantly. When this area was built, the Sanibel Police Department, as typical for Police Departments at the time, was a male dominated field. The gender diversity of our Police Department has increased dramatically in all divisions and all ranks. We are currently meeting the needs for female public safety staff locker and restrooms with temporary facilities with a need for permanent facilities to meet current standards. Additionally, technology has evolved dramatically, including opportunities for more on-site training and meetings, for which the facility has not been modernized. The amount of equipment issued to each officer has also greatly increased. The amount of space required to safely store equipment is currently inadequate. Finally, several functions of our Police Department, specifically Beach Patrol and Parking Control, have grown in staff, equipment and technology needs and require efficient and modernized space to maximize performance.

Shared Use Path Master Plan

We have been advised that the City of Sanibel's application to the Metropolitan Planning Agency (MPO) for a grant in the amount of $100,000 to update our Shared Use Path Master Plan has been approved. It is foreseeable that there will be continuous needs for future improvements and expansions to our path system as an integral component of our anti-auto transportation system. It is also foreseeable that the needs to maintain the paths and the vegetation along the paths will increase in cost.

Bridge Sinking Fund

As the City's on-Island bridges age, it is certain that these bridges will need to be replaced at the end of useful life. These bridges are regularly inspected and are repaired as warranted to insure safety and to prudently extend the life. A dedicated long-term fund, such as the successful sinking funds established for our Utilities and Recreation Center, should be considered as a method to be certain the funds will be in place as the on-Island bridges need to be replaced.

LONG TERM ISSUES (CONTINUED)

Environmental Priorities

As a barrier Island, our community has been devastated in the past by the freshwater discharges from Lake Okeechobee. These releases negatively impact our ecology and our economy. Our City's elected officials have led our region's efforts for the implementation of a comprehensive strategy of short-term and long-term State and Federal initiatives to definitively solve this problem. This budget includes funds to continue our efforts to pursue implementation by our State and Federal legislators. Our experience proves that our community's economy is intrinsically linked to our water quality on and off our Island. We do not anticipate the need for diligence and effort in this arena to lessen over time if we are to see the plans fully implemented

Quality of Life

Second only to their concerns with water quality, the citizens of Sanibel have identified the impact of traffic congestion as the challenge which most significant impact on the quality of life in our community. Over the past three years our elected leaders have directed staff to pursue strategies to mitigate or manage the peak season traffic congestion. It is anticipated that as the residential growth in our region continues, the demand from the pressures of day visitors to our City will continue for the foreseeable future.

Island Wide Beach Management Plan Update

The Sanibel Island Wide Beach Management Plan, originally adopted by City Council in 1995, is in the process of being updated. The purpose of the Plan is to complement existing City codes and regulations as they relate to protecting and preserving the beach environment on Sanibel. The Plan update is scheduled to be completed in early 2018. It is anticipated that there will be a number of policy considerations and new projects that may result from the Plan update

Evolution of the Hospitality and Retail Industries

Fueled by technology and society's drive to the embrace the Sharing Economy, the hospitality and retail industries are both rapidly evolving into new economic models. As a world-class destination that places the highest priority on our natural environment it is clear that it is in the best long-term economic interest to remain diligent in monitoring, evaluating, predicting and proactively addressing the changes in these areas that will impact the economics that have been the basis of our past financial success. It is foreseeable that in the future the City's past lazier fare approach to economic development may warrant a more engaged approach by the City, particularly in our retail economy.

CONCLUSION

We have presented a budget which continues to provide our City's basic services, while providing for appropriate reserves. City Council's decisions and direction will determine the final approved budget. As always, Staff stands prepared to assist the City Council as we collectively address the fiscal year 2018 budget.

Respectively Submitted,

Judie A. Zimomra, MPA, JD
City Manager

Steven C. Chaipel, CPA, CPFO
Finance Director

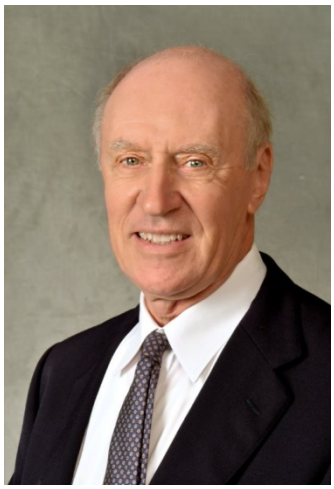
CITY COUNCIL MEMBERS

Mayor Kevin Ruane

Term of Office: March 2017 – March 2021

Mayor Ruane has served the citizens of Sanibel on the Council since 2007, and has served as Mayor since 2010. Mayor Ruane serves as the liaison to the Traffic Work Group, the Sanibel Seniors group, the Audit Committee (currently sunset), the Lee County Mayor's Council, and the Metropolitan Planning Organization Executive Committee. He serves on the board of the Florida League of Mayors, is a voting delegate for the Florida League of Cities, and serves on the League's Legislative Policy and Resolutions Committees and received the 2017 Florida League of Cities Home Rule Hero Award.

He is an intense advocate for the City in the area of water quality, having been appointed by Governor Scott to serve on the South Florida Ecosystem Restoration Task Force and is the recipient of the 2016 National Everglades Coalition James D. Webb award.



Vice Mayor Mick Denham

Term of Office: March 2017 – March 2021

Vice-Mayor Denham has served the citizens of Sanibel as a Council member since 2005, and has held the position of Mayor or Vice-Mayor since 2006. He is the City's liaison to B.I.G. Arts, the Regional Planning Council, the Metropolitan Planning Organization and serves on several committees for the Florida League of Cities. He also serves on the J.N. "Ding" Darling Wildlife Society Advocacy Committee.

As a strong advocate for local and state water quality, Vice Mayor Denham has worked with various local entities to achieve significant water quality improvements for Sanibel and the surrounding region. He has also served as the City's liaison to Lee County and the local municipalities working in concert to educate the public on water quality issues, particularly the use of fertilizer. In 2012 he was awarded the Florida League of Cities Hometown Hero Award and was the recipient of the 2008 Conservationist of the Year award from the Southwest Florida Audubon Society.

Councilmember Chauncey Goss

Term of Office: March 2015 – March 2019

Councilmember Goss has served on the City Council since 2015 and is the liaison to the Sanibel Planning Commission, Historical Committee and Museum and Village, Inc., and the Sanibel Captiva Chamber Governmental Affairs Committee. He also was appointed to the Florida League of Cities Land Use & Economic Development Committee.

CITY COUNCIL MEMBERS

Councilmember Jim Jennings

Term of Office: March 2015 – March 2019

Councilmember Jennings was first elected to serve the citizens of Sanibel in 2003. Councilman Jennings currently serves as City Council's liaison to the Employee Dependent Scholarship Committee, Recreation Financial Assistance Committee, the Vegetation Committee and the Contractor's Review Board. He also serves as the liaison to the Lee County Horizon Council.

Councilmember Jason Maughan

Term of Office: March 2017 – March 2021

Councilman Maughan was elected to the City Council in March 2017. Councilman Maughan currently serves as City Council's liaison to the General Employees' Pension Board of Trustees, the Sanibel Municipal Police Officers' Board of Trustees and Community Housing Resources, Inc., (CHR), the Coast & Island Community Land Trust and the Lee County School District.

Councilman Maughan previously has been recognized as the 2006 National Republican Congressional Committee (NRCC) Businessman of the Year and is the recipient of the 2006 Congressional Medal of Distinction and three separate Sanibel Independence Day parade float awards.

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 Dalton ..... Chief of Police
Pamela Smith, MMC ..... City Clerk
Steven C. Chaipel, CPA, CPFO ..... 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

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.

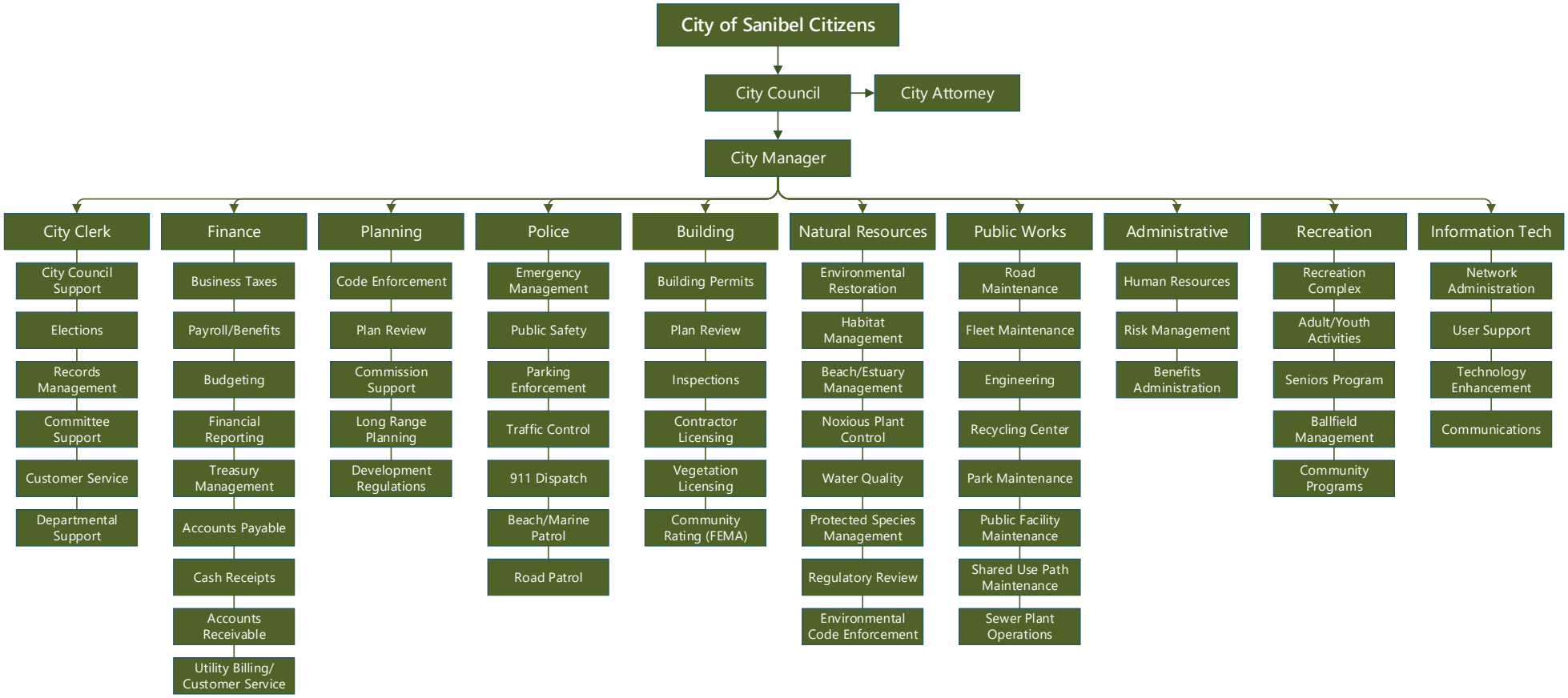
She has served as an adjunct college professor at Cleveland State University where she taught graduate students in Public Administration and as an adjunct professor at Edison State College School of Law and Public Safety. Zimomra has been named a "*Power Women of Lee County"* by *Florida Weekly*. Zimomra 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.

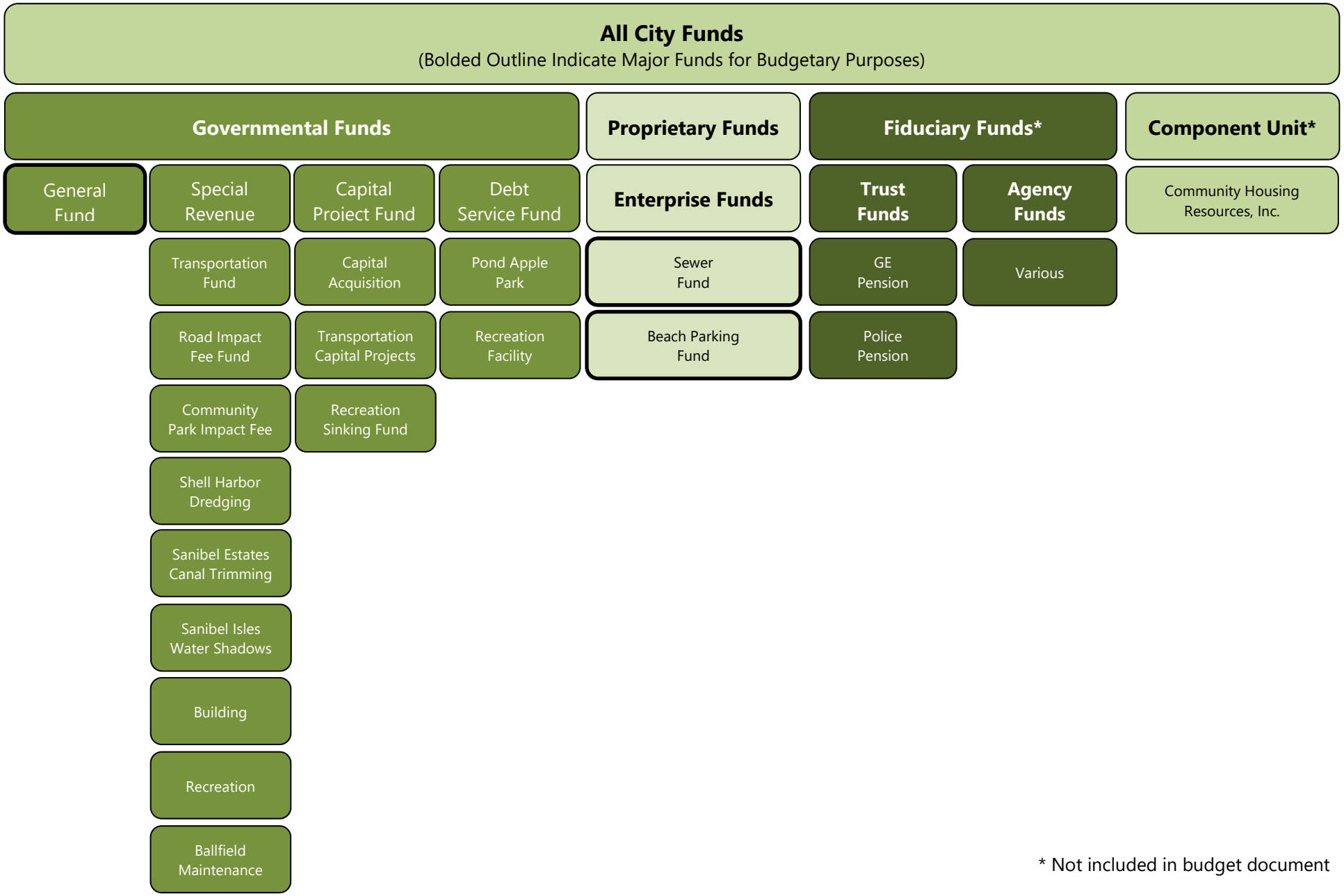
She also has been named Citizen of the Year by the Sanibel & Captiva Islands Chamber of Commerce, and Citizen of the Year by the Committee of the Islands (COTI). She serves on the United Way of Lee, Hendry & Glades Counties Board of Directors. In 2011, the Ohio State Alumni Association named Zimomra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

FUNCTIONAL ORGANIZATIONAL CHART



CITY FUND STRUCTURE



* Not included in budget document

DEPARTMENT/FUND RELATIONSHIPS

The table below shows the relationship of each of the City's departments to the City's funds. The departments are shown in the left hand column of the table and the funds are displayed across the top row. An "X" represents that the corresponding department may have received appropriations from the fund for fiscal year 2018.

	GEN	TRN	RIF	COM	SHD	SET	SWD	BLD	REC	BMF	PDS	RDS	CAP	TCP	RSF	SSS	BPF
Legislative	X																
Administrative	X																
Information Systems	X												X		X		X
Finance	X										X	X				X	
Legal	X																
Planning	X																
General Government	X																
Police	X												X				X
Emergency Management	X												X				
Building								X					X				
Natural Resources	X																X
Recycling	X																
Sewer System																X	
Public Works	X		X	X	X	X	X						X				X
Transportation		X												X			
Public Facilities	X												X				
Below Rate Housing	X																
Recreation Center									X				X		X		
Center 4 Life									X								
Performing Arts Support	X																
Historical Village & Museum	X																
Ballfield Maintenance										X			X				

Fund Abbreviations

GEN	General Fund
TRN	Transportation Fund
RIF	Road Impact Fee
COM	Community Park Impact Fee
SHD	Shell Harbor Dredging
SET	Sanibel Estates Canal Trimming
SWD	Sanibel Isles/Water Shadows Dredging
BLD	Building Department Fund
REC	Recreation Fund
BMF	Ballfield Maintenance Fund
PDS	Pond Apple Park Debt Service Fund
RDS	Recreation Facility Debt Service Fund
CAP	Capital Projects & Acquisitions Fund
TCP	Transportation Capital Projects
RSF	Recreation Sinking Fund
SSS	Sanibel Sewer System
BPF	Beach Parking Fund

BUDGET CALENDAR

Month of:	March 2017	Finance prepares departmental information for FY 2018 budget process.
Month of:	April 2017	Departments prepare expenditure requests and enter into budget system.
Monday	May 1, 2017	Departments complete initial FY 2018 budgets reflecting department expenditure requests.
Weeks of:	May 8 and 15, 2017	Individual department meetings with City Manager and Finance Director to discuss budget requests.
Month of:	May 2017	Finance aligns departmental expenditure requests with projected revenue.
Friday	May 26, 2017	Departmental budget narratives due to the City Manager.
Tuesday	June 6, 2017	**9:00 a.m. - REGULAR CITY COUNCIL MEETING** - Preliminary budget (Discussion) - Budget issues for upcoming discussions.
By Saturday	July 1, 2017*	Property appraiser certifies preliminary tax roll and Finance calculates proposed millage rates based on actual taxable valuation.
Tuesday	July 18, 2017	**9:00 a.m. - REGULAR CITY COUNCIL MEETING -** Staff presents draft FY 2018 budget and introduction of the resolution to set the proposed tax (calendar) year 2017 millage rates and date of first public hearing.
Tuesday	August 1, 2017	**9:00 a.m. - REGULAR CITY COUNCIL MEETING -** Continued discussion of FY 2018 budget
By Thursday	August 3, 2017*	Finance advises property appraiser of proposed millage rates; rolled-back rate and date, time and place of first public hearing.
By Wednesday	August 23, 2017*	Property appraiser mails notices of proposed property taxes and advertises the date, time and place of the first public hearing for all taxing authorities.
Monday	September 11, 2017	**9:15 a.m. - REGULAR CITY COUNCIL MEETING -** Continued discussion of FY 2018 budget - ***MEETING CANCELLED DUE TO HURRICANE***
Saturday	September 30, 2017	City advertises second and final public hearing in News-Press.
Tuesday	October 3, 2017**	**5:01 p.m. - CITY COUNCIL FIRST PUBLIC HEARING** - Discussion and adoption of tentative millage rate and tentative FY 2018 budget.
Thursday	October 5, 2017**	**5:01 p.m. - CITY COUNCIL SECOND AND FINAL PUBLIC HEARING** - Discussion and adoption of final millage rate and final FY 2018 budget.
By Monday	October 9, 2017**	Within 3 days of final adoption submit resolution to DOR, property appraiser and tax collector

* Dates mandated by state Truth In Millage (T.R.I.M.) legislation
** T.R.I.M. dates officially extended by Department of Revenue due to Hurricane Irma

BUDGET RESOLUTION

CITY OF SANIBEL

RESOLUTION 17-042

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 2017 AND TENTATIVE BUDGET FOR THE CITY OF SANIBEL 2017-18 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, 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 2017-18 fiscal year:

A. The proposed operating millage rate for the 2017 tax year is 1.9139 mills.

B. The rolled-back rate for the City of Sanibel 2017 tax year is 1.8132 mills.

C. The proposed aggregate millage rate is 2.2797 mills.

D. The millage levy for the sewer voted debt service is 0.1813 mills.

E. The millage levy for the land acquisition voted debt service is 0.0690 mills.

F. The millage levy for the recreation center voted debt service is 0.1155 mills.

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SECTION 2. The Proposed Aggregate Taxes Levied, exclusive of voted debt service levies, are $ 9,657,514 .

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 Monday, September 11, 2017 at 5:01 p.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 18th day of July, 2017.

AUTHENTICATION:

Kevin Ruane, Mayor

Pamela Smith, City Clerk

APPROVED AS TO FORM: Kenneth B. Cuyler, City Attorney 7/18/17 Date

Vote of Councilmembers:

Ruane	yea
Denham	yea
Goss	yea
Jennings	yea
Maughan	yea

Date filed with City Clerk: July 18, 2017

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BUDGET POLICY

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 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. 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.

G. 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.

H. The City Manager may approve intradepartmental transfers as is deemed necessary.

I. 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.

J. The Capital Improvement Budget (CIP) estimates costs for all capital projects for a five year period.

K. 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.

SIGNIFICANT FINANCIAL POLICIES

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 know 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.

SIGNIFICANT 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.

SIGNIFICANT 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 30th.

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 30th 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.

SIGNIFICANT 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.

SIGNIFICANT 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.

GOVERNMENT FINANCE OFFICERS ASSOCIATION

Distinguished Budget Presentation Award

PRESENTED TO

City of Sanibel

Florida

For the Fiscal Year Beginning

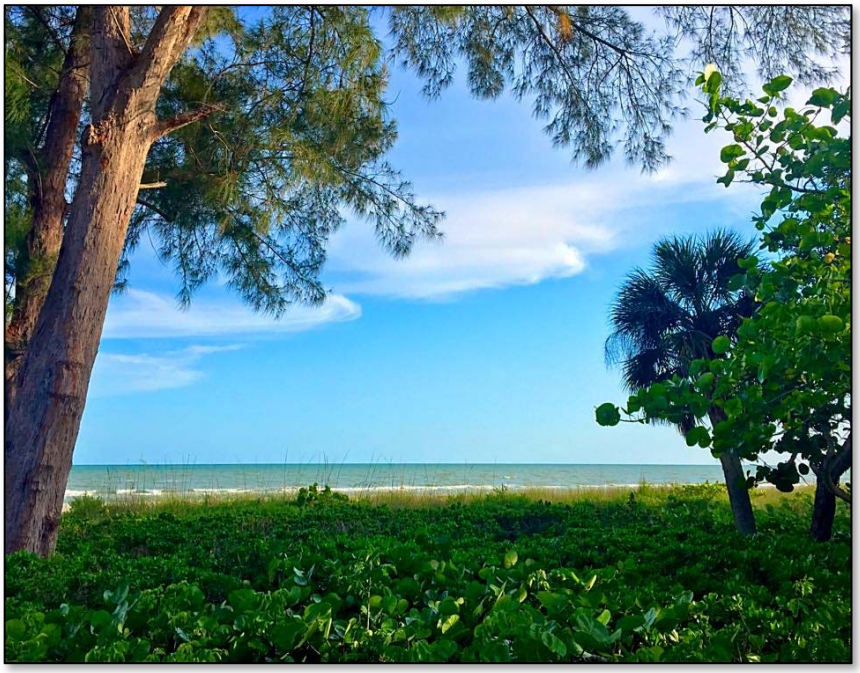
October 1, 2016

Executive Director

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, 2016. 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.

As the City approaches buildout, greater emphasis will need to be placed on redevelopment initiatives to ensure that properties improve in a manner consistent with the Sanibel Plan and protection of property values.

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]

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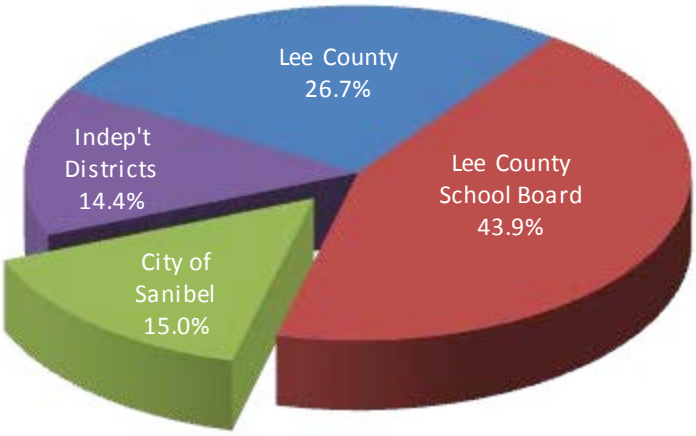
TAXES PAID BY TAXING AUTHORITY

The following chart and table 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.



Taxing Authority	Tax Year 2017 Preliminary Millage Rates	Percent of Total Millage	Average Residential Taxes Paid
Lee County			
General	4.0506	26.7%	$ 2,435
Public School			
State Law	4.4310	29.2%	2,664
Local Board	2.2480	14.8%	1,352
City of Sanibel			
Operating	1.9139	12.6%	1,151
Voter Approved Debt - Sewer	0.1813	1.2%	109
Voter Approved Debt - Land	0.0690	0.5%	41
Voter Approved Debt - Rec Ctr	0.1155	0.8%	69
Independent Districts			
Sanibel Public Library	0.4250	2.8%	256
South Florida Water Mgmt	0.3100	2.0%	186
West Coast Inland Navigation	0.0394	0.3%	24
Sanibel Fire & Rescue District	1.1089	7.3%	667
Lee Co.Hyacinth Control	0.0248	0.2%	15
Lee Co. Mosquito Control	0.2800	1.8%	168
	15.1974	100.0%	$ 9,137

Tax Year 2017 Average Taxable Value of Residence $ 601,266

CITY WIDE BUDGET SUMMARY COMPARISON GOVERNMENTAL AND ENTERPRISE FUNDS

	FY 2016 Actual	FY 2017 Estimated	FY 2018 Budget	Change from FY 2017	
Beginning Fund Balance	$ 24,093,944	$ 25,929,167	$ 22,291,773	$ (3,637,394)	(14.03%)
Revenues					
Ad Valorem Taxes, net	10,046,428	10,531,625	11,158,235	626,610	5.95%
Other Taxes	2,661,047	2,599,743	2,730,000	130,257	5.01%
Licenses & Permits	1,928,584	2,061,270	1,942,000	(119,270)	(5.79%)
Intergovernmental Revenue	4,092,254	5,430,577	4,251,110	(1,179,467)	(21.72%)
Charges for Services	12,527,112	13,159,803	13,389,812	230,009	1.75%
Fines & Forfeitures	267,390	260,031	229,000	(31,031)	(11.93%)
Miscellaneous Revenue	1,011,509	1,542,771	1,599,051	56,280	3.65%
Total Revenues	32,534,324	35,585,820	35,299,208	(286,612)	(0.81%)
Other Financing Sources					
Transfers In	3,147,075	4,205,054	2,432,395	(1,772,659)	(42.16%)
Non-Operating Revenue	532,492	125,000	175,000	50,000	40.00%
Gains/Losses	(26,340)	-	1,000	1,000	100.00%
Debt Proceeds	6,515,000	-	-	-	100.00%
State Sales Tax	-	(184,200)	(165,780)	18,420	(10.00%)
Total Other Financing	10,168,227	4,145,854	2,442,615	(1,703,239)	(41.08%)
Total Sources of Funds	$ 66,796,495	$ 65,660,841	$ 60,033,596	$ (5,627,245)	(8.57%)
Expenditures					
General Government	$ 5,571,925	$ 5,679,592	$ 6,256,961	$ 577,369	10.17%
Public Safety	6,630,188	6,864,298	7,568,101	703,803	10.25%
Physical Environment	5,026,632	6,101,236	5,756,647	(344,589)	(5.65%)
Public Works	3,294,933	3,460,646	3,230,743	(229,903)	(6.64%)
Transportation	3,581,267	3,924,829	3,889,980	(34,849)	(0.89%)
Economic Environment	322,064	338,545	311,789	(26,756)	(7.90%)
Culture/Recreation	2,733,500	2,841,632	2,684,826	(156,806)	(5.52%)
Total Operating	27,160,509	29,210,778	29,699,047	488,269	1.67%
Capital Outlay	307,263	3,970,015	9,523,526	5,553,511	139.89%
Other Uses of Funds					
Transfers Out	3,147,075	4,205,054	2,432,395	(1,772,659)	(42.16%)
Debt Service	7,903,540	4,240,221	4,238,584	(1,637)	(0.04%)
Non-Expended Reserves	-	1,743,000	6,799,700	5,056,700	100.00%
Total Other Uses	11,050,615	10,188,275	13,470,679	3,282,404	32.22%
Ending Fund Balance	28,278,108	22,291,773	7,340,344	(14,951,429)	(67.07%)
Total Uses of Funds	$ 66,796,495	$ 65,660,841	$ 60,033,596	$ (5,627,245)	(8.57%)

BUDGET SUMMARY BY FUND TYPE
GOVERNMENTAL AND ENTERPRISE FUNDS

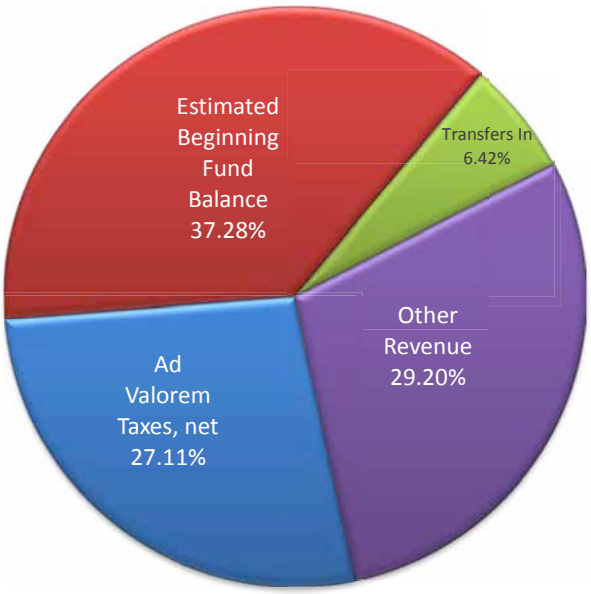
	General Fund	Special Revenue Funds	Debt Service Funds	Capital Projects Funds	Enterprise Funds	Total Budget
Beginning Fund Balance	$ 7,665,388	$ 3,303,537	$ 308,676	$ 2,846,883	$ 8,167,289	$ 22,291,773
Revenues						
Ad Valorem Taxes, net	9,367,788	-	903,055	-	887,392	11,158,235
Other Taxes	905,000	1,825,000	-	-	-	2,730,000
Licenses & Permits	972,000	825,000	-	-	145,000	1,942,000
Intergovernmental Revenue	806,800	1,750,310	-	-	1,694,000	4,251,110
Charges for Services	2,574,768	926,000	-	-	9,889,044	13,389,812
Fines & Forfeitures	45,000	40,000	-	-	144,000	229,000
Miscellaneous Revenue	85,000	267,250	10,000	31,500	1,205,301	1,599,051
Total Revenue	14,756,356	5,633,560	913,055	31,500	13,964,737	35,299,208
Other Financing Sources						
Transfers From Other Funds	671,950	1,535,445	-	225,000	-	2,432,395
Capital Contributions	-	-	-	-	175,000	175,000
Gains/Losses	-	-	-	-	1,000	1,000
Debt Proceeds	-	-	-	-	-	-
State Sales Tax	-	-	-	-	(165,780)	(165,780)
Total Other Financing Sources	671,950	1,535,445	-	225,000	10,220	2,442,615
Total Sources of Funds	$ 23,093,694	$ 10,472,542	$ 1,221,731	$ 3,103,383	$ 22,142,246	$ 60,033,596
Expenditures						
Operating Expenditures						
General Government	$ 6,256,961	$ -	$ -	$ -	$ -	$ 6,256,961
Public Safety	4,633,574	1,116,601	-	-	1,817,926	7,568,101
Physical Environment	555,650	-	-	-	5,200,997	5,756,647
Public Works	1,532,398	-	-	-	1,698,345	3,230,743
Transportation	-	3,889,980	-	-	-	3,889,980
Economic Environment	311,789	-	-	-	-	311,789
Culture/Recreation	160,079	2,524,747	-	-	-	2,684,826
Total Operating	13,450,451	7,531,328	-	-	8,717,268	29,699,047
Capital Outlay	-	25,000	-	1,785,168	7,713,358	9,523,526
Non-Operating Expenditures						
Non-expended Reserves	5,227,000	814,200	-	600,000	158,500	6,799,700
Transfers to Other Funds	1,760,445	-	-	250,000	421,950	2,432,395
Debt Service	-	-	881,764	-	3,356,820	4,238,584
Total Non-Operating	6,987,445	814,200	881,764	850,000	3,937,270	13,470,679
Ending Fund Balance	2,655,798	2,102,014	339,967	468,215	1,774,350	7,340,344
Total Uses of Funds	$ 23,093,694	$ 10,472,542	$ 1,221,731	$ 3,103,383	$ 22,142,246	$ 60,033,596

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
Revenues						
Ad Valorem Taxes, net	$ 9,367,788	$ -	$ 903,055	$ -	$ 887,392	$ 11,158,235
Other Taxes	905,000	1,825,000	-	-	-	2,730,000
Licenses & Permits	972,000	825,000	-	-	145,000	1,942,000
Intergovernmental Revenue	806,800	1,750,310	-	-	1,694,000	4,251,110
Charges for Services	2,574,768	926,000	-	-	9,889,044	13,389,812
Fines & Forfeitures	45,000	40,000	-	-	144,000	229,000
Miscellaneous Revenue	85,000	267,250	10,000	31,500	1,205,301	1,599,051
Total Revenue	14,756,356	5,633,560	913,055	31,500	13,964,737	35,299,208
Other Financing Sources						
Transfers From Other Funds	671,950	1,535,445	-	225,000	-	2,432,395
Capital Contributions	-	-	-	-	175,000	175,000
Gains/Losses	-	-	-	-	1,000	1,000
Debt Proceeds	-	-	-	-	-	-
State Sales Tax	-	-	-	-	(165,780)	(165,780)
Total Other Financing Sources	671,950	1,535,445	-	225,000	10,220	2,442,615
Total Revenue/Other Sources	15,428,306	7,169,005	913,055	256,500	13,974,957	37,741,823
Expenditures						
Operating Expenditures						
General Government	6,256,961	-	-	-	-	6,256,961
Public Safety	4,633,574	1,116,601	-	-	1,817,926	7,568,101
Physical Environment	555,650	-	-	-	5,200,997	5,756,647
Public Works	1,532,398	-	-	-	1,698,345	3,230,743
Transportation	-	3,889,980	-	-	-	3,889,980
Economic Environment	311,789	-	-	-	-	311,789
Culture/Recreation	160,079	2,524,747	-	-	-	2,684,826
Total Operating	13,450,451	7,531,328	-	-	8,717,268	29,699,047
Capital Outlay	-	25,000	-	1,785,168	7,713,358	9,523,526
Non-Operating Expenditures						
Transfers to Other Funds	1,760,445	-	-	250,000	421,950	2,432,395
Debt Service	-	-	881,764	-	3,356,820	4,238,584
Total Non-Operating	1,760,445	-	881,764	250,000	3,778,770	6,670,979
Total Expenditures	15,210,896	7,556,328	881,764	2,035,168	20,209,396	45,893,552
Change Before Reserves	217,410	(387,323)	31,291	(1,778,668)	(6,234,439)	(8,151,729)
Reserves	5,227,000	814,200	-	600,000	158,500	6,799,700
Change in Fund Balance	(5,009,590)	(1,201,523)	31,291	(2,378,668)	(6,392,939)	(14,951,429)
Beginning Fund Balance	7,665,388	3,303,537	308,676	2,846,883	8,167,289	22,291,773
Ending Fund Balance	$ 2,655,798	$ 2,102,014	$ 339,967	$ 468,215	$ 1,774,350	$ 7,340,344

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:



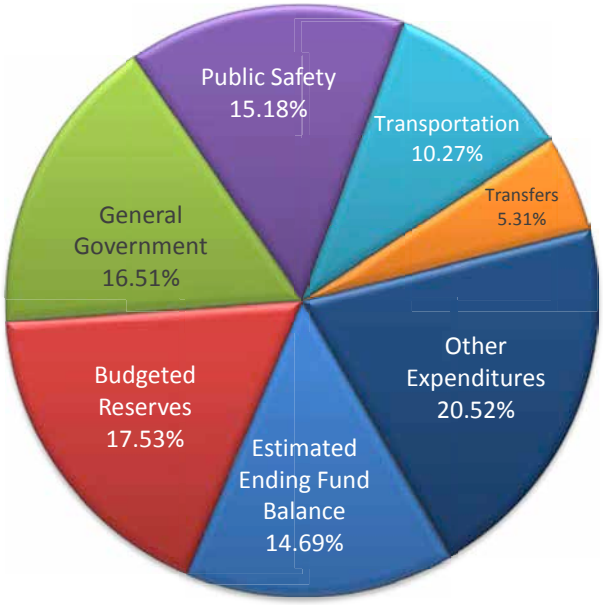
GOVERNMENTAL FUNDS

Sources of Funds	Amount	% Total
Est . Beginning Fund Balance	$ 14,124,484	37.28%
Revenue		
Ad Valorem Taxes, net		
Operating	9,367,788	24.72%
Voted Debt Service	903,055	2.38%
Other Taxes	2,730,000	7.20%
Licenses & Permits	1,797,000	4.74%
Intergovernmental Revenue	2,557,110	6.75%
Charges for Services	3,500,768	9.24%
Fines & Forfeitures	85,000	0.22%
Miscellaneous Revenue	393,750	1.04%
Transfers from Other Funds	2,432,395	6.42%
Total Revenue	23,766,866	100.00%
Total Sources of Fund	$ 37,891,350	

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	$ 6,256,961	16.51%
Public Safety	5,750,175	15.18%
Physical Environment	555,650	1.47%
Public Works	1,532,398	4.04%
Transportation	3,889,980	10.27%
Economic Environment	311,789	0.82%
Culture & Recreation	2,684,826	7.09%
Total	20,981,779	55.37%
Capital Outlay	1,810,168	4.78%
Budgeted Reserves	6,641,200	17.53%
Debt Service	881,764	2.33%
Transfers to Other Funds	2,010,445	5.31%
Estimated Ending Fund Balance	5,565,994	14.69%
Total Uses of Funds	$ 37,891,350	100.00%



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.

	Transfers In				
Transfers Out	**General Fund**	**Special Revenue**	**Capital Projects**	**Enterprise Funds**	**Total City**
General Fund	$ -	$ 1,535,445	$ 225,000	$ -	$ 1,760,445
Capital Acquisition Fund	250,000	-		-	250,000
Sewer Fund	7,500	-	-	-	7,500
Beach Parking Fund	414,450	-	-	-	414,450
	$ 671,950	$ 1,535,445	$ 225,000	$ -	$ 2,432,395

Source	Transfer to	Amount	Purpose
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	122,000	Operations and capital projects
General Fund	Capital Planning and Acquisition	-	Capital acquisition/construction
General Fund	Recreation Facility Capital Projects	225,000	Sinking fund capital projects
Capital Acqusition Fund	General Fund	250,000	Return funds for eliminated projects
Sewer Fund	General Fund	7,500	Payment in lieu of taxes
Beach Parking Fund	General Fund	414,450	Payment in lieu of taxes
		$ 2,432,395	

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 pubic 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.

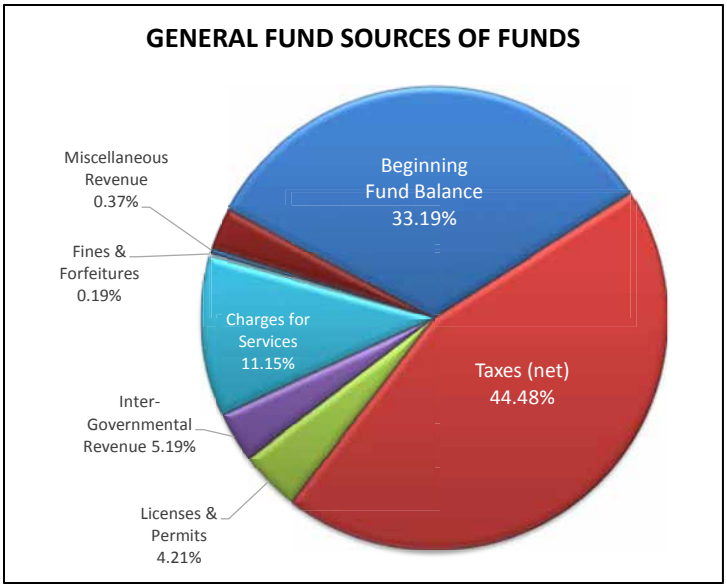
GENERAL FUND

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 $7.7 million of fund balance will be available at the end of fiscal year 2017 to carry-forward to fiscal year 2018.



Taxes – Property (ad valorem) tax, determined by the levy of an operating millage rate, is the City's primary revenue source providing an estimated $9.4 million (net of estimated discount for taxpayers who take advantage of discount afforded to them by paying taxes in the months of November through February), which is 40.6% of general fund revenue sources. This amount of tax revenue is calculated based on a levy of a 1.9139 operating millage rate on the City's 2017 assessed taxable value, which is the same tax rate the City levied in FY2017.

Other taxes in the general fund include the communications services tax, business tax and casualty insurance premium tax, estimated to generate approximately $905,000.

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 $955,000 or 4.1% of general fund total sources of funds. Special permits and City issued licenses are expected to provide approximately $17,000.

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. Intergovernmental revenue is estimated to generate approximately $806,800 or 3.5% 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 $2.6 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 $85,000 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 – Payment in Lieu of Taxes (PILOT) 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. In fiscal year 2018, PILOT is estimated to provide $421,950 of the general fund total funding sources. The Capital Acquisition fund is returning $250,000 in unused funding to the General fund in fiscal year 2018.

In fiscal year 2016, 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 relating to transportation expenditures was budgeted in fiscal years 2017 or 2018.

Uses of Funds

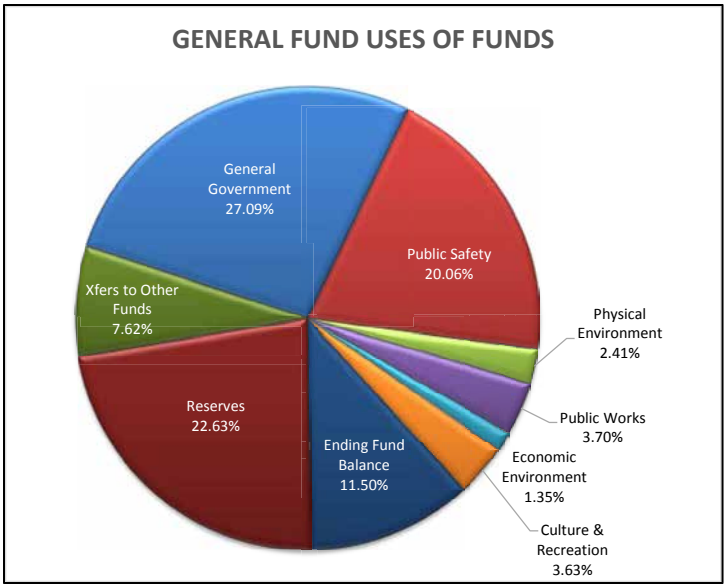
Uses of funds are broken down by functional classification, as required to be reported to the state of Florida each year. Although the City's budget is legally adopted at the fund level, each of the departments included in the functional classification has a respective line-item detail budget included 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.

Total budgeted operating expenditures for FY18 are $13.5 million, a 6.9% increase from the fiscal year 2017 adopted budget. Personnel expenditures are 7.3% higher than fiscal year 2017 adopted budgeted, operating expenditures are 8.0% higher and grant expenditures are 2.7% higher.

Overall personnel costs increased from the fiscal year 2017 adopted budget primarily due to the previously mentioned increases in the City's retirement plan contributions and increased staffing in the Police Department that was approved by the City Council during fiscal year 2017.

Actuarial assumptions were less favorable than fiscal year 2017 due to investment returns being lower than anticipated (6.17% vs. estimated 6.75%), no employee turnover, lower than expected inactive mortality and earlier than expected retirements. Additionally, funding retirements increased due to the adoption of a mandated change in the mortality assumptions.

The following section 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 $6.3 million, 46.5%, of total operating expenditures and represent the largest category of expenditures. General Government operating expenditures are 7.9% higher than the fiscal year 2017 adopted budget. All departments had an increase in personnel expenses due to wage increase and pension expenditures. Other operating expenses not related to personnel increased primarily in Information Technology, which is a result of additional data processing and computer services such as email security, encryption monitoring, and mobile device management. In addition, there was an increase in repair and maintenance relating to video and security projects and Police Department licensing and support. Other general government expenditures increased primarily due to premium increases in property, flood, and windstorm insurance.

The variance of General Government fiscal year 2018 operating expenditures compared to the fiscal year 2017 amended budget drops to 5.7% primarily due to employee wage increases being reallocated from the compensation reserve to the departments after the budget is adopted. Similar treatment is included in the budget for fiscal year 2018 (wage adjustments are included in a personnel reserve until after the fiscal year begins).

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 $4.4 million, or 32.8% 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 $228,000. Fiscal year 2018 expenditures in Public Safety increased 8.5% compared to the fiscal year 2017 adopted budget primarily due to the addition of four police officers and one police lieutenant to the department. In addition, increases in special pay, field training officer pay, vehicle allowances and shift differential pay contributed to the variance.

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 $485,000. This function also includes the recycling department, budgeted at $71,000.

Physical Environment's FY2018 budgeted expenditures are 3.2% higher than the fiscal year 2017 adopted budget and substantially flat compared to the fiscal year 2017 amended budget. The 3.2% increase is due to an increase in personnel expenditures.

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 $854,000 of the general fund operating expenses.

Public Work's fiscal year 2018 budgeted expenditures are 0.1% lower than the fiscal year 2017 amended budget and 3.7% higher than the adopted budget primarily due to increases in personnel 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 $312,000, which is the same as the fiscal year 2017 amended budget for annual support. Negotiations are currently ongoing between the City and CHR and are expected to be completed by the end of October 2017.

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 $19,885 which is unchanged from the FY2017 support. The City's financial support to the Historical Museum and Village is budgeted at $140,194, which is a 5.4% increase from fiscal year 2017 adopted budget. Negotiations are currently ongoing between the City and the Historical Museum and are expected to be completed by the end of September 2017

Most of the budget in this category is in the maintenance of public facilities, which is budgeted at $678,325 in fiscal year 2018.

Culture/Recreation fiscal year 2018 budgeted operating expenditures are 0.8% lower than fiscal year 2017 adopted budget and 6.8% lower than fiscal year 2017 amended budget. The decrease from the adopted budget is primarily due to repair and maintenance reductions in public facilities. The decrease compared to amended budget is primarily 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 $1.8 million, a 38.3% decrease from the adopted fiscal year 2017 budget. The main reason for the decrease is that the Capital Acquisition Fund, which is General Fund supported, does not need a transfer in the current year due to adequate funding for the current year capital expenditures in the beginning fund balance. The increase in the beginning fund balance is due to several projects not being completed in fiscal year 2017 (the largest being delaying the commencement of the technical upgrades to MacKenzie Hall until other upgrades with MacKenzie Hall can be combined with this project to increase efficiencies).

A detailed schedule of interfund transfers is included on page 49 of this document.

General Fund Reserves

Reserves are maintained for specific circumstances and are budgeted in each year. The City has established a budget for reserves for specific circumstances as detailed below.

		FY 2017		
General Fund Reserves	FY 2018	Adopted	Amended	Estimated Usage
Contingencies	$ 175,000	$ 175,000	$ 155,000	$ 20,000
Environmental Initiatives	1,000,000	1,000,000	1,000,000	-
Insurance Deductibles	215,000	215,000	215,000	-
Disasters	3,700,000	4,500,000	4,422,000	1,743,000
Personnel Services	137,000	145,000	-	145,000
Total Reserves	**$ 5,227,000**	**$ 6,035,000**	**$ 5,792,000**	**$ 1,908,000**

In September 2017 Hurricane Irma had a significant impact on the City. Approximately $1.7 million in disaster reserves are expected to be utilized in fiscal year 2017. The fiscal year 2018 budget reduces the disaster reserves to $3.7 million. The City is expecting reimbursement from Federal and State agencies for the majority of the expenditures related to recovery efforts in fiscal year 2018.

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 $2.30 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 $275,000, 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 in the subsequent fiscal year as beginning fund balance and is projected to be approximately $480,000 for fiscal year 2018.

GENERAL FUND – SOURCES OF FUNDS

	Fiscal Year 2015 Actual	Fiscal Year 2016 Actual	Fiscal Year 2017 Adopted Budget	Fiscal Year 2017 Amended Budget	Fiscal Year 2017 Estimated Actual	FY18 Budget
Millage Rate	1.9995	1.9139	1.9139	N/A	N/A	1.9139
SOURCES OF FUNDS						
Beginning Fund Balance [1]	$ 11,541,379	$ 10,516,877	$ 10,420,758	$ 10,366,378	$ 10,366,378	$ 7,665,388
Revenue						
Taxes						
Ad Valorem Taxes, net of allowable discounts	8,286,932	8,321,949	8,751,797	8,751,797	8,763,613	9,367,788
Communications Services Tax	551,012	538,068	540,000	540,000	534,577	540,000
Business Tax Receipts	294,163	283,506	290,000	290,000	282,849	285,000
Casualty Insurance Premium Tax	77,754	85,154	80,000	80,000	85,000	80,000
Total Taxes	9,209,861	9,228,677	9,661,797	9,661,797	9,666,039	10,272,788
Licenses and Permits						
Franchise Fees	940,992	954,017	970,000	970,000	958,276	955,000
Special Events Permits/Licenses	15,203	14,665	18,000	18,000	16,701	17,000
Total Licenses and Permits	956,195	968,682	988,000	988,000	974,977	972,000
Intergovernmental Revenue						
Federal & State Grants	12,596	31,458	11,000	37,420	37,420	11,000
State Revenue Sharing Proceeds	123,551	134,903	130,000	130,000	134,598	135,000
Licenses & Rebates	25,770	24,317	24,600	24,600	24,379	24,600
Half-cent Sales Tax	538,793	551,193	568,458	568,458	549,279	570,000
Municipal Solid Waste	41,352	23,062	40,000	40,000	24,662	25,000
Grants from Other Local Units	45,200	56,200	41,200	41,200	41,200	41,200
Total Intergovernmental Revenues	787,262	821,133	815,258	841,678	811,538	806,800
Charges for Services						
General Government						
Development Permit Fees	337,172	328,492	295,000	295,000	340,000	325,000
Misc Development Code Actions	48,852	81,806	63,000	63,000	82,348	75,000
Indirect Cost Recovery	1,224,707	1,638,020	1,638,018	1,849,768	1,849,768	1,849,768
Other Miscellaneous Fees/Charges	36,891	39,987	45,000	45,000	44,710	45,000
Total General Government	1,647,622	2,088,305	2,041,018	2,252,768	2,316,826	2,294,768
Public Safety						
Police Services	42,176	61,773	55,000	55,000	57,580	55,000
Solid Waste Tipping Fees	214,641	219,789	225,000	225,000	217,280	225,000
Total Public Safety	256,817	281,562	280,000	280,000	274,860	280,000
Total Charges for Services	1,904,439	2,369,867	2,321,018	2,532,768	2,591,686	2,574,768
Fines and Forfeitures	28,141	55,588	45,000	45,000	34,647	45,000
Miscellaneous Revenues						
Interest Earnings	15,164	16,039	20,000	20,000	20,000	20,000
Rents & Royalties	55,842	4,019	10,000	10,000	4,922	5,000
Contributions	15,300	5,920	5,000	5,000	5,000	5,000
Sale of Capital Assets	6,408	106,769	20,000	20,000	10,015	20,000
Other Miscellaneous Revenues	419,562	56,354	35,000	35,000	47,549	35,000
Total Miscellaneous Revenue	512,276	189,101	90,000	90,000	87,486	85,000
Total Revenue	13,398,174	13,633,048	13,921,073	14,159,243	14,166,373	14,756,356
Other Financing Sources						
Transfers In	40,418	855,467	450,000	450,000	468,000	671,950
Total Sources of Funds	$ 24,979,971	$ 25,005,392	$ 24,791,831	$ 24,975,621	$ 25,000,751	$ 23,093,694

GENERAL FUND – USES OF FUNDS

	Fiscal Year 2015 Actual	Fiscal Year 2016 Actual	Fiscal Year 2017 Adopted Budget	Fiscal Year 2017 Amended Budget	Fiscal Year 2017 Estimated Actual	FY18 Budget
USES OF FUNDS						
General Government						
Legislative	$ 462,835	$ 434,523	$ 513,529	$ 520,667	$ 505,801	$ 538,183
Administrative	750,130	754,685	722,701	753,399	740,796	768,755
Information Technology	1,029,926	1,091,876	1,179,575	1,200,684	1,139,172	1,339,409
Finance	950,296	996,340	1,031,095	1,049,702	1,039,625	1,111,629
Legal	611,577	555,109	573,634	598,455	574,824	603,164
Planning	941,568	944,994	1,111,376	1,066,376	923,952	1,127,255
Other General Government	990,674	765,168	668,600	746,600	755,422	768,566
Total General Government	5,737,006	5,542,695	5,800,510	5,935,883	5,679,592	6,256,961
Public Safety						
Police	3,946,747	4,066,795	4,029,876	4,193,064	3,982,994	4,405,801
S.E.M.P.	163,654	287,549	240,720	232,748	194,954	227,773
Total Public Safety	4,110,401	4,354,344	4,270,596	4,425,812	4,177,948	4,633,574
Physical Environment						
Recycling Center	57,748	51,729	62,840	62,840	65,572	70,699
Natural Resources	553,942	504,597	475,350	492,684	481,513	484,951
Total Physical Environment	611,690	556,326	538,190	555,524	547,085	555,650
Public Works	813,210	828,119	823,929	854,692	794,272	854,073
Economic Environment						
Below Market Rate Housing	293,305	322,064	302,781	338,209	338,545	311,789
Culture/Recreation						
Public Facilities	516,049	574,776	695,847	749,630	602,832	678,325
Museum	185,816	152,744	132,992	132,992	145,150	140,194
Performing Arts Facility	13,770	16,338	16,638	16,638	19,885	19,885
Total Culture/Recreation	715,635	743,858	845,477	899,260	767,867	838,404
Total Operating Expenditures	12,281,247	12,347,406	12,581,483	13,009,380	12,305,309	13,450,451
Other Financing Uses						
Reserves (see detail)	-	-	6,035,000	5,792,000	1,743,000	5,227,000
Transfer to other funds	2,464,561	2,291,608	2,851,359	3,117,054	3,287,054	1,760,445
Total Other Financing Uses	2,464,561	2,291,608	8,886,359	8,909,054	5,030,054	6,987,445
Total Appropriations	14,745,808	14,639,014	21,467,842	21,918,434	17,335,363	20,437,896
Ending Fund Balance						
17% Cash Flow Reserve per Policy	-	-	2,138,852	2,138,852	2,091,903	2,286,577
Restricted Fund Balance	1,100,000	825,000	550,000	550,000	550,000	275,000
Available for Appropriation in subsequent fiscal year	9,134,163	9,541,378	635,137	368,335	5,023,485	94,221
Total Ending Fund Balance	10,234,163	10,366,378	3,323,989	3,057,187	7,665,388	2,655,798
Total Uses of Funds	$ 24,979,971	$ 25,005,392	$ 24,791,831	$ 24,975,621	$ 25,000,751	$ 23,093,694

[1] *FY 2016 beginning fund balance includes an adjustment for a related party receivable - see the FY 2016 Comprehensive Annual Financial report for details*

[2] *Reclassed as interfund transfers beginning in FY 2016*

SPECIAL REVENUE FUNDS SUMMARY

Special Revenue funds are governmental-type funds that are legally restricted to the use for which the revenue is granted or contributed to the City.

	Fiscal Year 2015 Actual	Fiscal Year 2016 Actual	Fiscal Year 2017 Adopted Budget	Fiscal Year 2017 Amended Budget	Fiscal Year 2017 Estimated Actual	FY18 Budget
SOURCES OF FUNDS						
Beginning Fund Balance	$ 2,940,624	$ 4,218,710	$ 3,384,956	$ 4,069,560	$ 4,069,560	$ 3,303,537
Revenue						
Taxes	1,660,529	1,754,319	1,665,000	1,665,000	1,697,317	1,825,000
Licenses & Permits	619,107	817,664	650,000	650,000	923,541	825,000
Intergovernmental	1,822,632	1,924,955	2,053,000	2,053,182	2,096,271	1,750,310
Charges for Services	716,881	730,684	860,000	860,000	646,152	926,000
Fines & Forfeitures	43,130	44,847	66,500	66,500	42,535	40,000
Investment Earnings	40,301	52,666	44,350	44,350	63,189	63,400
Assessments	34,017	34,083	33,850	33,850	34,837	33,850
Impact Fees	291,237	229,515	155,000	155,000	166,454	165,000
Miscellaneous	3,399	2,496	4,500	15,782	17,362	5,000
Total Revenue	5,231,233	5,591,229	5,532,200	5,543,664	5,687,658	5,633,560
Other Financing Sources						
Transfers In	1,545,825	1,572,510	1,668,445	1,671,090	1,841,090	1,535,445
Total Sources of Funds	$ 9,717,682	$11,382,449	$10,585,601	$11,284,314	$11,598,308	$10,472,542
USES OF FUNDS						
Public Safety						
Building Department Fund	$ 748,968	$ 764,826	$ 839,762	$ 899,749	$ 922,015	$ 1,141,601
Transportation						
Transportation Fund	2,148,272	3,521,996	3,535,739	4,045,527	3,816,909	3,878,240
Road Impact Fee Fund	-	-	-	-	-	-
Shell Harbor Dredging Fund	2,263	49,169	1,200	63,899	63,616	1,000
Sanibel Estates Canal Trimming	10,077	10,362	10,000	10,000	10,675	10,500
Dredging-Sanibel Isles/Water Shado	231	240	240	35,090	37,459	240
Total Transportation	2,160,843	3,581,767	3,547,179	4,154,516	3,928,659	3,889,980
Culture/Recreation						
Community Park Impact Fee Fund	-	-	-	-	-	-
Recreation Fund	2,313,728	2,282,899	2,378,792	2,411,792	2,396,337	2,214,750
School - Ball Park Maintenance	271,433	283,397	617,508	620,335	597,760	309,997
Total Culture/Recreation	2,585,161	2,566,296	2,996,300	3,032,127	2,994,097	2,524,747
Total Operating Expenditures	5,494,972	6,912,889	7,383,241	8,086,392	7,844,771	7,556,328
Non-Operating Expenditures						
Reserves	-	-	457,500	400,000	-	814,200
Transfer to Other Funds	4,000	400,000	450,000	450,000	450,000	-
Total Non-Operating Expenditures	4,000	400,000	907,500	850,000	450,000	814,200
Total Appropriations	5,498,972	7,312,889	8,290,741	8,936,392	8,294,771	8,370,528
Ending Fund Balance	4,218,710	4,069,560	2,294,860	2,347,922	3,303,537	2,102,014
Total Uses of Funds	$ 9,717,682	$11,382,449	$10,585,601	$11,284,314	$11,598,308	$10,472,542

TRANSPORTATION FUND – SPECIAL REVENUE FUND

Sources of Funds

The Transportation Fund has an expected beginning fund balance of $1.10 million. The revenue sources are comprised of the collection of gas taxes (which are expected to be $1.83 million in FY2018) and the receipt of surplus toll revenue from Lee County from the Sanibel Causeway, which are expected to be approximately $1.52 million in fiscal year 2018. 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 $25,000 in interest earnings.

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 2018 are budgeted to be approximately $3.88 million.

A portion of the ending fund balance has been reserved for future resurfacing projects and personnel services. In FY2018, the amount reserved is $613,000.

BUDGET BRIEFS

- The budget for causeway tolls was reduced in the fiscal year 2018 tentative budget due to the uncertainty on the effect that Hurricane Irma will have on causeway traffic.
- The FY2017 budget for operating expenses was amended to include the remainder of the 2016 Streets Resurfacing and Shared Use Path Repair Program and that was not completed.
- In FY2018 operating budget increased 10% compared to FY2017 adopted budget primarily due to the traffic education and outreach program, a traffic feasibility analysis, indirect cost allocation to General Fund, and an increase in repair and maintenance.
- The fund includes a reserve of $600,000 for the Dunes neighborhood resurfacing project. $200,000 is being reserved annually to fund the estimated $1 million cost of the project when completed in fiscal year 2019.
- FY2018 non-operating budgeted expenditures decreased since a transfer is not being budgeted to the capital projects fund in FY2018. The estimated beginning fund balance in the capital transportation fund is sufficient to finance the FY2018 capital projects. This decrease is partially offset by an additional $200,000 in contributions to the reserve for the Dunes resurfacing project.
- The fund balance at the end of FY2017 is expected to be approximately $40,500.

TRANSPORTATION FUND – SPECIAL REVENUE FUND

	Fiscal Year 2014 Actual	Fiscal Year 2016 Actual	Fiscal Year 2017 Adopted Budget	Fiscal Year 2017 Amended Budget	Fiscal Year 2017 Estimated Actual	FY18 Budget
Beginning Fund Balance	$ 1,123,451	$ 2,309,355	$ 1,433,922	$ 1,904,264	$ 1,904,264	$ 1,106,453
Revenue						
Taxes	1,660,529	1,754,319	1,665,000	1,665,000	1,697,317	1,825,000
Intergovernmental	1,659,463	1,735,714	1,677,000	1,677,000	1,736,197	1,575,310
Investment Earnings	16,184	25,579	18,000	18,000	23,302	25,000
Miscellaneous	2,000	1,293	-	11,282	12,282	-
Total Revenue	3,338,176	3,516,905	3,360,000	3,371,282	3,469,098	3,425,310
Total Sources of Funds	$ 4,461,627	$ 5,826,260	$ 4,793,922	$ 5,275,546	$ 5,373,362	$ 4,531,763
Appropriations						
Transportation						
Personnel Services	$ 748,691	$ 616,830	$ 885,971	$ 900,471	$ 978,177	$ 869,112
Operating Expense	1,394,251	2,904,666	2,649,768	3,145,056	2,834,902	3,009,128
Capital Outlay	5,330	500	-	-	3,830	-
Total Operating Expenditures	2,148,272	3,521,996	3,535,739	4,045,527	3,816,909	3,878,240
Non-Operating Expenditures						
Reserve for Dunes Resurfacing	-	-	400,000	400,000	-	600,000
Personnel Services Reserve	-	-	14,500	-	-	13,000
Transfer to Other Funds	4,000	400,000	450,000	450,000	450,000	-
Total Non-Operating Expenditures	4,000	400,000	864,500	850,000	450,000	613,000
Total Appropriations	2,152,272	3,921,996	4,400,239	4,895,527	4,266,909	4,491,240
Ending Fund Balance	2,309,355	1,904,264	393,683	380,019	1,106,453	40,523
Total Uses of Funds	$ 4,461,627	$ 5,826,260	$ 4,793,922	$ 5,275,546	$ 5,373,362	$ 4,531,763

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 $920,486 for fiscal year 2018.

It is anticipated that $150,000 is to be collected and available for appropriation in fiscal year 2018. In addition, $15,000 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 2018.

	Fiscal Year 2015 Actual	Fiscal Year 2016 Actual	Fiscal Year 2017 Adopted Budget	Fiscal Year 2017 Amended Budget	Fiscal Year 2017 Estimated Actual	FY18 Budget
Beginning Fund Balance	$ 264,895	$ 541,793	$ 690,653	$ 756,253	$ 756,253	$ 920,486
Revenue						
Investment Earnings	2,821	8,345	5,000	5,000	14,019	15,000
Impact Fees	274,077	206,115	140,000	140,000	150,214	150,000
Total Revenue	276,898	214,460	145,000	145,000	164,233	165,000
Total Sources of Funds	$ 541,793	$ 756,253	$ 835,653	$ 901,253	$ 920,486	$ 1,085,486
Appropriations						
Transportation						
Operating Expense	$ -	$ -	$ -	$ -	$ -	$ -
Total Appropriations	-	-	-	-	-	-
Ending Fund Balance	541,793	756,253	835,653	901,253	920,486	1,085,486
Total Uses of Funds	$ 541,793	$ 756,253	$ 835,653	$ 901,253	$ 920,486	$ 1,085,486

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 $150,772 available in fiscal year 2018.

The City expects to receive $15,000 in impact fees from the County in fiscal year 2018. 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 2018.

	Fiscal Year 2015 Actual	Fiscal Year 2016 Actual	Fiscal Year 2017 Adopted Budget	Fiscal Year 2017 Amended Budget	Fiscal Year 2017 Estimated Actual	FY18 Budget
Beginning Fund Balance	$ 88,863	$ 107,241	$ 123,591	$ 132,203	$ 132,203	$ 150,772
Revenue						
Investment Earnings	1,218	1,562	750	750	2,329	750
Impact Fees	17,160	23,400	15,000	15,000	16,240	15,000
Total Revenue	18,378	24,962	15,750	15,750	18,569	15,750
Total Sources of Funds	$ 107,241	$ 132,203	$ 139,341	$ 147,953	$ 150,772	$ 166,522
Appropriations						
Culture/Recreation						
Operating Expense	$ -	$ -	$ -	$ -	$ -	$ -
Total Appropriations	-	-	-	-	-	-
Ending Fund Balance	107,241	132,203	139,341	147,953	150,772	166,522
Total Uses of Funds	$ 107,241	$ 132,203	$ 139,341	$ 147,953	$ 150,772	$ 166,522

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 historically dredging occurred approximately every two years as needed. However, the entrance channel was dredged in both 2016 and 2017 which depleted the estimated FY2018 beginning fund balance to $83.00

Uses of Funds

Miscellaneous operating expenses of $1,000 are budgeted in the fiscal year.

	Fiscal Year 2015 Actual	Fiscal Year 2016 Actual	Fiscal Year 2017 Adopted Budget	Fiscal Year 2017 Amended Budget	Fiscal Year 2017 Estimated Actual	FY18 Budget
Beginning Fund Balance	$ 40,470	$ 62,178	$ 40,520	$ 39,974	$ 39,974	$ 83
Revenue						
Charges for Services	-	3,000	-	-	-	-
Investment Earnings	1,000	926	500	500	140	150
Assessments	17,526	17,594	17,434	17,434	18,140	17,434
Total Revenue	18,526	21,520	17,934	17,934	18,280	17,584
Other Financing Sources						
Transfers In	5,445	5,445	5,445	5,445	5,445	5,445
Total Sources of Funds	$ 64,441	$ 89,143	$ 63,899	$ 63,353	$ 63,699	$ 23,112
Appropriations						
Transportation						
Operating Expense	$ 2,263	$ 49,169	$ 1,200	$ 63,899	$ 63,616	$ 1,000
Total Appropriations	2,263	49,169	1,200	63,899	63,616	1,000
Ending Fund Balance	62,178	39,974	62,699	(546)	83	22,112
Total Uses of Funds	$ 64,441	$ 89,143	$ 63,899	$ 63,353	$ 63,699	$ 23,112

SANIBEL ESTATES CANAL TRIMMING – SPECIAL REVENUE FUND

Sources of Funds

On July 20, 2004, City Council Resolution No. 04-067 created a special assessment district to finance Sanibel Estates canal area vegetation trimming. This fund was established to provide for the annual trimming of mangroves and other vegetation adjacent to and within the canals of the Sanibel Estates Canal Area in order to provide for navigability by owners and the general public through the canals and protect the health, safety and welfare of the adjacent owners and public in general. The estimated cost is currently $10,000 per year. 1/3 of the cost of the project will be paid by the City and 2/3 of the cost for the project will be paid by the property owners.

Uses of Funds

Dredging in the current budget year is expected to be approximately $10,500.

	Fiscal Year 2015 Actual	Fiscal Year 2016 Actual	Fiscal Year 2017 Adopted Budget	Fiscal Year 2017 Amended Budget	Fiscal Year 2017 Estimated Actual	FY18 Budget
Beginning Fund Balance	$ 18,630	$ 18,707	$ 18,777	$ 18,507	$ 18,507	$ 18,265
Revenue						
Investment Earnings	401	402	300	300	432	400
Assessment Collections, net	6,753	6,760	6,720	6,720	7,001	6,720
Total Revenue	7,154	7,162	7,020	7,020	7,433	7,120
Other Financing Sources						
Transfers In	3,000	3,000	3,000	3,000	3,000	3,000
Total Sources of Funds	$ 28,784	$ 28,869	$ 28,797	$ 28,527	$ 28,940	$ 28,385
Appropriations						
Transportation						
Operating Expense	$ 10,077	$ 10,362	$ 10,000	$ 10,000	$ 10,675	$ 10,500
Total Appropriations	10,077	10,362	10,000	10,000	10,675	10,500
Ending Fund Balance	18,707	18,507	18,797	18,527	18,265	17,885
Total Uses of Funds	$ 28,784	$ 28,869	$ 28,797	$ 28,527	$ 28,940	$ 28,385

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

Annual funding for the Sanibel Isles-Water Shadows area is $15,000 per year. 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 dredged in fiscal year 2010 at a cost of $14,400 and in 2017 at a cost of $37,459.

	Fiscal Year 2015 Actual	Fiscal Year 2016 Actual	Fiscal Year 2017 Adopted Budget	Fiscal Year 2017 Amended Budget	Fiscal Year 2017 Estimated Actual	FY18 Budget
Beginning Fund Balance	$ 79,751	$ 95,526	$ 75,876	$ 111,486	$ 111,486	$ 90,357
Revenue						
Investment Earnings	1,268	1,471	700	700	1,634	1,000
Assessment Collections, net	9,738	9,729	9,696	9,696	9,696	9,696
Total Revenue	11,006	11,200	10,396	10,396	11,330	10,696
Other Financing Sources						
Transfers In	5,000	5,000	5,000	5,000	5,000	5,000
Total Sources of Funds	$ 95,757	$ 111,726	$ 91,272	$ 126,882	$ 127,816	$ 106,053
Appropriations						
Transportation						
Operating Expense	$ 231	$ 240	$ 240	$ 35,090	$ 37,459	$ 240
Total Appropriations	231	240	240	35,090	37,459	240
Ending Fund Balance	95,526	111,486	91,032	91,792	90,357	105,813
Total Uses of Funds	$ 95,757	$ 111,726	$ 91,272	$ 126,882	$ 127,816	$ 106,053

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 $968,000. Permit fees are budgeted at $825,000. A comparison of actual, estimated and budgeted fees is presented below:

	FY14 Actual	FY15 Actual	FY16 Actual	FY17 Estimated	FY18 Budget
Building Permits	$ 294,065	$ 298,052	$ 451,321	$ 540,328	$ 482,677
Temporary Certification of Occupancy	1,500	-	500	1,000	893
Shutters/Windows/Doors	31,978	29,900	28,382	36,275	32,404
Electrical Permits	26,634	30,667	32,771	41,340	36,929
Plumbing & Sprinkler Permits	23,313	26,699	31,018	34,943	31,215
HVAC Permits	82,942	85,186	100,631	99,856	89,201
Roofing Permits	19,971	21,497	28,903	47,205	42,168
Plan Review-Residential	50,544	53,754	54,585	54,244	48,456
Plan Review-Nonresidential	35,462	35,337	43,393	44,555	39,801
LP Gas	1,163	1,163	1,988	1,717	1,534
Contractor Competency	3,085	3,973	3,205	3,503	3,129
Contractor Licensing	56,304	32,879	40,970	18,575	16,593
Total	$ 626,961	$ 619,107	$ 817,667	$ 923,541	$ 825,000

Uses of Funds

The cost to operate the Building Department is budgeted at $1.1 million for direct and indirect costs. Of this amount, $603,000 is for personnel services and $513,000 for operating expenses. A personnel services reserve of $9,200 is included in the budget.

The fiscal year 2018 ending fund balance is estimated to be approximately $653,000.

BUILDING DEPARTMENT FUND – SPECIAL REVENUE FUND

	Fiscal Year 2015 Actual	Fiscal Year 2016 Actual	Fiscal Year 2017 Adopted Budget	Fiscal Year 2017 Amended Budget	Fiscal Year 2017 Estimated Actual	FY 2018 Budget
Beginning Fund Balance	$ 863,291	$ 794,810	$ 740,367	$ 892,459	$ 892,459	$ 937,585
Revenue						
Licenses & Permits	619,107	817,664	650,000	650,000	923,541	825,000
Intergovernmental	-	-	-	-	-	-
Charges for Services	10,925	13,124	10,000	10,000	11,152	10,000
Fines & Forfeitures	16,907	20,946	20,000	20,000	16,520	15,000
Investment Earnings	10,448	10,741	12,000	12,000	15,848	16,000
Miscellaneous	-	-	-	-	80	-
Total Revenue	657,387	862,475	692,000	692,000	967,141	866,000
Other Financing Sources						
Transfers In	23,100	-	-	-	-	-
Total Sources of Funds	$ 1,543,778	$ 1,657,285	$ 1,432,367	$ 1,584,459	$ 1,859,600	$ 1,803,585
Appropriations						
Public Safety						
Personnel Services	$ 496,167	$ 493,869	$ 527,746	$ 537,746	$ 511,625	$ 603,312
Operating Expense	243,699	270,957	312,016	317,003	365,390	513,289
Capital Outlay	9,102	-	-	45,000	45,000	25,000
Grants and Aids	-	-	-	-	-	-
Total Operating Expenditures	748,968	764,826	839,762	899,749	922,015	1,141,601
Non-Operating Expenditures						
Personnel Services Reserve	-	-	10,000	-	-	9,200
Total Appropriations	748,968	764,826	849,762	899,749	922,015	1,150,801
Ending Fund Balance	794,810	892,459	582,605	684,710	937,585	652,784
Total Uses of Funds	$ 1,543,778	$ 1,657,285	$ 1,432,367	$ 1,584,459	$ 1,859,600	$ 1,803,585

RECREATION FUND – SPECIAL REVENUE FUND

Sources of Funds

This fund was established to separately collect revenue and expense 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 $40,592. Budgeted revenues include $25,000 in intergovernmental revenue from the Lee County School Board, representing a 20% reimbursement for electric costs and $35,000 in contributions and investment earnings.

Charges for services provided by the recreation center and its programs are budgeted at $916,000 for the fiscal year, reflecting certain fee increases. Charges for services by type of charge are detailed in the chart below.

	FY14 Actual	FY15 Actual	FY16 Actual	FY17 Estimated	FY18 Budget
Membership Fees	$ 396,534	$ 441,157	$ 471,214	$ 418,748	$ 634,052
Summer Recreation Fees	101,563	122,499	76,067	67,598	77,511
After School Program Fees	46,710	53,083	67,607	60,080	76,667
Holiday Programs	8,717	9,658	15,474	13,751	19,836
Fun Days	8,625	8,424	8,654	7,690	11,093
Other Charges for Services	78,500	71,135	75,544	67,133	96,841
Total	$ 640,649	$ 705,956	$ 714,560	$ 635,000	$ 916,000

In fiscal year 2016, the City Council addressed the rising costs to the General Fund in supporting the Recreation Center and its various programs. In response to this, the Council mandated a maximum support cost of $1.4 million would be provided to the Recreation Center on an annual basis. In fiscal years 2016 and 2017, the operations of the Recreation Center were able to stay within the maximum funding with minimal effect on operating conditions. However, due to increases in expenditures and declining revenues, the budget for fiscal year 2018 required some adjustments to programs and fees and are reflected in the budget presented.

In fiscal year 2017, after Hurricane Irma went through the City, the Recreation Center was closed and used as a public shelter for residents of the City. As a result, revenue expectations were lowered and an additional transfer from the General fund was made to support the emergency operations in fiscal year 2017.

Uses of Funds

The adjusted cost to operate the Recreation Fund based on the reduction of operations noted in the Budget Initiatives section is budgeted at approximately $2.2 million, a decrease of 6.9% compared to fiscal year 2017 adopted budget.

RECREATION FUND – SPECIAL REVENUE FUND

	Fiscal Year 2015 Actual	Fiscal Year 2016 Actual	Fiscal Year 2017 Adopted Budget	Fiscal Year 2017 Amended Budget	Fiscal Year 2017 Estimated Actual	FY 2018 Budget
Beginning Fund Balance	$ 442,319	$ 288,866	$ 247,017	$ 172,914	$ 172,914	$ 40,592
Revenue						
Licenses & Permits	-	-	-	-	-	-
Intergovernmental	23,300	23,643	26,000	26,000	25,000	25,000
Charges for Services	705,956	714,560	850,000	850,000	635,000	916,000
Contributions & Donations	26,223	23,901	46,500	46,500	26,015	25,000
Investment Earnings	6,961	3,640	7,000	7,000	3,000	5,000
Miscellaneous	1,321	1,203	4,500	4,500	5,000	5,000
Total Revenue	763,761	766,947	934,000	934,000	694,015	976,000
Other Financing Sources						
Transfers In	1,396,514	1,400,000	1,400,000	1,400,000	1,570,000	1,400,000
Total Sources of Funds	$ 2,602,594	$ 2,455,813	$ 2,581,017	$ 2,506,914	$ 2,436,929	$ 2,416,592
Appropriations						
Culture/Recreation						
Personnel Services	$ 1,529,628	$ 1,501,444	$ 1,565,946	$ 1,598,946	$ 1,596,619	$ 1,503,783
Operating Expense	748,774	757,091	786,846	786,846	775,718	688,967
Capital Outlay	8,193	1,878	-	-	-	-
Grants and Aids	27,133	22,486	26,000	26,000	24,000	22,000
Total Operating Expenditures	2,313,728	2,282,899	2,378,792	2,411,792	2,396,337	2,214,750
Other Uses of Funds						
Personnel Services Reserve	-	-	33,000	-	-	31,000
Reserves for Financial Assistance	-	-	-	-	-	161,000
Total Non-Operating Expenditures	-	-	33,000	-	-	192,000
Total Appropriations	2,313,728	2,282,899	2,411,792	2,411,792	2,396,337	2,406,750
Ending Fund Balance	288,866	172,914	169,225	95,122	40,592	9,842
Total Uses of Funds	$ 2,602,594	$ 2,455,813	$ 2,581,017	$ 2,506,914	$ 2,436,929	$ 2,416,592

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 $150,000 for the fiscal year, which includes operating and capital revenues received from Lee County and the Lee County School Board.

A transfer of $122,000 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 $310,000.

	Fiscal Year 2015 Actual	Fiscal Year 2016 Actual	Fiscal Year 2017 Adopted Budget	Fiscal Year 2017 Amended Budget	Fiscal Year 2017 Estimated Actual	FY18 Budget
Beginning Fund Balance	$ 18,954	$ 234	$ 14,233	$ 41,500	$ 41,500	$ 38,944
Revenue						
Intergovernmental	139,869	165,598	350,000	350,182	335,074	150,000
Investment Earnings	-	-	100	100	2,485	100
Miscellaneous	78	-	-	-	-	-
Total Revenue	139,947	165,598	350,100	350,282	337,559	150,100
Other Financing Sources						
Transfers In	112,766	159,065	255,000	257,645	257,645	122,000
Total Sources of Funds	$ 271,667	$ 324,897	$ 619,333	$ 649,427	$ 636,704	$ 311,044
Appropriations						
Culture/Recreation						
Operating Expense	$ 271,433	$ 283,397	$ 312,508	$ 315,335	$ 280,260	$ 309,997
Capital Outlay	-	-	305,000	305,000	317,500	-
Total Appropriations	271,433	283,397	617,508	620,335	597,760	309,997
Ending Fund Balance	234	41,500	1,825	29,092	38,944	1,047
Total Uses of Funds	$ 271,667	$ 324,897	$ 619,333	$ 649,427	$ 636,704	$ 311,044

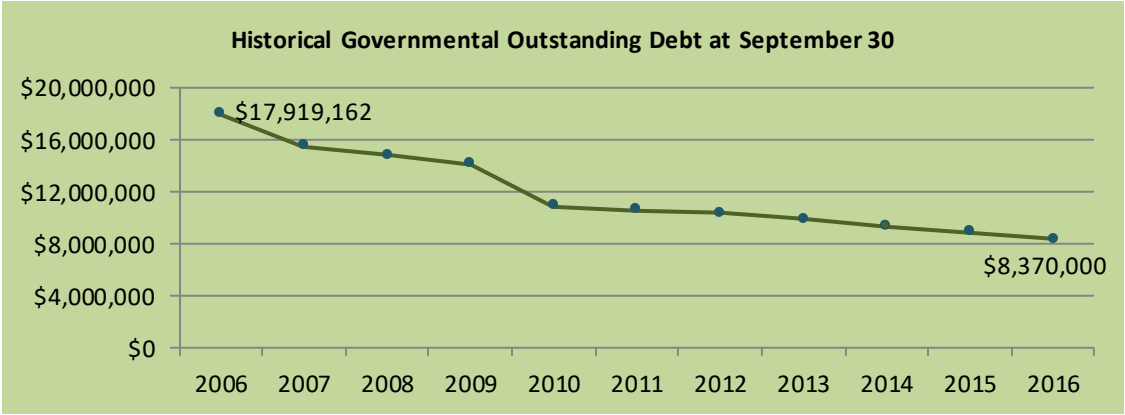
GOVERNMENT FUNDS DEBT SERVICE

The City has issued general long-term debt for certain projects that have been deemed to be in the public interest. These debt issuances are accounted for in the governmental debt service funds and are secured by the full faith and credit of the City of Sanibel. The debt service for governmental issuances are paid by levying ad valorem taxes on an annual basis.

Currently, the City has two outstanding issues:

- $2.97M General Obligation Bonds for the purchase of environmentally sensitive land at Pond Apple Park. First authorized by the citizens of Sanibel in 2001, the debt was refinanced in 2012 to take advantage of better interest rates
- $6.52M General Obligation Bonds for the construction of the City's Recreation Center facility. First authorized by the citizens of Sanibel in 2006, the debt was refinanced in 2016 to take advantage of better interest rates

The City has taken a strong position on reducing all outstanding debt. The schedule below shows the history of the outstanding governmental debt as of September 30, 2016:



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 2015 Actual	Fiscal Year 2016 Actual	Fiscal Year 2017 Adopted Budget	Fiscal Year 2017 Amended Budget	Fiscal Year 2017 Estimated Actual	FY18 Proposed
SOURCES OF FUNDS						
Beginning Fund Balance	$ 352,105	$ 365,167	$ 294,673	$ 304,374	$ 304,374	$ 308,676
Revenue						
Ad valorem taxes, net - Voted Debt	839,254	843,545	881,171	881,171	876,512	903,055
Miscellaneous	10,848	9,998	4,500	4,500	11,187	10,000
Total Revenue	850,102	853,543	885,671	885,671	887,699	913,055
Other Financing Sources						
Debt Proceeds	-	6,515,000	-	-	-	-
Total Sources of Funds	$ 1,202,207	$ 7,733,710	$ 1,180,344	$ 1,190,045	$ 1,192,073	$ 1,221,731
USES OF FUNDS						
Expenditures						
Operating	$ -	$ 39,503	$ -	$ -	$ -	$ -
Debt Service						
Principal	490,000	7,020,000	690,000	690,000	690,000	705,000
Interest	347,040	369,833	189,547	189,547	189,547	174,264
Other	-	-	500	500	3,850	2,500
Total Appropriations	837,040	7,429,336	880,047	880,047	883,397	881,764
Ending Fund Balance	365,167	304,374	300,297	309,998	308,676	339,967
Total Uses of Funds	$ 1,202,207	$ 7,733,710	$ 1,180,344	$ 1,190,045	$ 1,192,073	$ 1,221,731

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.

Uses of Funds

The bonds have a fixed interest rate of 2.07% due semiannually and mature in August 2022.

The repayment schedule for the bonds is as follows:

Fiscal Year	Principal	Interest	Total Payment
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
	$ 1,265,000	$ 66,138	$ 1,331,138

	Fiscal Year 2015 Actual	Fiscal Year 2016 Actual	Fiscal Year 2017 Adopted Budget	Fiscal Year 2017 Amended Budget	Fiscal Year 2017 Estimated Actual	FY18 Budget
Approved Millage Rate - Voted Debt	0.0800	0.0761	0.0720	N/A	N/A	0.0690
Beginning Fund Balance	$ 275,871	$ 283,771	$ 286,973	$ 292,272	$ 292,272	$ 298,611
Revenue						
Ad valorem taxes, net	331,554	330,896	329,239	329,239	327,144	337,728
Miscellaneous	6,440	6,903	2,500	2,500	7,594	7,000
Total Revenue	337,994	337,799	331,739	331,739	334,738	344,728
Total Sources of Funds	$ 613,865	$ 621,570	$ 618,712	$ 624,011	$ 627,010	$ 643,339
Appropriations						
Debt Service						
Principal	$ 280,000	$ 285,000	$ 290,000	$ 290,000	$ 290,000	$ 300,000
Interest	50,094	44,298	38,399	38,399	38,399	32,396
Total Appropriations	330,094	329,298	328,399	328,399	328,399	332,396
Ending Fund Balance	283,771	292,272	290,313	295,612	298,611	310,943
Total Uses of Funds	$ 613,865	$ 621,570	$ 618,712	$ 624,011	$ 627,010	$ 643,339

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 $582,811 in taxes will be levied on a millage rate of 0.1155. An allowance for undercollection of $17,484 in tax is budgeted to recognize the discount taken by those paying their taxes between November and February. Interest earnings are budgeted at $3,000.

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 bank loan is as follows:

Fiscal Year	Principal	Interest	Total Payment
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
	$ 5,710,000	$ 899,000	$ 6,609,000

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

	Fiscal Year 2015 Actual	Fiscal Year 2016 Actual	Fiscal Year 2017 Adopted Budget	Fiscal Year 2017 Amended Budget	Fiscal Year 2017 Estimated Actual	FY18 Budget
Approved Millage Rate - Voted Debt	0.1225	0.1179	0.1207	N/A	N/A	0.1155
Beginning Fund Balance	$ 76,234	$ 81,396	$ 7,700	$ 12,102	$ 12,102	$ 10,065
Revenue						
Ad valorem taxes, net	507,700	512,649	551,932	551,932	549,368	565,327
Miscellaneous	4,408	3,095	2,000	2,000	3,593	3,000
Total Revenue	512,108	515,744	553,932	553,932	552,961	568,327
Other Financing Sources						
Debt Proceeds	-	6,515,000	-	-	-	-
Total Sources of Funds	$ 588,342	$ 7,112,140	$ 561,632	$ 566,034	$ 565,063	$ 578,392
Appropriations						
Expenditures						
Operating	$ -	$ 39,503	$ -	$ -	$ -	$ -
Debt Service						
Principal	210,000	6,735,000	400,000	400,000	400,000	405,000
Interest and fiscal charges	296,946	325,535	151,148	151,148	151,148	141,868
Other	-	-	500	500	3,850	2,500
Total Appropriations	506,946	7,100,038	551,648	551,648	554,998	549,368
Ending Fund Balance	81,396	12,102	9,984	14,386	10,065	29,024
Total Uses of Funds	$ 588,342	$ 7,112,140	$ 561,632	$ 566,034	$ 565,063	$ 578,392

CAPITAL PROJECT FUNDS SUMMARY

Capital Project funds are used to account for revenues and expenditures related to the acquisition or construction of capital assets (items typically with a useful life of more than one year and cost more than $1,000).

	Fiscal Year 2015 Actual	Fiscal Year 2016 Actual	Fiscal Year 2017 Adopted Budget	Fiscal Year 2017 Amended Budget	Fiscal Year 2017 Estimated Actual	FY18 Budget
SOURCES OF FUNDS						
Beginning Fund Balance	$ 2,165,722	$ 1,863,704	$ 1,701,904	$ 2,323,943	$ 2,323,943	$ 2,846,883
Revenue						
Intergovernmental	14,080	-	-	-	-	-
Miscellaneous	32,775	27,463	30,500	30,500	42,900	31,500
Total Revenue	46,855	27,463	30,500	30,500	42,900	31,500
Other Financing Sources						
Transfers In	918,736	719,098	1,632,914	1,895,964	1,895,964	225,000
Debt Proceeds	-	-	-	-	-	-
Total Other Financing Sources	918,736	719,098	1,632,914	1,895,964	1,895,964	225,000
Total Sources of Funds	$ 3,131,313	$ 2,610,265	$ 3,365,318	$ 4,250,407	$ 4,262,807	$ 3,103,383
USES OF FUNDS						
General Government						
Information Technology	$ 162,707	$ 11,836	$ 322,300	$ 367,300	$ 118,000	$ 125,000
Public Safety						
Police Department	406,816	83,938	155,000	437,846	398,972	145,000
S.E.M.P.	-	-	36,000	36,000	4,490	31,510
Total Public Safety	406,816	83,938	191,000	473,846	403,462	176,510
Public Works						
Transportation	158,285	48,918	625,000	625,000	142,353	527,343
Public Works	116,309	109,932	425,000	425,000	112,799	-
Total Public Works	274,594	158,850	1,050,000	1,050,000	255,152	527,343
Culture/Recreation						
Public Facilities	312,577	-	647,000	932,000	538,584	485,315
Recreation Center	110,915	31,698	327,200	327,200	100,726	471,000
Total Culture/Recreation	423,492	31,698	974,200	1,259,200	639,310	956,315
Total Expenditures	1,267,609	286,322	2,537,500	3,150,346	1,415,924	1,785,168
Non-Operating Expenditures						
Sinking Fund Reserve	-	-	250,000	250,000	-	600,000
Transfer to Other Funds	-	-	-	-	-	250,000
Total Non-Operating Expenditures	-	-	250,000	250,000	-	850,000
Total Appropriations	1,267,609	286,322	2,787,500	3,400,346	1,415,924	2,635,168
Ending Fund Balance	1,863,704	2,323,943	577,818	850,061	2,846,883	468,215
Total Uses of Funds	$ 3,131,313	$ 2,610,265	$ 3,365,318	$ 4,250,407	$ 4,262,807	$ 3,103,383

NOTE: FY 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 general governmental capital assets. These projects are funded in current fiscal year by a beginning fund balance of $1.04 million and miscellaneous revenues of $13,500.

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 appropriations for the fiscal year are budgeted to be approximately $787,000.

	Fiscal Year 2015 Actual	Fiscal Year 2016 Actual	Fiscal Year 2017 Adopted Budget	Fiscal Year 2017 Amended Budget	Fiscal Year 2017 Estimated Actual	FY18 Budget
Beginning Fund Balance	$ 948,369	$ 673,317	$ 613,886	$ 973,064	$ 973,064	$ 1,038,415
Revenue						
Intergovernmental	14,080	-	-	-		-
Miscellaneous	15,541	11,355	13,500	13,500	17,232	13,500
Total Revenue	29,621	11,355	13,500	13,500	17,232	13,500
Other Financing Sources						
Transfers In	693,736	494,098	957,914	1,220,964	1,220,964	-
Total Sources of Funds	$ 1,671,726	$ 1,178,770	$ 1,585,300	$ 2,207,528	$ 2,211,260	$ 1,051,915
Appropriations						
General Government						
Information Technology	$ 162,707	$ 11,836	$ 322,300	$ 367,300	$ 118,000	$ 125,000
Public Safety						
Police Department	406,816	83,938	155,000	437,846	398,972	145,000
S.E.M.P.	-	-	36,000	36,000	4,490	31,510
Total Public Safety	406,816	83,938	191,000	473,846	403,462	176,510
Public Works						
Public Works	116,309	109,932	425,000	425,000	112,799	-
Culture/Recreation						
Public Facilities	312,577	-	647,000	932,000	538,584	485,315
Total Expenditures	998,409	205,706	1,585,300	2,198,146	1,172,845	786,825
Non-Operating Expenditures						
Transfer to Other Funds	-	-	-	-	-	250,000
Total Appropriations	998,409	205,706	1,585,300	2,198,146	1,172,845	1,036,825
Ending Fund Balance	673,317	973,064	-	9,382	1,038,415	15,090
Total Uses of Funds	$ 1,671,726	$ 1,178,770	$ 1,585,300	$ 2,207,528	$ 2,211,260	$ 1,051,915

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 $904,000. The major source of revenue for this fund is transfers from the Transportation Special Revenue Fund, which receives gas taxes and Causeway tolls for transportation purposes; however, in the current year, no transfer is considered necessary as beginning fund balance is expected to cover current year expenditures.

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 $802,343.

	Fiscal Year 2015 Actual	Fiscal Year 2016 Actual	Fiscal Year 2017 Adopted Budget	Fiscal Year 2017 Amended Budget	Fiscal Year 2017 Estimated Actual	FY18 Budget
Beginning Fund Balance	$ 775,073	$ 626,575	$ 360,961	$ 584,716	$ 584,716	$ 903,593
Revenue						
Miscellaneous	9,787	7,059	9,000	9,000	11,230	10,000
Other Financing Sources						
Transfers In	-	-	450,000	450,000	450,000	-
Total Sources of Funds	$ 784,860	$ 633,634	$ 819,961	$ 1,043,716	$ 1,045,946	$ 913,593
Appropriations						
Transportation						
Operating Expense	$ 158,285	$ -	$ -	$ -	$ -	$ -
Capital Outlay	-	48,918	625,000	625,000	142,353	802,343
Total Expenditures	158,285	48,918	625,000	625,000	142,353	802,343
Non-Operating Expenditures						
Transfer to Other Funds	-	-	-	-	-	-
Total Appropriations	158,285	48,918	625,000	625,000	142,353	802,343
Ending Fund Balance	626,575	584,716	194,961	418,716	903,593	111,250
Total Uses of Funds	$ 784,860	$ 633,634	$ 819,961	$ 1,043,716	$ 1,045,946	$ 913,593

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 $904,875 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 $471,000 in accordance with the rehabilitation and replacement schedule. The schedule is updated annually. A reserve of $600,000 has been incorporated in the fiscal year 2018 budget for future major Recreation capital projects, as detailed by the Sinking Fund schedule.

Estimated ending fund balance that is scheduled to be utilized in subsequent years is $66,875.

	Fiscal Year 2015 Actual	Fiscal Year 2016 Actual	Fiscal Year 2017 Adopted Budget	Fiscal Year 2017 Amended Budget	Fiscal Year 2017 Estimated Actual	FY18 Budget
Beginning Fund Balance	$ 442,280	$ 563,812	$ 727,057	$ 766,163	$ 766,163	$ 904,875
Revenue						
Miscellaneous	7,447	9,049	8,000	8,000	14,438	8,000
Total Revenue	7,447	9,049	8,000	8,000	14,438	8,000
Other Financing Sources						
Transfers In	225,000	225,000	225,000	225,000	225,000	225,000
Total Sources of Funds	$ 674,727	$ 797,861	$ 960,057	$ 999,163	$ 1,005,601	$ 1,137,875
Appropriations						
Culture/Recreation						
Operating Expense	$ 100,963	$ -	$ -	$ -	$ -	$ -
Capital Outlay	9,952	31,698	327,200	327,200	100,726	471,000
Total Expenditures	110,915	31,698	327,200	327,200	100,726	471,000
Non-Operating Expenditures						
Sinking Fund Reserve	-	-	250,000	250,000	-	600,000
Total Appropriations	110,915	31,698	577,200	577,200	100,726	1,071,000
Ending Fund Balance	563,812	766,163	382,857	421,963	904,875	66,875
Total Uses of Funds	$ 674,727	$ 797,861	$ 960,057	$ 999,163	$ 1,005,601	$ 1,137,875

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 like private business enterprises; where the intent 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.

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			
	Fiscal Year 2015 Actual	Fiscal Year 2016 Actual	Fiscal Year 2017 Adopted Budget	Fiscal Year 2017 Amended Budget	Fiscal Year 2017 Estimated Actual	FY18 Budget
SOURCES OF FUNDS						
Unrestricted Net Position/Funds	$ 4,555,122	$ 7,129,486	$ 8,223,274	$ 8,864,912	$ 8,864,912	$ 8,167,289
Revenues						
Ad valorem taxes, net - Voted Debt	880,713	880,934	890,316	890,316	891,500	887,392
Beach Parking Permits	126,290	142,238	140,000	140,000	162,752	145,000
Intergovernmental Revenue	1,337,995	1,346,166	2,685,750	3,361,026	2,522,768	1,694,000
Sewer User Fees	6,411,547	6,609,161	6,674,662	6,674,662	6,851,965	7,126,044
Beach Parking Fees	2,366,248	2,817,400	2,950,000	2,950,000	3,070,000	2,763,000
Fines and Forfeitures	130,123	166,955	137,238	137,238	182,849	144,000
Interest Earnings	121,284	144,700	115,000	115,000	216,333	131,600
Special Assessment Collections [1]	214,775	183,318	659,766	659,766	775,000	898,701
Miscellaneous Revenue	128,796	138,169	120,000	120,000	128,023	175,000
Total Revenues	11,717,771	12,429,041	14,372,732	15,048,008	14,801,190	13,964,737
Non-Operating Sources						
Transfers From Other Funds	-	-	-	-	-	-
Capital Contributions	1,019,340	532,492	125,000	125,000	125,000	175,000
Gains/Losses	(479)	(26,340)	1,000	1,000	-	1,000
Debt Proceeds	-	-	-	-	-	-
State Sales Tax	-	-	(177,000)	(177,000)	(184,200)	(165,780)
Total Non-Operating Sources	1,018,861	506,152	(51,000)	(51,000)	(59,200)	10,220
Total Sources of Funds	17,291,754	20,064,679	$ 22,545,006	$ 23,861,920	$ 23,606,902	$ 22,142,246

ENTERPRISE FUNDS SUMMARY – USES OF FUNDS

	GAAP Basis		Non-GAAP Basis			
			Fiscal Year 2017			
	Fiscal Year 2015 Actual	Fiscal Year 2016 Actual	Adopted Budget	Amended Budget	Estimated Actual	FY18 Budget
USES OF FUNDS						
Public Safety						
Personnel Services	$ 566,584	$ 886,981	$ 937,352	$ 954,683	$ 1,036,255	$ 1,020,235
Operating Expense	588,506	624,037	661,027	743,171	773,080	797,691
Capital Outlay	-	-	275,000	347,866	264,024	121,000
Total Public Safety	1,155,090	1,511,018	1,873,379	2,045,720	2,073,359	1,938,926
Physical Environment						
Personnel Services	1,439,386	1,828,719	1,857,702	1,891,579	1,831,643	1,889,796
Operating Expense	2,505,302	2,641,587	3,566,490	4,278,891	3,722,508	3,311,201
Capital Outlay	-	-	1,965,500	1,992,575	1,013,313	6,151,069
Total Physical Environment	3,944,688	4,470,306	7,389,692	8,163,045	6,567,464	11,352,066
Public Works						
Personnel Services	630,099	764,421	708,615	720,907	773,995	722,310
Operating Expense	1,065,036	1,135,907	1,261,077	1,573,982	1,289,547	976,035
Capital Outlay	-	-	2,052,354	2,208,711	910,424	1,441,289
Total Public Works	1,695,135	1,900,328	4,022,046	4,503,600	2,973,966	3,139,634
Total Expenses	6,794,913	7,881,652	13,285,117	14,712,365	11,614,789	16,430,626
Non-Operating Expenses						
Reserve for Disasters	-	-	100,000	100,000	-	100,000
Personnel Services Reserve	-	-	63,500	-	-	58,500
Transfer to Other Funds	7,500	455,467	450,000	450,000	468,000	421,950
Depreciation and Amortization	2,714,817	2,774,190	-	-	-	-
Contributions	14,000	13,000	-	-	-	-
Debt Service	571,762	513,707	3,356,820	3,356,820	3,356,824	3,356,820
Total Non-Operating Expenses	3,308,079	3,756,364	3,970,320	3,906,820	3,824,824	3,937,270
Total Appropriations	10,102,992	11,638,016	17,255,437	18,619,185	15,439,613	20,367,896
Change in Net Position	2,633,640	1,297,177	N/A	N/A	N/A	N/A
Beginning Net Position	34,206,252	36,839,892	N/A	N/A	N/A	N/A
Ending Net Position	$ 36,839,892	$ 38,137,069	N/A	N/A	N/A	N/A
Restricted Net Position	$ 29,710,406	$ 29,272,157	N/A	N/A	N/A	N/A
Unrestricted Net Position / Funds	$ 7,129,486	$ 8,864,912	5,289,569	5,242,735	8,167,289	1,774,350
Total Uses of Funds	N/A	N/A	$ 22,545,006	$ 23,861,920	$ 23,606,902	$ 22,142,246

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.

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 0.1813 mills which will cost a taxpayer $18.13 per $100,000 of taxable property valuation.

The current year budgeted capital improvement plan includes $5.2 million for the Donax Process Improvement project which will improve effluent quality by reducing nutrient loadings, increasing the current permitted design capacity, and extending the useful life of the facility. It is anticipated that the Sewer Fund will borrow funds in fiscal year 2018 for construction of this project. However, neither the funds expected to be received nor the related debt service is included in the budget. When the funding mechanism and amount of required debt is determined, it will be presented to City Council for their approval and the budget will be amended accordingly

SANIBEL SEWER SYSTEM – ENTERPRISE FUND

Sources of Funds

In addition to the roll-forward of prior year balances, ad valorem tax revenue of $914,837 (less a reserve of $27,445) is budgeted from the levy of the 0.1813 millage rate. Residential and commercial user fees for wastewater are budgeted at $6.8 million and effluent fees at $0.3 million, both which reflect a 4% increase in rates charged to general customers.

A reimbursement grant in the amount of $825,000 was awarded from the State of Florida Department of Environmental Protection for the Donax Plant Improvement project which includes denitrification modifications and plant upgrades. It is expected the fund will completely expend this grant in 2018.

Fines from the delinquent payment of sewer bills are included in other sources of revenue and are budgeted at $19,000. Interest earnings and miscellaneous revenue which includes Wulfert and Donax tower rental receipts is budgeted at $276,600.

Special assessment principal and interest collections from benefitted customers are budgeted at approximately $899,000, which increased from the fiscal year 2017 adopted budget due to two additional assessed areas – Phase IV which includes West Gulf Drive and Woodring Road.

Non-operating sources of revenue include $175,000 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 $2.8 million. Sixteen (16.3) 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.

Capital projects are budgeted at $5.8 million in FY2018 of which $5.2 million is budgeted for the Donax Water Reclamation Facility process improvement project (the City has received a reimbursement grant for $825,000 from the State of Florida for this project which is included in the sewer revenue budget). As mentioned above, the City is pursuing treatment improvements to improve effluent quality to reduce nutrient loadings, increase the overall permitted capacity of the plant, and extend the useful life of the facility. 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. Although the issuance of debt is expected to support the funding of the sewer plant project, no debt proceeds or debt service is included in the fiscal year 2018 budget. Once final funding sources are identified (grants, loans, etc.) the budget will be amended as appropriate.

The system also budgeted $7,500 for payment in lieu of taxes (which is paid to the General Fund), $100,000 in disaster reserves and $26,000 for personnel services reserves.

SANIBEL SEWER SYSTEM – ENTERPRISE FUND

	GAAP Basis		Non-GAAP Basis			
			Fiscal Year 2017			
	Fiscal Year 2015 Actual	Fiscal Year 2016 Actual	Adopted Budget	Amended Budget	Estimated Actual	FY18 Budget
Millage Rate - Voted Debt	0.2125	0.2026	0.1947	N/A	N/A	0.1813
Sources of Funds						
Unrestricted Net Position / Funds	$ 3,740,795	$ 5,796,087	$ 6,258,573	$ 7,338,636	$ 7,338,636	$ 7,262,164
Revenues						
Ad Valorem Taxes, net - Voted Debt	880,713	880,934	890,316	890,316	891,500	887,392
User Fees	6,411,547	6,609,161	6,674,662	6,674,662	6,851,965	7,126,044
Grant from State of Florida	-	-	-	-	-	825,000
Fines and Forfeitures	13,862	17,190	19,238	19,238	19,629	19,000
Interest Earnings	96,855	116,926	100,000	100,000	172,786	101,600
Miscellaneous	128,796	138,169	120,000	120,000	128,023	175,000
Special Assessment Collections[1]	214,775	183,318	659,766	659,766	775,000	898,701
Total Revenues	7,746,548	7,945,698	8,463,982	8,463,982	8,838,903	10,032,737
Non-Operating Sources						
Capital Contributions	220,271	159,097	125,000	125,000	125,000	175,000
Gains/Losses	(479)	2,513	-	-	-	-
Debt Proceeds	-	-	-	-	-	-
Total Non-Operating Sources	219,792	161,610	125,000	125,000	125,000	175,000
Total Sources of Funds	11,707,135	13,903,395	14,847,555	15,927,618	16,302,539	17,469,901
Expenses						
Physical Environment						
Personnel Services	1,342,410	1,653,424	$ 1,672,673	$ 1,702,173	$ 1,630,079	$ 1,695,435
Operating Expense	2,343,669	2,423,209	2,947,430	3,430,886	3,097,690	2,832,683
Capital Outlay	-	-	1,765,500	1,792,575	948,282	5,816,100
Total Expenses	3,686,079	4,076,633	6,385,603	6,925,634	5,676,051	10,344,218
Non-Operating Expenses						
Depreciation and Amortization	2,463,943	2,460,783	-	-	-	-
Interfund Transfers	7,500	7,500	7,500	7,500	7,500	7,500
Reserve for Disasters	-	-	100,000	100,000	-	100,000
Personel Services Reserve	-	-	29,500	-	-	26,000
Debt Service[1]	571,762	513,707	3,356,820	3,356,820	3,356,824	3,356,820
Total Non-Operating Expenses	3,043,205	2,981,990	3,493,820	3,464,320	3,364,324	3,490,320
Total Appropriations	6,729,284	7,058,623	9,879,423	10,389,954	9,040,375	13,834,538
Change in Net Position	1,237,056	1,048,685	N/A	N/A	N/A	N/A
Beginning Net Position	30,717,653	31,954,709	N/A	N/A	N/A	N/A
Ending Net Position	$ 31,954,709	$ 33,003,394	N/A	N/A	N/A	N/A
Restricted Net Position	$ 26,158,622	$ 25,664,758	N/A	-	-	-
Unrestricted Net Position / Funds	$ 5,796,087	$ 7,338,636	4,968,132	5,537,664	7,262,164	3,635,363
Total Uses of Funds	N/A	N/A	$ 14,847,555	$ 15,927,618	$ 16,302,539	$ 17,469,901

[1] The budgeted amount includes principal and interest; however, the actuals from previous years only include interest as pricipal 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 at the City's seven (7) beach parking locations: Lighthouse, Gulfside City Park, Tarpon Bay, Bowman's, Blind Pass, Boat Ramp and Turner Beach. Per hour parking rates budget to remain at $4.00 per hour. Revenues from this source are budgeted at $2.8 million for fiscal year 2018; net of the 6% sales tax remitted to the state department of revenue.

Revenue from parking permits is budgeted at $145,000 and parking violation revenue is estimated to be $125,000. 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 $1.54 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, $80,000 in capital grants was tentatively approved. However, the $1.54 million in tentatively approved TDC grant revenue is not included in the fiscal year 2018 budget. When signed contracts are received by the City, the budget will be amended to reflect the grant revenue.

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 will be adjusted accordingly.

BEACH PARKING FUND – ENTERPRISE FUND

	GAAP Basis		Non-GAAP Basis			
	Fiscal Year 2015 Actual	Fiscal Year 2016 Actual	Fiscal Year 2017 Adopted Budget	Fiscal Year 2017 Amended Budget	Fiscal Year 2017 Estimated Actual	FY18 Budget
Sources of Funds						
Unrestricted Net Position / Funds	814,327	1,333,399	$ 1,964,701	$ 1,526,276	$ 1,526,276	$ 905,125
Revenues						
Licenses and Permits	126,290	142,238	140,000	140,000	162,752	145,000
Intergovernmental Revenue	1,337,995	1,346,166	2,685,750	3,361,026	2,522,768	869,000
Charges for Services	2,366,248	2,817,400	2,950,000	2,950,000	3,070,000	2,763,000
Fines and Forfeitures	116,261	149,765	118,000	118,000	163,220	125,000
Interest Earnings	24,429	27,774	15,000	15,000	43,547	30,000
Total Revenues	3,971,223	4,483,343	5,908,750	6,584,026	5,962,287	3,932,000
Non-Operating Sources						
Capital Contributions	799,069	373,395	-	-	-	-
Gains/Losses	-	(28,853)	1,000	1,000	-	1,000
State Sales Tax[1]	-	-	(177,000)	(177,000)	(184,200)	(165,780)
Total Non-Operating Sources	799,069	344,542	(176,000)	(176,000)	(184,200)	(164,780)
Total Sources of Funds	5,584,619	6,161,284	7,697,451	7,934,302	7,304,363	4,672,345
Expenses						
Public Safety						
Personnel Services	566,584	886,981	937,352	954,683	1,036,255	1,020,235
Operating Expense	588,506	624,037	661,027	743,171	773,080	797,691
Capital Outlay	-	-	275,000	347,866	264,024	121,000
Total Public Safety	1,155,090	1,511,018	1,873,379	2,045,720	2,073,359	1,938,926
Physical Environment						
Personnel Services	96,976	175,295	185,029	189,406	201,564	194,361
Operating Expense	161,633	218,378	619,060	848,005	624,818	478,518
Capital Outlay	-	-	200,000	200,000	65,031	334,969
Total Physical Environment	258,609	393,673	1,004,089	1,237,411	891,413	1,007,848
Public Works						
Personnel Services	630,099	764,421	708,615	720,907	773,995	722,310
Operating Expense	1,065,036	1,135,907	1,261,077	1,573,982	1,289,547	976,035
Capital Outlay	-	-	2,052,354	2,208,711	910,424	1,441,289
Total Public Works	1,695,135	1,900,328	4,022,046	4,503,600	2,973,966	3,139,634
Total Expenses	3,108,834	3,805,019	6,899,514	7,786,731	5,938,738	6,086,408
Non-Operating Expenses						
Depreciation	250,874	313,407	-	-	-	-
Interfund Transfers	-	447,967	442,500	442,500	460,500	414,450
Contributions	14,000	13,000	-	-	-	-
Personnel Services Reserve	-	-	34,000	-	-	32,500
Total Non-Operating Expenses	264,874	774,374	476,500	442,500	460,500	446,950
Total Appropriations	3,373,708	4,579,393	7,376,014	8,229,231	6,399,238	6,533,358
Change in Net Position	1,396,584	248,492	N/A	N/A	N/A	N/A
Beginning Net Position	3,488,599	4,885,183	N/A	N/A	N/A	N/A
Ending Net Position	$ 4,885,183	$ 5,133,675	N/A	N/A	N/A	N/A
Restricted Net Position	$ 3,551,784	$ 3,607,399	N/A	N/A	N/A	N/A
Unrestricted Net Position / Funds	$ 1,333,399	$ 1,526,276	321,437	(294,929)	905,125	(1,861,013)
Total Uses of Funds	N/A	N/A	$ 7,697,451	$ 7,934,302	$ 7,304,363	$ 4,672,345

[1] 6% sales tax reduces budgeted and adopted fees

SUPPLEMENTAL SCHEDULES

This section contains the following subsections:

- Departmental Line-item Budgets by Function
  - General Government
    - Legislative Department
    - Administrative Department
    - Information Technology Department
    - Finance Department
    - Legal Department
    - Planning Department
    - General Government Services Department
  - Public Safety
    - Police Department
    - Building Department
  - Physical Environment
    - Natural Resources Department
    - Recycling Department
    - Sewer System Division
  - Public Works, Transportation and Utility
    - Public Works Department
    - Transportation Department
    - Public Facilities Department
    - Beach Parking Departments
  - Economic Environment
    - Below Market Rate Housing Program
  - Culture/Recreation
    - Recreation Complex
    - Center 4 Life Program
    - Performing Arts Facility Support
    - Historical Village and Museum Support
    - Ballfield Maintenance

- Personnel Services Information
  - Personnel Services Budget Summary by Department
  - Classification and Pay Plan
  - Personnel Allocations by Department

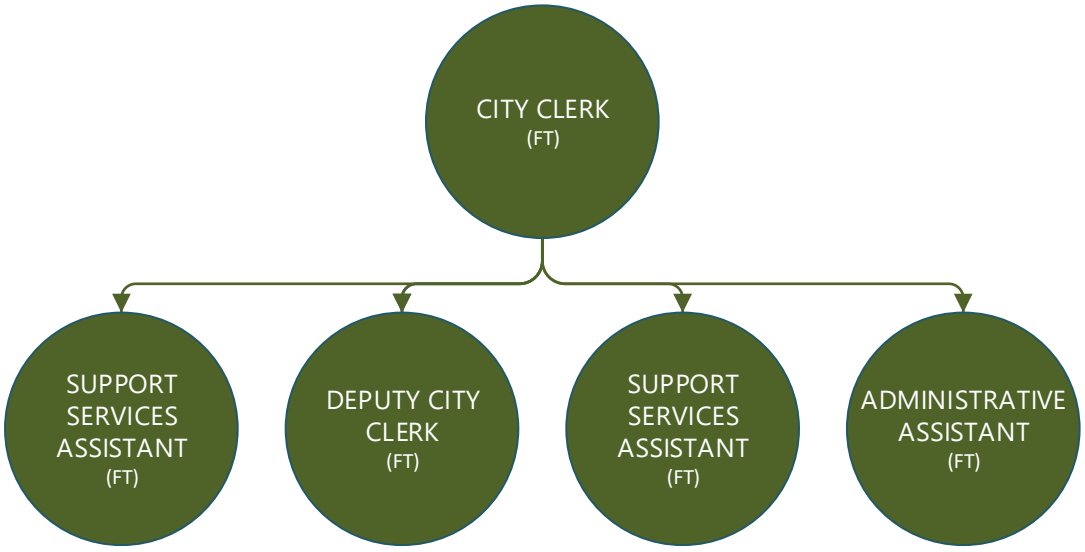
- 5 year Capital Improvement Plan

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 2002 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 is the current International Institute of Municipal Clerks (IIMC) Region III Director which encompasses Alabama, Georgia, Florida, North Carolina and South Carolina. She graduated in 2014 with an Associate's Degree in Criminal Justice from Southwest Florida College and earned 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.

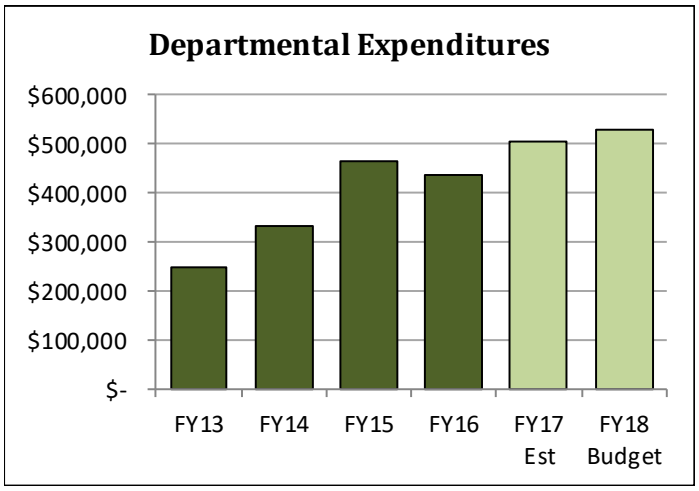
DEPARTMENT STRUCTURE



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
- Due to disintegrating microfilmed record the need to convert paper files to a digitized format
- 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 and train new employees

ACCOMPLISHMENTS

- Accommodated 21,427 incoming calls and 4,674 walk-ins in FY 2016 as of October 01, 2016
- Responded to 97,422 emails
- 100% of City Council legislation prepared for authentication and digitized within same day of adoption
- Responded to 520 public records requests
- All staff cross trained to provide improved service to the public and City departments
- Continued training with City on-line vendor

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 other Council projects
- Provide water quality information to citizens and other elected officials to increase public awareness
- Maintain website information within 1 day of updated information
- Continue to control overtime expenditures as needed to meet City Council's schedule
- 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 active
- Produce meeting audio to the website within 2 days to ensure transparency to residents and visitors
- Utilize training opportunities for employees
- Continue to enhance cross-training employees

RESPONSIBILITIES

- Provide administrative services to City Council and other departments as necessary
- Assist City Council with meeting schedules and registrations at City Hall as well as State, Regional and Federal without error
- Post all City public meeting notices via bulletin board
- 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
- Assist employees with continued training regarding the automated agenda process, minutes and audio streaming
- Provide assistance for Planning Commission meetings and Code Enforcement hearings as necessary
- Coordinate City Council travel schedule and reimbursement for expenditures
- Complete City Council, City Clerk, Deputy City Clerk and Legislative employees P-card statements each month
- Provide telephonic, email and person-to-person information relative to City services

LEGISLATIVE DEPARTMENT – GENERAL FUND

RESPONSIBILITIES (CONTINUED)

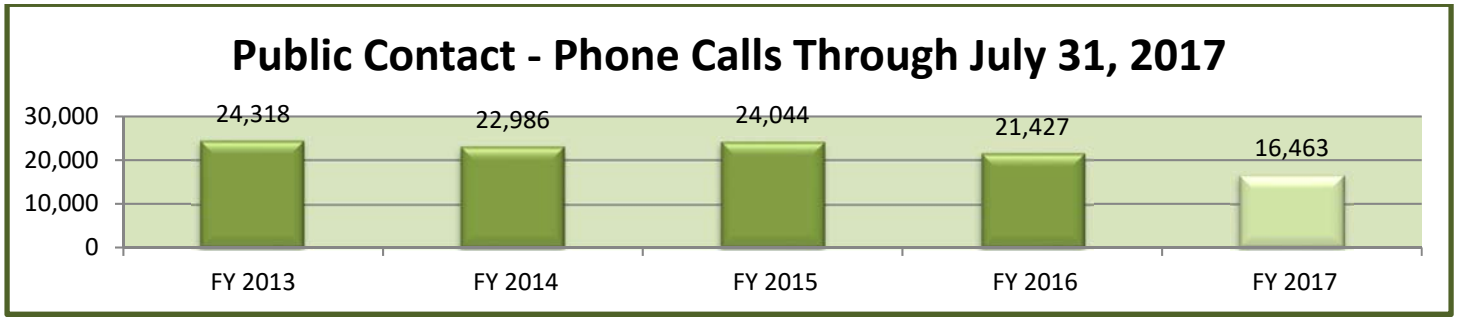
- Coordinate message for after-hours pertinent to City business relating to City Hall closures, road work, traffic advisories and other related information
- Digitize and maintain records and documents for City Council, Planning Commission, City Committees and Board meetings
- Train other employees regarding the City's digitizing program
- 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 by community and other departments
- Coordinate all legislation for codification in a timely fashion
- 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 40th Anniversary of Incorporation, New Resident Reception and New Business Reception as well as City co-sponsored events
- Post and E-mail press releases and other special information releases to the public and community leaders

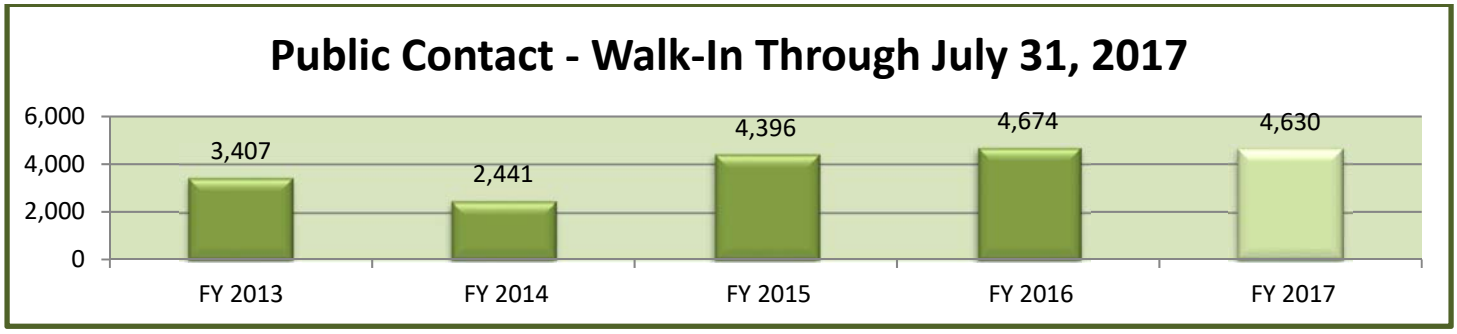
TREND ANALYSIS/PERFORMANCE INDICATORS

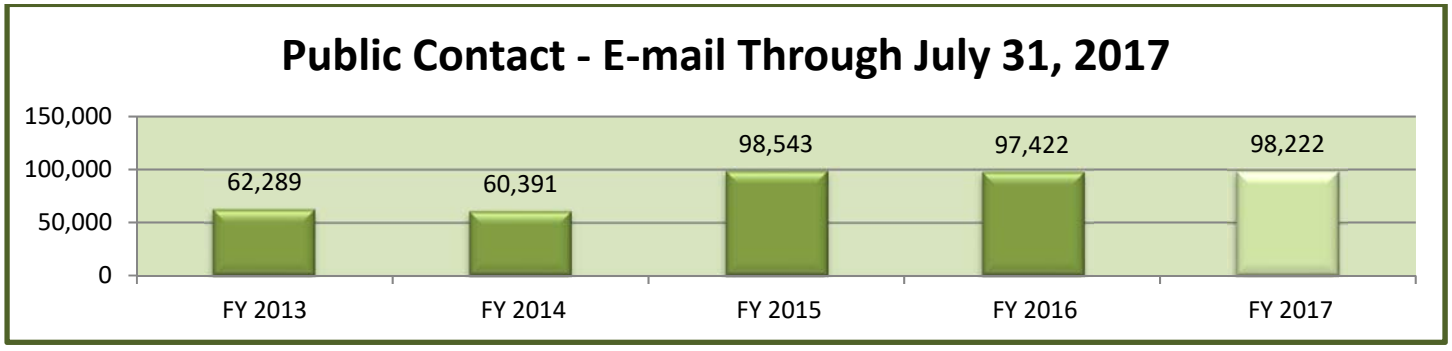
Description	Actual FY 2013	Actual FY 2014	Actual FY 2015	Actual FY 2016	FYTD July 2017
Total Phone Calls	24,318	22,986	24,044	21,427	16,463
Total Walk-Ins	3,407	2,441	4,396	4,674	4,630
Total E-Mails	62,289	60,391	98,543	97,422	98,222
Public Records Requests	373	482	500	520	815
New Resident Mailings	-	-	2,535	2,389	2,277

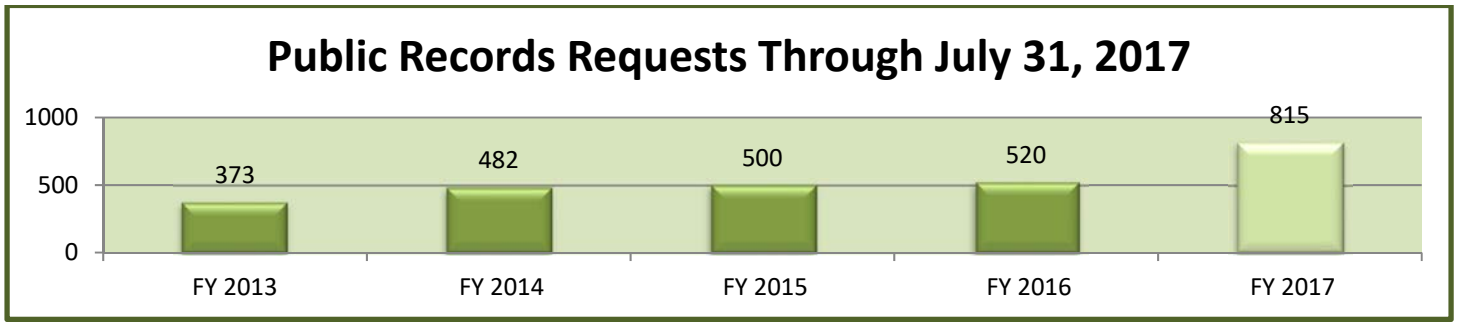
LEGISLATIVE DEPARTMENT – GENERAL FUND

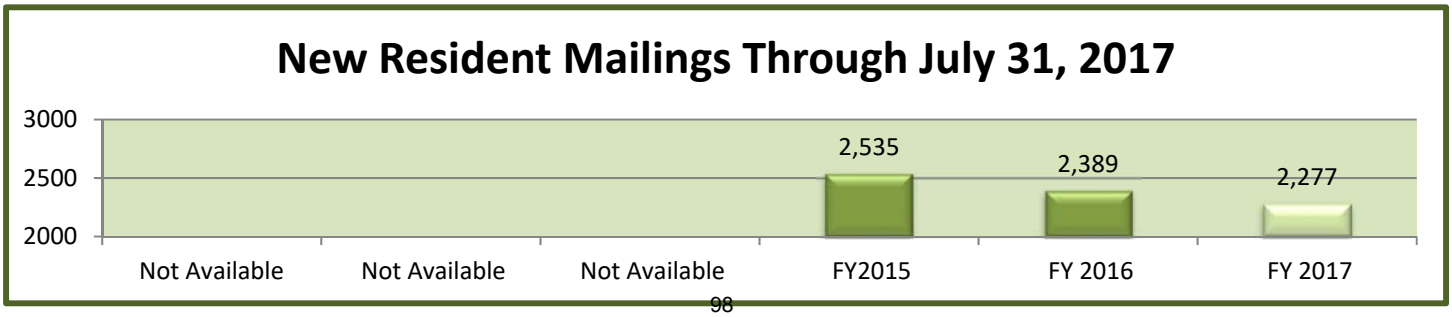
TREND ANALYSIS/PERFORMANCE INDICATORS











General Fund
Legislative Department

	Fiscal Year 2015 Actual Expenditures	Fiscal Year 2016 Actual Expenditures	Fiscal Year 2017 Adopted Budget	Fiscal Year 2017 Amended Budget	Fiscal Year 2017 Estimated Actual	FY18 Budget
PERSONNEL SERVICES						
Wages						
Full-time	$ 211,298	$ 206,884	$ 232,273	238,661	$ 237,455	$ 245,234
Part-time	296	396	-	-	-	-
Wage Adjustments	-	-	-	-	-	-
Requested Positions	-	-	-	-	-	-
Overtime	4,314	3,166	5,000	5,000	3,088	5,000
Special Pay	101	263	250	250	263	250
Payroll Taxes	16,153	16,465	18,171	18,660	18,422	19,162
Retirement	39,333	35,799	41,136	41,397	40,751	69,459
Cafeteria Benefits	60,869	58,760	75,055	75,055	66,799	70,949
Unemployment/Work Comp	132	1,508	92	92	1,508	4,239
SUB-TOTAL	332,496	323,241	371,977	379,115	368,286	414,293
OPERATING EXPENSES						
Professional Services	29,773	30,000	33,000	33,000	33,000	33,000
Other Contractual Services	7,996	5,065	32,000	32,000	33,000	8,000
Travel & Per Diem	25,321	29,040	24,470	24,470	24,470	24,850
Communications	9,451	10,279	13,260	13,260	8,500	14,460
Postage/Transportation	147	400	-	-	-	100
Utilities	-	-	-	-	-	-
Rentals & Leases	406	-	-	-	-	-
Insurance	-	-	-	-	-	-
Repair & Maintenance	60	60	-	-		-
Printing	783	3,401	2,000	2,000	2,500	3,000
Promotional Activities	10,540	9,794	9,500	9,500	9,500	9,500
Other Current Charges	24,456	5,578	7,000	7,000	7,000	7,000
Office Supplies	2,935	3,231	4,000	4,000	4,000	4,000
Operating Supplies	1,819	419	300	300	300	200
Fuels, Oils, Lubricants	-	-	-	-	-	-
Road Materials & Supplies	-	-	-	-	-	-
Books, Subscriptions, etc.	7,511	12,267	11,777	11,777	11,000	10,780
Training and Education	1,641	1,748	4,245	4,245	4,245	9,000
SUB-TOTAL	122,839	111,282	141,552	141,552	137,515	123,890
CAPITAL OUTLAY						
Land	-	-	-	-	-	-
Building	-	-	-	-	-	-
Improve Other Than Bldgs	-	-	-	-	-	-
Machinery & Equipment	-	-	-	-	-	-
SUB-TOTAL	-	-	-	-	-	-
GRANTS & ASSISTANCE	7,500	-	-	-	-	-
DEPARTMENTAL TOTAL	$ 462,835	$ 434,523	$ 513,529	$ 520,667	$ 505,801	$ 538,183
% CHANGE COMPARED TO PREVIOUS YEAR ACTUAL	(12.26%)	(6.12%)	18.18%	19.82%	16.40%	6.40%

ADMINISTRATIVE DEPARTMENT – GENERAL FUND GENERAL GOVERNMENT FUNCTION

DIRECTOR

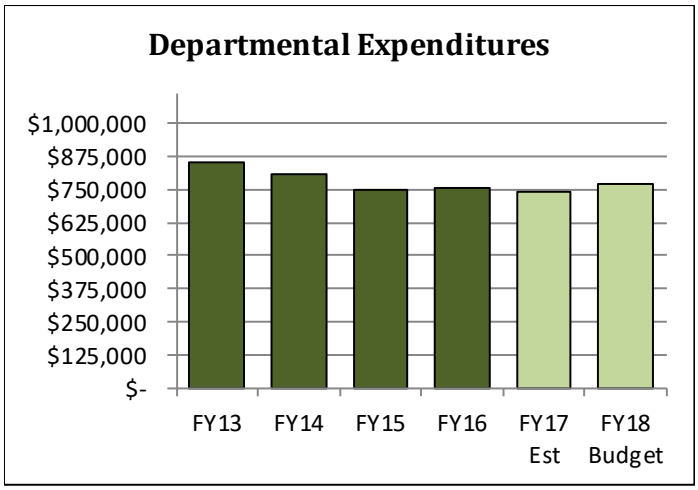
James R. Isom has been employed with the City of Sanibel since 2002. Jim earned a Bachelor of Arts degree in Liberal Studies from the University of Oklahoma. His experience in Human Resources includes Deputy Chief of Staff for Personnel, U.S. Army Depot System Command (retired 1994) and Human Resource management for Envirotest Inc. in Harrisburg, Pennsylvania, the International Airport in Harrisburg, Pennsylvania and the City of Fernandina Beach, Florida.

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

- Containing healthcare costs through plan changes and competitive bids
- Attracting and retaining quality personnel in an increasingly competitive job market
- Attracting qualified and quality applicants for part-time, seasonal, employment
- Continuing to provide quality employee training while minimizing impact on productivity

ACCOMPLISHMENTS

- Improved skills in creating an automated employment eligibility examination for vacant positions
- Negotiated amendments to the agreement with the Fraternal Order of Police
- 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
- Provided on-site influenza and pneumonia vaccine for employees
- Provided CDBG funding to Community Housing Resources to rehabilitate below market rate housing
- Continued to improve the automated on-boarding process for new hires
- Implemented an ADA accommodation process for electric scooter and electric wheelchair beach access

ADMINISTRATIVE DEPARTMENT – GENERAL FUND

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 employees to comply with 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

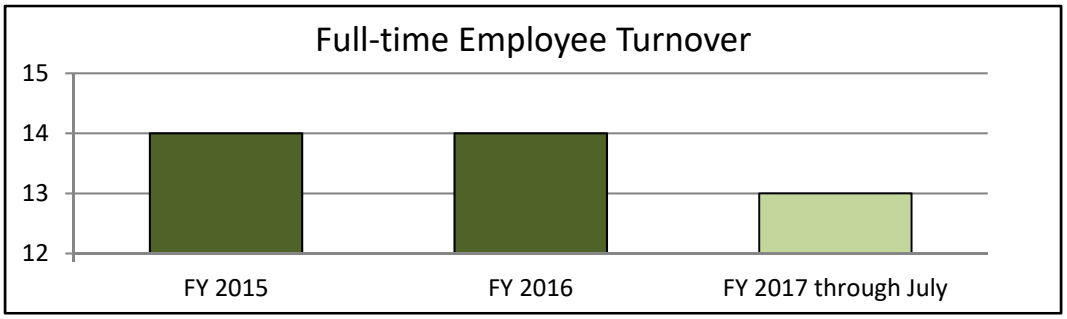
- Human Resources
- Benefit Administration
- Employee Relations
- Labor Relations
- Position Classification
- Employee Training
- Risk Management
- Liaison with CHR

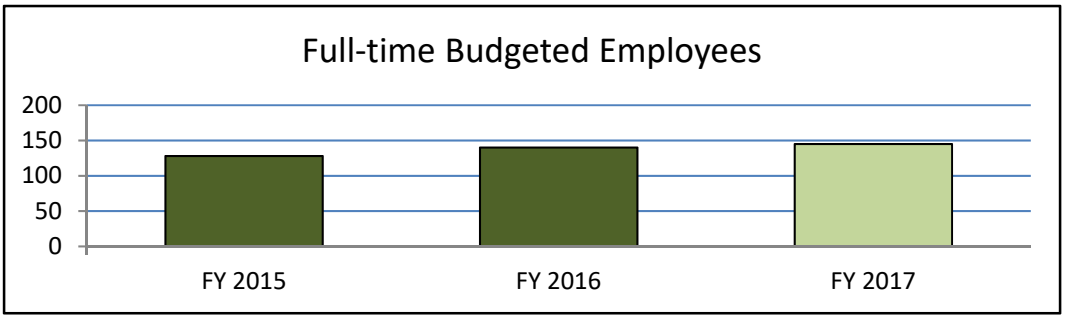
ADMINISTRATIVE DEPARTMENT – GENERAL FUND

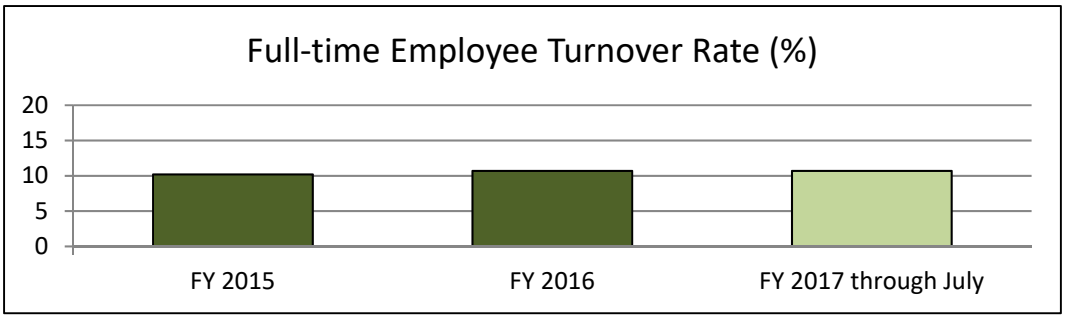
TREND ANALYSIS

Description	Actual FY 2015	Actual FY 2016	FYTD July 2017
Employees-Full-Time			
20+ Years of Service	29	28	21
Age 50 and Over	68	66	66
Workers' Compensation (WC)			
Reportable Injuries	5	13	10
Annual WC Premium	$100,790	$90,862	$106,039
Total Active City Retirees			
Police Pension Plan	18	23	23
General Employees' Pension Plan	65	70	73

PERFORMANCE INDICATORS







General Fund
Administrative Department

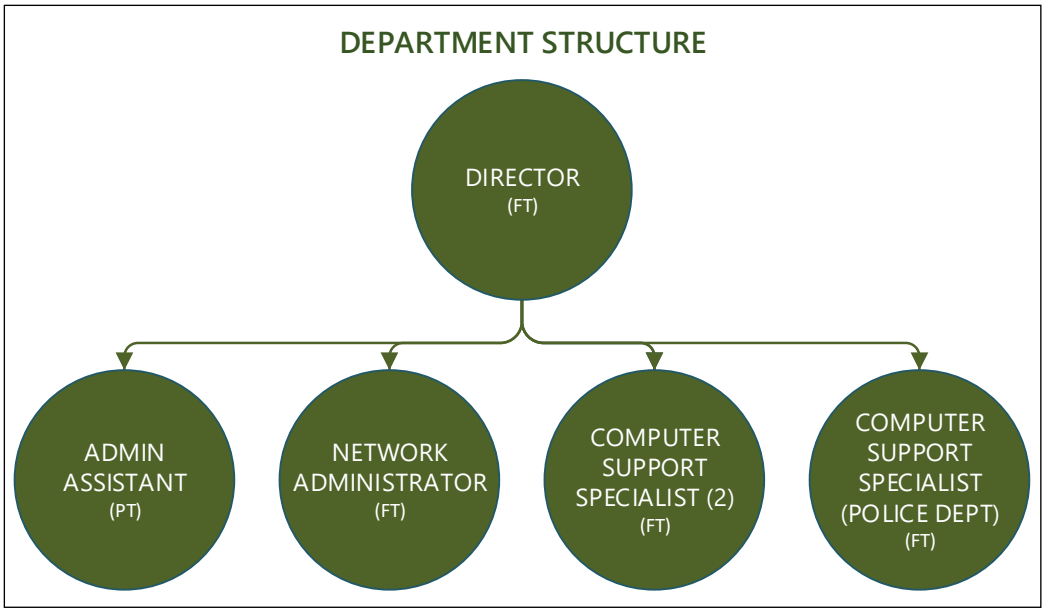
	Fiscal Year 2015 Actual Expenditures	Fiscal Year 2016 Actual Expenditures	Fiscal Year 2017 Adopted Budget	Fiscal Year 2017 Amended Budget	Fiscal Year 2017 Estimated Actual	FY18 Budget
PERSONNEL SERVICES						
Wages						
Full-time	$ 295,944	$ 307,612	$ 293,099	$ 301,149	$ 296,953	$ 296,774
Part-time	97,585	102,769	106,893	126,843	119,327	124,570
Wage Adjustments	-	-	-	-	-	-
Requested Positions	-	-	-	-	-	-
Overtime	662	241	500	500	402	500
Special Pay	22,713	24,338	22,661	22,661	22,053	22,661
Payroll Taxes	26,078	26,782	26,584	28,726	31,876	28,943
Retirement	156,700	141,692	157,388	157,388	154,084	172,947
Cafeteria Benefits	27,524	28,764	28,024	28,580	28,053	28,717
Unemployment/Work Comp	607	986	490	490	986	6,581
SUB-TOTAL	627,813	633,184	635,639	666,337	653,734	681,693
OPERATING EXPENSES						
Professional Services	60,254	60,075	-	-	-	
Other Contractual Services	-	-	8,000	8,000	8,000	8,000
Travel & Per Diem	41,654	42,051	53,612	53,612	53,612	53,612
Communications	10,974	9,992	11,500	11,500	11,500	11,500
Postage/Transportation	30	314	100	100	100	100
Utilities	-	-	-	-	-	-
Rentals & Leases	-	-	-	-	-	-
Insurance	-	-	-	-	-	-
Repair & Maintenance	60	60	100	100	100	100
Printing	574	82	500	500	500	500
Promotional Activities	205	1,196	-	-	-	-
Other Current Charges	25	282	1,000	1,000	1,000	1,000
Office Supplies	1,708	2,333	3,000	3,000	3,000	3,000
Operating Supplies	855	782	1,500	1,500	1,500	1,500
Fuels, Oils, Lubricants	-	-	-	-	-	-
Road Materials & Supplies	-	-	-	-	-	-
Books, Subscriptions, etc.	3,165	4,234	4,000	4,000	4,000	4,000
Training and Education	2,813	100	3,750	3,750	3,750	3,750
SUB-TOTAL	122,317	121,501	87,062	87,062	87,062	87,062
CAPITAL OUTLAY						
Land	-	-	-	-	-	-
Building	-	-	-	-	-	-
Improve Other Than Bldgs	-	-	-	-	-	-
Machinery & Equipment	-	-	-	-	-	-
SUB-TOTAL	-	-	-	-	-	-
GRANTS & ASSISTANCE	-	-	-	-	-	-
DEPARTMENTAL TOTAL	$ 750,130	$ 754,685	$ 722,701	$ 753,399	$ 740,796	$ 768,755
% CHANGE COMPARED TO PREVIOUS YEAR ACTUAL	7.76%	0.61%	(4.24%)	(0.17%)	(1.84%)	3.77%

INFORMATION TECHNOLOGY DEPARTMENT – GENERAL FUND GENERAL GOVERNMENT FUNCTION

DIRECTOR

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

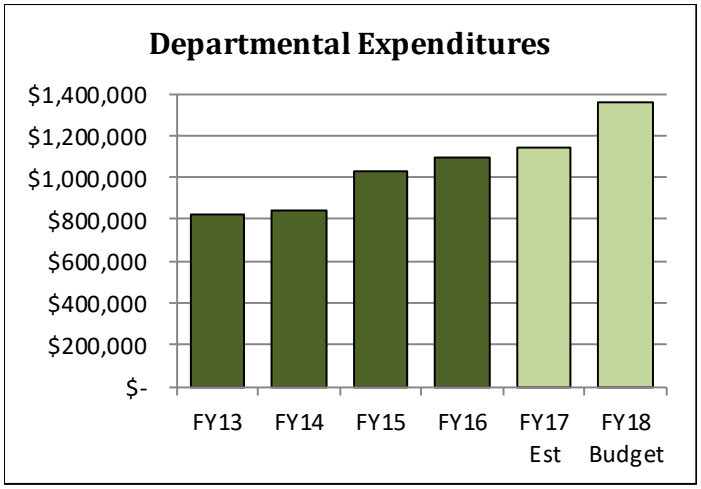
The Director earned a Bachelor of Science degree from Towson State University. He is also earned the designation of Certified Government Chief information Officer Florida through a partnership with the John Scott Dailey Florida Institute of Government and the Florida Local Government Information Systems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



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

- 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.
- Upgrading City core network to support higher demands of current and future audio, video, VoIP and Cloud services.
- Designed, migrated and managed all technology implementations that took the City from 25 stand alone computers with dial up Internet to today's capabilities.
- City's publicly accessible traffic cameras.
- City's Sanibel Traffic Cams app.
- The City's video system that monitors City Hall, Lighthouse Park, the boat ramp, the Recreation Center and patrol cars.
- 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.
- Migration of the City's Recreation Management System to a host cloud solution with a Cloud based antispam system
- Implemented dual and redundant connectivity to the Internet.
- Migrated 50% of City's backups to Amazon's Cloud.
- Implemented a cloud based Agenda management system.
- Migrated the City's email system from local Microsoft Exchange servers to Office 365 Government
- Implementation of the City's Community Notification Emergency Alert system
- Implementation of County damage assessment program for Police Department and Building Department damage assessment team
- Migration of integrated Police Department dispatching and reporting system to the shared Lee County Sheriff's system
- The migration and upgrade of the City's financial, building and planning software from HTE to Munis.
- Online access to City's flood elevation certificates

INFORMATION TECHNOLOGY DEPARTMENT – GENERAL FUND

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

PERFORMANCE INDICATORS

Description	Actual FY 2013	Actual FY 2014	Actual FY 2015	Actual FY 2016	FYTD July 2017
Systems – Internal and External					
Internal	Not Tracked	66%	57%	51%	38%
External/Cloud	Not Tracked	34%	43%	49%	62%
After Hours Support Calls	Not tracked	100	51	77	10
All Emails Through City	689,042	720,449	791,933	1,140,882	64,656
Staff Email Requests for Service To IT Support	2,788	2,187	2,498	2,908	1,716

INFORMATION TECHNOLOGY DEPARTMENT – GENERAL FUND

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

TREND ANALYSIS

Description	Actual FY 2013	Actual FY 2014	Actual FY 2015	Actual FY 2016	FYTD July 2017
Press releases	218	434	374	513	418
City website page views	230,623	566,994	558,014	704,355	640,066
City Website pages per visit	2.62	2.41	2.31	2.05	1.89
City Website unique visitors	48,415	141,518	144,545	191,858	514,518
City website percentage new visitors	50.3%	57.9%	58.6%	55.16%	55.92%
FTE	4	4	4	4	4.75

General Fund
Information Technology Department

	Fiscal Year 2015 Actual Expenditures	Fiscal Year 2016 Actual Expenditures	Fiscal Year 2017 Adopted Budget	Fiscal Year 2017 Amended Budget	Fiscal Year 2017 Estimated Actual	FY18 Budget
PERSONNEL SERVICES						
Wages						
Full-time	$ 258,016	$ 264,764	$ 257,746	$ 265,606	$ 274,058	$ 267,458
Part-time	-	-	28,080	28,080	15,982	34,654
Wage Adjustments	-	-	-	-	-	-
Requested Positions	-	-	-	-	-	-
Overtime	20,211	19,403	18,700	18,700	25,981	18,700
Special Pay	1,297	968	2,500	2,500	1,034	2,500
Payroll Taxes	21,239	21,287	23,487	24,088	24,255	24,733
Retirement	59,984	55,224	59,948	60,258	59,873	77,046
Cafeteria Benefits	47,340	51,835	51,835	51,835	51,837	53,344
Unemployment/Work Comp	428	430	297	297	430	5,292
SUB-TOTAL	408,515	413,911	442,593	451,364	453,450	483,727
OPERATING EXPENSES						
Professional Services	194,745	212,433	283,287	295,625	268,203	357,098
Other Contractual Services	14,038	21,703	6,000	6,000	-	-
Travel & Per Diem	11,883	12,065	16,500	16,500	15,053	21,120
Communications	154,542	186,246	127,556	127,556	163,114	147,619
Postage/Transportation	1,829	975	1,000	1,000	1,000	1,500
Utilities	744	106	-	-	-	-
Rentals & Leases	23,890	23,098	18,540	18,540	18,540	20,440
Insurance	-	-	-	-	-	-
Repair & Maintenance	114,241	134,953	206,324	206,324	142,562	228,122
Printing	20	-	-	-	-	-
Promotional Activities	-	-	-	-	-	-
Other Current Charges	940	1	-	-	-	-
Office Supplies	348	25	2,000	2,000	2,000	3,000
Operating Supplies	101,941	74,585	73,000	73,000	73,000	73,000
Fuels, Oils, Lubricants	-	-	-	-	-	-
Road Materials & Supplies	-	-	-	-	-	-
Books, Subscriptions, etc.	71	308	1,775	1,775	750	1,775
Training and Education	2,179	2,834	1,000	1,000	1,500	2,008
SUB-TOTAL	621,411	669,332	736,982	749,320	685,722	855,682
CAPITAL OUTLAY						
Land	-	-	-	-	-	-
Building	-	-	-	-	-	-
Improve Other Than Bldgs	-	-	-	-	-	-
Machinery & Equipment	-	8,633	-	-	-	-
SUB-TOTAL	-	8,633	-	-	-	-
GRANTS & ASSISTANCE	-	-	-	-	-	-
DEPARTMENTAL TOTAL	$ 1,029,926	$ 1,091,876	$ 1,179,575	$ 1,200,684	$ 1,139,172	$ 1,339,409
% CHANGE COMPARED TO PREVIOUS YEAR ACTUAL	3.14%	6.01%	8.03%	9.97%	4.33%	17.58%

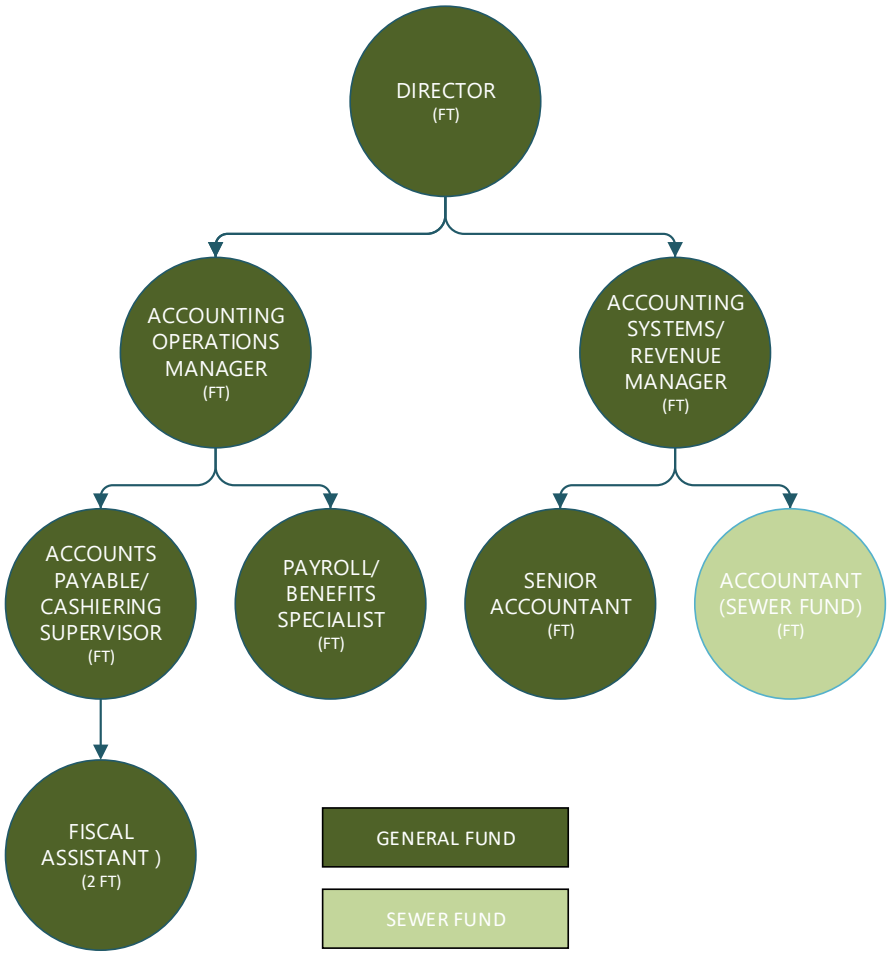
FINANCE DEPARTMENT – GENERAL FUND
GENERAL GOVERNMENT FUNCTION

DIRECTOR

Steven C. Chaipel has been employed with the City of Sanibel for four years and was promoted to Finance Director in 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 earned 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 and has earned the designation as a Certified Public Finance Officer from the Government Finance Officer's Association.

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

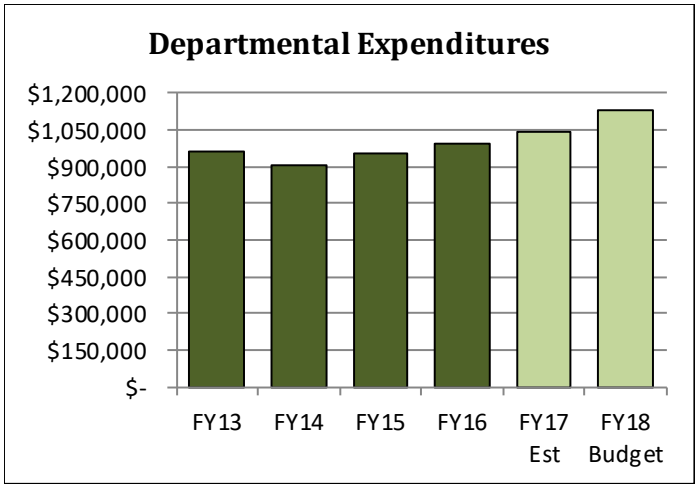
DEPARTMENT STRUCTURE



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 4 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 2017 and received the Excellence in Financial Reporting award for fiscal year 2016.
- Developed monthly reporting of key metrics, budget and financial information for dissemination to Executive Staff and Management.
- Successfully completed fiscal year 2016 audit with no comments for financial improvement from the City's independent auditors.

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 2015	Actual FY 2016	FYTD July 2017
Financial Operations/Ratios			
Total Citywide personnel cost	$14,269,927	$15,049,463	12,486,285
Citywide personnel cost to operating cost	47.58%	46.81%	55.63%
Investments weighted average to maturity	1.1 years	1.1 years	0.9 years
Rate of return on investment portfolio	1.25%	1.34%	0.84%
Earnings on investment portfolio	$206,550	$224,535	$198,076
General Fund unrestricted fund balance %	91.0%	N/A	TBD
Cash receipt transactions	31,315	32,796	28,305
Accounts Payable & Purchasing			
Number of procurement cards issued	N/A	105	109
Average procurement card purchase	$152	$159	$171
Purchasing card annual rebate	$5,112	$5,754	TBD
Vendor checks issued	3,525	3,654	3,010
Purchase orders issued	1,130	1,138	947
Budget			
Budget amendments prepared	46	31	23
Utility Financial Operations			
Utility customers	4,279	4,300	4,325
Utility customers % on ACH	33.8%	34.1%	34.9%
Utility customers % on e-bill	7.7%	10.3%	13.4%
Revenue			
Ad valorem tax collected to budget %	96.4%	96.4%	TBD
General fund millage rate levied	1.9995	1.9139	1.9139
Business tax receipts issued	2,900	2,944	2,884
Business tax registrations issued	775	842	871
Grant revenue managed	$3,731,974	$3,630,781	$5,692,697
Charges for services (total City)	$11,399,704	$12,527,114	10,380,308
Debt			
Total City long term debt	$29,892,121	$26,813,264	24,797,960
Total City net pension liability	$12,063,985	N/A	TBD

General Fund
Finance Department

	Fiscal Year 2015 Actual Expenditures	Fiscal Year 2016 Actual Expenditures	Fiscal Year 2017 Adopted Budget	Fiscal Year 2017 Amended Budget	Fiscal Year 2017 Estimated Actual	FY18 Budget
PERSONNEL SERVICES						
Wages						
Full-time	$ 500,003	$ 543,196	$ 518,693	535,357	$ 527,722	$ 537,313
Part-time	12,897	2,452	-	-	527	-
Wage Adjustments	-	-	-	-	-	-
Requested Positions	-	-	-	-	-	-
Overtime	8,954	8,428	3,500	3,500	3,130	3,500
Special Pay	1,133	35	1,000	1,000	-	1,000
Payroll Taxes	39,395	41,400	40,024	41,299	40,650	41,449
Retirement	160,636	149,436	152,949	153,617	153,752	199,095
Cafeteria Benefits	98,480	109,017	120,657	120,657	110,753	113,341
Unemployment/Work Comp	1,033	922	636	636	922	8,876
SUB-TOTAL	822,531	854,886	837,459	856,066	837,456	904,574
OPERATING EXPENSES						
Professional Services	75,825	93,688	131,000	131,000	140,180	143,075
Other Contractual Services	4,312	2,977	1,280	1,280	1,455	3,005
Travel & Per Diem	15,396	11,131	15,394	15,394	11,900	12,778
Communications	10,237	11,548	12,280	12,280	12,875	12,880
Postage/Transportation	126	512	1,900	1,900	750	1,000
Utilities	-	-	-	-	-	-
Rentals & Leases	3,770	4,335	4,527	4,527	3,875	4,552
Insurance	-	-	-	-	-	-
Repair & Maintenance	120	133	150	150	120	120
Printing	2,175	2,016	300	300	300	300
Promotional Activities	-	-	-	-	-	-
Other Current Charges	1,946	2,158	12,345	12,345	16,099	15,325
Office Supplies	4,336	4,258	5,100	5,100	-	-
Operating Supplies	3,096	4,177	3,200	3,200	8,800	8,250
Fuels, Oils, Lubricants	-	-	-	-	-	-
Road Materials & Supplies	-	-	-	-	-	-
Books, Subscriptions, etc.	2,024	1,931	2,245	2,245	1,900	2,245
Training and Education	4,402	950	3,915	3,915	3,915	3,525
SUB-TOTAL	127,765	139,814	193,636	193,636	202,169	207,055
CAPITAL OUTLAY						
Land	-	-	-	-	-	-
Building	-	-	-	-	-	-
Improve Other Than Bldgs	-	-	-	-	-	-
Machinery & Equipment	-	1,640	-	-	-	-
SUB-TOTAL	-	1,640	-	-	-	-
GRANTS & ASSISTANCE	-	-	-	-	-	-
DEPARTMENTAL TOTAL	$ 950,296	$ 996,340	$ 1,031,095	$ 1,049,702	$ 1,039,625	$ 1,111,629
% CHANGE COMPARED TO PREVIOUS YEAR ACTUAL	11.55%	4.85%	3.49%	5.36%	4.34%	6.93%

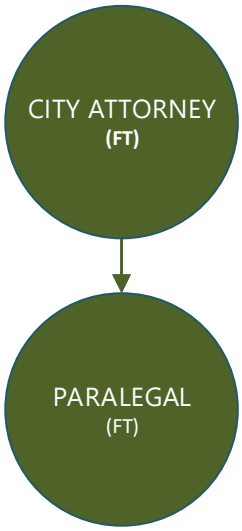
LEGAL DEPARTMENT – GENERAL FUND
GENERAL GOVERNMENT FUNCTION

CITY ATTORNEY

Kenneth B. Cuyler, Sanibel City Attorney, graduated from the University of Florida with a Bachelor of Science in Business Administration, earned Major 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.

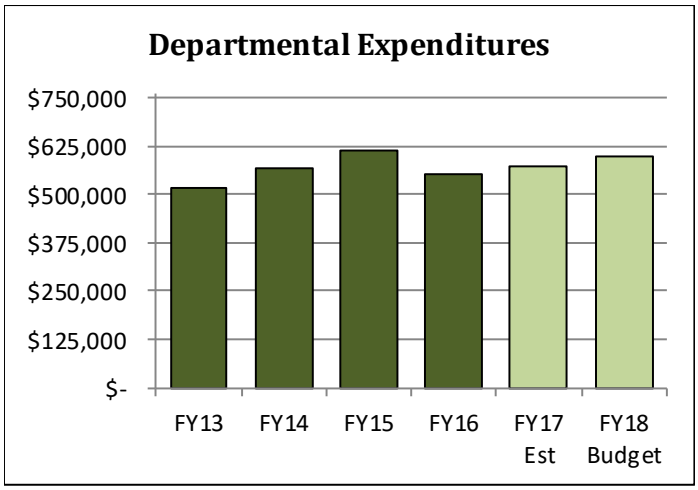
In 1995, Mr. Cuyler left the County Attorney's Office to pursue a legal career in the private sector and from 1995 until 2002 served with two prominent law firms in the City of Naples. In 1997, Mr. Cuyler was retained by the City of Naples to serve as legal counsel and was retained by the new city of 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 2017-2018 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

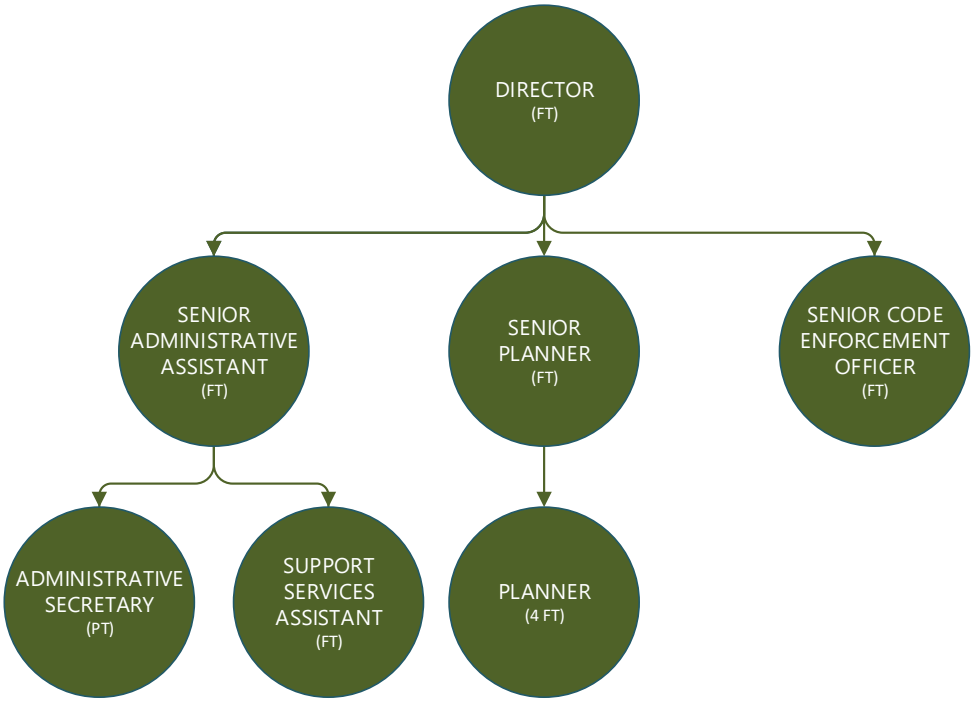
	Fiscal Year 2015 Actual Expenditures	Fiscal Year 2016 Actual Expenditures	Fiscal Year 2017 Adopted Budget	Fiscal Year 2017 Amended Budget	Fiscal Year 2017 Estimated Actual	FY18 Budget
PERSONNEL SERVICES						
Wages						
Full-time	$ 237,384	$ 248,277	$ 235,893	$ 257,536	$ 236,998	$ 237,021
Part-time	-	-	-	-	-	-
Wage Adjustments	-	-	-	-	-	-
Requested Positions	-	-	-	-	-	-
Overtime	-	-	-	-	-	-
Special Pay	21,668	23,269	21,461	21,461	21,118	21,461
Payroll Taxes	14,618	14,819	14,582	16,238	18,130	15,393
Retirement	102,170	92,724	103,493	105,015	100,162	124,938
Cafeteria Benefits	32,967	32,681	32,681	32,681	32,683	35,054
Unemployment/Work Comp	326	328	226	226	327	3,891
SUB-TOTAL	409,133	412,098	408,336	433,157	409,418	437,758
OPERATING EXPENSES						
Professional Services	156,991	98,341	110,000	110,000	110,000	110,000
Other Contractual Services	-	319	5,500	5,500	5,500	5,500
Travel & Per Diem	36,253	36,169	39,622	39,622	39,622	39,622
Communications	2,820	2,676	2,808	2,808	2,808	2,808
Postage/Transportation	55	-	400	400	400	400
Utilities	-	-	-	-	-	-
Rentals & Leases	808	756	504	504	504	504
Insurance	-	-	-	-	-	-
Repair & Maintenance	-	-	-	-	-	-
Printing	-	-	300	300	300	300
Promotional Activities	-	-	-	-	-	-
Other Current Charges	1,886	1,011	1,900	1,900	1,900	1,900
Office Supplies	439	118	500	500	500	500
Operating Supplies	-	-	100	100	100	100
Fuels, Oils, Lubricants	-	-	-	-	-	-
Road Materials & Supplies	-	-	-	-	-	-
Books, Subscriptions, etc.	2,732	3,621	3,664	3,664	3,772	3,772
Training and Education	460	-	-	-	-	-
SUB-TOTAL	202,444	143,011	165,298	165,298	165,406	165,406
CAPITAL OUTLAY						
Land	-	-	-	-	-	-
Building	-	-	-	-	-	-
Improve Other Than Bldgs	-	-	-	-	-	-
Machinery & Equipment	-	-	-	-	-	-
SUB-TOTAL	-	-	-	-	-	-
GRANTS & ASSISTANCE	-	-	-	-	-	-
DEPARTMENTAL TOTAL	$ 611,577	$ 555,109	$ 573,634	$ 598,455	$ 574,824	$ 603,164
% CHANGE COMPARED TO PREVIOUS YEAR ACTUAL	2.34%	(9.23%)	3.34%	7.81%	3.55%	4.93%

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 2009. During his tenure with the City, Director Jordan accomplishments include assisting with the preparation of a draft ordinance establishing a temporary moratorium on cannabis dispensing businesses in order to determine and developed legislation for how such businesses should be permitted and regulated by the City; prepared the Ordinance amending the Land Development Codes Architectural Design Standards for structures devoted to Resort Housing, Commercial, and Institutional uses to allow for optional compliance of building façade articulation when they cannot be seen by the public or are adjacent to undeveloped conservation lands; drafted mandated State model Floodplain Ordinance to amend Chapter 94 of the Sanibel Code of Ordinances for consistency with the Florida Building Code and Federal Emergency Management Agency (FEMA) regulations; facilitated discussion by the Planning Commission to amend permitting and review requirements for Formula Retail Stores; and facilitated and participated in the current discussions and analysis by City Council to assess options available for the programing and expansion needs of the existing Center 4Life facility.

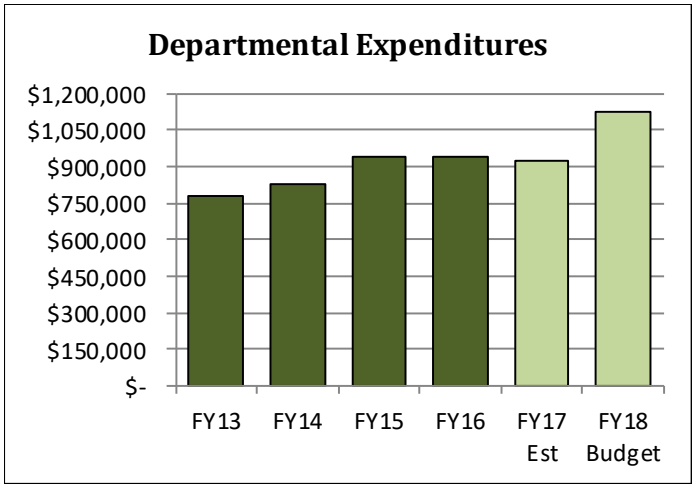
DEPARTMENT STRUCTURE



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;
    - Explore available options addressing the facility and programing needs of the Center 4Life;
    - Development of reasonable sound solutions to help manage and reduce the high seasonal traffic volumes;
    - Implementation of new permitting and zoning software and digitization of all historical public records and permits stored off-island.
- 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 and outreach 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.

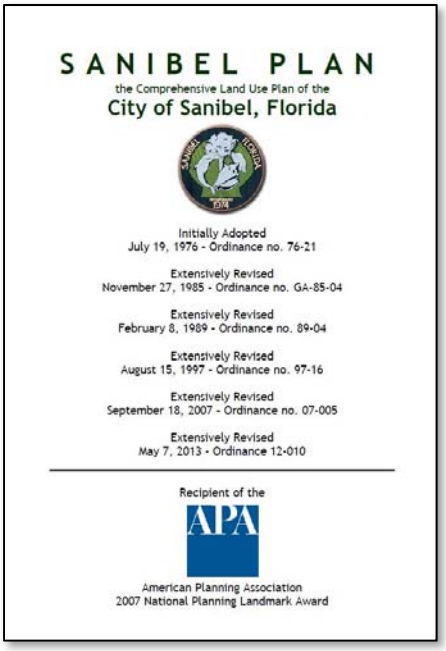
PLANNING DEPARTMENT – GENERAL FUND

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

- Drafted Land Development Code amendments and conducted public hearings associated with the adoption of new legislation designed to:
  - ❖ Amend the City's current flood regulations to be consistent with the Florida Building Code and FEMA regulations.
  - ❖ Developed and draft responsible legislation on how to permit and regulate cannabis dispensing businesses within the City; and
  - ❖ Establish new permitting and review requirements for formula retail stores.
- Intake and processing of 669 permits for Fiscal Year 2015-2016 and 583 permits for Fiscal Year 2016-2017 (through July 31, 2017).
- Worked Building Department to ensure that the City receives as many point as possible to maintain its current community rating point within the flood program...


SANIBEL PLAN
the Comprehensive Land Use Plan of the
City of Sanibel, Florida

Initially Adopted
July 19, 1976 - Ordinance no. 76-21

Extensively Revised
November 27, 1985 - Ordinance no. GA-85-04

Extensively Revised
February 8, 1989 - Ordinance no. 89-04

Extensively Revised
August 15, 1997 - Ordinance no. 97-16

Extensively Revised
September 18, 2007 - Ordinance no. 07-005

Extensively Revised
May 7, 2013 - Ordinance 12-010

Recipient of the
APA
American Planning Association
2007 National Planning Landmark Award

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 geographic information system (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.

PERFORMANCE INDICATORS

Description	Actual FY 2014	Actual FY 2015	Actual FY 2016	Actual YTD July 2017
Commercial Redevelopment Plan	September 2013-	September 2014-	September–2015	September 2016
Civic Core Master Plan	N/A	September 2014	September 2015-	September 2016
Permits Processed	566	650	669	583
Planning Commission Hearings	20	25	17	17
Code Enforcement Cases and Hearings	490	543	480	576
Retrieval Requests for Off-island Records	721	851	1,162	1,360

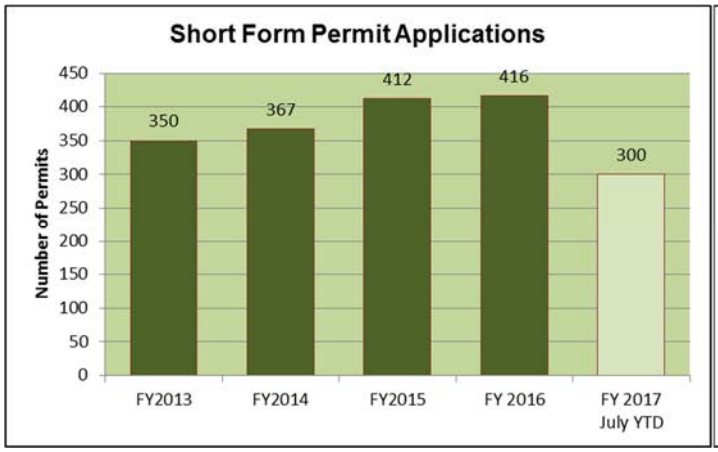
PLANNING DEPARTMENT – GENERAL FUND

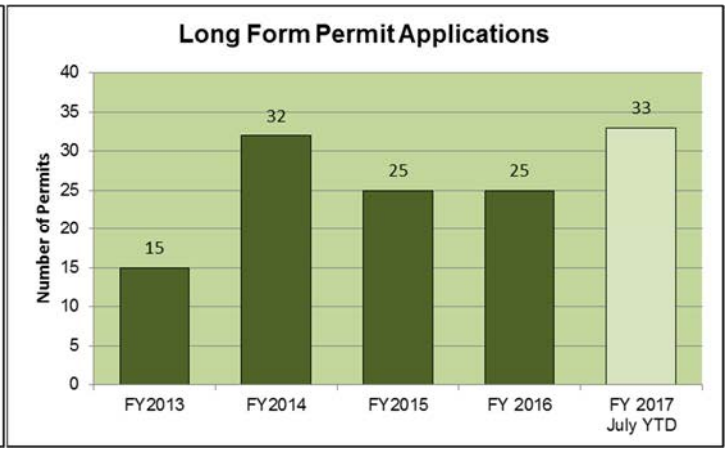
RESPONSIBLITIES

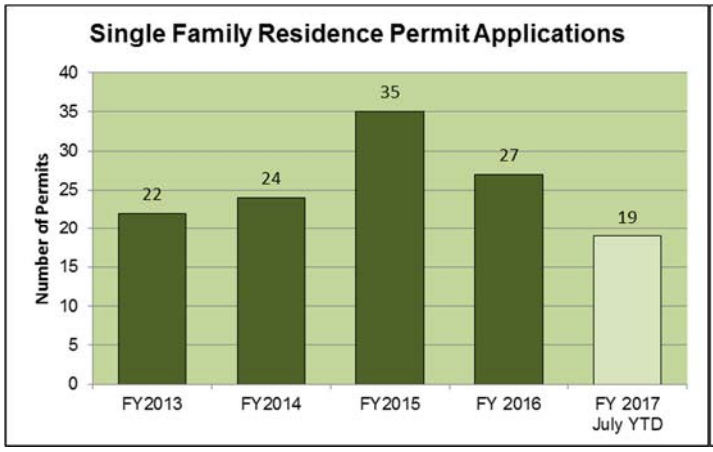
- Provide professional and proactive planning services to City Council, the Planning Commission, appointed committees, the City Manager, City Departments and the community.
- Review and act on development and land use permit applications in an efficient, timely, uniform and thorough manner.
- Administer 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

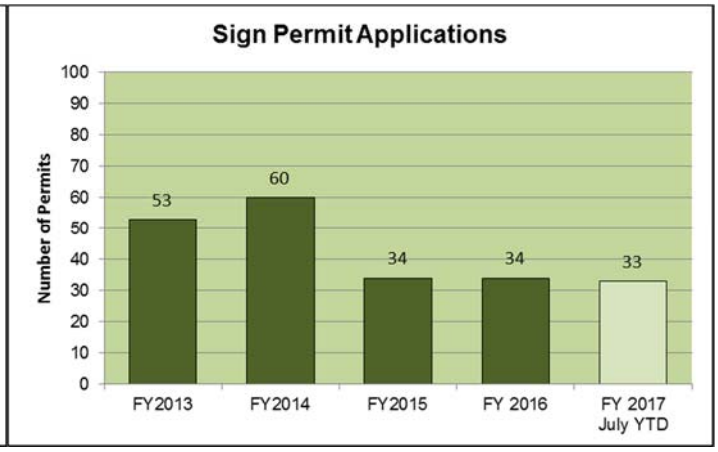
PLANNING DEPARTMENT – GENERAL FUND

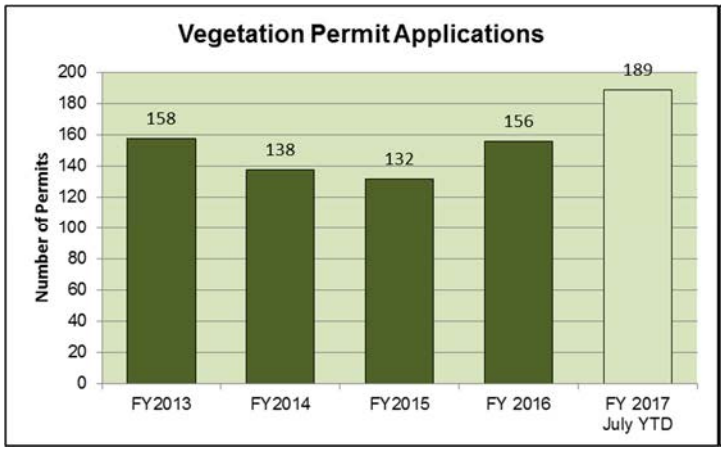
TREND ANALYSIS

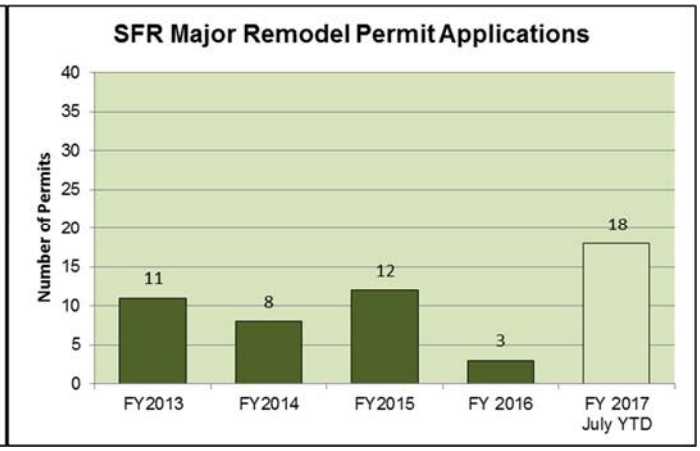












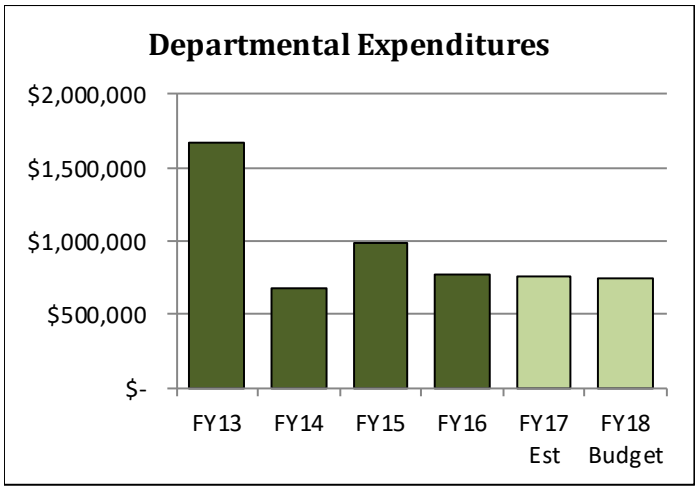
General Fund
Planning Department

	Fiscal Year 2015 Actual Expenditures	Fiscal Year 2016 Actual Expenditures	Fiscal Year 2017 Adopted Budget	Fiscal Year 2017 Amended Budget	Fiscal Year 2017 Estimated Actual	FY18 Budget
PERSONNEL SERVICES						
Wages						
Full-time	$ 407,688	$ 466,872	$ 517,625	$ 517,625	$ 471,693	$ 528,435
Part-time	74,910	38,827	33,500	33,500	27,801	48,260
Wage Adjustments	-	-	-		-	-
Requested Positions	-	-	-	-	-	-
Overtime	9,586	790	5,000	5,000	3,221	5,000
Special Pay	1,009	1,128	1,200	1,200	184	1,200
Payroll Taxes	37,431	38,611	42,635	42,635	38,472	44,591
Retirement	168,136	155,124	175,355	175,355	168,894	212,025
Cafeteria Benefits	90,000	94,502	123,084	123,084	103,094	125,909
Unemployment/Work Comp	15,601	18,967	10,805	10,805	17,042	9,663
SUB-TOTAL	804,361	814,821	909,204	909,204	830,401	975,083
OPERATING EXPENSES						
Professional Services	38,752	19,091	45,000	45,000	10,000	45,000
Other Contractual Services	52,811	54,282	100,000	55,000	10,000	50,000
Travel & Per Diem	14,773	18,189	19,000	19,000	20,226	19,000
Communications	9,523	9,619	10,000	10,000	9,000	10,000
Postage/Transportation	-	-	-	-	-	-
Utilities	-	-	-	-	-	-
Rentals & Leases	1,512	3,628	3,672	3,672	3,025	3,672
Insurance	-	-	-	-	-	-
Repair & Maintenance	307	-	1,000	1,000	-	1,000
Printing	406	70	2,500	2,500	500	2,500
Promotional Activities	-	-	-	-	-	-
Other Current Charges	8,761	9,413	12,000	12,000	30,000	12,000
Office Supplies	5,709	11,533	4,000	4,000	7,300	4,000
Operating Supplies	261	2,357	3,000	3,000	1,500	3,000
Fuels, Oils, Lubricants	-	-	-	-	-	-
Road Materials & Supplies	-	-	-	-	-	-
Books, Subscriptions, etc.	469	681	2,000	2,000	1,000	2,000
Training and Education	30	1,310	-	-	1,000	-
SUB-TOTAL	133,314	130,173	202,172	157,172	93,551	152,172
CAPITAL OUTLAY						
Land	-	-	-	-	-	-
Building	-	-	-	-	-	-
Improve Other Than Bldgs	-	-	-	-	-	-
Machinery & Equipment	3,893	-	-	-	-	-
SUB-TOTAL	3,893	-	-	-	-	-
GRANTS & ASSISTANCE	-	-	-	-	-	-
DEPARTMENTAL TOTAL	$ 941,568	$ 944,994	$ 1,111,376	$ 1,066,376	$ 923,952	$ 1,127,255
% CHANGE COMPARED TO PREVIOUS YEAR ACTUAL	9.16%	0.36%	17.61%	12.84%	(2.23%)	22.00%

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 year 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 2016	FY 2017	FY 2018
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. Premiums shown below include amounts allocated to the various funds where insurance is required. Previously the amounts shown below included the amounts allocated to the general fund.

Type	FY 2016 Budget	FY 2017 Budget	FY 2018 Budget
Property/Liability/Auto/Windstorm	$ 392,930	$ 491,952	$ 548,000
Flood	96,376	92,662	154,445
Pollution Liability	4,533	4,233	6,235
Position Fidelity	3,259	3,259	3,000
Storage Tank Liability	2,000	2,000	3,000
Law Enforcement Death Benefit	1,500	1,500	2,000
	$ 500,598	$ 595,606	$716,680

Worker's Compensation insurance is allocated to each department and fund that the employees work and is budgeted at $158,854 in fiscal year 2018.

General Fund
General Government Services

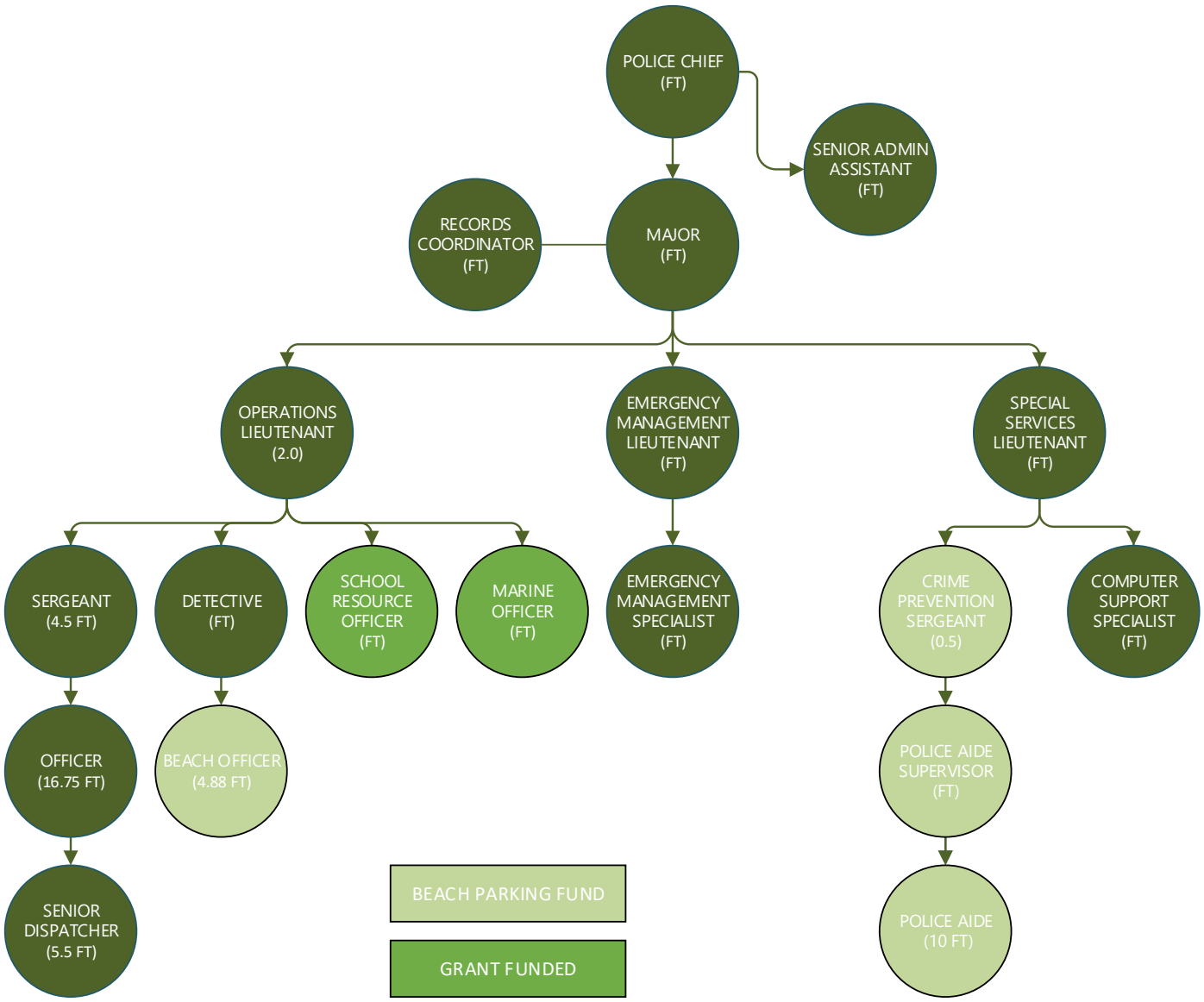
	Fiscal Year 2015 Actual Expenditures	Fiscal Year 2016 Actual Expenditures	Fiscal Year 2017 Adopted Budget	Fiscal Year 2017 Amended Budget	Fiscal Year 2017 Estimated Actual	FY18 Budget
PERSONNEL SERVICES						
Wages						
Full-time	$ -	$ -	$ -	$ -	$ -	$ -
Part-time	-	-	-	-	-	-
Wage Adjustments	-	-	-	-	-	-
Requested Positions	-	-	-	-	-	-
Overtime	-	-	-	-	900	-
Retirement Health Savings	73,873	73,269	79,800	79,800	108,350	80,000
Payroll Taxes	-	-	-	-	-	-
Retirement	333,121	-	-	-	(24,111)	-
Cafeteria Benefits	-	-	-	-	-	-
Unemployment/Work Comp	-	-	-	-	-	-
SUB-TOTAL	406,994	73,269	79,800	79,800	85,139	80,000
OPERATING EXPENSES						
Professional Services	87,246	69,264	76,000	76,000	21,000	7,500
Other Contractual Services	22,892	40,586	19,000	19,000	10,000	15,550
Travel & Per Diem	7,661	9,840	10,000	10,000	2,700	2,000
Communications	-	-	-	-	-	-
Postage/Transportation	21,665	21,782	15,000	15,000	21,000	21,000
Utilities	-	-	-	-	-	-
Rentals & Leases	20,461	18,496	22,800	22,800	18,000	20,416
Insurance	312,578	345,173	356,000	434,000	500,683	522,000
Repair & Maintenance	-	62	7,200	7,200	250	1,000
Printing	-	733	-	-	-	-
Promotional Activities	3,342	11,585	4,000	4,000	6,000	4,000
Other Current Charges	36,872	110,309	23,000	23,000	45,000	40,000
Office Supplies	-	-	-	-		-
Operating Supplies	2,546	1,494	3,000	3,000	1,500	1,500
Fuels, Oils, Lubricants	-	-	-	-	-	-
Road Materials & Supplies	-	-	-	-	-	-
Books, Subscriptions, etc.	250	500	300	300	600	600
Training and Education	50,574	54,627	50,000	50,000	40,000	50,000
SUB-TOTAL	566,087	684,451	586,300	664,300	666,733	685,566
CAPITAL OUTLAY						
Land	-	-	-	-	-	-
Building	-	-	-	-	-	-
Improve Other Than Bldgs	-	-	-	-	-	-
Machinery & Equipment	-	-	-	-	-	-
SUB-TOTAL	-	-	-	-	-	-
GRANTS & ASSISTANCE	17,593	7,448	2,500	2,500	3,550	3,000
DEPARTMENTAL TOTAL	$ 990,674	$ 765,168	$ 668,600	$ 746,600	$ 755,422	$ 768,566
% CHANGE COMPARED TO PREVIOUS YEAR ACTUAL	(60.59%)	(22.76%)	(12.62%)	(2.43%)	(1.27%)	1.74%

POLICE DEPARTMENT – GENERAL FUND
PUBLIC SAFETY FUNCTION

CHIEF OF POLICE

Chief William Dalton was hired in May of 2004 and promoted to Chief of Police in 2017. He has a total of 23 years of service with the department. He has served in the following positions: chief of police, interim chief of police, major, lieutenant, sergeant and officer. The Chief has earned a Bachelor's Degree in Criminal Justice from the University of South Florida and a Master of Business Administration degree from Florida Gulf Coast University.

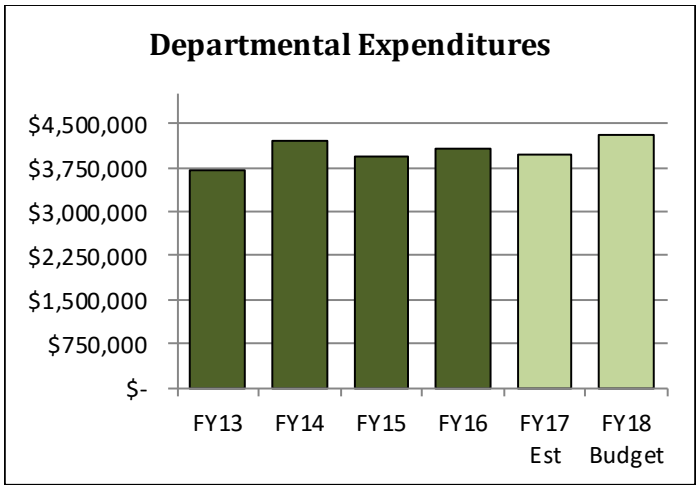
DEPARTMENT STRUCTURE



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 went through a change in management for the first time in 15 years, with the retirement of the Police Chief and Major. This resulted in a new Chief of Police, new Major and a restructuring of the department to include 4 Lieutenants
- 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 year are the increased incidents of burglary and drug related calls.
- 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 by deploying new 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 2014	Actual FY 2015	Actual FY 2016	YTD JULY 2017
Document Code Enforcement violations. Take corrective action against violators through citation or education. **Measurement is ordinance violations documented**.	423	379	354	277
Maintain safe community through Community Policing and maintain a low crime rate. **Measurement to be utilized is total Federally reportable Crimes (UCR) committed on Sanibel**	125	112	105	72
Maintain response time at the previous year's rates. **Measurement is the average police response time to a call**.	4.32	4.40	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

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

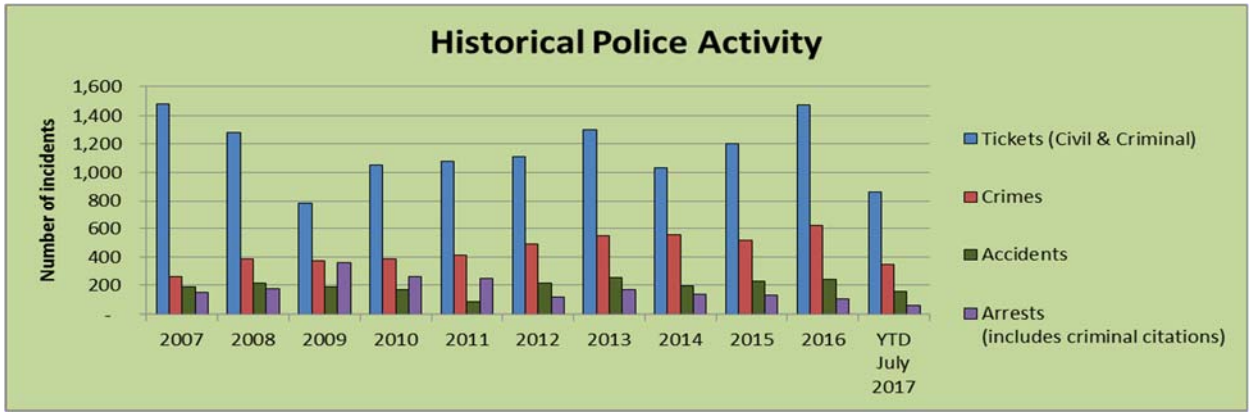
- Maintain Official Records
- Dissemination of Public Records
- Public Records Disposal
- Processing Criminal and Civil Actions
- Maintain Department Subpoena Data-base
- Prepare Court Affidavit
- Florida Department of Law Enforcement Reporting
- Track State Issued Citations
- City Employee Identification 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

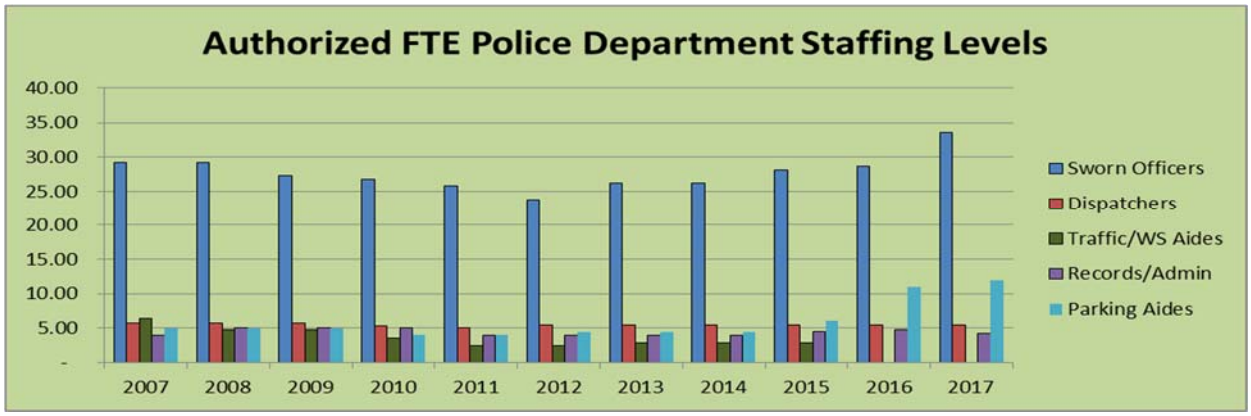
- Maintain Personnel Training Files
- Automated Training Management System
- Recommend and Schedule Personnel to Training
- Coordinate Hiring Department Personnel
- Regional Training Council
- Electronic Booking
- Electronic Finger Printing

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 2014	Actual FY 2015	Actual FY 2016	YTD July 2017
Call for Service	21,606	28,346	28,772	22,176
Federally Reportable Crimes UCR:	125	112	105	72
Burglary	32	24	43	15
Theft	74	56	41	35
Assault	17	27	15	9
Vehicle Theft	1	3	2	0
Robbery	0	0	0	0
Rape	1	2	0	1
Murder	0	0	0	0
Tickets (Civil & Criminal)	1,031	1,203	1,468	862
Crimes	559	514	624	350
Accidents	197	228	243	157
Arrests (incl. Criminal Citations)	137	133	106	61
City ordinance Violations	423	379	354	277
Residency Demographics for Arrestees:				
Out of State	12%	11%	20%	7%
Florida	15%	7%	13%	11%
Lee County	54%	57%	48%	51%
Sanibel	19%	25%	19%	31%
DUI'S	16	18	22	12
Drugs (Narcotics)	16	18	31	20

General Fund
Police Department

	Fiscal Year 2015 Actual Expenditures	Fiscal Year 2016 Actual Expenditures	Fiscal Year 2017 Adopted Budget	Fiscal Year 2017 Amended Budget	Fiscal Year 2017 Estimated Actual	FY18 Budget
PERSONNEL SERVICES						
Wages						
Full-time	$ 1,437,149	$ 1,534,341	$ 1,597,521	1,690,269	$ 1,592,700	$ 1,752,227
Part-time	203,333	103,305	100,670	103,438	79,815	104,845
Wage Adjustments	-	-	-		-	-
Requested Positions	-	-	-	-	-	-
Overtime	107,196	104,016	80,000	80,000	127,250	100,000
Special Pay	137,156	153,344	150,875	150,875	150,218	238,375
Payroll Taxes	148,799	148,487	144,214	151,521	149,174	167,932
Retirement	1,144,043	1,160,336	1,003,714	1,004,130	1,002,564	960,237
Cafeteria Benefits	482,658	525,011	578,562	609,120	517,267	637,236
Unemployment/Work Comp	34,133	34,000	23,449	23,449	40,465	37,786
SUB-TOTAL	3,694,467	3,762,840	3,679,005	3,812,802	3,659,453	3,998,638
OPERATING EXPENSES						
Professional Services	1,566	5,000	1,600	8,600	9,500	43,100
Other Contractual Services	1,500	51	-	-	259	-
Travel & Per Diem	90,027	99,462	98,000	103,600	95,825	124,120
Communications	34,864	34,777	56,980	58,271	35,477	58,271
Postage/Transportation	59	128	1,260	1,260	1,260	1,260
Utilities	-	-	-	-	-	-
Rentals & Leases	1,436	1,859	15,460	15,460	2,000	15,460
Insurance	-	-	-	-	-	-
Repair & Maintenance	11,269	54,990	45,000	45,000	44,947	42,001
Printing	930	629	1,575	1,575	1,100	1,575
Promotional Activities	-	-	-	-	614	-
Other Current Charges	3,434	393	3,302	3,302	3,800	3,302
Office Supplies	4,188	5,105	5,000	5,000	5,900	5,000
Operating Supplies	47,581	54,563	42,000	57,500	66,349	45,500
Fuels, Oils, Lubricants	46,037	39,556	68,120	68,120	39,510	55,000
Road Materials & Supplies	-	-	-	-	-	-
Books, Subscriptions, etc.	806	478	5,074	5,074	500	5,074
Training and Education	8,583	6,964	7,500	7,500	16,500	7,500
SUB-TOTAL	252,280	303,955	350,871	380,262	323,541	407,163
CAPITAL OUTLAY						
Land	-	-	-	-	-	-
Building	-	-	-	-	-	-
Improve Other Than Bldgs	-	-	-	-	-	-
Machinery & Equipment	-	-	-	-	-	-
SUB-TOTAL	-	-	-	-	-	-
GRANTS & ASSISTANCE	-	-	-	-	-	-
DEPARTMENTAL TOTAL	$ 3,946,747	$ 4,066,795	$ 4,029,876	$ 4,193,064	$ 3,982,994	$ 4,405,801
% CHANGE COMPARED TO PREVIOUS YEAR ACTUAL	5.11%	3.04%	(0.91%)	3.10%	(2.06%)	10.62%

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

	Fiscal Year 2015 Actual Expenditures	Fiscal Year 2016 Actual Expenditures	Fiscal Year 2017 Adopted Budget	Fiscal Year 2017 Amended Budget	Fiscal Year 2017 Estimated Actual	FY18 Budget
PERSONNEL SERVICES						
Wages						
Full-time	$ 117,302	$ 128,788	$ 131,065	$ 134,669	$ 101,867	$ 131,759
Part-time	-	-	-	-	-	-
Wage Adjustments	-	-	-		-	-
Requested Positions	-	-	-	-	-	-
Overtime	-	-	-	-	-	-
Special Pay	-	-	-	-	-	-
Payroll Taxes	9,330	10,486	10,026	10,301	7,793	10,080
Retirement	4,151	47,710	43,468	43,617	43,496	36,557
Cafeteria Benefits	20,021	29,753	29,861	29,861	29,761	23,077
Unemployment/Work Comp	-	-	-	-	-	-
SUB-TOTAL	150,804	216,737	214,420	218,448	182,917	201,473
OPERATING EXPENSES						
Professional Services	-	60	-	-	-	-
Other Contractual Services	6,000	40,644	6,000	6,000	6,000	6,000
Travel & Per Diem	591	-	2,800	2,800	1,700	3,800
Communications	2,035	2,069	2,000	2,000	1,313	2,000
Postage/Transportation	-	-	500	-	-	500
Utilities	-	-	-	-	-	-
Rentals & Leases	-	-	-	-	-	-
Insurance	-	-	-	-	-	-
Repair & Maintenance	242	7,535	900	400	500	900
Printing	1,010	15,426	6,500	-	-	4,500
Promotional Activities	-	-	700	200	-	700
Other Current Charges	621	-	-	-	-	-
Office Supplies	-	983	600	600	674	600
Operating Supplies	1,293	1,774	4,000	1,000	1,000	4,000
Fuels, Oils, Lubricants	958	1,609	1,000	1,000	750	1,000
Road Materials & Supplies	-	-	-	-	-	-
Books, Subscriptions, etc.	100	100	200	200	-	200
Training and Education	-	612	1,100	100	100	2,100
SUB-TOTAL	12,850	70,812	26,300	14,300	12,037	26,300
CAPITAL OUTLAY						
Land	-	-	-	-	-	-
Building	-	-	-	-	-	-
Improve Other Than Bldgs	-	-	-	-	-	-
Machinery & Equipment	-	-	-	-	-	-
SUB-TOTAL	-	-	-	-	-	-
GRANTS & ASSISTANCE	-	-	-	-	-	-
DEPARTMENTAL TOTAL	$ 163,654	$ 287,549	$ 240,720	$ 232,748	$ 194,954	$ 227,773
% CHANGE COMPARED TO PREVIOUS YEAR ACTUAL	(87.30%)	75.71%	(16.29%)	(19.06%)	(32.20%)	16.83%

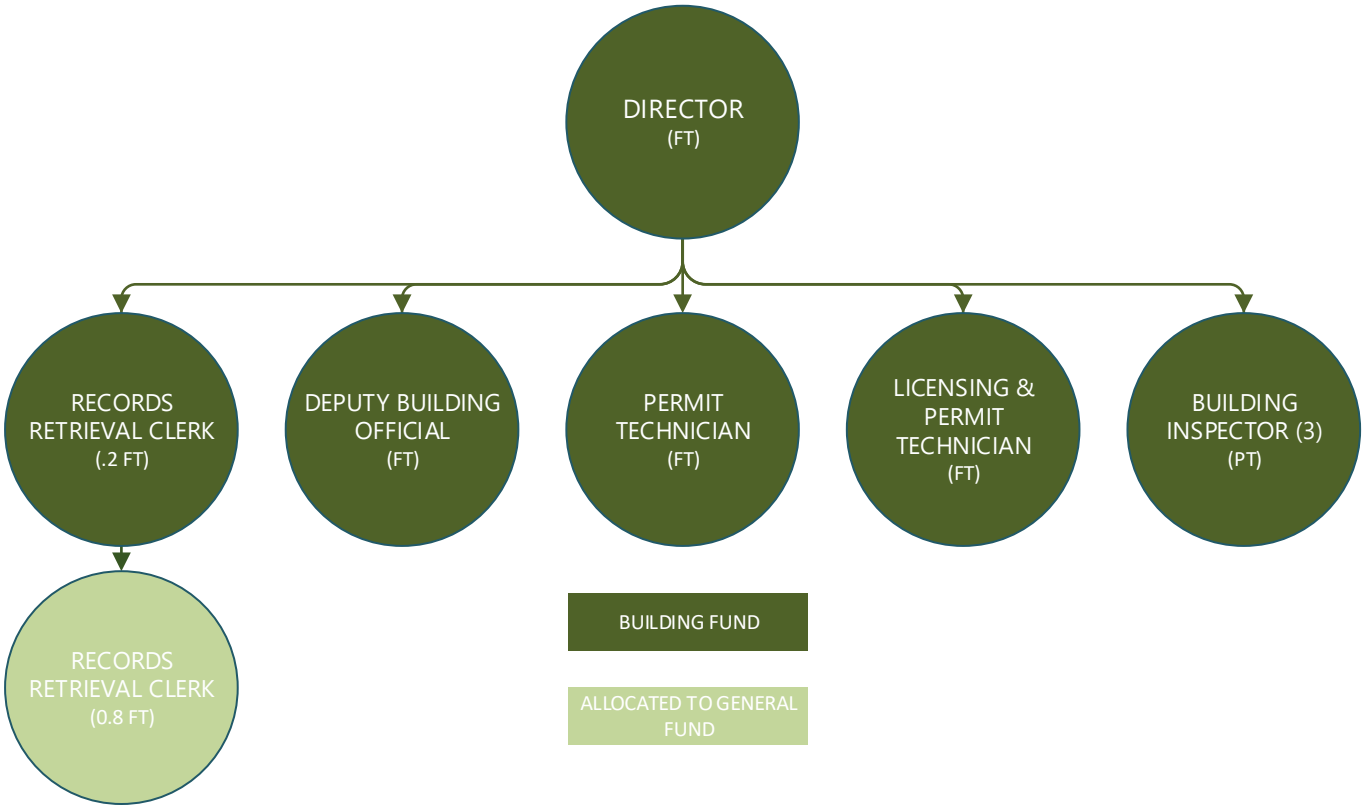
BUILDING DEPARTMENT – SPECIAL REVENUE FUND
PUBLIC SAFETY FUNCTION

BUILDING OFFICIAL

R. Harold Law, Jr. has 38 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 (BFOA) and serves on numerous committees for the BFOA.

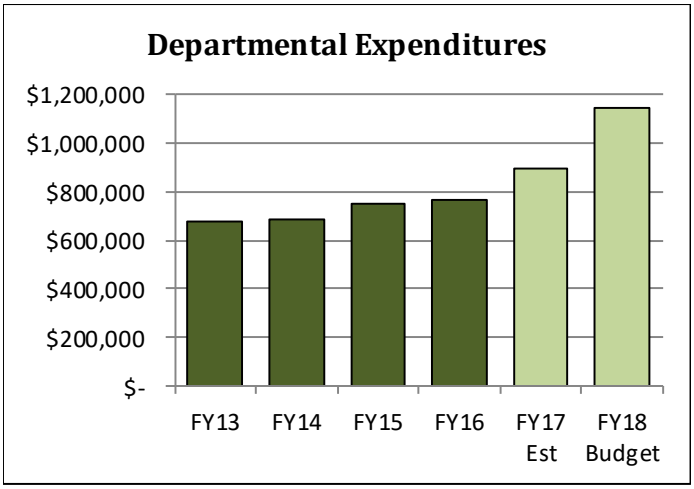
DEPARTMENT STRUCTURE



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 has issued a total of 613 contractor licenses since 2005 when the Board was created.

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 accustom to from the Building Department.
- Finding quality licensed personnel to fill positions in the department is becoming more difficult.
- Regaining a Building Code Effectiveness Grading Schedule rating of 3 from Insurance Services Office Inc. with limited staffing.
- To implement the new permitting computer program.

Developing training for 30 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 posed 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.
- Developed an efficient and effective way to access historical documents for the public and staff.

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 2014	Actual FY 2015	Actual FY 2016	Actual FY 2017
To maintain permit fees received and the associated costs of enforcing the Florida Building Code.	Completed	Completed	Completed	TBD

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.

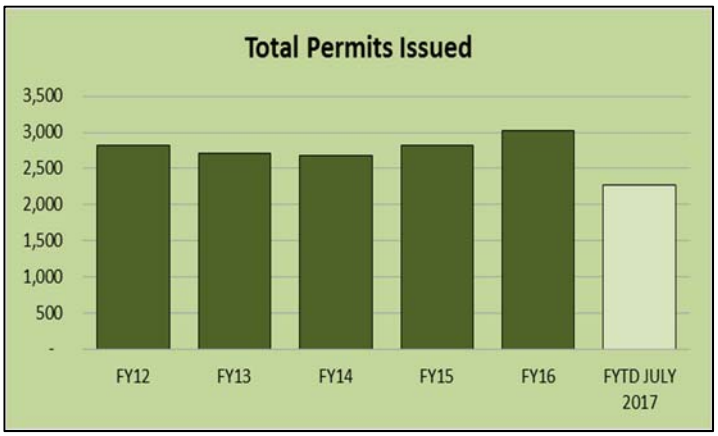
Construction – During the active construction phase the Building Department is responsible for receiving requests for inspections, distributing printed requests to proper departments for all departmental inspections within the city involved in construction; as well as the building inspectors in the Building 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.

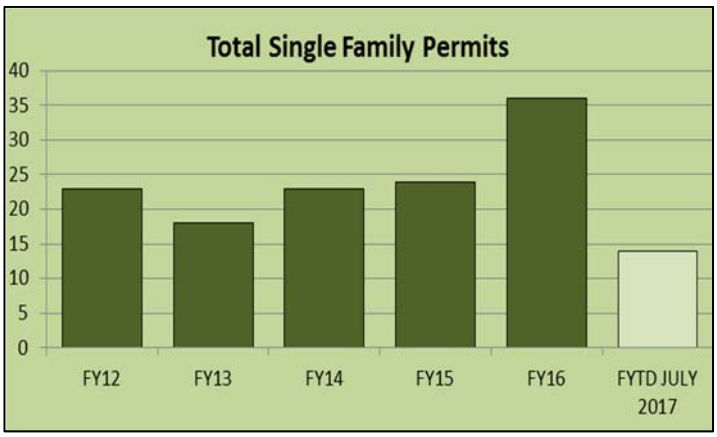
Contractor Licensing –The Contractor Review Board was established in 2005. The Board reviews cases, along with hearing complaints. The Board may then make recommendations to the Department of Business and Professional Regulations for penalties on State Certified Contractors or impose fines or penalties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

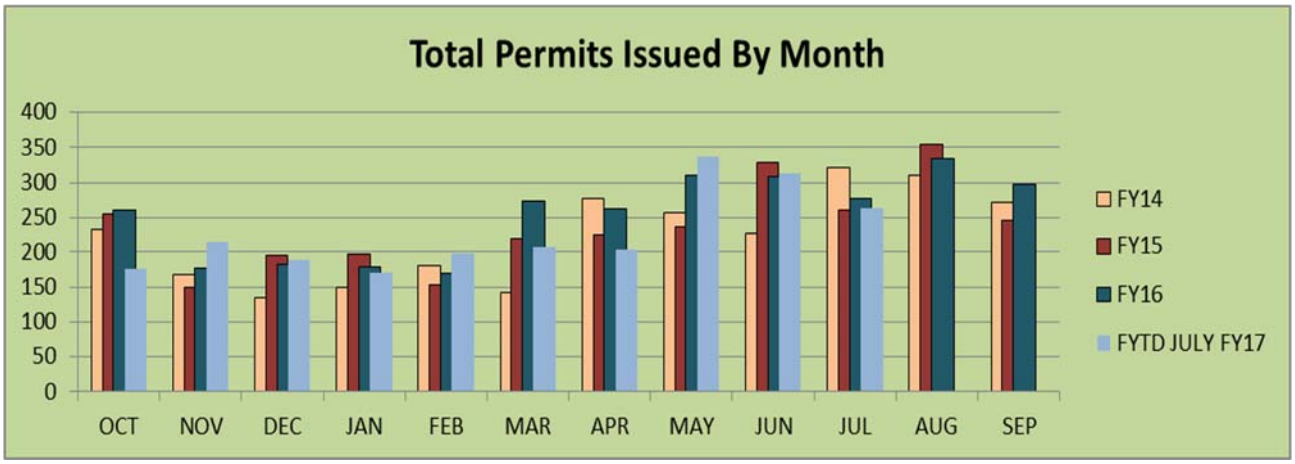
BUILDING DEPARTMENT – SPECIAL REVENUE FUND
TREND ANALYSIS

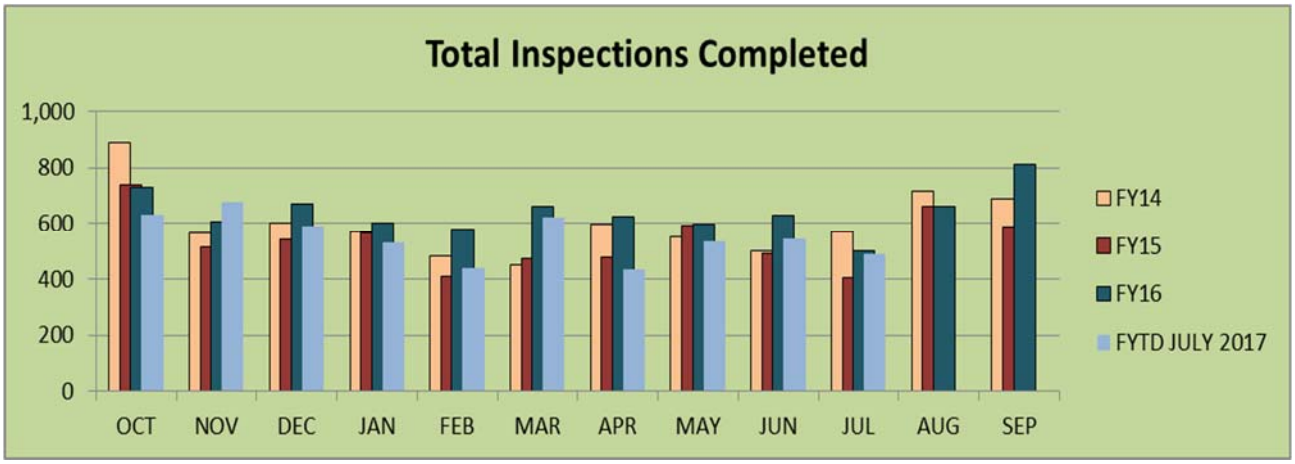
Key Observations:

- 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

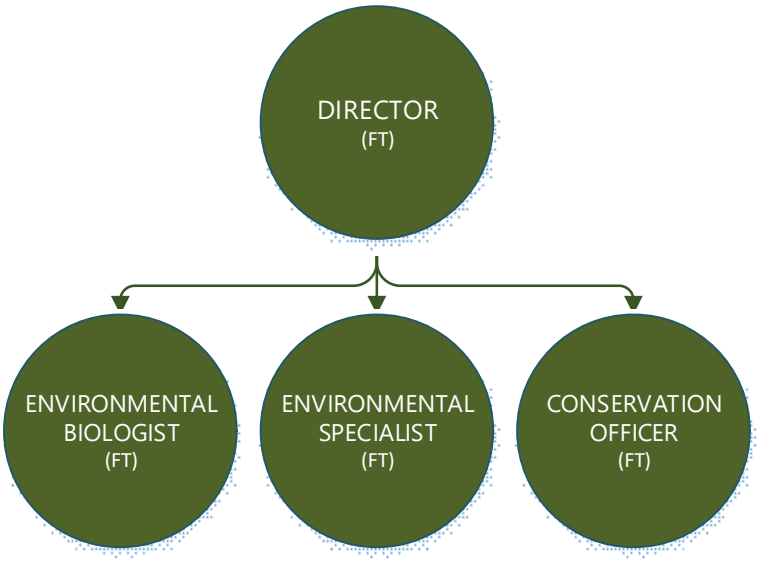
	Fiscal Year 2015 Actual Expenditures	Fiscal Year 2016 Actual Expenditures	Fiscal Year 2017 Adopted Budget	Fiscal Year 2017 Amended Budget	Fiscal Year 2017 Estimated Actual	FY18 Budget
PERSONNEL SERVICES						
Wages						
Full-time	$ 258,261	$ 266,101	$ 271,182	$ 279,937	$ 304,248	$ 319,904
Part-time	31,248	27,432	47,192	47,192	6,233	45,602
Wage Adjustments	-	-	-		-	-
Requested Positions	-	-	-	-	-	-
Overtime	14,716	12,153	10,000	10,000	11,236	10,000
Special Pay	-	-	-	-	-	-
Payroll Taxes	22,620	23,109	25,121	25,791	24,611	28,726
Retirement	107,058	97,423	106,525	107,100	106,213	118,601
Cafeteria Benefits	56,886	62,250	64,002	64,002	53,684	74,278
Unemployment/Work Comp	5,378	5,400	3,724	3,724	5,400	6,201
SUB-TOTAL[1]	496,167	493,868	527,746	537,746	511,625	603,312
OPERATING EXPENSES						
Professional Services	9,415	79,642	112,065	112,065	161,065	293,065
Other Contractual Services	37,745	5,048	4,189	4,189	4,189	4,189
Travel & Per Diem	11,705	10,020	13,600	13,600	11,778	13,600
Communications	5,048	5,059	5,904	5,904	5,904	5,904
Postage/Transportation	1,021	823	600	600	600	600
Utilities	-	-	-	-	-	-
Rentals & Leases	1,092	1,183	1,203	1,203	1,203	1,728
Insurance	-	-	259	259	259	-
Repair & Maintenance	-	-	150	150	150	150
Printing	312	285	800	800	280	800
Promotional Activities	-	-	4,000	4,000	4,000	4,000
Other Current Charges	170,572	163,275	161,546	166,533	169,070	169,303
Office Supplies	2,494	1,702	2,100	2,100	1,996	2,100
Operating Supplies	786	1,258	1,100	1,100	624	1,100
Fuels, Oils, Lubricants	-	-	-	-	-	-
Road Materials & Supplies	-	-	-	-	-	-
Books, Subscriptions, etc.	1,807	1,239	500	500	500	500
Training and Education	1,702	1,424	4,000	4,000	3,772	16,250
SUB-TOTAL	243,699	270,958	312,016	317,003	365,390	513,289
CAPITAL OUTLAY						
Land	-	-	-	-	-	-
Building	-	-	-	-	-	-
Improve Other Than Bldgs	-	-	-	-	-	25,000
Machinery & Equipment	9,102	-	-	45,000	45,000	-
SUB-TOTAL	9,102	-	-	45,000	45,000	25,000
GRANTS & ASSISTANCE	-	-	-	-	-	-
DEPARTMENTAL TOTAL	$ 748,968	$ 764,826	$ 839,762	$ 899,749	$ 922,015	$ 1,141,601
% CHANGE COMPARED TO PREVIOUS YEAR ACTUAL	46.22%	2.12%	9.80%	17.64%	20.55%	23.82%

NATURAL RESOURCES DEPARTMENT – GENERAL FUND PHYSICAL ENVIRONMENT FUNCTION

DIRECTOR

James T. Evans has been employed with the City of Sanibel for more than 17 years and has over 20 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 earned a Bachelor of Arts in Environmental Studies and a Master of Science in Environmental Science from Florida Gulf Coast University.

DEPARTMENT STRUCTURE

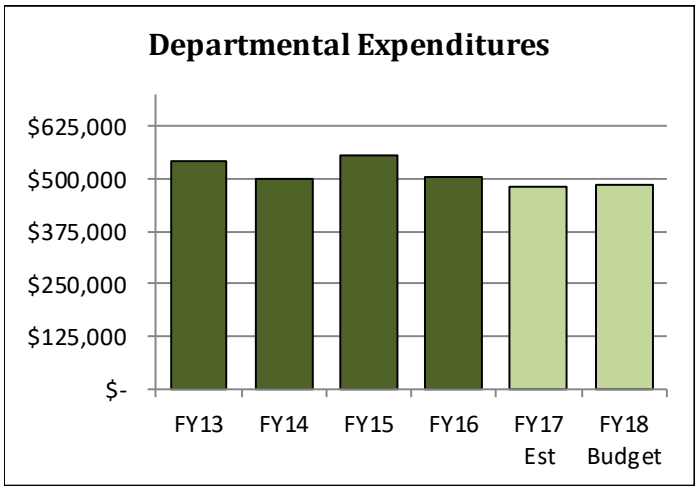


Lighthouse Beach Park Living Shoreline Project

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 run-off, 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 Slough 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 closely 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 and received endorsements from all of the cities in Lee County and a number of other organizations;
- Worked with the Mayor and the Florida League of Mayors (FLM) and Florida League of Cities (FLC) to develop the Lake Okeechobee Regional Compact. Natural Resources staff presented at each of the FLC/FLM water forums on the Caloosahatchee water issues. Staff participated in a small working group to draft the Regional Compact language;
- Worked with the Mayor and City Council to obtain legislative funding for regional and local water quality/quantity projects outlined in the Caloosahatchee Watershed Regional Water Management Issues white paper;
- Since 1992, received 159 grants totaling over $14.8 million to fund needed environmental restoration hurricane recovery, and water quality projects, securing $252,000 in grants in FY2016;
- Completed the final phase of the Comprehensive Nutrient Management Plan, including water quality modeling to identify nutrient load reduction goals for the Sanibel Slough and priority projects;
- Launched the Sanibel Communities for Clean Water Program, including an interactive website with educational resources for property owners, developed of educational materials and incentives;
- Completed the 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, including the installation of educational signage and construction of mini FTWs to be tested in community lakes;

NATURAL RESOURCES DEPARTMENT – GENERAL FUND

ACCOMPLISHMENTS (CONTINUED)

- Completed the Community Lakes Water Quality Baseline Sampling and incorporated results into educational materials for Sanibel Communities for Clean Water Program;
- Completed the Bailey Beach Living Shoreline Project, coordinated private cost-share and city/state permitting;
- Completed the Lighthouse Beach Park Living Shoreline Project, funded using Tourism Development Council (TDC) funds;
- Completed design, engineering and State permitting for the Woodring Point Living Shoreline Project;
- Completed 30% design of the Jordan Marsh Water Quality Treatment Park (design and permitting to be completed in FY17) and obtained a grant for $150k from the South Florida Water Management District for project construction;
- Completed bidding and contractor selection for updating the Island-wide Beach Management Plan;
- Worked with the Florida Department of Environmental Protection (FDEP) to model water quality in the Sanibel Slough and finalize the Draft Total Maximum Daily Load (TMDL);
- Completed TDC-funded annual beach park planting projects and maintenance;
- Completed Golf Course Fertilizer and Lake Management Annual Report Cards, with two of three golf courses in "Full Compliance" with the City's Best Management Practices (BMP) recommendations;
- Continued re-inspections and code enforcement in all zones of the Brazilian Pepper Eradication Program and completed treatment in rights of way and on City-owned lands;
- 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;
- Coordinated coyote monitoring efforts and presented the results and recommendations of the Sanibel Coyote Working Group and the University of Georgia's coyote study titled "Understanding Coyote Colonization of Sanibel Island, FL" to Sanibel City Council;
- Participated in weekly calls and put together a weekly Caloosahatchee Conditions Report with our regional partnership including Sanibel-Captiva Conservation Foundation (SCCF), Lee County and United States Fish and Wildlife Service (USFWS) to help guide US Army Corps and South Florida Water Management District (SFWMD) water management decisions;
- Continued promotion of the "After 9, it's Turtle Time" Sea Turtle Lighting Campaign and education materials created with grant funding from the Sea Turtle License Plate Program;
- 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);
- Worked with Lee County and the Florida Fish and Wildlife Conservation Commission to take over management responsibilities of the Bowman's Beach Park gopher tortoise recipient site from Lee County;
- Participated on the Blind Pass Inlet Management Study with Lee County, the Captiva Erosion Prevention District (CEPD) and FDEP to evaluate various alternatives for managing the Blind Pass inlet;
- Completed construction of the Dunes weir one-way flow gate to prevent water quality impacts to Tarpon Bay and the J.N. "Ding" Darling NWR.

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 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 (BMP), 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	FYTD July 2017
To achieve "compliance" on Golf Course Fertilizer and Lake Management Guidelines at all island golf courses annually	66%	66%	66%	66%
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	30%	60%
To mow or burn all high quality coastal scrub habitat on City managed lands every 3 years	90%	90%	85%	80%
To develop a Comprehensive Nutrient Reduction Plan for Sanibel (Phase 1&2 completed FY13-14; Phase III FY14-16; Phase IV FY16-17)	85%	90%	95%	Completed 2017
To design, engineer, permit, fund, and construct the Dunes weir one-way flow gate	NA	25%	100%	Completed 2016/17
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 Coastal Construction Control Line

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

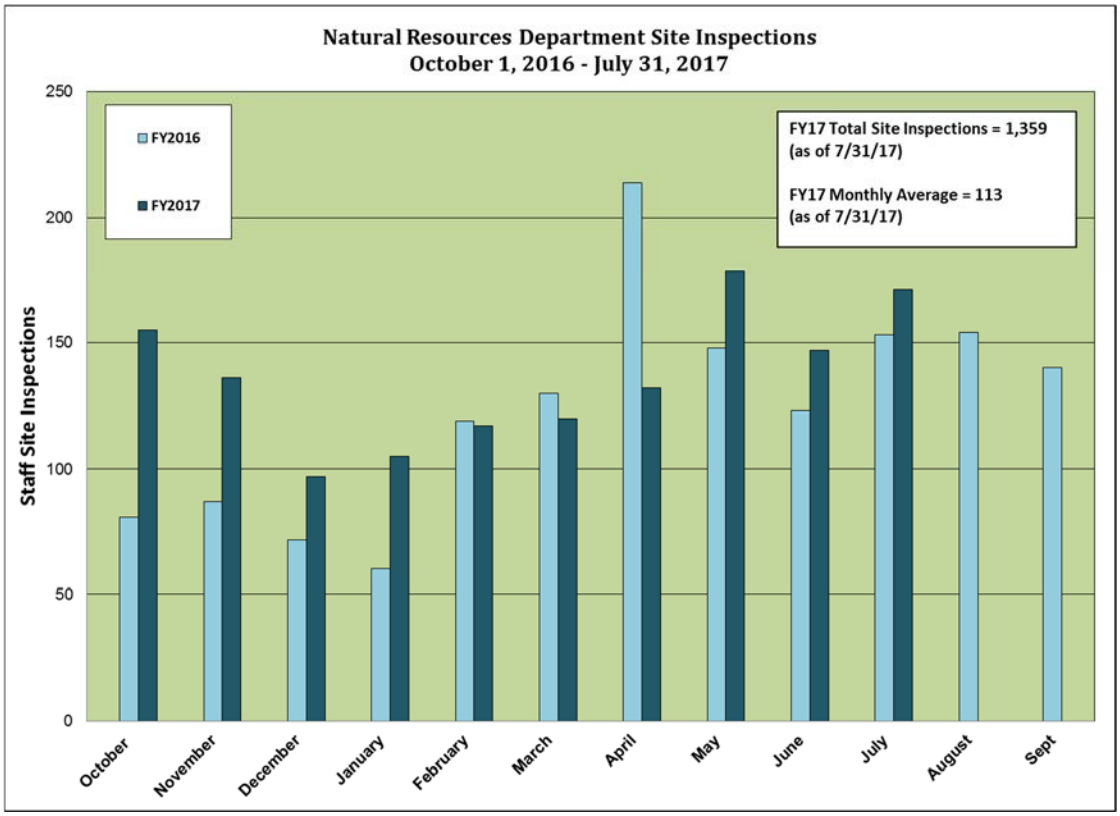
NATURAL RESOURCES DEPARTMENT – GENERAL FUND
TREND ANALYSIS

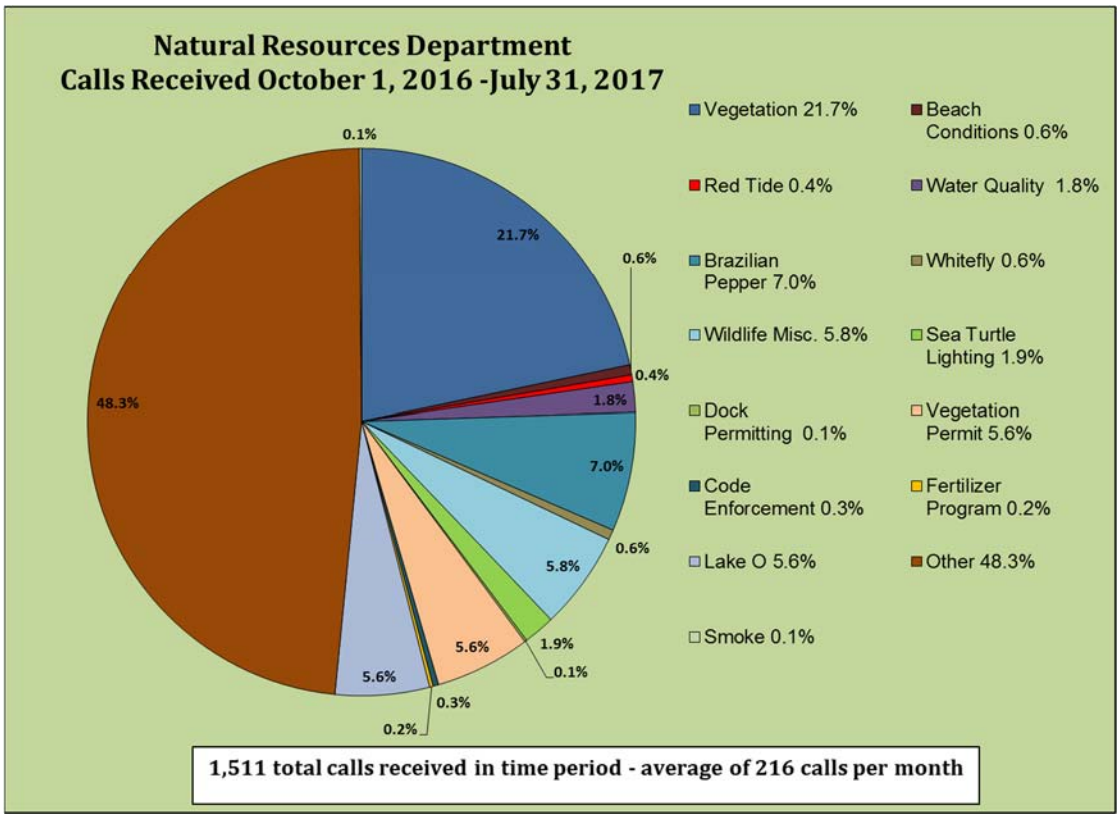
Description	Actual FY 2013	Actual FY 2014	Actual FY 2015	Actual FY 2016	FYTD July 2017
Acres Managed	660	660	660	660	660
Acres of Exotics Treated (all lands)	1,063	1,363[d]	1,370[d]	1,350[d]	1,270[d,]
Gallons of Herbicide Used	168	165[d]	170[d]	175	140
Site Inspections	1,066	946	1,215	1,481	1,359
Telephone Inquiries Handled[b]	1,756[a]	1,680	1,668	1,601	1,511
Public Education Staff Presentations	14	17	20[c]	40	24
Sea Turtle Lighting Violations	72 (5 surveys)	181 (6 surveys)	218 (6 surveys)	200 (7 surveys)	90
Vegetation Contractors Trained	37	51	84 (4 classes)	62 (4 classes)	72
Fertilizer Contractors Trained	49	53	48 (4 classes)	42 (4 classes)	47
Vegetation Permits Issued by DNR staff[e]	110	117	136	125	201

[a] FY 2013 data included January 2013 through September 2013.
[b] Total does not include walk-ins, emails, calls forwarded from departments other than Administration or direct calls received after business hours.
[c] Water Quality—FLC/FLM Lake O Symposium (2), 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; Sanibel Bayous; Caloosahatchee WQ Sanibel Democrat Club; City of Bonita Springs; Cape Coral Builders Assoc.; Village of Estero.
[d] Includes treatment of exotics on State Botanical Site and other partner lands
[e] Does not include Vegetation Permits issued as part of a Development Permit

NATURAL RESOURCES DEPARTMENT – GENERAL FUND

TREND ANALYSIS





General Fund
Natural Resources Department

	Fiscal Year 2015 Actual Expenditures	Fiscal Year 2016 Actual Expenditures	Fiscal Year 2017 Adopted Budget	Fiscal Year 2017 Amended Budget	Fiscal Year 2017 Estimated Actual	FY18 Budget
PERSONNEL SERVICES						
Wages						
Full-time	$ 153,086	$ 143,914	$ 126,815	$ 130,302	$ 130,470	$ 132,169
Part-time	-	-	-	-	-	-
Wage Adjustments	-	-	-		-	-
Requested Positions	-	-	-	-	-	-
Overtime	577	-	-	-	-	-
Special Pay	-	-	-	-	-	-
Payroll Taxes	12,052	11,123	9,701	9,968	9,981	10,111
Retirement	59,092	53,335	57,236	57,485	57,307	70,468
Cafeteria Benefits	23,007	22,918	22,390	22,390	22,390	23,033
Unemployment/Work Comp	6,854	6,883	4,748	4,748	6,884	2,220
SUB-TOTAL	254,668	238,173	220,890	224,893	227,032	238,001
OPERATING EXPENSES						
Professional Services	50	-	-	-		-
Other Contractual Services	253,749	226,299	210,000	223,331	212,640	205,000
Travel & Per Diem	9,241	13,312	14,550	14,550	15,181	14,400
Communications	4,666	5,337	6,360	6,360	6,360	6,600
Postage/Transportation	10	-	200	200	100	200
Utilities	-	-	-	-	-	-
Rentals & Leases	-	-	-	-	-	-
Insurance	-	-	-	-	-	-
Repair & Maintenance	-	-	-	-	-	-
Printing	1,586	1,130	2,200	2,200	2,000	2,000
Promotional Activities	-	-	-	-	-	-
Other Current Charges	1,841	1,412	1,950	1,690	1,500	1,500
Office Supplies	884	451	1,000	1,000	500	600
Operating Supplies	23,454	17,979	18,000	18,000	16,000	16,000
Fuels, Oils, Lubricants	-	-	-	-	-	-
Road Materials & Supplies	-	-	-	-	-	-
Books, Subscriptions, etc.	100	195	200	200	200	200
Training and Education	257	309	-	260	-	450
SUB-TOTAL	295,838	266,424	254,460	267,791	254,481	246,950
CAPITAL OUTLAY						
Land	-	-	-	-	-	-
Building	-	-	-	-	-	-
Improve Other Than Bldgs	-	-	-	-	-	-
Machinery & Equipment	-	-	-	-	-	-
SUB-TOTAL	-	-	-	-	-	-
GRANTS & ASSISTANCE	3,436	-	-	-	-	-
DEPARTMENTAL TOTAL	$ 553,942	$ 504,597	$ 475,350	$ 492,684	$ 481,513	$ 484,951
% CHANGE COMPARED TO PREVIOUS YEAR ACTUAL	(16.79%)	(8.91%)	(5.80%)	(2.36%)	(4.57%)	0.71%

RECYCLING DEPARTMENT – GENERAL FUND
PHYSICAL ENVIRONMENT FUNCTION

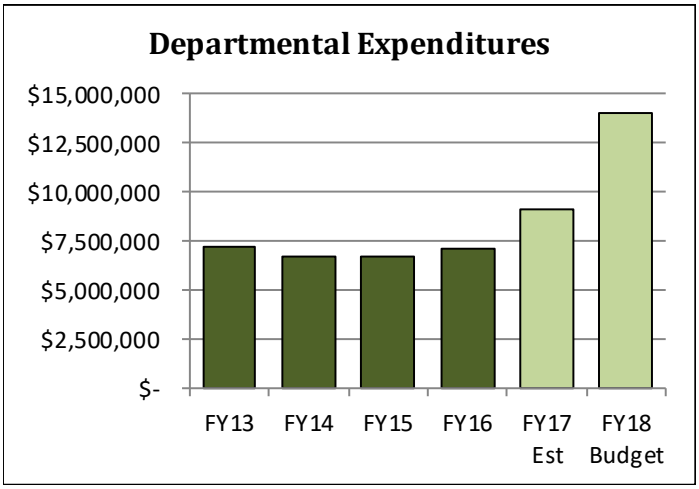
The City's recycling center is located on Dunlop Road across from the Sanibel Public Library.

	Fiscal Year 2014 Actual Expenditures	Fiscal Year 2015 Actual Expenditures	Fiscal Year 2017 Adopted Budget	Fiscal Year 2017 Amended Budget	Fiscal Year 2017 Estimated Actual	FY18 Budget
PERSONNEL SERVICES						
Wages						
Full-time	$ -	$ -	$ -	$ -	$ -	$ -
Part-time	-	-	-	-	-	-
Wage Adjustments	-	-	-	-	-	-
Requested Positions	-	-	-	-	-	-
Overtime	-	-	-	-	-	-
Special Pay	-	-	-	-	-	-
Payroll Taxes	-	-	-	-	-	-
Retirement	-	-	-	-	-	-
Cafeteria Benefits	-	-	-	-	-	-
Unemployment/Work Comp	-	-	-	-	-	-
SUB-TOTAL	-	-	-	-	-	-
OPERATING EXPENSES						
Professional Services	-	-	-	-	-	-
Other Contractual Services	44,534	42,295	37,200	37,200	51,576	55,059
Travel & Per Diem	-	-	-	-	-	-
Communications	-	-	-	-	-	-
Postage/Transportation	-	-	-	-	-	-
Utilities	-	-	-	-	-	-
Rentals & Leases	-	-	-	-	-	-
Insurance	-	-	-	-	-	-
Repair & Maintenance	-	-	10,000	10,000	-	-
Printing	-	-	-	-	-	-
Promotional Activities	-	-	-	-	-	-
Other Current Charges	9,264	9,434	11,640	11,640	10,000	11,640
Office Supplies	-	-	-	-	-	-
Operating Supplies	3,950	-	4,000	4,000	3,996	4,000
Fuels, Oils, Lubricants	-	-	-	-	-	-
Road Materials & Supplies	-	-	-	-	-	-
Books, Subscriptions, etc.	-	-	-	-	-	-
Training and Education	-	-	-	-	-	-
SUB-TOTAL	57,748	51,729	62,840	62,840	65,572	70,699
CAPITAL OUTLAY						
Land	-	-	-	-	-	-
Building	-	-	-	-	-	-
Improve Other Than Bldgs	-	-	-	-	-	-
Machinery & Equipment	-	-	-	-	-	-
SUB-TOTAL	-	-	-	-	-	-
GRANTS & ASSISTANCE	-	-	-	-	-	-
DEPARTMENTAL TOTAL	$ 57,748	$ 51,729	$ 62,840	$ 62,840	$ 65,572	$ 70,699
% CHANGE COMPARED TO PREVIOUS YEAR ACTUAL	24.31%	(10.42%)	21.48%	21.48%	26.76%	7.82%

SEWER SYSTEM DIVISION – ENTERPRISE FUND

PHYSICAL ENVIRONMENT 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.
- Under design is the upgrade of the Modified Ludzack Ettinger (MLE) process to a 5-stage Bardenpho process coupled with adding the membrane biological reactor (MBR) process to improve effluent quality to reduce nutrient loadings. These treatment improvements will:
    - Improve effluent quality to reduce nutrient loadings.
    - Increase the current permitted design capacity.
    - Extend the useful life of the facility.

ACCOMPLISHMENTS

- Rehabilitated the Wulfert wastewater treatment plant 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 Phase 4A sewer for West Gulf Drive and into construction phase of Phase 4A sewer for 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 2015	Actual FY 2016	FYTD July 2017
Annual Average Daily Flow (MGD)	1.39	1.45	1.50
Funds expended on I/I corrections ($)	100,817	115,000	119,874
Funds expended to identity I/I sources ($)	11,000	15,000	6,944
Number of effluent violations	2	1	0
Number of system overflows	1	1	0
Grease trap inspections performed	256	260	203
Grease trap violations	39	42	19

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 2015	Actual FY 2016	FYTD July 2017
Sewer equivalent residential units (ERU)	9,392	9445	9,480
Average Daily Wastewater Flow (MGD)	1.39	1.45	1.50

Enterprise Fund
Sanibel Sewer System

	GAAP Basis		Non-GAAP Basis			
			Fiscal Year 2017			
	Fiscal Year 2015 Actual Expenditures	Fiscal Year 2016 Actual Expenditures	Adopted Budget	Amended Budget	Estimated Actual	FY18 Budget
PERSONNEL SERVICES						
Wages						
Full-time	$ 789,364	$ 814,039	$ 896,724	$ 921,570	$ 845,277	$ 868,484
Part-time	31,424	27,013	56,557	58,112	26,551	58,553
Wage Adjustments	-	-	-		-	-
Requested Positions	-	-	-	-	-	-
Overtime	107,721	160,816	90,000	90,000	108,313	90,000
Special Pay	30,020	27,229	25,000	25,000	26,786	25,000
Payroll Taxes	70,484	76,266	81,045	83,065	77,030	79,716
Retirement	126,686	355,082	265,086	266,165	259,581	313,370
Cafeteria Benefits	175,096	175,861	246,455	246,455	182,543	242,579
Unemployment/Work Comp	11,615	17,118	11,806	11,806	17,119	17,733
SUB-TOTAL	1,342,410	1,653,424	1,672,673	1,702,173	1,543,200	1,695,435
OPERATING EXPENSES						
Professional Services	32,967	126,943	153,000	410,712	355,712	229,422
Other Contractual Services	290,620	293,962	390,687	390,687	378,964	408,939
Travel & Per Diem	14,056	14,603	18,266	18,266	15,300	18,016
Communications	16,236	14,476	25,200	25,200	22,000	28,804
Postage/Transportation	7,709	7,518	7,500	7,500	7,500	7,500
Utilities	326,334	325,684	355,320	355,320	327,000	355,320
Rentals & Leases	8,448	14,015	11,060	11,060	8,000	11,428
Insurance	18,667	20,456	27,731	27,731	28,769	28,769
Repair & Maintenance	938,685	941,516	1,222,500	1,402,500	1,247,284	972,500
Printing	41	604	3,500	3,500	1,000	3,500
Promotional Activities			2,000	2,000	300	2,000
Other Current Charges	480,972	423,825	410,702	456,446	455,861	457,446
Office Supplies	3,091	1,640	4,400	4,400	3,500	4,400
Operating Supplies	198,558	234,527	240,600	240,600	235,000	240,600
Fuels, Oils, Lubricants	13,376	2,379	51,350	51,350	5,500	40,425
Road Materials & Supplies	-	-	4,000	4,000	1,000	4,000
Books, Subscriptions, etc.	1,409	606	19,614	19,614	5,000	19,614
Training and Education	-	455	-	-	-	-
SUB-TOTAL	2,351,169	2,423,209	2,947,430	3,430,886	3,097,690	2,832,683
CAPITAL OUTLAY						
Land	-	-	-	-	-	-
Building	-	-	50,000	50,000	-	50,000
Improve Other Than Bldgs	-	-	1,466,000	1,493,075	913,675	5,556,600
Machinery & Equipment	-	-	249,500	249,500	34,607	209,500
SUB-TOTAL	-	-	1,765,500	1,792,575	948,282	5,816,100
NON-OPERATING EXPENSES						
Reserve for Disasters	-	-	100,000	100,000	-	100,000
Depreciation & Amortization	2,463,943	2,460,783	-	-	-	-
Debt Service	571,762	513,707	3,356,820	3,356,820	3,356,824	3,356,820
SUB-TOTAL	3,035,705	2,974,490	3,456,820	3,456,820	3,356,824	3,456,820
DEPARTMENTAL TOTAL	$ 6,729,284	$ 7,051,123	$ 9,842,423	$ 10,382,454	$ 8,945,996	$ 13,801,038
% CHANGE COMPARED TO PREVIOUS YEAR ACTUAL	(6.03%)	4.78%	39.59%	47.25%	26.87%	54.27%

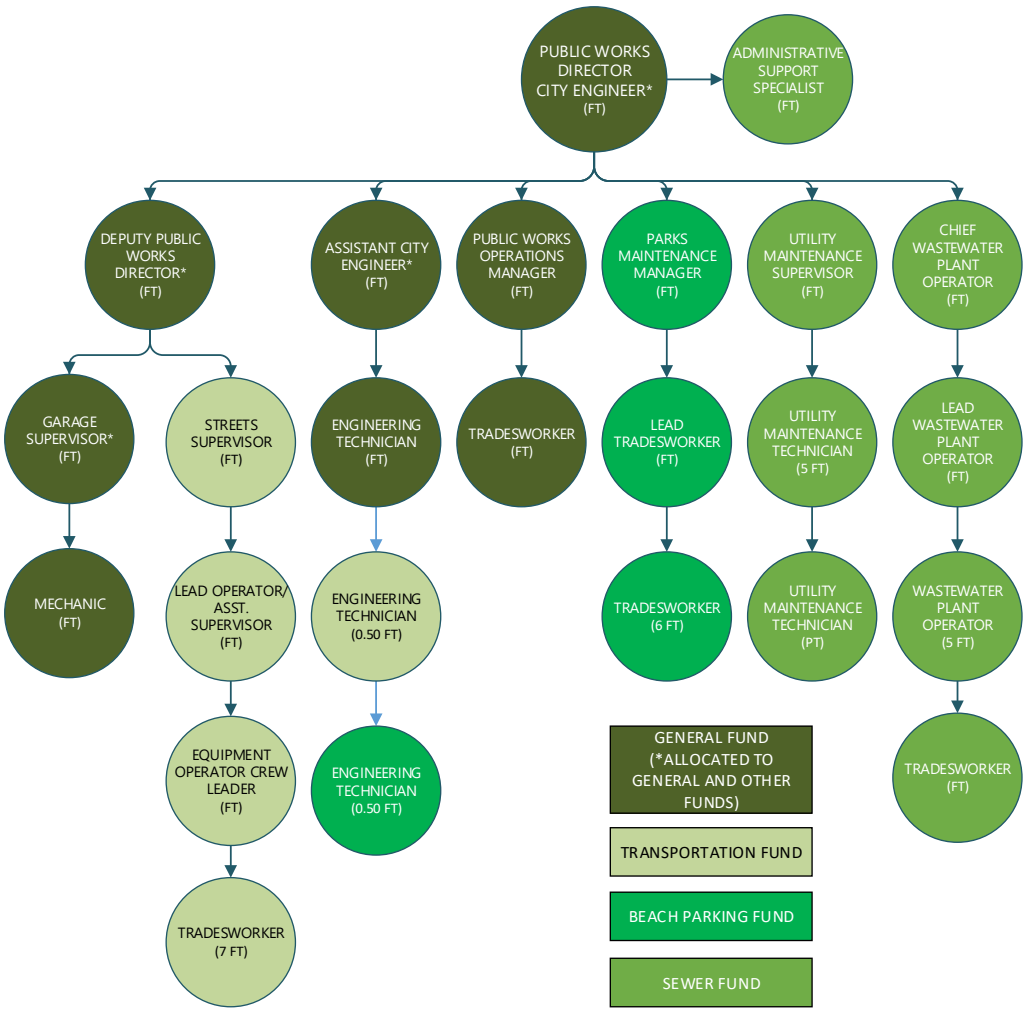
PUBLIC WORKS DEPARTMENT
PUBLIC WORKS, TRANSPORTATION, UTILITY FUNCTIONS

- PUBLIC WORKS ADMINISTRATION AND FLEET
- TRANSPORTATION DIVISION
- PUBLIC FACILITIES
- SEWER SYSTEM DIVISION

DIRECTOR

Keith L. Williams joined the City of Sanibel in 2012. Mr. Williams is a licensed professional engineer and prior to coming to Sanibel was the City Engineer for the City of Smyrna, Georgia. A member of the American Society of Civil Engineers as well as the American Public Works Association, Mr. Williams has over 10 years of experience in Public Works operations and municipal engineering in addition to over five years of private sector land development, utility and transportation engineering. Mr. Williams earned a bachelor's degree in Civil and Environmental Engineering and a minor in Environmental Engineering with University Honors recognition from the University of Tennessee.

DEPARTMENT STRUCTURE



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 1.43 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.
- Continued implementation of a department staff reorganization that provides additional staffed coverage for weekends and special events.
- Completed shared use path repair project totaling 6.10 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.
- Replaced the Colony Beach Access Dune Walkover.
- Carried out signage upgrade project for non-tourism development council (TDC) Beach Access locations.
- 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 2015	Actual FY 2016	FYTD July 2017
Streets resurfaced/reconstructed (miles)	3.20	1.80	0
Shared use paths constructed (linear feet)	525	0	0
Road and shared use path miles swept	9 (hours)	278	61
Off right-of-way walking/biking trails maintained (linear feet)	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

Engineering

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

Public Facilities

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

Fleet Maintenance

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

General Fund
Public Works Department

	Fiscal Year 2015 Actual Expenditures	Fiscal Year 2016 Actual Expenditures	Fiscal Year 2017 Adopted Budget	Fiscal Year 2017 Amended Budget	Fiscal Year 2017 Estimated Actual	FY18 Budget
PERSONNEL SERVICES						
Wages						
Full-time	$ 363,755	$ 390,527	$ 353,281	362,996	$ 361,410	$ 365,752
Part-time	27,295	209	-	-	-	-
Wage Adjustments	-	-	-		-	-
Requested Positions	-	-	-	-	-	-
Overtime	21,135	23,641	25,000	25,000	18,880	25,000
Special Pay	1,770	1,966	2,000	2,000	1,175	2,000
Payroll Taxes	33,059	32,998	27,871	28,614	29,182	30,046
Retirement	164,759	147,816	164,604	164,909	161,692	191,073
Cafeteria Benefits	105,811	92,696	97,654	97,654	84,556	78,076
Unemployment/Work Comp	8,885	10,134	6,191	6,191	8,899	6,540
SUB-TOTAL	726,469	699,987	676,601	687,364	665,794	698,487
OPERATING EXPENSES						
Professional Services	28,702	33,444	71,000	71,000	40,298	71,000
Other Contractual Services	1,201	28,958	1,900	21,900	21,900	11,900
Travel & Per Diem	21,145	21,176	21,398	21,398	22,000	22,236
Communications	12,810	13,165	16,770	16,770	18,000	14,190
Postage/Transportation	-	-	500	500	500	500
Utilities	-	-	-	-	-	-
Rentals & Leases	-	-	80	80	80	80
Insurance	-	-	-	-	-	-
Repair & Maintenance	5,130	5,765	8,700	8,700	5,800	8,700
Printing	404	44	1,200	1,200	500	1,200
Promotional Activities	-	-	-	-	-	-
Other Current Charges	25	510	600	600	400	600
Office Supplies	6,353	5,681	7,950	7,950	6,000	7,950
Operating Supplies	5,172	8,401	6,900	6,900	6,000	6,900
Fuels, Oils, Lubricants	-	-	-	-	-	-
Road Materials & Supplies	-	-	-	-	-	-
Books, Subscriptions, etc.	5,399	5,642	10,330	10,330	7,000	10,330
Training and Education	400	487	-	-	-	-
SUB-TOTAL	86,741	123,273	147,328	167,328	128,478	155,586
CAPITAL OUTLAY						
Land	-	-	-	-	-	-
Building	-	-	-	-	-	-
Improve Other Than Bldgs	-	-	-	-	-	-
Machinery & Equipment	-	4,859	-	-	-	-
SUB-TOTAL	-	4,859	-	-	-	-
GRANTS & ASSISTANCE	-	-	-	-	-	-
DEPARTMENTAL TOTAL	$ 813,210	$ 828,119	$ 823,929	$ 854,692	$ 794,272	$ 854,073
% CHANGE COMPARED TO PREVIOUS YEAR ACTUAL	5.95%	1.83%	(0.51%)	3.21%	(4.09%)	7.53%

Special Revenue Fund
Public Works Department - Transportation Division

	Fiscal Year 2015 Actual Expenditures	Fiscal Year 2016 Actual Expenditures	Fiscal Year 2017 Adopted Budget	Fiscal Year 2017 Amended Budget	Fiscal Year 2017 Estimated Actual	FY18 Budget
PERSONNEL SERVICES						
Wages						
Full-time	$ 367,288	$ 482,406	$ 457,381	470,109	$ 532,647	$ 440,950
Part-time	-	-	-	-	-	-
Wage Adjustments	-	-	-		-	-
Requested Positions	-	-	-	-	-	-
Overtime	106,239	121,496	100,000	100,000	131,473	100,000
Special Pay	7,427	5,763	12,000	12,000	6,181	12,000
Payroll Taxes	36,663	46,690	43,558	44,532	51,278	42,301
Retirement	111,083	107,500	116,859	117,657	117,737	148,293
Cafeteria Benefits	94,879	117,950	138,782	138,782	113,644	116,261
Unemployment/Work Comp	25,112	25,218	17,391	17,391	25,217	9,307
SUB-TOTAL	748,691	907,023	885,971	900,471	978,177	869,112
OPERATING EXPENSES						
Professional Services	134,652	146,526	431,470	461,441	310,000	402,000
Other Contractual Services	294,942	382,103	407,100	546,539	384,500	613,500
Travel & Per Diem	5,432	8,799	5,880	5,880	5,600	5,626
Communications	2,840	4,210	4,800	4,800	4,800	5,880
Postage/Transportation	-	-	-	-	-	-
Utilities	-	-	-	-	-	-
Rentals & Leases	11,675	16,856	13,713	13,713	16,516	20,130
Insurance	-	-	-	-	-	-
Repair & Maintenance	803,025	1,436,914	1,154,500	1,368,498	1,405,018	1,219,500
Printing	-	7,574	10,000	11,740	1,400	-
Promotional Activities			500	500	-	500
Other Current Charges	1,901	465,576	465,405	571,322	571,272	571,322
Office Supplies	-	-	-	-	-	-
Operating Supplies	23,106	21,880	19,300	21,823	19,300	19,300
Fuels, Oils, Lubricants	41,387	33,388	52,100	52,100	40,000	41,370
Road Materials & Supplies	59,091	90,647	85,000	86,700	76,496	110,000
Books, Subscriptions, etc.	-	-	-	-	-	-
Training and Education	-	-	-	-	-	-
SUB-TOTAL	1,378,051	2,614,473	2,649,768	3,145,056	2,834,902	3,009,128
CAPITAL OUTLAY						
Land	1,500	500	-	-	-	-
Building	3,830	-	-	-	-	-
Improve Other Than Bldgs	-	-	-	-	-	-
Machinery & Equipment	-	-	-	-	3,830	-
SUB-TOTAL	5,330	500	-	-	3,830	-
GRANTS & ASSISTANCE	16,200	-	-	-	-	-
DEPARTMENTAL TOTAL	$ 2,148,272	$ 3,521,996	$ 3,535,739	$ 4,045,527	$ 3,816,909	$ 3,878,240
% CHANGE COMPARED TO PREVIOUS YEAR ACTUAL	(21.96%)	63.95%	0.39%	14.86%	8.37%	1.61%

General Fund
Public Works Department - Public Facilities Division

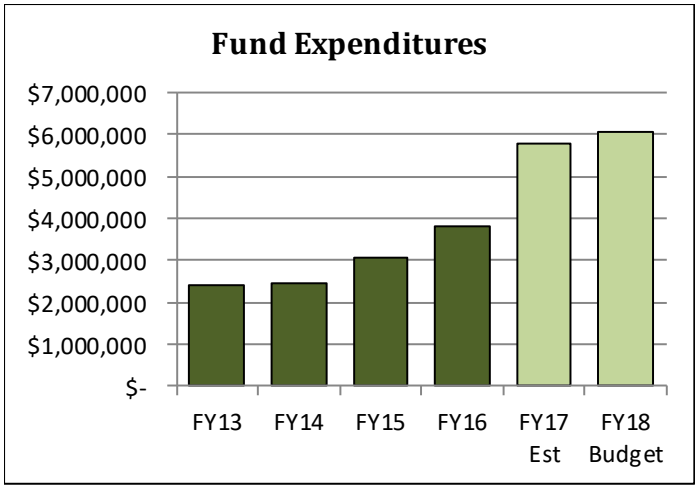
	Fiscal Year 2015 Actual Expenditures	Fiscal Year 2016 Actual Expenditures	Fiscal Year 2016 Adopted Budget	Fiscal Year 2016 Amended Budget	Fiscal Year 2016 Estimated Actual	FY18 Budget
PERSONNEL SERVICES						
Wages						
Full-time	$ 108,945	$ 114,856	$ 123,112	126,498	$ 102,051	$ 115,414
Part-time	-	-	-	-	-	-
Wage Adjustments	-	-	-		-	-
Requested Positions	-	-	-	-	-	-
Overtime	35,903	31,362	30,000	30,000	47,281	30,000
Special Pay	1,466	1,234	2,000	2,000	1,600	2,000
Payroll Taxes	11,533	11,546	11,866	12,125	11,546	11,277
Retirement	32,467	30,250	33,436	33,574	32,317	41,487
Cafeteria Benefits	25,451	29,238	31,317	31,317	29,491	32,062
Unemployment/Work Comp	5,354	5,376	3,708	3,708	5,377	2,595
SUB-TOTAL	221,119	223,862	235,439	239,222	229,663	234,835
OPERATING EXPENSES						
Professional Services	40	12,478	100	100	100	100
Other Contractual Services	37,922	34,511	48,310	48,310	53,200	58,782
Travel & Per Diem	1,200	844	1,418	1,418	1,878	2,078
Communications	1,140	1,320	2,400	2,400	2,360	2,400
Postage/Transportation	-	-	100	100	100	100
Utilities	115,646	104,449	118,240	118,240	104,000	118,240
Rentals & Leases	-	449	400	400	193	400
Insurance	-	-	-	-	-	-
Repair & Maintenance	105,216	155,978	238,690	288,690	164,338	211,690
Printing	-	-	-	-	-	-
Promotional Activities	-	-	-	-	-	-
Other Current Charges	223	25	3,550	3,550	2,300	2,500
Office Supplies	-	-	-	-	-	-
Operating Supplies	26,833	28,334	41,200	41,200	39,700	41,200
Fuels, Oils, Lubricants	6,710	4,098	-	-	-	-
Road Materials & Supplies	-	4,997	6,000	6,000	5,000	6,000
Books, Subscriptions, etc.	-	-	-	-	-	-
Training and Education	-	-	-	-	-	-
SUB-TOTAL	294,930	347,483	460,408	510,408	373,169	443,490
CAPITAL OUTLAY						
Land	-	-	-	-	-	-
Building	-	-	-	-	-	-
Improve Other Than Bldgs	-	-	-	-	-	-
Machinery & Equipment	-	3,431	-	-	-	-
SUB-TOTAL	-	3,431	-	-	-	-
GRANTS & ASSISTANCE	-	-	-	-	-	-
DEPARTMENTAL TOTAL	$ 516,049	$ 574,776	$ 695,847	$ 749,630	$ 602,832	$ 678,325
% CHANGE COMPARED TO PREVIOUS YEAR ACTUAL	(14.37%)	11.38%	21.06%	30.42%	4.88%	12.52%

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.

BEACH PARKING FUND – ENTERPRISE FUND

EMERGING ISSUES AND CHALLENGES FACING THE DEPARTMENT (CONTINUED)

- Working with our Federal representatives in Washington D.C. to appropriate federal funds needed to construct Everglades and Norther Estuaries Restoration Projects.
- 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 American Disabilities Act (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 resolutions and letters to various State and Federal agencies and elected officials to raise awareness of Sanibel's water resource issues. Worked closely with Mayor and the Florida League of Cities and Florida League of Mayors to draft and adopt the Lake Okeechobee Regional Compact, which represents 164 cities working together to advocate for Comprehensive Everglades Restoration Plan projects and local initiatives to improve regional water quality.
- 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 annual beach park maintenance and habitat management. Installed more than 4,329 linear feet of dune vegetation at Sanibel Beach Parks and public beach accesses in 2016/17.
- 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 critical wildlife habitat mapping in Geographic Information System (GIS) 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.

BEACH PARKING FUND – ENTERPRISE FUND

ACCOMPLISHMENTS (CONTINUED)

- Continue to protect beach and beach dune habitat by installing educational signage and installing and/or replacing more than 5,400 linear feet of the rope and bollard system at beach parks and beach accesses to protect the critical wildlife habitat.
- Continued promotion of the "After 9, it's Turtle Time" Sea Turtle Lighting Campaign and education materials created with grant funding from the Sea Turtle License Plate Program for the 2016 season.
- Completed monthly nighttime sea turtle lighting code enforcement surveys. Education and enforcement efforts have resulted in the lowest mid-season lighting violations in the program's history (June/July 2017).
- Participated in a Technical Advisory Committee with Lee County, the Captiva Erosion Prevention District (CEPD) and the Florida Department of Environmental Protection (FDEP) to oversee and evaluate model alternatives for the Blind Pass Inlet Management Study.
- Through a competitive bid processes, staff completed contractor selection and executed a contract to complete an update to the Island-wide Beach Management Plan. Work to be completed in December 2017.
- Completed the Bailey Beach and Lighthouse Beach Park Living Shoreline Projects to protect critically eroded areas within the bay beach zone.
- 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.
- 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 the Emergency Access Trail to the gulfside parking lot.
- Upgraded the security monitoring system at Lighthouse Park, the Trost parking lot, and the Bowman's Beach parking lot.
- Installed security monitoring system at Gulfside City Park (Algiers)
- 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, Turner Beach Park and Tarpon Bay Road Beach Park
- Installed New Pay and display signage in result reduced the amount of signs at our public beach parks.
- Installed new information kiosks at all our beach parks.
- Renovated the boat ramp to allow better access to San Carlos Bay.
- Constructed a Living Shoreline at Lighthouse Beach Park to eliminate erosion issues.

BEACH PARKING FUND – ENTERPRISE FUND

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

PERFORMANCE INDICATORS

Description	Actual FY 2013	Actual FY 2014	Actual FY 2015	Actual FY 2016	FYTD July 2017
Annual beach park dune plantings	100%	100%	100%	100%	100%
Annual exotic plant control at all beach parks	100%	100%	100%	100%	100%
Annual maintenance of beach park rope and bollard system	100%	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	3,713	3,256	3,336

TREND ANALYSIS

Description	Actual FY 2013	Actual FY 2014	Actual FY 2015	Actual FY 2016	FYTD July 2017
Parks - Number of restrooms	8	8	8	9	9
Linear feet of shoreline newly vegetated or re-vegetated with dune species	2,300	2,800	4,100	3,500	4,500
Number of acres of exotic plants treated at beach parks	128	234	234	234	234
Linear feet of rope and bollards newly installed or reinstalled due to storm events	1,600	1,800	3,000	2,000	6,100
Parking permit revenue	$98,967	$106,702	$126,290	$142,200	$159,303
Parking violation revenue	$95,599	$103,509	$116,261	$149,765	$139,219

Beach Parking Fund
Total Beach Parking Departments

	Fiscal Year 2015 Actual Expenditures	Fiscal Year 2016 Actual Expenditures	Fiscal Year 2017 Adopted Budget	Fiscal Year 2017 Amended Budget	Fiscal Year 2017 Estimated Actual	FY18 Budget
PERSONNEL SERVICES						
Wages						
Full-time	$ 736,292	$ 977,769	$ 929,109	$ 954,660	$ 1,155,259	$ 972,183
Part-time	62,503	162,814	183,826	188,881	162,836	186,011
Wage Adjustments	-	-	-	-	-	-
Requested Positions	-	-	-	-	-	-
Overtime	82,013	69,385	85,000	85,000	83,177	85,000
Special Pay	22,817	20,855	21,500	21,500	26,686	21,500
Payroll Taxes	70,552	90,361	92,926	95,267	109,239	96,749
Retirement	139,258	297,201	228,728	229,781	232,108	271,890
Cafeteria Benefits	162,469	179,300	277,652	277,652	224,740	282,297
Unemployment/Work Comp	17,755	17,770	12,255	12,255	17,769	21,276
SUB-TOTAL	1,293,659	1,815,455	1,830,996	1,864,996	2,011,814	1,936,906
OPERATING EXPENSES						
Professional Services	34,611	182,573	127,700	127,700	134,193	118,700
Other Contractual Services	275,733	297,313	750,450	992,966	728,643	649,978
Travel & Per Diem	28,576	37,281	48,023	48,023	39,268	50,583
Communications	13,324	29,352	61,640	61,640	45,089	65,570
Postage/Transportation	1,443	1,708	5,200	5,200	3,800	4,200
Utilities	71,009	71,038	85,250	85,250	86,093	90,250
Rentals & Leases	968	9,433	900	900	400	900
Insurance	24,976	32,523	32,523	32,523	33,880	33,880
Repair & Maintenance	582,080	534,699	604,560	900,475	680,969	377,560
Printing	3,969	2,497	5,500	5,500	4,152	3,000
Promotional Activities	-	520	20,500	20,500	250	10,500
Other Current Charges	558,304	580,887	536,918	579,633	632,699	621,633
Office Supplies	1,450	1,209	500	500	768	1,000
Operating Supplies	138,349	157,003	155,400	183,248	199,738	159,390
Fuels, Oils, Lubricants	31,417	29,307	72,100	72,100	61,240	53,100
Road Materials & Supplies	4,250	4,750	20,000	35,000	24,788	-
Books, Subscriptions, etc.	2,599	6,228	4,000	4,000	1,475	2,000
Training and Education	1,431	-	-	-	-	-
SUB-TOTAL	1,774,489	1,978,321	2,531,164	3,155,158	2,677,445	2,242,244
CAPITAL OUTLAY						
Land	-	-	-	-	-	-
Building	-	-	477,209	477,209	477,209	-
Improve Other Than Bldgs	-	-	1,686,250	1,842,607	420,031	1,661,219
Machinery & Equipment	-	-	363,895	436,761	342,239	236,039
SUB-TOTAL	-	-	2,527,354	2,756,577	1,239,479	1,897,258
GRANTS & ASSISTANCE	14,000	13,000	10,000	10,000	10,000	10,000
FUND TOTAL	$ 3,082,148	$ 3,806,776	$ 6,899,514	$ 7,786,731	$ 5,938,738	$ 6,086,408
% CHANGE COMPARED TO PREVIOUS YEAR ACTUAL	3.06%	23.51%	81.24%	104.55%	56.00%	2.49%

Beach Parking Fund
Public Safety

	Fiscal Year 2015 Actual Expenditures	Fiscal Year 2016 Actual Expenditures	Fiscal Year 2017 Adopted Budget	Fiscal Year 2017 Amended Budget	Fiscal Year 2017 Estimated Actual	FY18 Budget
PERSONNEL SERVICES						
Wages						
Full-time	$ 287,719	$ 416,801	$ 396,588	$ 407,494	$ 533,613	$ 442,343
Part-time	60,133	160,575	183,826	188,881	160,512	186,011
Wage Adjustments	-	-	-	-	-	-
Requested Positions	-	-		-	-	-
Overtime	17,538	16,254	15,000	15,000	18,463	15,000
Special Pay	13,000	12,770	15,000	15,000	14,866	15,000
Payroll Taxes	29,496	44,263	46,697	47,918	55,650	50,364
Retirement	84,084	154,520	123,129	123,278	125,913	156,129
Cafeteria Benefits	66,361	73,499	151,387	151,387	118,938	144,248
Unemployment/Work Comp	8,253	8,300	5,725	5,725	8,300	11,140
SUB-TOTAL	566,584	886,982	937,352	954,683	1,036,255	1,020,235
OPERATING EXPENSES						
Professional Services	-	3,816	-	-	9,493	-
Other Contractual Services	27,563	30,377	89,450	89,450	31,605	99,770
Travel & Per Diem	18,266	24,684	26,820	26,820	22,613	29,020
Communications	5,859	22,633	52,660	52,660	36,701	52,660
Postage/Transportation	666	1,272	400	400	750	400
Utilities	524	1,920	750	750	1,593	750
Rentals & Leases	968	9,433	500	500	-	500
Insurance	-	-	-	-	-	-
Repair & Maintenance	55,476	47,952	53,540	53,540	58,156	53,540
Printing	2,783	338	500	500	1,652	500
Promotional Activities	-	-	250	250	-	250
Other Current Charges	401,416	400,891	357,057	439,201	492,167	481,201
Office Supplies	1,450	1,209	500	500	768	500
Operating Supplies	42,386	52,576	41,000	41,000	90,842	41,000
Fuels, Oils, Lubricants	29,718	26,935	37,600	37,600	26,740	37,600
Road Materials & Supplies	-	-	-	-	-	-
Books, Subscriptions, etc.	-	-	-	-	-	-
Training and Education	1,431	-	-	-	-	-
SUB-TOTAL	588,506	624,036	661,027	743,171	773,080	797,691
CAPITAL OUTLAY						
Land	-	-	-	-	-	-
Building	-	-	-	-	-	-
Improve Other Than Bldgs	-	-	-	-	-	-
Machinery & Equipment	-	-	275,000	347,866	264,024	121,000
SUB-TOTAL	-	-	275,000	347,866	264,024	121,000
GRANTS & ASSISTANCE	-	-	-	-	-	-
DEPARTMENTAL TOTAL	$ 1,155,090	$ 1,511,018	$ 1,873,379	$ 2,045,720	$ 2,073,359	$ 1,938,926
% CHANGE COMPARED TO PREVIOUS YEAR ACTUAL	(3.34%)	30.81%	23.98%	35.39%	37.22%	(6.48%)

Beach Parking Fund
Natural Resources

	Fiscal Year 2015 Actual Expenditures	Fiscal Year 2016 Actual Expenditures	Fiscal Year 2017 Adopted Budget	Fiscal Year 2017 Amended Budget	Fiscal Year 2017 Estimated Actual	FY18 Budget
PERSONNEL SERVICES						
Wages						
Full-time	$ 76,630	$ 138,857	$ 138,678	142,492	$ 154,007	$ 144,584
Part-time	-	-	-	-	-	-
Wage Adjustments	-	-	-		-	-
Requested Positions	-	-	-	-	-	-
Overtime	-	-	-	-	-	
Special Pay	-	-	-	-	-	-
Payroll Taxes	5,878	9,102	10,609	10,900	11,782	11,061
Retirement	5,604	8,038	9,543	9,815	9,221	9,965
Cafeteria Benefits	7,669	18,157	25,413	25,413	25,414	26,352
Unemployment/Work Comp	1,195	1,141	786	786	1,140	2,399
SUB-TOTAL	96,976	175,295	185,029	189,406	201,564	194,361
OPERATING EXPENSES						
Professional Services	-	-	-	-	-	-
Other Contractual Services	155,390	200,097	567,000	795,945	605,038	444,208
Travel & Per Diem	698	3,160	10,000	10,000	5,812	10,000
Communications	878	1,050	1,560	1,560	968	810
Postage/Transportation	-	-	2,000	2,000	500	1,000
Utilities	-	-	-	-	-	-
Rentals & Leases	-	-	-	-	-	-
Insurance	-	-	-	-	-	-
Repair & Maintenance	-	-	-	-	-	-
Printing	1,186	1,071	5,000	5,000	2,500	2,500
Promotional Activities	-	-	20,000	20,000	-	10,000
Other Current Charges	-	-	-	-	-	-
Office Supplies	-	-	-	-	-	-
Operating Supplies	981	-	1,000	1,000	-	-
Fuels, Oils, Lubricants	-	-	-	-	-	
Road Materials & Supplies	-	-	-	-	-	-
Books, Subscriptions, etc.	2,500	-	2,500	2,500	-	-
Training and Education	-	-	-	-	-	-
SUB-TOTAL	161,633	205,378	609,060	838,005	614,818	468,518
CAPITAL OUTLAY						
Land	-	-	-	-	-	-
Building	-	-	-	-	-	-
Improve Other Than Bldgs	-	-	200,000	200,000	65,031	334,969
Machinery & Equipment	-	-	-	-	-	-
SUB-TOTAL	-	-	200,000	200,000	65,031	334,969
GRANTS & ASSISTANCE	14,000	13,000	10,000	10,000	10,000	10,000
DEPARTMENTAL TOTAL	$ 272,609	$ 393,673	$ 1,004,089	$ 1,237,411	$ 891,413	$ 1,007,848
% CHANGE COMPARED TO PREVIOUS YEAR ACTUAL	65.64%	44.41%	155.06%	214.32%	126.43%	13.06%

Beach Parking Fund
Public Works Department

	Fiscal Year 2015 Actual Expenditures	Fiscal Year 2016 Actual Expenditures	Fiscal Year 2017 Adopted Budget	Fiscal Year 2017 Amended Budget	Fiscal Year 2017 Estimated Actual	FY18 Budget
PERSONNEL SERVICES						
Wages						
Full-time	$ 371,943	$ 422,111	$ 393,843	$ 404,674	$ 467,639	$ 385,256
Part-time	2,370	2,239	-	-	2,324	-
Wage Adjustments	-	-	-	-	-	-
Requested Positions	-	-	-	-	-	-
Overtime	64,475	53,131	70,000	70,000	64,714	70,000
Special Pay	9,817	8,085	6,500	6,500	11,820	6,500
Payroll Taxes	35,178	36,996	35,620	36,449	41,807	35,324
Retirement	49,570	134,643	96,056	96,688	96,974	105,796
Cafeteria Benefits	88,439	87,644	100,852	100,852	80,388	111,697
Unemployment/Work Comp	8,307	8,329	5,744	5,744	8,329	7,737
SUB-TOTAL	630,099	753,178	708,615	720,907	773,995	722,310
OPERATING EXPENSES						
Professional Services	34,611	178,757	127,700	127,700	124,700	118,700
Other Contractual Services	92,780	66,839	94,000	107,571	92,000	106,000
Travel & Per Diem	9,612	9,437	11,203	11,203	10,843	11,563
Communications	6,587	5,669	7,420	7,420	7,420	12,100
Postage/Transportation	777	436	2,800	2,800	2,550	2,800
Utilities	70,485	69,118	84,500	84,500	84,500	89,500
Rentals & Leases	-	-	400	400	400	400
Insurance	24,976	32,523	32,523	32,523	33,880	33,880
Repair & Maintenance	526,604	486,747	551,020	846,935	622,813	324,020
Printing	-	1,088	-	-	-	-
Promotional Activities	-	520	250	250	250	250
Other Current Charges	156,888	179,996	179,861	140,432	140,532	140,432
Office Supplies	-	-	-	-	-	500
Operating Supplies	94,982	104,427	113,400	141,248	108,896	118,390
Fuels, Oils, Lubricants	1,699	2,372	34,500	34,500	34,500	15,500
Road Materials & Supplies	4,250	4,750	20,000	35,000	24,788	-
Books, Subscriptions, etc.	99	6,228	1,500	1,500	1,475	2,000
Training and Education	-	-	-	-	-	-
SUB-TOTAL	1,024,350	1,148,907	1,261,077	1,573,982	1,289,547	976,035
CAPITAL OUTLAY						
Land	-	-	-	-	-	-
Building	-	-	477,209	477,209	477,209	-
Improve Other Than Bldgs	-	-	1,486,250	1,642,607	355,000	1,326,250
Machinery & Equipment	-	-	88,895	88,895	78,215	115,039
SUB-TOTAL	-	-	2,052,354	2,208,711	910,424	1,441,289
GRANTS & ASSISTANCE	-	-	-	-	-	-
DEPARTMENTAL TOTAL	$ 1,654,449	$ 1,902,085	$ 4,022,046	$ 4,503,600	$ 2,973,966	$ 3,139,634
% CHANGE COMPARED TO PREVIOUS YEAR ACTUAL	4.63%	14.97%	111.45%	136.77%	56.35%	5.57%

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 $310,000.

	Fiscal Year 2015 Actual Expenditures	Fiscal Year 2016 Actual Expenditures	Fiscal Year 2017 Adopted Budget	Fiscal Year 2017 Amended Budget	Fiscal Year 2017 Estimated Actual	FY18 Budget
PERSONNEL SERVICES						
Wages						
Full-time	$ -	$ -	$ -	$ -	$ -	$ -
Part-time	-	-	-	-	-	-
Wage Adjustments	-	-	-	-	-	-
Requested Positions	-	-	-	-	-	-
Overtime	-	-	-	-	-	-
Special Pay	-	-	-	-	-	-
Payroll Taxes	-	-	-	-	-	-
Retirement	-	-	-	-	-	-
Cafeteria Benefits	-	-	-	-	-	-
Unemployment/Work Comp	-	-	-	-	-	-
SUB-TOTAL	-	-	-	-	-	-
OPERATING EXPENSES						
Professional Services	-	-	-	-	-	-
Other Contractual Services	-	-	-	-	-	-
Travel & Per Diem	-	-	-	-	-	-
Communications	1,770	1,804	2,500	2,500	2,820	2,500
Postage/Transportation	-	-	-	-	-	-
Utilities	-	-	-	-	16	-
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	-	-	-	-	-	-
SUB-TOTAL	1,770	1,804	2,500	2,500	2,836	2,500
CAPITAL OUTLAY						
Land	-	-	-	-	-	-
Building	-	-	-	-	-	-
Improve Other Than Bldgs	-	-	-	-	-	-
Machinery & Equipment	-	-	-	-	-	-
SUB-TOTAL	-	-	-	-	-	-
GRANTS & ASSISTANCE	291,535	320,260	300,281	335,709	335,709	309,289
DEPARTMENTAL TOTAL	$ 293,305	$ 322,064	$ 302,781	$ 338,209	$ 338,545	$ 311,789
% CHANGE COMPARED TO PREVIOUS YEAR ACTUAL	3.73%	9.81%	(5.99%)	5.01%	5.12%	(7.90%)

RECREATION DEPARTMENT
CULTURE/RECREATION FUNCTION

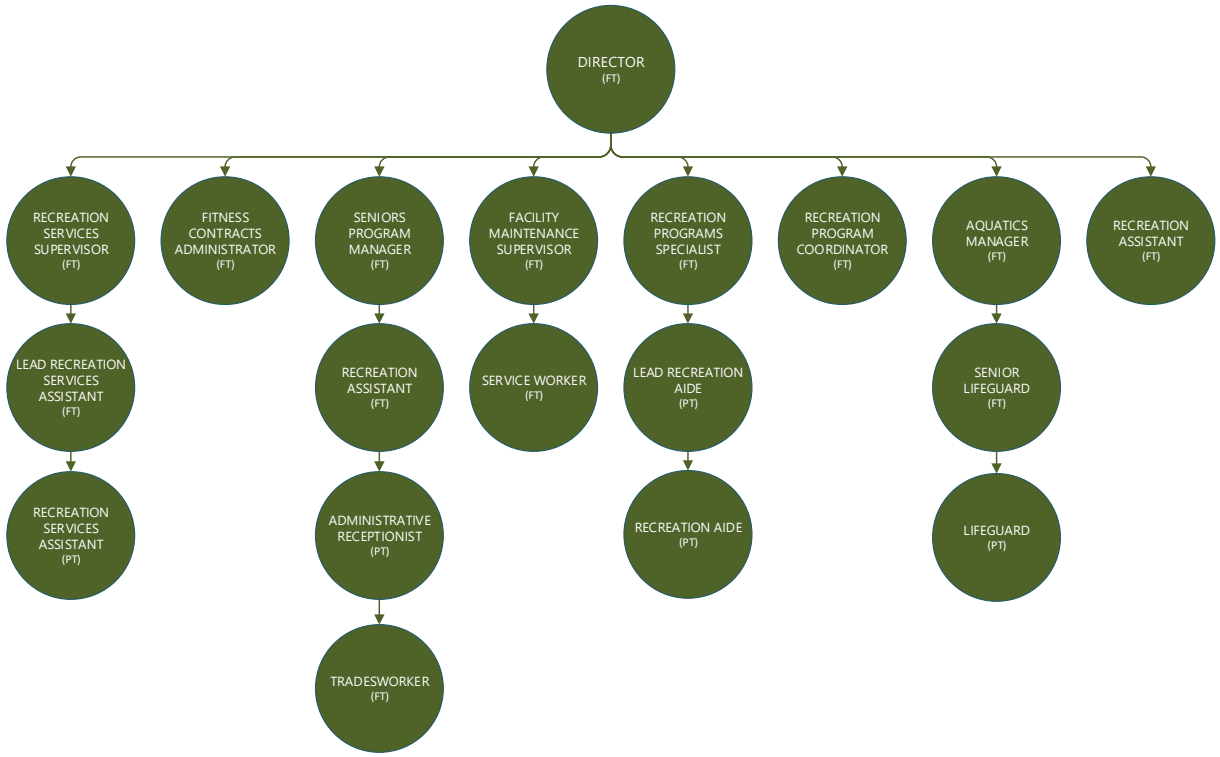
- RECREATION COMPLEX
- CENTER4LIFE
- PERFORMING ARTS FACILITY
- HISTORICAL VILLAGE AND MUSEUM PROGRAM
- BALL FIELD MAINTENANCE

DIRECTOR

Andrea Miller joined the City of Sanibel in 2007. She earned a Masters of Public Administration from Hodges University and a Bachelor of Science in Health & Physical Education (K-12) from Indiana University of Pennsylvania. She is a member of the Florida Recreation & Parks Association and National Recreation & Parks Association and is a Certified Parks & Recreation Professional (CPRP). She holds certifications in the National Incident Management System (NIMS); is a certified American Red Cross First Aid and CPR PR instructor, as well as an instructor and trainer for Lifeguarding, Water Safety, Babysitting and Pet First Aid.

She is also a certified instructor for water aerobics by the United States Water Fitness Association and aerobics by the Aerobics and Fitness Association of the America for group fitness.

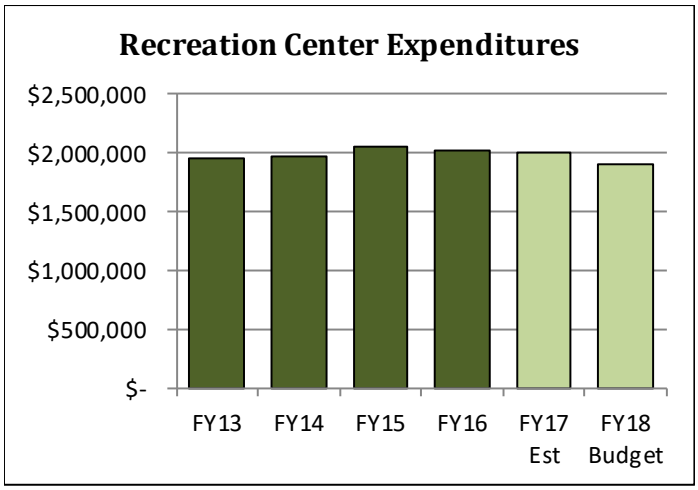
DEPARTMENT STRUCTURE



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 who are living longer, healthier, more active lifestyles.



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

- Completion of Ball Field Electrical Room renovation through partnership with the Lee County School District and Lee County Board of Commissioners
- New energy efficient lighting was installed at the Ball Fields through partnership with the Lee County School District and Lee County Board of Commissioners
- Continued to provide assistance to local families in need through the Financial Assistance Program
- Maximized use of recreation facilities through creative scheduling of class offerings and careful monitoring of attendance
- Continued growth of Adult Pickleball and Adult 3 on 3 Basketball Summer League programs
- SWAT (youth swim team) continued to see record high participation numbers
- Recreation Program Software Upgrade and Migration in process for enhanced customer service and efficiency
- High standard of facility maintenance with numerous projects completed in house resulting in cost savings

RECREATION DEPARTMENT – SPECIAL REVENUE FUND

ACCOMPLISHMENTS (CONTINUED)

- Continued scanning of all applications/programs and membership documentation in an effort to move towards a paperless front desk and more efficient operations
- A team of Sanibel Recreation Department Volunteers continue to compile a visual history of the Sanibel Recreation Department, which encompasses over 40 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 2013	Actual FY 2014	Actual FY2015	Actual FY2016	FY 2017 YTD July
Recreation Center Fitness Class Participation (Beginning 2010 fitness classes were expanded and included with membership)	18,880	18,560	18,023	19,211	17,120
Center 4 Life Fitness Class Participation	9,845	9,845	10,606	11,535	12,443
Weight Room Usage	42,319	39,513	40,446	37,460	30,690
Aquatic Facility Usage	27,070	25,062	24,604	24,038	22,022
Youth Program Enrollment	583	814	870	953	735
Health Screening Events	19	16	33	27	23
Community Events	28	26	29	22	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 Adult 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

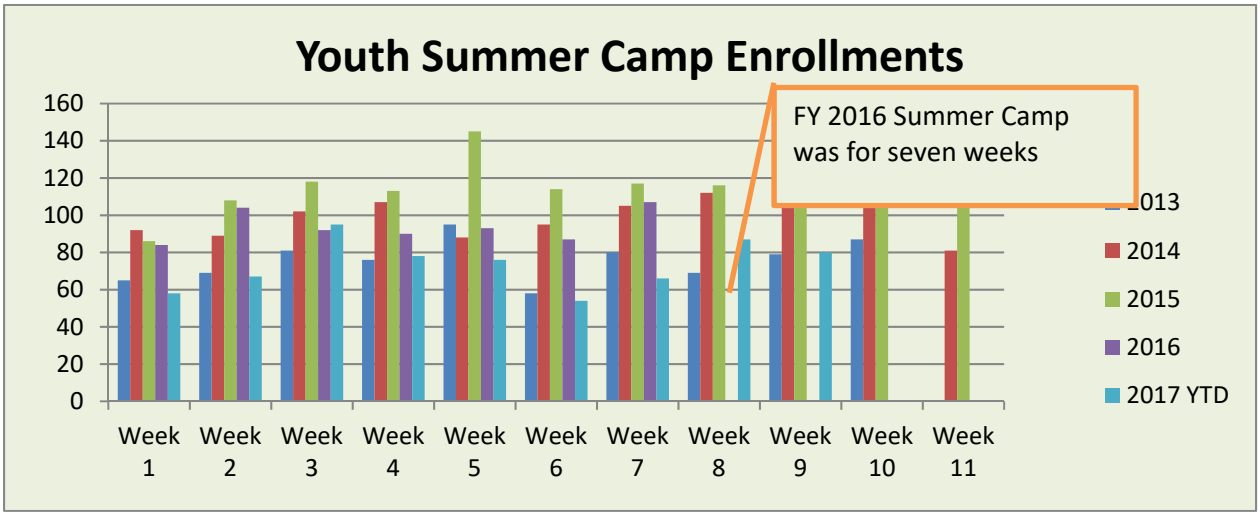
Aquatics

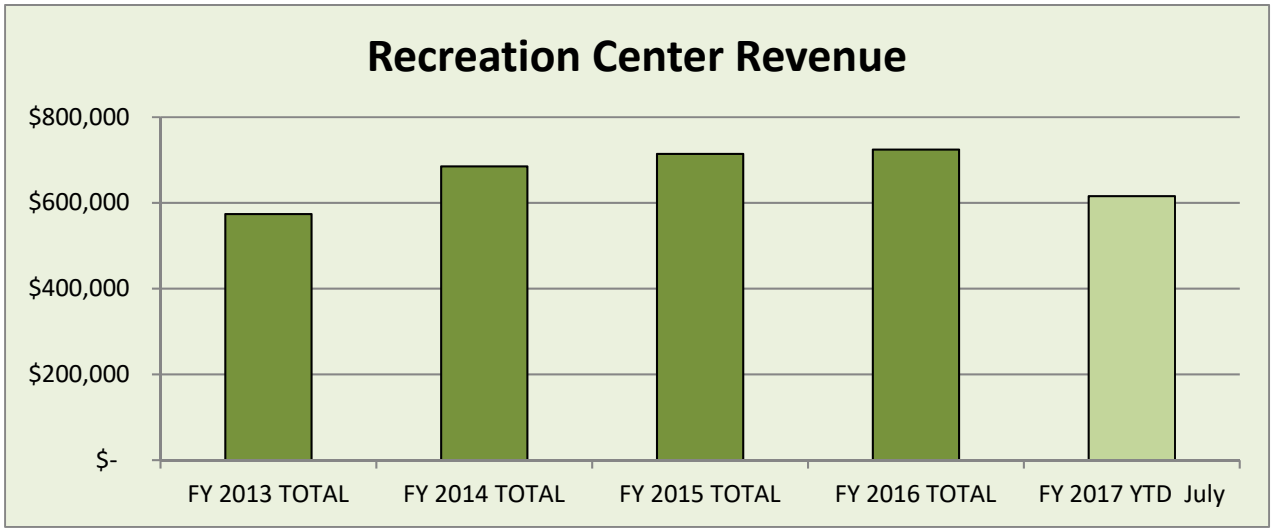
- Fitness classes
- Swim instruction
- Certification courses
- Patron safety
- Aquatic facility maintenance
- Youth Swim Team (SWAT)

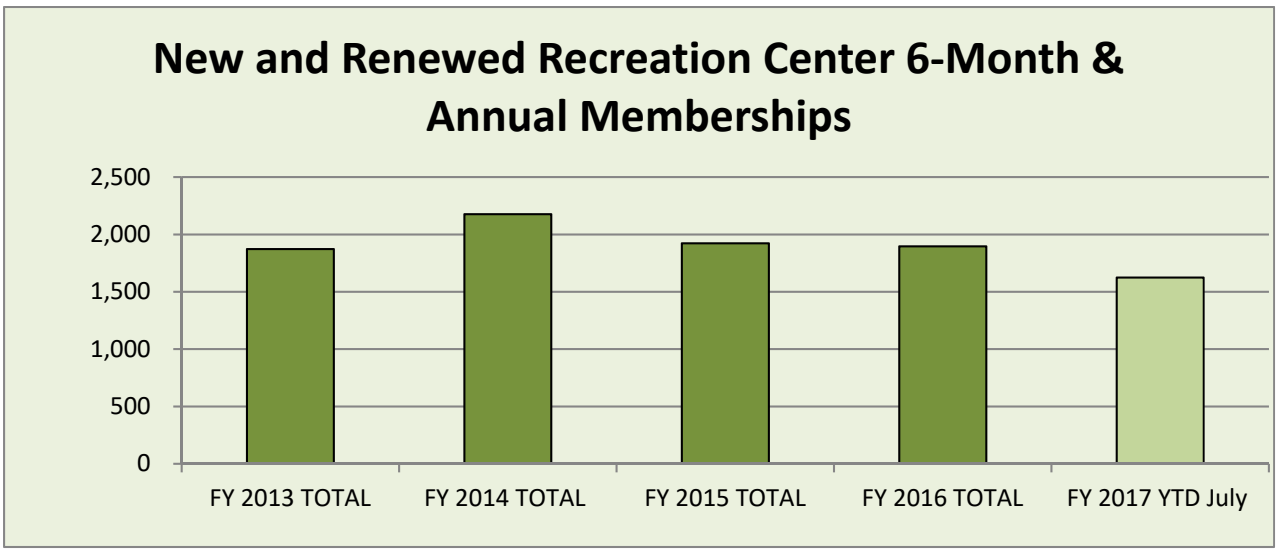
Center 4 Life (Seniors) Programs

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

RECREATION DEPARTMENT – SPECIAL REVENUE FUND
TREND ANALYSIS

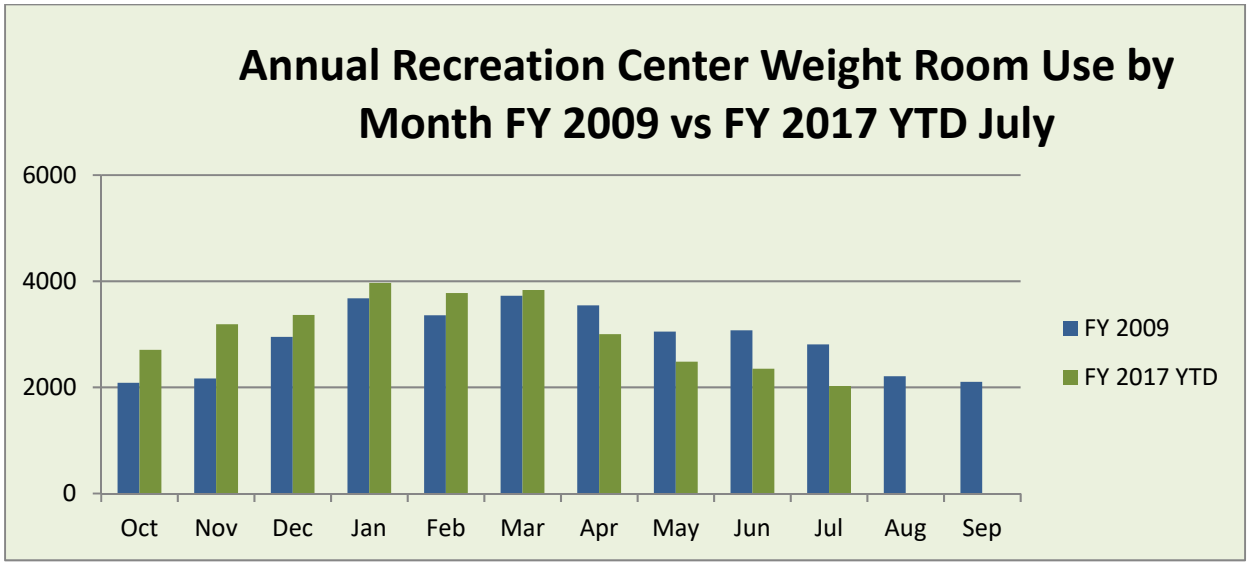


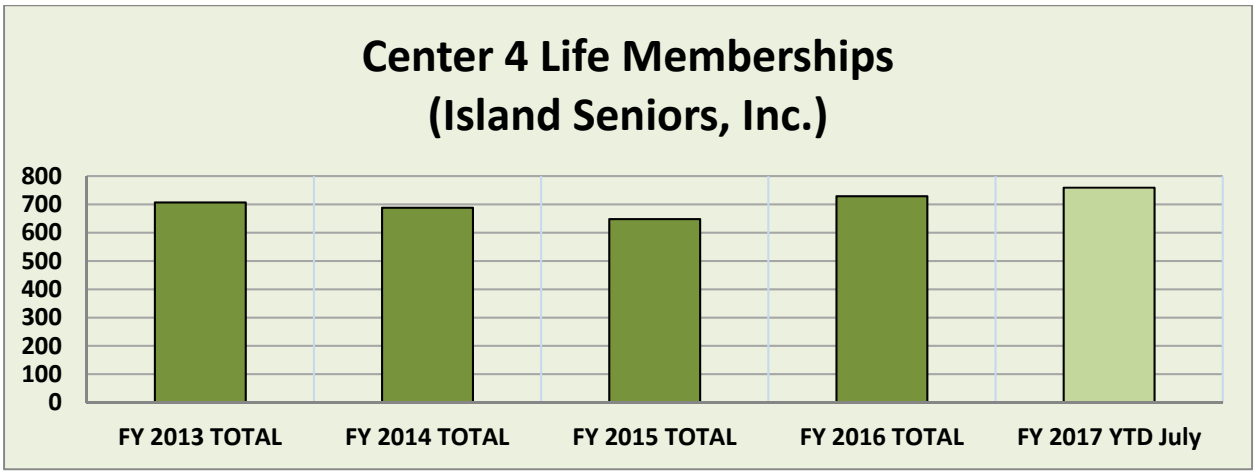


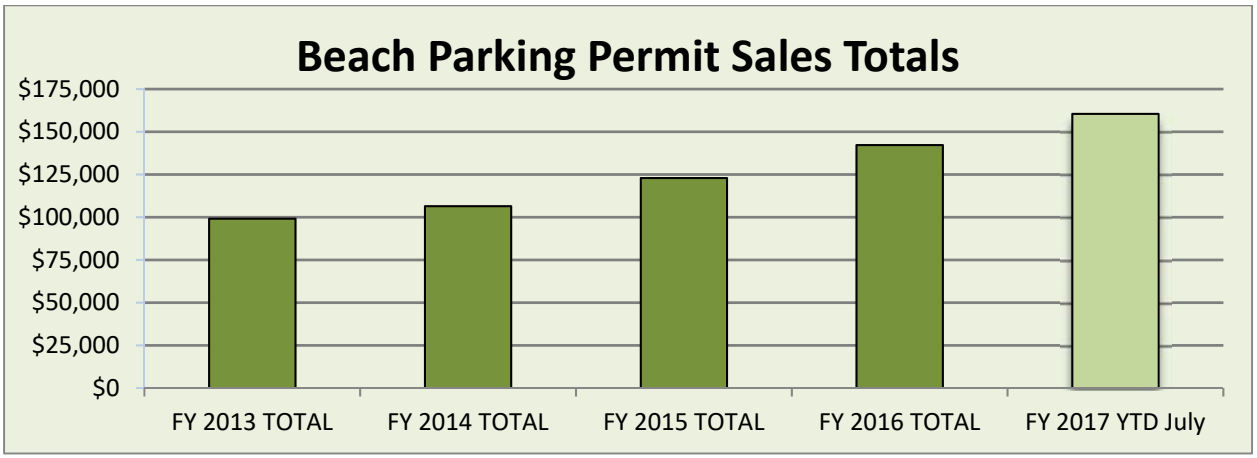


RECREATION DEPARTMENT – SPECIAL REVENUE FUND

TREND ANALYSIS (CONTINUED)







Special Revenue Fund
Parks & Recreation - Recreation Center Operations

	Fiscal Year 2015 Actual Expenditures	Fiscal Year 2016 Actual Expenditures	Fiscal Year 2017 Adopted Budget	Fiscal Year 2017 Amended Budget	Fiscal Year 2017 Estimated Actual	FY18 Budget
PERSONNEL SERVICES						
Wages						
Full-time	$ 536,063	$ 505,982	$ 529,955	$ 544,529	$ 526,248	$ 536,977
Part-time	393,934	418,593	415,272	426,692	475,171	307,951
Wage Adjustments	-	-	-		-	-
Requested Positions	-	-	-	-	-	-
Overtime	25,217	20,433	20,000	20,000	17,893	20,000
Special Pay	9,769	2,132	6,400	6,400	3,593	6,400
Payroll Taxes	73,819	73,927	71,430	73,419	78,252	66,657
Retirement	146,562	131,915	145,821	146,613	141,493	173,656
Cafeteria Benefits	138,284	138,524	133,125	133,125	123,910	141,668
Unemployment/Work Comp	13,028	16,246	9,023	9,023	16,246	14,111
SUB-TOTAL	1,336,676	1,307,752	1,331,026	1,359,801	1,382,806	1,267,420
OPERATING EXPENSES						
Professional Services	2,588	3,560	6,000	6,000	3,500	4,000
Other Contractual Services	165,074	146,056	200,491	200,491	162,500	170,436
Travel & Per Diem	20,513	21,918	19,416	19,416	19,166	17,166
Communications	12,365	13,078	18,334	18,334	21,200	19,034
Postage/Transportation	518	248	1,000	1,000	-	250
Utilities	136,227	140,755	159,360	159,360	159,500	157,015
Rentals & Leases	39,186	29,591	21,284	21,284	25,500	22,840
Insurance	19,358	17,291	7,469	7,469	18,350	18,350
Repair & Maintenance	106,248	147,629	125,634	125,634	119,500	72,175
Printing	1,661	1,592	5,760	5,760	3,225	2,655
Promotional Activities	8,082	6,862	12,250	12,250	7,330	4,225
Other Current Charges	17,675	14,389	11,575	11,575	15,825	15,825
Office Supplies	9,824	3,902	10,000	10,000	7,150	5,000
Operating Supplies	132,259	121,895	101,060	101,060	126,500	87,240
Fuels, Oils, Lubricants	376	359	850	850	450	850
Road Materials & Supplies	5,988	13,952	3,700	3,700	2,450	3,700
Books, Subscriptions, etc.	814	713	1,928	1,928	1,728	1,835
Training and Education	5,399	7,033	7,305	7,305	7,000	7,305
SUB-TOTAL	684,155	690,823	713,416	713,416	700,874	609,901
CAPITAL OUTLAY						
Land	-	-	-	-	-	-
Building	-	-	-	-	-	-
Improve Other Than Bldgs	4,759	-	-	-	-	-
Machinery & Equipment	3,434	1,878	-	-	-	-
SUB-TOTAL	8,193	1,878	-	-	-	-
GRANTS & ASSISTANCE	27,134	22,486	26,000	26,000	24,000	22,000
DEPARTMENTAL TOTAL	$ 2,056,158	$ 2,022,939	$ 2,070,442	$ 2,099,217	$ 2,107,680	$ 1,899,321
% CHANGE COMPARED TO PREVIOUS YEAR ACTUAL	7.92%	(1.62%)	2.35%	3.77%	4.19%	(9.89%)

Special Revenue Fund
Parks & Recreation - Center 4 Life Program

	Fiscal Year 2015 Actual Expenditures	Fiscal Year 2016 Actual Expenditures	Fiscal Year 2017 Adopted Budget	Fiscal Year 2017 Amended Budget	Fiscal Year 2017 Estimated Actual	FY18 Budget
PERSONNEL SERVICES						
Wages						
Full-time	$ 115,356	$ 114,660	$ 121,471	$ 124,812	$ 118,721	$ 121,409
Part-time	8,097	11,039	12,738	13,088	13,630	15,600
Wage Adjustments	-	-	-	-	-	-
Requested Positions	-	-	-	-	-	-
Overtime	4,451	5,469	6,000	6,000	5,200	6,000
Special Pay	69	-	-	-	-	-
Payroll Taxes	10,387	10,895	10,726	11,009	10,523	10,940
Retirement	28,685	28,315	31,310	31,561	30,698	37,226
Cafeteria Benefits	24,176	21,576	51,476	51,476	33,303	42,657
Unemployment/Work Comp	1,731	1,738	1,199	1,199	1,738	2,531
SUB-TOTAL	192,952	193,692	234,920	239,145	213,813	236,363
OPERATING EXPENSES						
Professional Services	975	-	1,100	1,100	500	1,100
Other Contractual Services	32,835	34,705	38,830	38,830	38,830	38,830
Travel & Per Diem	1,716	1,424	2,161	2,161	2,161	2,161
Communications	4,832	4,837	6,156	6,156	4,800	6,156
Postage/Transportation	-	-	-	-	-	-
Utilities	-	-	-	-	-	-
Rentals & Leases	1,526	1,878	1,800	1,800	1,800	1,800
Insurance	20,615	22,235	17,997	17,997	23,633	23,633
Repair & Maintenance	-	-	-	-	-	-
Printing	245	223	500	500	325	500
Promotional Activities	-	-	-	-	-	-
Other Current Charges	-	-	-	-	-	-
Office Supplies	550	221	635	635	635	635
Operating Supplies	945	460	3,071	3,071	1,500	3,071
Fuels, Oils, Lubricants	-	-	-	-	-	-
Road Materials & Supplies	-	-	-	-	-	-
Books, Subscriptions, etc.	58	58	360	360	360	360
Training and Education	324	227	820	820	300	820
SUB-TOTAL	64,621	66,268	73,430	73,430	74,844	79,066
CAPITAL OUTLAY						
Land	-	-	-	-	-	-
Building	-	-	-	-	-	-
Improve Other Than Bldgs	-	-	-	-	-	-
Machinery & Equipment	-	-	-	-	-	-
SUB-TOTAL	-	-	-	-	-	-
GRANTS & ASSISTANCE	-	-	-	-	-	-
DEPARTMENTAL TOTAL	$ 257,573	$ 259,960	$ 308,350	$ 312,575	$ 288,657	$ 315,429
% CHANGE COMPARED TO PREVIOUS YEAR ACTUAL	19.28%	0.93%	18.61%	20.24%	11.04%	9.27%

Special Revenue Fund
Parks & Recreation - Sanibel School Ballpark Maintenance

	Fiscal Year 2015 Actual Expenditures	Fiscal Year 2016 Actual Expenditures	Fiscal Year 2017 Adopted Budget	Fiscal Year 2017 Amended Budget	Fiscal Year 2017 Estimated Actual	FY18 Budget
PERSONNEL SERVICES						
Wages						
Full-time	$ -	$ -	$ -	$ -	$ -	$ -
Part-time	-	-	-	-	-	-
Wage Adjustments	-	-	-	-	-	-
Requested Positions	-	-	-	-	-	-
Overtime	-	-	-	-	-	-
Special Pay	-	-	-	-	-	-
Payroll Taxes	-	-	-	-	-	-
Retirement	-	-	-	-	-	-
Cafeteria Benefits	-	-	-	-	-	-
Unemployment/Work Comp	-	-	-	-	-	-
SUB-TOTAL	-	-	-	-	-	-
OPERATING EXPENSES						
Professional Services	-	60	-	-	-	-
Other Contractual Services	66,874	73,326	73,441	73,441	73,440	73,440
Travel & Per Diem	-	-	-	-	-	-
Communications	-	-	-	-	-	-
Postage/Transportation	-	-	-	-	-	-
Utilities	10,230	9,920	12,000	12,000	12,000	12,000
Rentals & Leases	1,268	1,807	1,300	1,300	1,263	1,300
Insurance	6,771	8,288	10,000	10,000	8,288	8,288
Repair & Maintenance	41,493	42,915	70,170	70,170	40,170	66,545
Printing	-	-	-	-	-	-
Promotional Activities	-	-	-	-	-	-
Other Current Charges	139,294	133,272	133,272	136,099	136,099	136,099
Office Supplies	-	-	-	-	-	-
Operating Supplies	5,502	13,670	11,575	11,575	8,250	11,575
Fuels, Oils, Lubricants	-	-	-	-	-	-
Road Materials & Supplies	-	139	750	750	750	750
Books, Subscriptions, etc.	-	-	-	-	-	-
Training and Education	-	-	-	-	-	-
SUB-TOTAL	271,432	283,397	312,508	315,335	280,260	309,997
CAPITAL OUTLAY						
Land	-	-	-	-	-	-
Building	-	-	-	-	12,500	-
Improve Other Than Bldgs	-	-	305,000	305,000	305,000	-
Machinery & Equipment	-	-	-	-	-	-
SUB-TOTAL	-	-	305,000	305,000	317,500	-
GRANTS & ASSISTANCE	-	-	-	-	-	-
DEPARTMENTAL TOTAL	$ 271,432	$ 283,397	$ 617,508	$ 620,335	$ 597,760	$ 309,997
% CHANGE COMPARED TO PREVIOUS YEAR ACTUAL	26.90%	4.41%	117.90%	118.89%	110.93%	(48.14%)

General Fund
Parks & Recreation - Performing Arts

	Fiscal Year 2015 Actual Expenditures	Fiscal Year 2016 Actual Expenditures	Fiscal Year 2017 Adopted Budget	Fiscal Year 2017 Amended Budget	Fiscal Year 2017 Estimated Actual	FY18 Budget
PERSONNEL SERVICES						
Wages						
Full-time	$ -	$ -	$ -	$ -	$ -	$ -
Part-time	-	-	-	-	-	-
Wage Adjustments	-	-	-	-	-	-
Requested Positions	-	-	-	-	-	-
Overtime	-	-	-	-	-	-
Special Pay	-	-	-	-	-	-
Payroll Taxes	-	-	-	-	-	-
Retirement	-	-	-	-	-	-
Cafeteria Benefits	-	-	-	-	-	-
Unemployment/Work Comp	-	-	-	-	-	-
SUB-TOTAL	-	-	-	-	-	-
OPERATING EXPENSES						
Professional Services	-	-	-	-	-	-
Other Contractual Services	-	-	-	-	-	-
Travel & Per Diem	-	-	-	-	-	-
Communications	-	-	-	-	-	-
Postage/Transportation	-	-	-	-	-	-
Utilities	-	-	-	-	-	-
Rentals & Leases	-	-	-	-	-	-
Insurance	13,770	16,338	16,338	16,338	19,885	19,885
Repair & Maintenance	-	-	-	-	-	-
Printing	-	-	-	-	-	-
Promotional Activities	-	-	-	-	-	-
Other Current Charges	-	-	-	-	-	-
Office Supplies	-	-	-	-	-	-
Operating Supplies	-	-	-	-	-	-
Fuels, Oils, Lubricants	-	-	-	-	-	-
Road Materials & Supplies	-	-	300	300	-	-
Books, Subscriptions, etc.	-	-	-	-	-	-
Training and Education	-	-	-	-	-	-
SUB-TOTAL	13,770	16,338	16,638	16,638	19,885	19,885
CAPITAL OUTLAY						
Land	-	-	-	-	-	-
Building	-	-	-	-	-	-
Improve Other Than Bldgs	-	-	-	-	-	-
Machinery & Equipment	-	-	-	-	-	-
SUB-TOTAL	-	-	-	-	-	-
GRANTS & ASSISTANCE	-	-	-	-	-	-
DEPARTMENTAL TOTAL	$ 13,770	$ 16,338	$ 16,638	$ 16,638	$ 19,885	$ 19,885
% CHANGE COMPARED TO PREVIOUS YEAR ACTUAL	7.45%	18.65%	1.84%	1.84%	21.71%	0.00%

General Fund
Historical Village and Museum

	Fiscal Year 2015 Actual Expenditures	Fiscal Year 2016 Actual Expenditures	Fiscal Year 2017 Adopted Budget	Fiscal Year 2017 Amended Budget	Fiscal Year 2017 Estimated Actual	FY18 Budget
PERSONNEL SERVICES						
Wages						
Full-time	$ -	$ -	$ -	$ -	$ -	$ -
Part-time	-	-	-	-	-	-
Wage Adjustments	-	-	-	-	-	-
Requested Positions	-	-	-	-	-	-
Overtime	-	-	-	-	-	-
Special Pay	-	-	-	-	-	-
Payroll Taxes	-	-	-	-	-	-
Retirement	-	-	-	-	-	-
Cafeteria Benefits	-	-	-	-	-	-
Unemployment/Work Comp	-	-	-	-	-	-
SUB-TOTAL	-	-	-	-	-	-
OPERATING EXPENSES						
Professional Services	-	-	-	-	-	-
Other Contractual Services	4,290	6,166	5,000	5,000	5,752	5,000
Travel & Per Diem	-	-	-	-	-	-
Communications	3,217	3,403	1,660	1,660	3,511	1,660
Postage/Transportation	-	-	-	-	-	-
Utilities	10,069	11,084	5,250	5,250	10,000	5,250
Rentals & Leases	-	-	-	-	-	-
Insurance	54,308	61,924	54,673	54,673	61,875	61,875
Repair & Maintenance	16,324	15,710	17,397	17,397	15,000	17,397
Printing	-	-	-	-	-	-
Promotional Activities	-	-	-	-	-	-
Other Current Charges	-	-	-	-	-	-
Office Supplies	-	-	-	-	-	-
Operating Supplies	-	-	-	-	-	-
Fuels, Oils, Lubricants	-	-	-	-	-	-
Road Materials & Supplies	-	-	-	-	-	-
Books, Subscriptions, etc.	-	-	-	-	-	-
Training and Education	-	-	-	-	-	-
SUB-TOTAL	88,208	98,287	83,980	83,980	96,138	91,182
CAPITAL OUTLAY						
Land	-	-	-	-	-	-
Building	-	-	-	-	-	-
Improve Other Than Bldgs	-	-	-	-	-	-
Machinery & Equipment	-	-	-	-	-	-
SUB-TOTAL	-	-	-	-	-	-
GRANTS & ASSISTANCE	97,608	54,457	49,012	49,012	49,012	49,012
DEPARTMENTAL TOTAL	$ 185,816	$ 152,744	$ 132,992	$ 132,992	$ 145,150	$ 140,194
% CHANGE COMPARED TO PREVIOUS YEAR ACTUAL	0.88%	(17.80%)	(12.93%)	(12.93%)	(4.97%)	(3.41%)

PERSONNEL SERVICES BUDGET SUMMARY

The following table is a summary of the personnel expenditures that are detailed in each fund and department budget.

	Compensation			Fringe Benefits					
Fund/Function/Department	Current Positions	Overtime	Special Pay	Payroll Taxes	Retirement	Cafeteria Benefits Supplement	Dependent Coverage Supplement	Worker's Compensation	Total
GOVERNMENTAL FUNDS									
General Fund									
General Government Function									
Legislative	$ 245,234	$ 5,000	$ 250	$ 19,162	$ 69,459	$ 42,749	$ 28,200	$ 4,239	$ 414,293
Administrative	421,344	500	22,661	28,943	172,947	10,687	18,030	6,581	681,693
Information Technology	302,112	18,700	2,500	24,733	77,046	42,749	10,595	5,292	483,727
Finance	537,313	3,500	1,000	41,449	199,095	72,139	41,202	8,876	904,574
Legal	237,021	-	21,461	15,393	124,938	10,687	24,367	3,891	437,758
Planning	576,695	5,000	1,200	44,591	212,025	85,498	40,411	9,663	975,083
Gen'l Government Services	-	-	80,000	-	-	-	-	-	80,000
Public Safety Function									
Police	1,857,072	100,000	175,375	163,132	960,237	339,319	297,917	37,786	3,930,838
S.E.M.P.	131,759	-	-	10,080	36,557	10,153	12,924	-	201,473
Physical Environment Function									
Natural Resources	132,169	-	-	10,111	70,468	21,374	1,659	2,220	238,001
Public Works Function									
Public Works Department	365,752	25,000	2,000	30,046	191,073	59,635	18,441	6,540	698,487
Public Facilities	115,414	30,000	2,000	11,277	41,487	32,062	-	2,595	234,835
Total General Fund	4,921,885	187,700	308,447	398,917	2,155,332	727,052	493,746	87,683	9,280,762
Transportation Fund									
Transportation Function									
Streets Division	440,950	100,000	12,000	42,301	148,293	90,841	25,420	9,307	869,112
Building Department Fund									
Public Safety Function									
Building Department	365,506	10,000	-	28,726	118,601	53,436	20,842	6,201	603,312
Recreation Fund									
Center 4 Life Seniors Program	137,009	6,000	-	10,940	37,226	32,062	10,595	2,531	236,363
Recreation Department	844,928	20,000	6,400	66,657	173,656	104,735	36,933	14,111	1,267,420
Total Recreation Fund	981,937	26,000	6,400	77,597	210,882	136,797	47,528	16,642	1,503,783
TOTAL GOVERNMENTAL FUNDS	$ 6,710,278	$ 323,700	$ 326,847	$ 547,541	$ 2,633,108	$ 1,008,126	$ 587,536	$ 119,833	12,256,969
ENTERPRISE FUNDS									
Sanibel Sewer System									
Operations & Projects	927,037	$ 90,000	$ 25,000	79,716	$ 313,370	184,568	58,011	17,733	$ 1,695,435
Beach Parking Fund									
Public Safety	628,354	15,000	15,000	50,364	156,129	112,216	32,032	11,140	1,020,235
Physical Environment	144,584	-	-	11,061	10,326	21,374	4,978	2,399	194,722
Public Works	385,256	70,000	6,500	35,324	105,796	73,421	38,276	7,737	722,310
Total Beach Parking Fund	1,158,194	85,000	21,500	96,749	272,251	207,011	75,286	21,276	1,937,267
TOTAL ENTERPRISE FUNDS	$ 2,085,231	$ 175,000	$ 46,500	$ 176,465	$ 585,621	$ 391,579	$ 133,297	$ 39,009	$ 3,632,702
CITY-WIDE GRAND TOTAL	$ 8,795,509	$ 498,700	$ 373,347	$ 724,006	$ 3,218,729	$ 1,399,705	$ 720,833	$ 158,842	$ 15,889,671

PERSONNEL SERVICES – CLASSIFICATION AND PAY PLAN

GRADE	POSITION	MINIMUM	MAXIMUM
13	LIFEGUARD*	$31,200	$36,149
*	Entry Rate $15 Per Hour Previously Approved by City Council		
13	RECREATION AIDE	$23,674	$36,149
13	RECREATION AIDE (LIFEGUARD)	$31,200	$36,149
*	Entry Rate $15 Per Hour Previously Approved by City Council		
15	ADMINISTRATIVE RECEPTIONIST	$27,040	$40,202
15	LEAD RECREATION AIDE*	$31,200	$40,202
*	Entry Rate $15 Per Hour Previously Approved by City Council		
15	POLICE AIDE*	$29,120	$40,202
*	Entry Rate $14 Per Hour Previously Approved by City Council		
15	RECORDS RETRIEVAL CLERK	$24,719	$40,202
15	RECREATION SERVICES ASSISTANT*	$31,200	$40,202
*	Entry Rate $15 Per Hour Previously Approved by City Council		
15	SENIOR LIFEGUARD/INSTRUCTOR*	$32,760	$40,202
*	Entry Rate $15.75 Per Hour Previously Approved by City Council		
15	SERVICE WORKER	$24,719	$40,202
16	ADMINISTRATIVE SECRETARY	$25,722	$46,205
16	PERMIT TECHNICIAN	$25,722	$46,205
16	SENIOR POLICE AIDE*	$30,160	$46,205
*	Entry Rate $14.50 Per Hour Previously Approved by City Council		
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	SENIOR PERMIT TECHNICIAN	$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 (FINANCE)	$31,136	$56,000
18	FITNESS CONTRACTS COORDINATOR	$31,136	$56,000
18	POLICE AIDE SUPERVISOR	$31,136	$56,000
18	POLICE RECORDS SPECIALIST	$31,136	$56,000

PERSONNEL SERVICES – CLASSIFICATION AND PAY PLAN

GRADE	POSITION	MINIMUM	MAXIMUM
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 I PLANT OPERATOR	$31,136	$56,000
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
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

PERSONNEL SERVICES – CLASSIFICATION AND PAY PLAN

GRADE	POSITION	MINIMUM	MAXIMUM
22	ACCOUNTS PAYABLE/CASHIERING SUPERVISOR	$46,347	$79,100
22	CHIEF WASTERWATER 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
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
24	DEPUTY POLICE CHIEF	$54,218	$105,700
24	IT DIRECTOR	$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
	UNGRADED STRUCTURAL SAFETY INSPECTOR		
	UNGRADED POLICE CHAPLAIN		

PERSONNEL ALLOCATIONS BY DEPARTMENT

			FULL-TIME			PART-TIME FTE		
			Approved		Budgeted	Approved		Budgeted
Department	**Grade**	**Job Title**	**2016**	**2017**	**2018**	**2016**	**2017**	**2018**
Legislative	24	City Clerk	1.00	1.00	1.00	-	-	-
	19	Deputy City Clerk	1.00	1.00	1.00	-	-	-
	17	Support Services Assistant	2.00	2.00	3.00	-	-	-
	15	Records Retrieval Clerk	-	0.40	0.40	-	-	-
	16	Administrative Secretary	1.00	1.00	-	-	-	-
		LEGISLATIVE TOTALS	**5.00**	**5.40**	**5.40**	**-**	**-**	**-**
Administration	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	-	-	-
		ADMINISTRATION TOTALS	**3.00**	**3.00**	**3.00**	**0.75**	**0.75**	**0.75**
Information Technology	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	-	-	-
	16	Administrative Secretary	-	-	-	0.40	0.75	0.75
		INFORMATION TECHNOLOGY TOTALS	**4.00**	**4.00**	**4.00**	**0.40**	**0.75**	**0.75**
		** Pay grade increased from 23 to 24 in FY17.*						
Finance	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	1.00	1.00	-	-	-
	22	Accounts Payable-Cashiering Supervisor	1.00	1.00	1.00	-	-	-
	22	Senior Accountant	0.625	0.75	0.75	-	-	-
	20	Benefits and Payroll Specialist	1.00	1.00	1.00	-	-	-
	18	Fiscal Assistant	2.00	2.00	2.00	-	-	-
		FINANCE TOTALS	**7.50**	**7.75**	**7.75**	**-**	**-**	**-**
Legal	19	Paralegal	1.00	1.00	1.00	-	-	-
	Contract	City Attorney	1.00	1.00	1.00	-	-	-
		LEGAL TOTALS	**2.00**	**2.00**	**2.00**	**-**	**-**	**-**
Planning	26	Planning Director	1.00	1.00	1.00	-	-	-
	22	Senior Planner	1.00	1.00	1.00	-	-	-
	21	Planner	4.00	4.00	4.00	-	-	-
	19	Senior Code Enforcement Officer	1.00	1.00	1.00	-	-	-
	19	Planning Technician	-	-	-	0.95	-	-
	18	Senior Administrative Assistant	1.00	1.00	1.00	-	-	-
	17	Support Services Assistant	1.00 *	1.00	1.00	-	-	-
	15	Records Retrieval Clerk	-	0.40	0.40	-	-	-
	15	Administrative Secretary	-	-	-	-	0.95	0.95
		PLANNING TOTALS	**9.00**	**9.40**	**9.40**	**0.95**	**0.95**	**0.95**
		** One full-time with benefits approved mid-year FY16.*						
Police	26	Police Chief	1.00	1.00	1.00	-	-	-
	24	Deputy Police Chief	-	-	1.00	-	-	-
	24	Police Major	1.00	1.00	-	-	-	-
	23	Police Lieutenant	3.00	4.00 **	4.00	-	-	-
	22	Sergeant	4.50	4.50	4.50	-	-	-
	19	Police Officer	12.00	16.00 **	16.00	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	0.20	-	-	-
	18	Senior Administrative Assistant	1.00	1.00	1.00	-	-	-
	18	Senior Dispatcher	5.00	5.00	5.00	0.50	0.50	0.50
	18	Police Records Specialist	1.00	1.00	1.00	-	-	-
		POLICE TOTALS	**30.70**	**35.70**	**35.70**	**2.25**	**2.25**	**2.25**
		** Full-time position allocated between Police and Recreation in FY16.*						
		*** One additional police lieutenant and four additional police officers with benefits authorized mid-year FY17.*						

PERSONNEL ALLOCATIONS BY DEPARTMENT

			FULL-TIME			PART-TIME FTE		
			Approved		Budgeted	Approved		Budgeted
Department	**Grade**	**Job Title**	**2016**	**2017**	**2018**	**2016**	**2017**	**2018**
Natural Resources	26	Natural Resources Director	0.25	0.25	0.25	-	-	-
	22	Environmental Biologist	0.75	0.75	0.75	-	-	-
	20	Environmental Specialist	0.75	0.75	0.75	-	-	-
	19	Conservation Officer	0.25	0.25	0.25	-	-	-
		NATURAL RESOURCES TOTALS	**2.00**	**2.00**	**2.00**	**-**	**-**	**-**
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	-	-	-
		PUBLIC WORKS TOTALS	**8.58**	**8.58**	**8.58**	**-**	**-**	**-**
		GENERAL FUND TOTALS	**71.78**	**77.83**	**77.83**	**4.35**	**4.70**	**4.70**
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	0.50	-	-	-
	18	Equipment Operator-Crew Leader	1.00	1.00	1.00	-	-	-
	17	Tradesworker	7.00	7.00	7.00	-	-	-
		TRANSPORTATION TOTALS	**10.50**	**10.50**	**10.50**	**-**	**-**	**-**
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 *	-	-	0.80	0.80	0.80
	17	Licensing and Permit Technician	1.00	1.00	1.00	-	-	-
	16	Permit Technician	1.00	- **	1.00	-	-	-
	17	Senior Permit Technician		1.00 **	1.00	-	-	-
	15	Records Retrieval Clerk	-	0.20	0.20	-	-	-
	16	Administrative Secretary	-	-	-	0.75		-
		BUILDING TOTALS	**5.00**	**4.20**	**5.20**	**1.55**	**0.80**	**0.80**
		** One full-time approved mid-year FY16. In FY17, filled by a contract employee and may be filled with contract employee in FY18.*						
		*** In FY17, reclassified one permit technician to a senior permit technician.*						
Recreation	24	Recreation Director	1.00	1.00	1.00	-	-	-
	23	Accounting Systems-Revenue Manager	0.125	-	-	-	-	-
	22	Senior Accountant	0.125	-	-	-	-	-
	19	Facility Maintenance Supervisor	0.80 *	0.80	0.80	-	-	-
	19	Seniors Program Manager	1.00	1.00	1.00	-	-	-
	19	Recreation Programs Specialist	1.00	1.00	1.00	-	-	-
	19	Recreation Services Supervisor*	1.00	1.00	1.00	-	-	-
	19	Aquatics Manager*	1.00	1.00	1.00	-	-	-
	18	Aquatics Supervisor	-	-	-	-	-	-
	18	Recreation Program Coordinator	1.00	1.00	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	1.00	-	-	-
	17	Lead Recreation Services Assistant*	1.00	1.00	1.00	-	-	-
	17	Tradesworker	1.00 **	1.00	1.00			
	15	Service Worker	1.00 **	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	Lead Recreation Aide	-	-	-	0.75	0.75	0.75
	13	Lifeguard	-	-	-	4.25	4.25	4.25
	13	Recreation Aide	-	-	-	4.40	4.40	4.40
		RECREATION TOTALS	**14.05**	**13.80**	**13.80**	**14.60**	**14.60**	**14.60**
		** 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 .*						
		TOTAL GOVERNMENTAL FUNDS	**101.33**	**106.33**	**107.33**	**20.50**	**20.10**	**20.10**

PERSONNEL ALLOCATIONS BY DEPARTMENT

			FULL-TIME			PART-TIME FTE		
			Approved		Budgeted	Approved		Budgeted
Department	**Grade**	**Job Title**	**2016**	**2017**	**2018**	**2016**	**2017**	**2018**
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	4.00	4.00	4.00	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	-	-	-
		UTILITY TOTALS	**16.30**	**16.30**	**16.30**	**1.00**	**1.00**	**1.00**
Beach Parking	27	Public Works Director/City Engineer	0.16	0.16	0.16	-	-	-
	26	Natural Resources Director	0.75	0.75	0.75	-	-	-
	25	Deputy Public Works Director	0.15	0.15	0.15	-	-	-
	20	Environmental Biologist	0.25	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	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	0.50	-	-	-
	19	Conservation Officer	0.75	0.75	0.75	-	-	-
	18	Lead Tradesworker	1.00	1.00	1.00	-	-	-
	18	Fiscal Assistant	-	-	-	0.49	- *	-
	18	Police Aide Supervisor	-	1.00 *	1.00			
	17	Tradesworker	6.00	6.00	6.00	-	-	-
	17	Mechanic	0.02	0.02	0.02	-	-	-
	16	Senior Police Aide		1.00 **	1.00			
	15	Police Aide	6.00	5.00 **	5.00	5.00	5.00	5.00
		BEACH PARKING TOTALS	**21.37**	**22.37**	**22.37**	**6.37**	**5.88**	**5.88**
		** Reestablished full-time police aide supervisor position and eliminated part-time fiscal assistant mid-year FY17.*						
		*** Reclassified one full-time police aide to a full-time senior police aide mid-year FY17*						
		TOTAL ENTERPRISE FUNDS	**37.67**	**38.67**	**38.67**	**7.37**	**6.88**	**6.88**
		CITY WIDE TOTALS	**139.00**	**145.00**	**145.00**	**27.87**	**26.98**	**26.98**

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.

CAPITAL IMPROVEMENT PLAN
FIVE YEAR SCHEDULE BY DEPARTMENT/FUND

				FY 2017			FY 2018							
	Fund	Dept.		Adopted Budget	Amended Budget	Estimated Actual	Carry Forward From Prior	New Funding Required	Total Budget FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	Total 5 Year CIP Plan
INFORMATION TECHNOLOGY	300	1290	EnerGov Permitting & Planning Software	$ -	$ 45,000	$ 45,000	$ -	$ 40,000	$ 40,000	$ -	$ -	$ -	$ -	$ 40,000
	300	1290	Phase 4 of government-wide software upgrade	22,300	22,300	-	-	-	-	25,000	-	-	-	25,000
	300	1290	Offsite redundant storage servers ("cloud computing")	25,000	25,000	10,000	-	-	-	15,000	15,000	15,000	-	45,000
	300	1290	Backup high-speed internet connectivity	20,000	20,000	10,000	-	-	-	10,000	10,000	5,000	-	25,000
	300	1290	Upgrade/replace core network components	34,000	34,000	25,000	-	-	-	10,000	10,000	10,000	-	30,000
	300	1290	Replace City servers	8,000	8,000	8,000	-	-	-	8,000	8,000	8,000	-	24,000
	300	1290	City network wireless upgrade for users (802.11)	10,000	10,000	10,000	-	-	-	10,000	10,000	-	-	20,000
	300	1290	Virtual server backup and recovery software	16,000	16,000	10,000	6,000	-	6,000	-	-	-	-	6,000
	300	1290	Upgrades to City internet website location	63,000	63,000	-	-	-	-	63,000	-	-	-	63,000
	300	1290	End of life replacement of Web Content Filter ("Barracuda")	24,000	24,000	-	24,000	-	24,000	-	-	-	-	24,000
	300	1290	Technical Upgrades to MacKenzie Hall	100,000	100,000	-	-	-	-	-	-	-	-	-
	300	1290	Upgrade City PC's for Windows 10 (Hardware/Training)	-	-	-	-	55,000	55,000	50,000	-	-	-	105,000
			TOTAL INFORMATION TECHNOLOGY	$ 322,300	$ 367,300	$ 118,000	$ 30,000	$ 95,000	$ 125,000	$ 191,000	$ 53,000	$ 38,000	$ -	$ 407,000
POLICE	300	2100	Patrol Cars (3-yr replacement)	$ -	$ 180,975	$ 157,239	$ -	$ 60,000	$ 60,000	$ 180,000	$ 120,000	$ 120,000	$ 120,000	$ 600,000
	300	2100	Supervisor (4-yr replacement)	30,000	30,000	58,827	-	-	-	-	-	25,000		25,000
	300	2100	Admin SUV (4-yr replacement)	25,000	25,000	-	25,000	-	25,000	-	50,000	-	-	75,000
	300	2100	Administrative vehicle upgrades	-	-	-	-	40,000	40,000	-	-	-	-	40,000
	300	2100	Mobile Locker room	-	34,111	34,111	-	-	-	-	-	-	-	-
	300	2100	Firearms and non-lethal weapons	-	67,760	67,760	-	-	-	-	-	-	-	-
	300	2100	PD laptops for in-car & field reporting	40,000	40,000	20,000	20,000	-	20,000	-	-	40,000	-	60,000
	300	2100	Records management & dispatch software	20,000	20,000	-	-	-	-	-	-	-	-	-
	300	2100	Security video access system	40,000	40,000	61,035	-	-	-	45,000	45,000	45,000	45,000	180,000
			TOTAL POLICE	$ 155,000	$ 437,846	$ 398,972	$ 45,000	$ 100,000	$ 145,000	$ 225,000	$ 215,000	$ 230,000	$ 165,000	$ 980,000
S.E.M.P.	300	2500	Windows tablets for field teams performing door to door notifications to electronically track status. (20 x 800)	$ 16,000	$ 16,000	$ 4,490	$ 11,510	$ -	$ 11,510	$ -	$ -	$ -	$ -	$ 11,510
	300	2500	VHF radio system upgrades for emergencies	20,000	20,000	-	20,000	-	20,000	-	-	-	-	20,000
			TOTAL S.E.M.P.	$ 36,000	$ 36,000	$ 4,490	$ 31,510	$ -	$ 31,510	$ -	$ -	$ -	$ -	$ 31,510

CAPITAL IMPROVEMENT PLAN
FIVE YEAR SCHEDULE BY DEPARTMENT/FUND

	Fund	Dept.		FY 2017 Adopted Budget	FY 2017 Amended Budget	FY 2017 Estimated Actual	FY 2018 Carry Forward From Prior	FY 2018 New Funding Required	FY 2018 Total Budget FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	Total 5 Year CIP Plan
PUBLIC WORKS	*Public Facilities*													
	300	7250	Replace A/C units	$ 150,000	$ 355,000	$ 215,000	$ 100,000	$ -	$ 100,000	$ 50,000	$ -	$ -	$ -	$ 150,000
	300	7250	Server/Ethernet/Network upgrades	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	-	-	-	-	-	-	-	-	-	70,000	70,000
	300	7250	City Hall water line	-	-	-	-	-	-	50,000	-	-	-	50,000
	300	7250	Center 4-Life Improvements	200,000	200,000	200,000	-	200,000	200,000	-	-	-	-	200,000
	300	7250	Mowers and mower trailers - replacements	20,000	20,000	8,586	-	-	-	-	-	-	-	-
	300	7250	Public Works Facility - security project	40,000	40,000	-	-	-	-	-	-	-	-	-
	300	7250	Public Works plotter replacement	30,000	30,000	21,967	-	-	-	-	-	-	-	-
	300	7250	Public Works GPS/GIS	15,000	15,000	15,000	-	-	-	-	-	-	-	-
	300	7250	Fuel depot - gasboy hardware/software replacements	35,000	35,000	36,346	-	-	-	-	-	-	-	-
	300	7250	City Hall facility repairs	82,500	82,500	32,185	50,315	70,000	120,315	-	-	-	-	120,315
			Subtotal Public Facilities	647,000	852,000	538,584	$ 215,315	$ 270,000	$ 485,315	125,000	475,000	65,000	70,000	1,220,315
	Public Works													-
	300	4100	Storage garage (portion of allocation)	300,000	300,000	-	$ -	$ -	$ -	75,000	-	-	-	75,000
	300	4100	Trucks	125,000	125,000	112,799	-	-	-	-	-	-	-	-
	300	4100	Truck 1/2 Ton Pickup Truck	-	-	-	-	-	-	-	-	30,000	-	30,000
	300	4100	Survey Van	-	-	-	-	-	-	-	-	-	30,000	30,000
			Subtotal Public Works	425,000	425,000	112,799	-	-	-	75,000	-	30,000	30,000	135,000
			TOTAL PUBLIC WORKS	$ 1,072,000	$ 1,277,000	$ 651,383	$ 215,315	$ 270,000	$ 485,315	$ 200,000	$ 475,000	$ 95,000	$ 100,000	$ 1,355,315
			TOTAL GENERAL FUND	$ 1,585,300	$ 2,118,146	$ 1,172,845	$ 321,825	$ 465,000	$ 786,825	$ 616,000	$ 743,000	$ 363,000	$ 265,000	$ 2,773,825
BUILDING	169	2400	Building software	$ -	$ 45,000	$ 45,000	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
	169	2400	Department space efficiency improvements	-	-	-	-	25,000	25,000	-	-	-	-	25,000
				-	-	-	-	-	-	-	-	-	-	-
			TOTAL BUILDING FUND	$ -	$ 45,000	$ 45,000	$ -	$ 25,000	$ 25,000	$ -	$ -	$ -	$ -	$ 25,000

CAPITAL IMPROVEMENT PLAN
FIVE YEAR SCHEDULE BY DEPARTMENT/FUND

				FY 2017			FY 2018							
	Fund	Dept.		Adopted Budget	Amended Budget	Estimated Actual	Carry Forward From Prior	New Funding Required	Total Budget FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	Total 5 Year CIP Plan
RECREATION CENTER SINKING FUND	370	7200	Gym Sound System Gym	$ 9,000	$ 9,000	$ -	$ -	$ -	$ -	$ -	$ -	$ 10,000	$ -	$ 10,000
	370	7200	Gym Corner Pads	21,000	21,000	-	-	-	-	-	-	-	-	-
	370	7200	Gym Floor Resurfacing	-	-	-	-	23,500	23,500	-	-	-	-	23,500
	370	7200	Gym Partition Cover (8')	-	-	-	-	21,000	21,000	-	-	-	-	21,000
	370	7200	Gym Basketball Lift Motors	-	-	8,234	-	-	-	-	-	-	-	-
	370	7200	HVAC Chiller Coils	25,000	25,000	-	25,000	25,000	50,000	-	-	-	-	50,000
	370	7200	Water Heater	-	-	-	-	-	-	5,500	-	-	-	5,500
	370	7200	Egret Room Resurface Floor	-	-	9,819	-	-	-	-	-	-	-	-
	370	7200	Tennis Court Resurfacing	20,000	20,000	15,781	-	-	-	-	-	-	20,000	20,000
	370	7200	Turtle Top (15 Passenger Van)	46,200	46,200	34,416	-	-	-	-	-	-	-	-
	370	7200	Camera/Video Security System	50,000	50,000	-	-	50,000	50,000	-	-	-	-	50,000
	370	7200	Server/Ethernet Upgrade	-	-	10,126	-	-	-	-	-	-	-	-
	370	7200	WT Equip	-	-	-	-	-	-	85,000	-	-	-	85,000
	370	7200	WT Treadmills (7) Replace 1 every year	5,500	5,500	6,000	-	6,000	6,000	6,000	6,000	6,000	6,000	30,000
	370	7200	WT Steppers (2)	-	-	-	-	12,000	12,000	-	-	-	-	12,000
	370	7200	WT Elliptical with Arms (2)	-	-	-	-	12,000	12,000	-	-	-	-	12,000
	370	7200	WT Elliptical w/o arms (2)	-	-	-	-	12,000	12,000	-	-	-	-	12,000
	370	7200	WT Rec Bikes (3)	-	-	-	-	-	-	-	-	12,000	-	12,000
	370	7200	WT Spin Bikes	-	-	-	-	45,000	45,000	-	-	-	-	45,000
	370	7200	Televisions (Wt. Rm/Osprey)	-	-	2,500	-	-	-	-	-	-	-	-
	370	7200	Pool Safety Fence	-		7,350	-	-	-	-	-	-	-	-
	370	7200	Thorguard System	28,000	28,000	-	-	-	-	28,000	-	-	-	28,000
	370	7200	Pool Heaters/Chillers (4)	120,000	120,000	-	120,000	59,000	179,000	-	-	-	-	179,000
	370	7200	Pool Motors/Pumps	-	-	4,000	-	12,000	12,000	-	-	-	-	12,000
	370	7200	Pool Sand Filters Lap Pool A	-	-	-	-	-	-	-	-	-	12,000	12,000
	370	7200	Pool Sand Filters Leisure	-	-	-	-	-	-	-	-	-	12,000	12,000
	370	7200	Pool Sand Filters Lap Pool B	-	-	-	-	-	-	-	-	-	12,000	12,000
	370	7200	Pool Sand Filters Splash Pad	-	-	-							12,000	12,000
	370	7200	Pool Handicap Lift-Lap	-	-	-	-	-	-	-	-	-	7,500	7,500
	370	7200	Pool Stainless Steel	-	-	-	-	-	-	27,000	-	-	-	27,000
	370	7200	Pool Starting Blocks	-	-	-	-	12,000	12,000	-	-	-	-	12,000
	370	7200	Pool Lane Lines	-	-	-	-	-	-	-	5,000	-	-	5,000
	370	7200	Pool Lane Line Reel	2,500	2,500	-	-	-	-	-	-	-	-	-
	370	7200	Pool Lounge Chairs (30) -Replace 4-5 per year	-	-	2,500	-	2,500	2,500	2,500	2,500	2,500	2,500	12,500
	370	7200	Pool Lifeguard Chair	-	-	-	-	-	-	5,000	-	-	5,000	10,000
	370	7200	Pool Water Features	-	-	-	-	-	-	-	-	-	35,000	35,000
	370	7200	Pool Water Slide	-	-	-	-	-	-	-	-	-	35,000	35,000
	370	7200	Pool Solar Heating System	-	-	-	-	-	-	-	-	-	32,000	32,000
	370	7200	Fire Sprinkler System	-	-	-	-	6,000	6,000	-	-	-	-	6,000
	370	7200	Reseal Block Walls	-	-	-	-	10,000	10,000	-	-	-	-	10,000
	370	7200	HVAC VFD's	-	-	-	-	-	-	-	-	-	8,000	8,000
	370	7200	HVAC Mini-Splits	-	-	-	-	5,000	5,000	-	-	-	-	5,000
	370	7200	Osprey Room Equipment	-	-	-	-	5,000	5,000	-	-	-	-	5,000
	370	7200	Recycle Centers	-	-	-	-	8,000	8,000	-	-	-	-	8,000
			TOTAL RECREATION SINKING FUND	$ 327,200	$ 327,200	$ 100,726	$ 145,000	$ 326,000	$ 471,000	$ 159,000	$ 13,500	$ 30,500	$ 199,000	$ 873,000

CAPITAL IMPROVEMENT PLAN
FIVE YEAR SCHEDULE BY DEPARTMENT/FUND

	Fund	Dept.		FY 2017 Adopted Budget	FY 2017 Amended Budget	FY 2017 Estimated Actual	FY 2018 Carry Forward From Prior	FY 2018 New Funding Required	FY 2018 Total Budget FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	Total 5 Year CIP Plan
	173	7250	Ballfield lighting (1/3 cost share)	305,000	305,000	305,000	-	-	-	-	-	-	-	-
			Subtotal Ballfield Maintenance Fund	305,000	305,000	305,000	-	-	-	-	-	-	-	-
			TOTAL BALLFIELD MAINTENANCE FUND	$ 305,000	$ 305,000	$ 305,000	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
TRANSPORTATION	301	4100	Storage garage (portion of allocation)	-	-	-	-	-	-	275,000	-	-	-	275,000
	301	4100	Litter Vacuum - replacement	-	-	-	-	-	-	-	40,000	-	-	40,000
	301	4100	Utility vehicle	-	-	-	-	17,000	17,000	-	-	-	-	17,000
	301	4100	Small Tractor with boom mower	55,000	55,000	41,696	-	-	-	-	-	-	-	-
	301	4100	Water Truck	-	-	-	-		-	-	-	95,000	-	95,000
	301	4100	Trucks	-	-	-	-	-	-	-	-	72,000	-	72,000
	301	4100	Flail Axle	-	-	-	-	-	-	45,000	-	-	-	45,000
	301	4100	Tractor	-	-	-	-	-	-	140,000	-	-	-	140,000
	301	4100	Backhoe	-	-	-	-	-	-	-	-	-	120,000	120,000
	301	4100	Grader	-	-	-	-	-	-	-	175,000	-	-	175,000
	301	4100	Sweeper	-	-	-	-	-	-	-	-	90,000	-	90,000
	301	4100	Public Works Security Project	-	-	-	-	40,000	40,000	-	-	-	-	40,000
	301	4100	Palm Ridge Road improvements	300,000	300,000	50,000	250,000	-	250,000	-	-	-	-	250,000
	301	4100	Middle Gulf Path and roadway relocation	50,000	50,000	25,000	25,000	50,000	75,000	-	-	-	400,000	475,000
	301	4100	Periwinkle Way box culvert repairs	170,000	170,000	24,657	145,343	-	145,343	-	450,000	2,000,000	-	2,595,343
	301	4100	Donax Street resurfacing	-	-	-	-	-	-	400,000	-	-	-	400,000
	301	4100	East Gulf Drive SUP widening project	-	-	-	-	-	-	-	-	500,000	-	500,000
	301	4100	Periwinkle north side shared use path	-	-	-	-	-	-	50,000	200,000	-	-	250,000
	301	4100	Traffic management initiatives	50,000	50,000	1,000	-	-	-	-	-	-	-	-
			TOTAL TRANSPORTATION	$ 625,000	$ 625,000	$ 142,353	$ 420,343	$ 107,000	$ 527,343	$ 910,000	$ 865,000	$ 2,757,000	$ 520,000	$ 5,579,343
			TOTAL GOVERNMENTAL FUNDS	$ 2,842,500	$ 3,420,346	$ 1,765,924	$ 887,168	$ 923,000	$ 1,810,168	$ 1,685,000	$ 1,621,500	$ 3,150,500	$ 984,000	$ 9,251,168

CAPITAL IMPROVEMENT PLAN
FIVE YEAR SCHEDULE BY DEPARTMENT/FUND

				FY 2017			FY 2018							
	Fund	Dept.		Adopted Budget	Amended Budget	Estimated Actual	Carry Forward From Prior	New Funding Required	Total Budget FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	Total 5 Year CIP Plan
SEWER SYSTEM	*System Improvements*													
	450	3500	Paint Donax facility	$ -	$ 20,000	$ 13,600	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
	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)	25,000	25,000	-	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)	85,000	85,000	-	85,000	-	85,000	-	-	-	-	85,000
	450	3500	Insertion valves for force mains	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	Donax Process Improvement - engineering and design	400,000	400,000	207,000	193,000	450,000	643,000	200,000	-	-	-	843,000
	450	3500	Donax Process Improvement - construction	-	-	-	-	3,618,600	3,618,600	2,293,800	3,558,400	1,529,200	-	11,000,000
	450	3500	Donax Process Improvement - generator no. 1 replacement	-	-	-	-	915,000	915,000	-	-	-	-	915,000
	450	3500	Phase Four Sewer	836,000	843,075	693,075	150,000	-	150,000	886,000	-	-	-	1,036,000
	450	3500	Metal tank replacement - Wulfert plant	-		-	-	-	-	-	500,000	-	-	500,000
			Subtotal Existing System Improvements	1,516,000	1,543,075	913,675	623,000	4,983,600	5,606,600	3,494,800	4,173,400	1,644,200	115,000	15,034,000
	Machinery/Vehicles/Equipment													
	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	Wulfert emergency generator replacement	95,000	95,000	-	95,000	-	95,000	-	-	-	-	95,000
	450	3500	Replacement portable generators	45,000	45,000	-	-	45,000	45,000	-	-	-	-	45,000
	450	3500	Replacement Cl_2 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	9,607	-	-	-	-	-	-	-	-
	450	3500	Emergency chart recorder replacement	2,000	2,000	-	-	2,000	2,000	2,000	2,000	2,000	2,000	10,000
			Subtotal Machinery/Vehicles/Equipment	249,500	249,500	34,607	125,000	84,500	209,500	157,500	159,500	129,500	39,500	695,500
			TOTAL SEWER SYSTEM ENTERPRISE FUND	$ 1,765,500	$ 1,792,575	$ 948,282	$ 748,000	$ 5,068,100	$ 5,816,100	$ 3,652,300	$ 4,332,900	$ 1,773,700	$ 154,500	$ 15,729,500

CAPITAL IMPROVEMENT PLAN
FIVE YEAR SCHEDULE BY DEPARTMENT/FUND

	Fund	Dept.		FY 2017 Adopted Budget	FY 2017 Amended Budget	FY 2017 Estimated Actual	FY 2018 Carry Forward From Prior	FY 2018 New Funding Required	FY 2018 Total Budget FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	Total 5 Year CIP Plan
BEACH PARKING FUND	*Public Safety*													
	470	2100	Watercraft	$ -	$ -	$ -	$ -	$ -	$ -	$ 60,000	$ -	$ -	$ -	$ 60,000
	470	2100	ATV Replacements	25,000	25,000	-	-	-	-	25,000	25,000	25,000	-	75,000
	470	2100	Police Aide Vehicles	20,000	20,000	20,867	-	20,000	20,000	20,000	20,000	20,000	20,000	100,000
	470	2100	Pick-up Truck (2 trucks 3 year replacement cycle)	-	-	20,527	-	25,000	25,000	25,000	-	25,000	25,000	100,000
	470	2100	Security video access system - beach parking lots	75,000	75,000	-	-	-	50,000	50,000	50,000	50,000	50,000	250,000
	470	2100	Lightning Detection System	-	-	-	-	26,000	26,000	-	-	-	-	26,000
	470	2100	Parking Meter Replacement (11 meters)	155,000	155,000	132,216	-	-	-	-	-	-	-	-
	470	2100	Mobile Locker Room Facilities	-	8,528	8,528	-	-	-	-	-	-	-	-
	470	2100	Security Program - gulfside and pier replacement	-	64,338	64,031	-			-	-	-	-	-
	470	2100	Traffic Sign	-	-	17,855	-		-	-	-	-	-	-
			Subtotal Public Safety	275,000	347,866	264,024	-	71,000	121,000	180,000	95,000	120,000	95,000	611,000
	Natural Resources													
	470	3731	Jordon Marsh Water Quality Treatment Park	200,000	200,000	65,031	134,969	200,000	334,969	-	-	-	-	334,969
			Subtotal Natural Resources	200,000	200,000	65,031	134,969	200,000	334,969	-	-	-	-	334,969
	Public Works (Maintenance)													
	470	4100	Utility vehicle/Gator (TDC funded)	13,750	13,750	13,523	-	-	-	84,000	28,000	28,000	28,000	168,000
	470	4100	Pick-up truck(s) (TDC funded)	35,000	35,000	29,811	5,189	84,000	89,189	-	-	-	10,000	99,189
	470	4100	Mower (TDC funded)	10,000	10,000	8,586	-	-	-	-	-	-	-	-
	470	4100	Dump body for pick-up (TDC funded)	4,000	4,000	4,000	-	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	Trash/recycling bins (TDC funded)	8,000	8,000	7,295	705	8,000	8,705	8,000	8,000	8,000	8,000	40,705
	470	4100	Water fountain for beaches (TDC funded)	3,145	3,145	-	3,145	-	3,145	4,000	-	4,000	4,000	15,145
	470	4100	ADA accessibility equipment	15,000	15,000	15,000	-	10,000	10,000	15,000	-	15,000	-	40,000
			Subtotal Public Works	88,895	88,895	78,215	9,039	106,000	115,039	115,000	85,000	89,000	54,000	458,039
	Public Works (Improvements)													
	470	4100	Shared use path repairs	-	-	-	-	75,000	75,000	75,000	75,000	75,000	75,000	375,000
	470	4100	Bowman's Beach shared use path	169,000	169,000	-	169,000		169,000	-	-	-	-	169,000
	470	4100	Tarpon Bay restroom (TDC grant #41918)	477,209	477,209	477,209	-	-	-	-	-	-	-	-
	470	4100	Bowman's Beach wildlife boardwalk lookout (TDC #401928)	200,000	200,000	200,000	-	-	-	-	-	-	-	-
	470	4100	Lighthouse Fishing Pier Repairs (TDC)	-	15,716	5,000	-	-	-	-	-	-	-	-
	470	4100	Lighthouse Beach Park Access Boardwalk Replace (TDC)	275,000	415,641	150,000	-	-	-	-	-	-	-	-
	470	4100	Lighthouse cottage interior rehabilitation	242,250	242,250	-	242,250	160,000	402,250	-	-	-	-	402,250
	470	4100	Bowman's Beach Bridge Replacement (TDC + City Match)	600,000	600,000	-	600,000	-	600,000	-	-	-	-	600,000
	470	4100	Bowman's Park Dune Walkover Repairs (TDC Grant #???)	-	-	-	-	80,000	80,000	-	-	-	-	80,000
			Subtotal Improvements	1,963,459	2,119,816	832,209	1,011,250	315,000	1,326,250	75,000	75,000	75,000	75,000	1,626,250
			TOTAL BEACH PARKING ENTERPRISE FUND	$ 2,527,354	$ 2,756,577	$ 1,239,479	$ 1,155,258	$ 692,000	$ 1,897,258	$ 370,000	$ 255,000	$ 284,000	$ 224,000	$ 3,030,258
			TOTAL ENTERPRISE FUNDS	$ 4,292,854	$ 4,549,152	$ 2,187,761	$ 1,903,258	$ 5,760,100	$ 7,713,358	$ 4,022,300	$ 4,587,900	$ 2,057,700	$ 378,500	$ 18,759,758
			CITY WIDE TOTAL CAPITAL IMPROVEMENTS	$ 7,135,354	$ 7,969,498	$ 3,953,685	$ 2,790,426	$ 6,683,100	$ 9,523,526	$ 5,707,300	$ 6,209,400	$ 5,208,200	$ 1,362,500	$ 28,010,926

CAPITAL IMPROVEMENT PLAN
FISCAL YEAR 2018 JUSTIFICATIONS

	Fund	Dept.	Project	FY 2018	Description of Project	Impact on Operating Costs
INFORMATION TECHNOLOGY	300	1290	EnerGov Permitting & Planning Software	$ 40,000	EnerGov software from Tyler Technologies.	Annual maintenance fee of $37,758.
	300	1290	Virtual server backup/recovery software	$ 6,000	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	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	Upgrade City PC's for Windows 10	$ 55,000	Upgrade existing inventory of City user PC's from Windows 7 to Windows 10.	None
	TOTAL INFORMATION TECHNOLOGY			**$ 125,000**		
POLICE	300	2100	Patrol Cars	$ 60,000	Annual cost for replacement of vehicles. These vehicles are on a 3 year replacement cycle.	None recurring.
	300	2100	Admin SUV	$ 25,000	Annual cost for replacement of vehicles. These vehicles are on a 4 year replacement cycle.	None recurring.
	300	2100	Administrative vehicle upgrades	$ 40,000	Several administrative vehicles are not equipped with any technology or radios. These funds will update the vehicles with in-car computers and radios.	None recurring.
	300	2100	PD laptops for in-car & field reporting	$ 20,000	Annual cost for replacement technology equipment in vehicles.	None recurring.
	TOTAL POLICE DEPARTMENT			**$ 145,000**		
S.E.M.P.	300	2500	Windows tablet to assist with EOC operations during emergencies	$ 11,510	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.
	TOTAL S.E.M.P.			**$ 31,510**		
BUILDING	169	2400	Department space efficiency improvements	$ 25,000	These funds are being requested to improve the physical space in the department to enable staff to work more efficiently.	None recurring.
	TOTAL BUILDING DEPARTMENT			**$ 25,000**		

CAPITAL IMPROVEMENT PLAN
FISCAL YEAR 2018 JUSTIFICATIONS

	Fund	Dept.	Project	FY 2018	Description of Project	Impact on Operating Costs
PUBLIC WORKS	300	7250	Replace A/C units	$ 100,000	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	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 wing of City Hall, including new shutters and roof reinforcement. The request in 2018 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 City Hall complex.	None recurring.
	300	7250	Center 4-Life Improvements	$ 200,000	Planning/design work for the Center 4-Life improvement project.	None recurring.
	300	4100	City Hall facility repairs	$ 120,315	The City Hall repair project proposes rehabilitation of main wood walkways, ceiling fan replacements in all wings, addition of a new entrance into the IT/Natural Resources Departments and modification to the entrance are of Building and Planning Departments wing. FY2017 work completed includes concrete column spall repairs, miscellaneous concrete walkway repairs, cupola wood repairs and Administrative wing restroom renovation.	None recurring.
			TOTAL PUBLIC WORKS	**$ 485,315**		
RECREATION CENTER SINKING FUND	370	7200	Gym Floor Resurfacing	$ 23,500	Sinking Fund Asset Replacement Schedule	None recurring.
	370	7200	Gym Partition Cover (8')	$ 21,000	Sinking Fund Asset Replacement Schedule	None recurring.
	370	7200	HVAC Chiller Coils	$ 50,000	Sinking Fund Asset Replacement Schedule	None recurring.
	370	7200	Camera/Video Security System	$ 50,000	Sinking Fund Asset Replacement Schedule	None recurring.
	370	7200	WT Treadmills (7) Replace 1 every year	$ 6,000	Sinking Fund Asset Replacement Schedule	None recurring.
	370	7200	WT Steppers (2)	$ 12,000	Sinking Fund Asset Replacement Schedule	None recurring.
	370	7200	WT Elliptical with Arms (2)	$ 12,000	Sinking Fund Asset Replacement Schedule	None recurring.
	370	7200	WT Elliptical w/o arms (2)	$ 12,000	Sinking Fund Asset Replacement Schedule	None recurring.
	370	7200	Pool Heaters/Chillers (4)	$ 179,000	Sinking Fund Asset Replacement Schedule	None recurring.
	370	7200	WT Spin Bikes	$ 45,000	Sinking Fund Asset Replacement Schedule	None recurring.
	370	7200	Pool Motors/Pumps	$ 12,000	Sinking Fund Asset Replacement Schedule	None recurring.
	370	7200	Pool Starting Blocks	$ 12,000	Sinking Fund Asset Replacement Schedule	None recurring.
	370	7200	Pool Lounge Chairs (30) - Replace 4-5 per year	$ 2,500	Sinking Fund Asset Replacement Schedule	None recurring.
	370	7200	Fire Sprinkler System	$ 6,000	Sinking Fund Asset Replacement Schedule	None recurring.
	370	7200	Reseal Block Walls	$ 10,000	Sinking Fund Asset Replacement Schedule	None recurring.
	370	7200	HVAC Mini-Splits	$ 5,000	Sinking Fund Asset Replacement Schedule	None recurring.
	370	7200	Osprey Room Equipment	$ 5,000	Sinking Fund Asset Replacement Schedule	None recurring.
	370	7200	Recycle Centers	$ 8,000	Sinking Fund Asset Replacement Schedule	None recurring.
			TOTAL RECREATION SINKING FUND	**$ 471,000**		

CAPITAL IMPROVEMENT PLAN
FISCAL YEAR 2018 JUSTIFICATIONS

	Fund	Dept.	Project	FY 2018	Description of Project	Impact on Operating Costs
TRANSPORTATION	301	4100	Utility vehicle	$ 17,000	Public Works has two utility vehicles (small John Deere gators), one is a 2016 model and the other is a 2008 model. These vehicles have proven invaluable in performing minor maintenance in the non-beach parks and for vegetation maintenance along the major roadways. These vehicles are on a 8-year replacement schedule and the 2008 model will be two years overdue for replacement in 2018. The timely replacement of vehicles is necessary to prevent excessive downtime and thus improve operational efficiency.	Approximately $300 per year
	301	4100	Public Works security project	$ 40,000	A security gate and camera is proposed at the entrance to the Public Works Facility to prevent illegal dumping and comply with City security policy.	Approximately $300 per year
	301	4100	Palm Ridge Road improvements	$ 250,000	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-17 with construction phase in FY-18.	None recurring.
	301	4100	Middle Gulf path and roadway relocation	$ 75,000	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	$ 145,343	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 2021, based upon current condition and estimated life. The project proposed for 2020 is design and permitting for both the bridge and box culvert replacement. The proposed construction for both structures is tentatively planned for 2021.	None recurring.
			TOTAL TRANSPORTATION	**$ 527,343**		

CAPITAL IMPROVEMENT PLAN
FISCAL YEAR 2018 JUSTIFICATIONS

	Fund	Dept.	Project	FY 2018	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 Force mains	$ 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 replacement/upgrades to existing force mains and other pressure pipes as needed due to aging infrastructure. Potential construction projects are 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. Pipe RAS to master or EQ for odor control. LS-5 Beach Rd connections.	None recurring.
	450	3500	Donax Process Improvement - Engineering and design	$ 643,000	Engineering for all Donax Plant Improvements Task 1. Pre-Design Study (Complete 2017) Task 2. Design and Permitting 2017-2018 Task 3. Bidding and Design Services 2017-2019 State Appropriations	None recurring.
	450	3500	Donax Process Improvement - Construction	$ 3,618,600	The City is pursuing treatment improvements to improve effluent quality to reduce nutrient loadings, increase the current permitted design capacity, and extend the useful life of the facility.	None recurring.

CAPITAL IMPROVEMENT PLAN
FISCAL YEAR 2018 JUSTIFICATIONS

	Fund	Dept.	Project	FY 2018	Description of Project	Impact on Operating Costs
SEWER SYSTEM	450	3500	Donax Process Improvement - Generator no. 1 replacement	$ 915,000	Replace one of the plant generators with a new generator to accommodate the new plant systems.	None recurring.
	450	3500	Phase Four Sewer Expansion	$ 150,000	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.
	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	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. 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 CI_2 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	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.
			TOTAL SEWER SYSTEM	**$ 5,816,100**		

CAPITAL IMPROVEMENT PLAN
FISCAL YEAR 2018 JUSTIFICATIONS

	Fund	Dept.	Project	FY 2018	Description of Project	Impact on Operating Costs
BEACH PARKING	470	2100	Police Aide Vehicles	$ 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	Pickup truck	$ 25,000	Vehicles for beach patrol purposes are on a regular replacement recycle due to wear and tear. The 2 pickup trucks are on 3 year replacement cycle.	None recurring.
	470	2100	Security Video Access System for Beach Parking Lots	$ 50,000	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 at the current parking lots at Trost and at Lighthouse Park and are recommended for additional locations. Crime reduction on Sanibel benefits residents and visitors alike.	None recurring.
	470	2100	Lightning Detection System	$ 26,000	This system will be installed at staffed intersections to detect when lightning is threatened.	Minimal (electricity)
	470	3731	Jordan Marsh Water Quality Treatment Park	$ 334,969	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. The City received a grant of $150,00 from the South Water Management District for project construction.	Electricity, operation and maintenance costs. Actual costs will be determined as part of design.
	470	4100	Pickup truck(s)	$ 89,189	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	Dump Body for Pickup Truck	$ 4,000	Parks maintenance personnel trim vegetation at the various parks. The vegetation in 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	$ 8,705	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	$ 10,000	Improve ADA accessibility at all beach parks and repair existing ADA equipment.	None recurring.
	470	4100	Shared use path repairs	$ 75,000	Repairs are needed to help keep our paths in good shape which provide pedestrians access to our beach parks.	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	Lighthouse Cottage interior rehabilitation	$ 402,250	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 Tandeck composite material for longevity. TDC approved funding in the amount of $435,000 while the remaining $165,000 is beach parking funding.	None recurring.
	470	4100	Bowman's Park dune walkover repairs	$ 80,000	The existing structure has outlived its life and needs to be repaired for safety. Replace the existing structure for ADA accessibility and install Tandeck composite material for longevity.	None recurring.
			TOTAL BEACH PARKING	**$ 1,897,258**		

CITY WIDE TOTAL CAPITAL OUTLAY	**$ 9,523,526**

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.

Personnel 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.

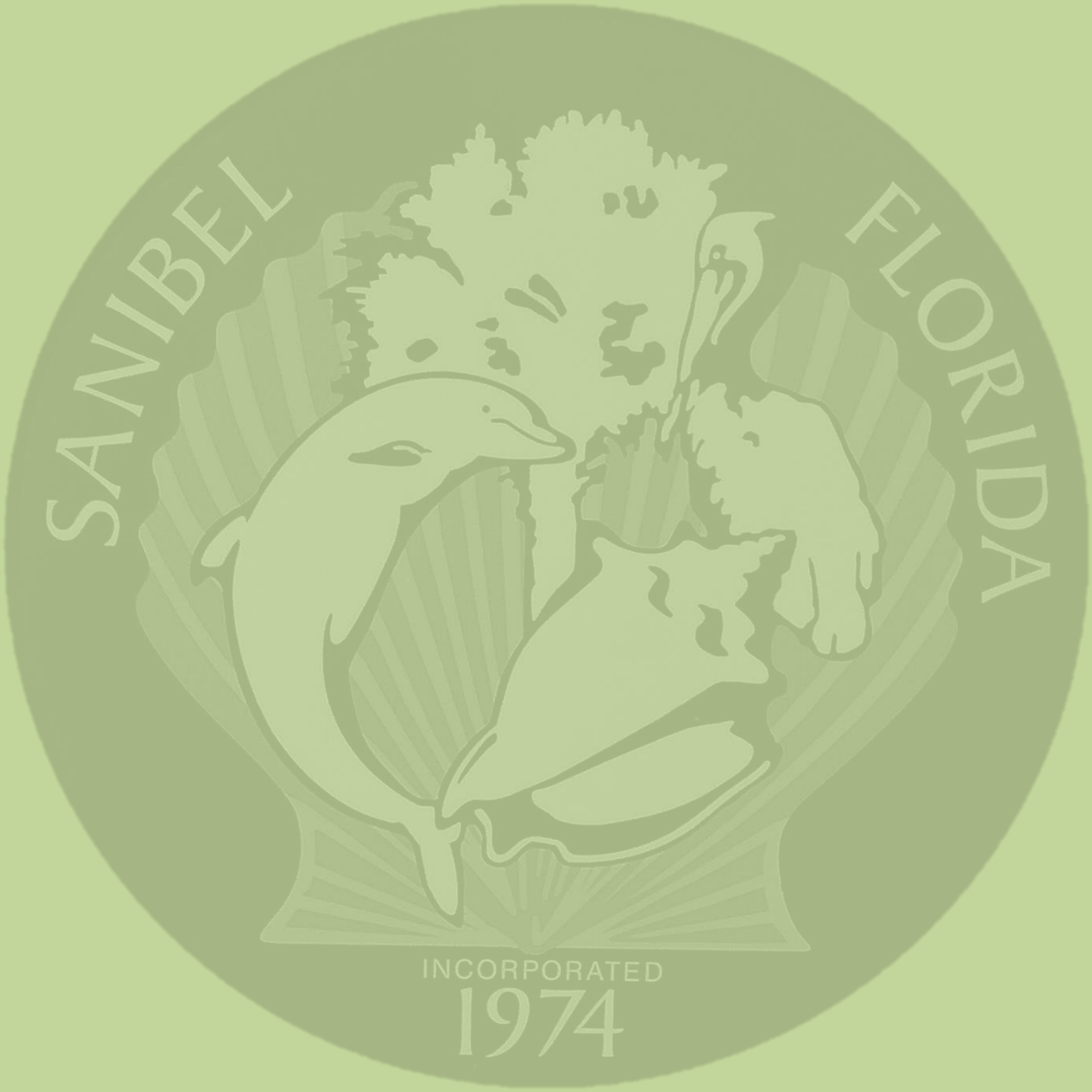
Rolled-back millage rate – The millage rate necessary to produce the same amount of property tax dollars as received during the previous budget year. New construction is excluded from the roll-back calculation.

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.



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