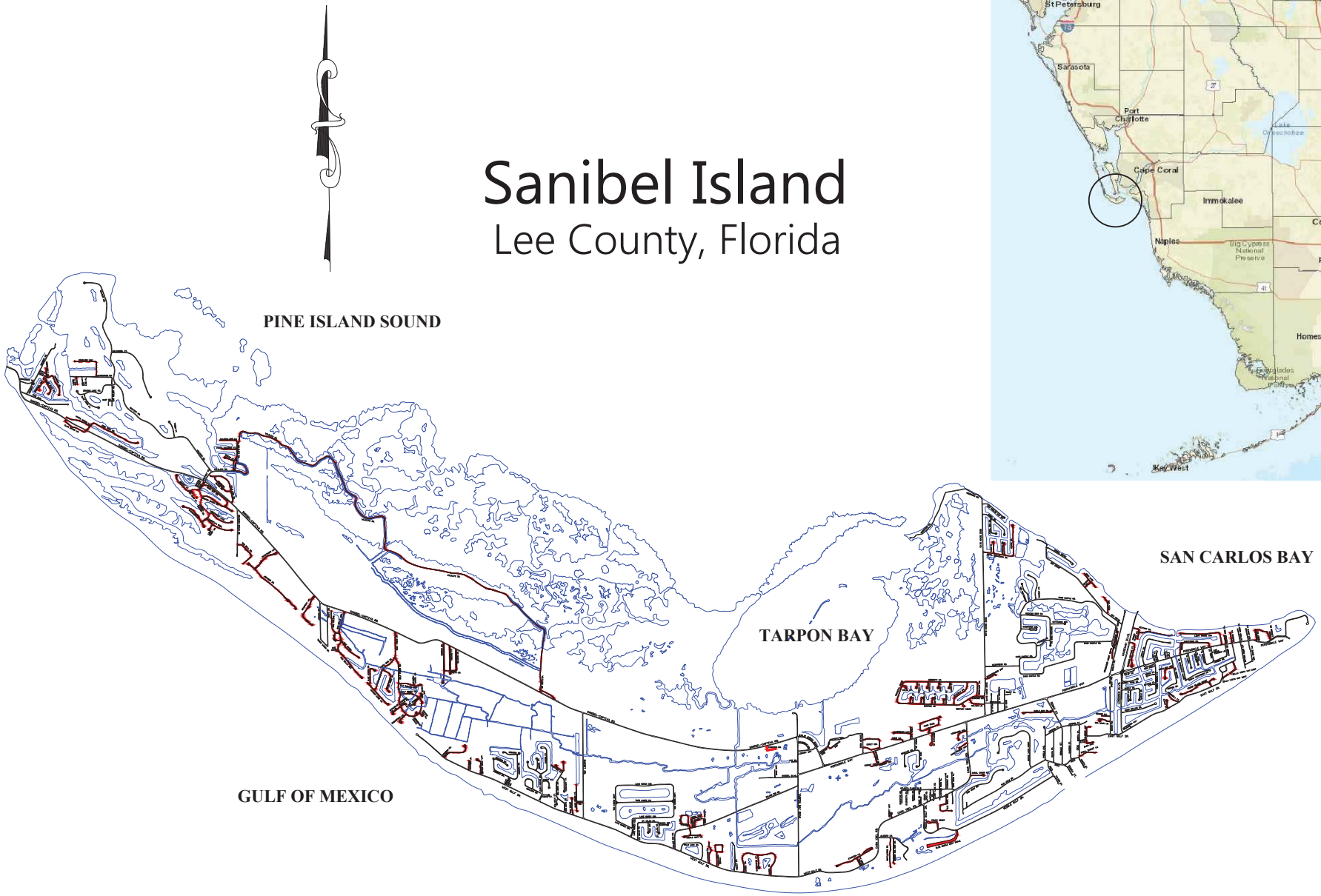
# CITY OF SANIBEL

TENTATIVE BUDGET
SEPTEMBER 9, 2019
FISCAL YEAR 2020

# Sanibel Island

## Lee County, Florida



# 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 statistical and demographic information for the City and a glossary of terms to help in understanding the terminology in the budget

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

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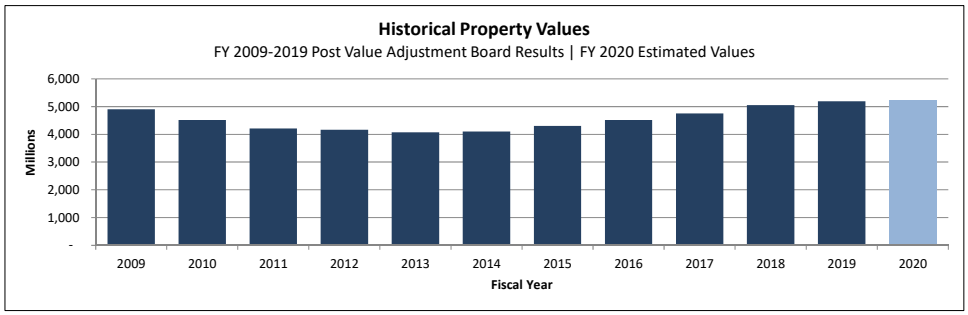
# CITY OF SANIBEL

## OPERATING AND CAPITAL BUDGET
## FOR THE FISCAL YEAR ENDED SEPTMBER 30, 2020

September 9, 2019

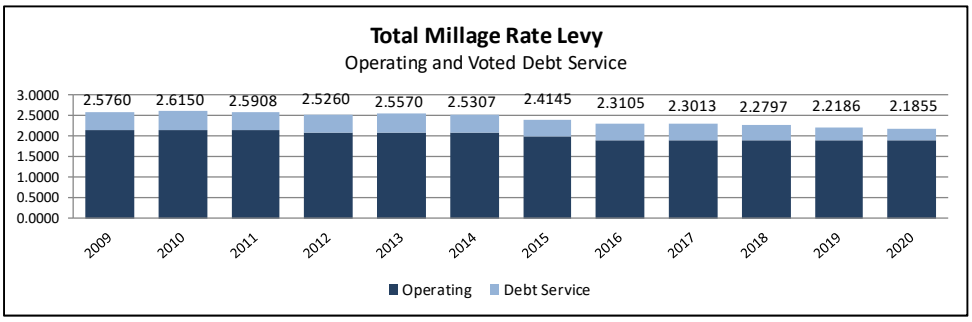
Citizens of Sanibel
Honorable Mayor and City Councilmembers

Presented for your consideration is the **tentative** budget for the fiscal year beginning October 1, 2019 and ending September 30, 2020, which is a balanced budget as required by Florida Statutes. The attached document proposes a budget of $73,366,546, 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 the rolled back operating millage rate of 1.8922, which levies the same amount of taxes as fiscal year 2019, adjusted for any new construction. This operating millage rate is the lowest tax rate the City has levied since fiscal year 2014.




The City of Sanibel's taxable property value for fiscal year 2020 (calendar/tax year 2019) has been preliminarily assessed by the Lee County Property Appraiser at $5,279,612,650. This is 1.60% higher than the fiscal year 2019 final post value adjustment board value of $5,196,520,865. As shown in the included chart, property values on Sanibel have again reached an all-time historical high, which was previously set in fiscal year 2019.

As property values have increased, the City Council has continued to focus on maintaining an appropriate millage rate to deliver maximum efficiency in service to the citizens of Sanibel, while reducing pressure on the tax burden to property owners. The total tax rate levied by the City has decreased from 2.5760 mills in fiscal year 2009 to a proposed 2.1855 in fiscal year 2020, a decrease of 15.2%. While the focus of lowering the overall tax burden to its citizens continues to be a priority for the City, challenges such as increased public safety expenditures, disaster preparedness and stagnating or declining revenue streams, such as gas tax receipts, need to be addressed.



# EXECUTIVE SUMMARY

- The July 1st real and personal property value for the City of Sanibel was preliminarily assessed at a historical high of $5.27 billion by the Lee County Property Appraiser. This represents a 1.60% increase in value from the fiscal year 2019 final valuation;
- The budget includes a total millage rate of 2.2186, which represents the lowest total tax rate assessed to citizens since fiscal year 2004. An operating millage rate of 1.8922 was used to calculate the ad valorem tax levy in the General Fund. This rate is the rolled back tax rate, which levies the same amount of tax dollars to residents as the previous year, adjusted for new construction, and is the lowest operating tax rate levied since 2004;
- In the Transportation Fund, revenues expected to be received from gas taxes are budgeted at $1.4 million, a decrease of approximately $250,000 from the adopted fiscal year 2019 budget. As noted last year, the interlocal agreement with Lee County that sets forth the distribution of gas taxes expired August 31, 2019. At the time of this writing, a new agreement is in the process of being approved by the City, County and other municipalities. This pending agreement provides for the City to receive 5.0% of the County's gas tax receipts through December 31, 2019 and 3.5% of the receipts for the remainder of fiscal year 2020. The previous agreement provided the City with 5.0% of gas tax receipts. Additionally, based on projected traffic count, revenue received from Lee County for the Sanibel Causeway is budgeted to remain flat with fiscal year 2019 amounts;
- In the Sewer Fund, $1,000,000 in grants from the State of Florida to assist in funding the continued renovation of the Donax wastewater treatment plant is included in the fiscal year 2020 budget. $500,000 of this amount is a carry-over from the $2.0 million the City received in fiscal year 2019. The remaining $500,000 is new funding approved by the State for fiscal year 2020 that has not been received yet. To date, the City has been awarded $3.325 million from the State for the $20.1 million plant remodel;
- A 3.0% increase in sewer and reclaimed water fees is included in the Sewer Fund budget based on the Revenue Sufficiency Study recently completed. This rate increase will provide funds for operating expenses and approved sewer related capital projects;
- Beach parking revenues are budgeted to remain flat as compared to estimated ending amounts in fiscal year 2019 based on projections for the remainder of the current fiscal year;
- All reserves have been restored to fiscal year 2019 levels. The General Fund disaster reserve has been restored to the pre-Hurricane Irma amount of $4.5 million. The City has received approximately $3.3 million of the $3.9 million expected from FEMA and the State of Florida for reimbursement of Hurricane Irma expenditures. In the event of additional disaster needs through the end of hurricane season, the City has secured a $5.0 million line of credit with a local financial institution to use for immediately cash expenditures. To date, no funds have been drawn this open line of credit;
- The budget includes the $225,000 annual transfer to the recreation complex sinking fund established by City Council in FY2013 to proactively fund necessary capital repairs and replacements at the Recreation Center facility. The sinking fund has $750,000 reserved to fund the roof replacement at the Recreation Center, which is currently scheduled for fiscal year 2032 and estimated to cost $1.5 million. This reserve is expected to increase each year until full funding is reached;
- As approved by the City Council in fiscal year 2019, the budget includes an increase in the General Fund transfer to the Recreation Fund to $1.45 million. This increase is based on the Consumer Price Index for calendar year 2018;

# EXECUTIVE SUMMARY (CONTINUED)

- Funding for the City's supported non-profits is budgeted per contractual agreements. Community Housing Resources funding support increased 5.0% to $358,041 from fiscal year 2019 and the Historical Village and Museum support is budgeted at $50,000;
- 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 19 and 20 for historical debt information for both governmental and enterprise related debt;
- The budget includes appropriations in each fund for increases in staff wages and healthcare based on completed negotiations with the City's three bargaining units;
- The combined unfunded pension liability from the City's two defined benefit plans decreased 16.1% from fiscal year 2017 to $8.4 million at the end of fiscal year 2018, based on the most current actuarial assumptions. For fiscal year 2020, total defined benefit pension costs are budgeted to decrease approximately $838,000 to $2.2 million, primarily due to above average performance in the General Employee Pension Plan (GE) investment program. The City's annual contribution to the existing GE pension plan will decrease 43.1% and the contribution to the Municipal Police Officers' pension plan will decrease 8.5% in fiscal year 2020 from the actual contributions made by the City in fiscal year 2019. Both plans had actuarial studies completed to determine the required funding levels;
- The City Defined Contribution Plan expenditures are budgeted to increase 4.4% in fiscal year 2020. The City is continuing the 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 budget includes $75,000 in funding in fiscal year 2020 to bring the City's website and internet posted data into compliance with current Americans with Disabilities Act (ADA) standards. This includes all electronic formats (i.e. PDF, Word, Excel, etc.) and multimedia content (i.e. City Council audio and City videos). This initiative also extends to all the City's third-party systems (i.e. Recreation management software, agenda management, document storage system, etc.). This may include the need to replace the City's underlying website management system to be ADA compliant. The funds budgeted are for analysis and pre-work required to begin this initiative. Staff is soliciting estimates and quotes from vendors to determine the total cost for the project;
- The budget includes approximately $265,000 in funding for the first year of a four-year lease of 16 police officer patrol cars to replace and expand the aging fleet and stabilize cash flows associated with the replacement of the vehicles;
- The budget includes $200,000 for pre-construction design related to a proposed modernization of the Police Department (funded by the General Fund) as well as $650,000 in funding for efficiency improvements in the Building department (funded by the Building Fund);
- The fiscal year 2020 capital improvement plan is budgeted at $17.7 million and allocated as follows:
    - General Fund: $1.4 million ($856,000 in new requested funding);
    - Special Revenue Funds: $1.6 million ($1.1 million in new requested funding);
    - Sewer Fund: $13.1 million ($12.7 million in new requested funding mainly for the sewer plant renovation);
    - Beach Parking Fund: $1.6 million ($576,000 in new funding requested). $1.3 million of the capital budget will be reimbursed to the City from the TDC.

# INITIATIVES & REQUESTS NOT FUNDED IN BUDGET

As presented in the tentative budget there are no funds allocated for the following initiatives in fiscal year 2020. These items have not been included in the budget, or in some cases, moved to future years for consideration.

General Fund

Not funded:

- Capital activity related to the Center 4 Life
- Digitization of historical residential paper records stored off island – estimated cost $300,000;
- Activities associated with the City's 45th anniversary

Moved to Subsequent Years:

- City staff is recommending several technology projects that would increase efficiency and productivity that are currently not funded in fiscal year 2020:
  - Geographic Information Systems (GIS) evaluation, planning, development and implementation ($50,000)
  - Update to City legacy phone system to Voice Over Internet Protocol (VOIP) system ($76,000)
  - City wireless network upgrade ($10,000);

Transportation Fund

Not Funded:

- Expansion of live streaming traffic cameras to additional locations – estimated cost $60,000;
- Traffic (including bicycle) education and outreach – estimated cost $50,000.

Moved to Subsequent Years:

- Public Works equipment storage facility – estimated cost $325,000;

Beach Parking Fund

Not Funded:

- Pilot new security protocols for beach restrooms – estimated cost $15,000.
- Upgrade Lighthouse security system – estimated cost $40,000;

Moved to Subsequent Years:

- Planned renovations to the Lighthouse Beach Caretaker's cottages – estimated cost $500,000;

# BUDGET CHALLENGES

A municipal budget reflects the priorities and values of a community. During the development process of the fiscal year 2020 budget it was noted that several important projects and initiatives warrant additional deliberation by the City Council as the process proceeds. This section of the document discusses these issues and presents alternatives for solutions as appropriate.

**Environmental Concerns**

Our 2018 experience proves that our community's economy is intrinsically linked to our water quality on and off our Island. Water is the lifeblood of Sanibel Island. Clean water is necessary to support the types of plants that grow on our island, it supports the diverse populations of wildlife that make Sanibel their home, and it provides recreational opportunities for residents and visitors alike. As a world-class environmental travel destination, the quality of the water is the basis for the City's economy.

Water is an integral part of daily life on Sanibel, and therefore, it is critical as stewards of this sanctuary island that we protect this important resource that defines our community. The City of Sanibel has adopted an ecological vision that puts the natural environment at the top of its hierarchy of values. Our citizens recognize the connection between the natural environment and our quality of life and have supported policies and programs that protect and improve water quality in our own back yards. While the community has made protecting our water resources a top priority, there are influences outside of the boundaries of Sanibel that can impact the quality of our coastal waters. Decisions made as far away as Orlando, in the headwaters of the Kissimmee watershed, can affect the quality of Sanibel's waters. Our community must remain vigilant and work closely with our State and Federal legislators to ensure that projects and policies that protect and improve Sanibel's water quality are implemented in a timely manner. This budget includes funds to continue our efforts to pursue implementation by our State and Federal legislators.

In the City's Beach Parking enterprise fund, stagnant or declining revenue which resulted from the 2018 water quality crisis will have a significant impact on the City's ability to maintain service at the current levels and could potentially harm future tourism related business. Water quality at and around the City's beaches directly affects the revenue collected in beach parking as well possible impacts on Tourism Development Council revenue. All of these issues have a trickle-down effect to the local business economy, which is heavily invested in tourism.

Negative environmental issues have proven to influence revenues within the city limits and property taxes are the single largest revenue source for the City. As mentioned above, Sanibel citizens place a high priority on the natural environment and ecological concerns can drive away potential residents and visitors.

We do not anticipate the need for diligence and effort on water quality to lessen over time, to the contrary all signs indicate the water issues will increase in effort and intensity over the foreseeable future.

# BUDGET CHALLENGES

**Revenue**

The City was able to endure the nationwide economic downturn and years of diminishing revenue by making tough decisions on expenditures and a strict financial focus on strategic priorities such as pension reform. Over the last two years property tax revenues began returning to pre-recession levels and in 2019 hit an historic high of $5.2 billion. This budget maintains our current operating millage rate while continuing to provide the services that our community and visitors expect.

However, it is important to note that most of the revenue the City receives is from ad valorem taxes, and with the City at substantially full buildout, there is little or no incremental growth in the tax base on an annual basis. To the contrary, since the City's incorporation for important environmental reasons the community has chosen to divert over 8,200 acres of land from potential residential or commercial development to conservation lands, permanently removing tax generating properties from the City's tax rolls. This transition has reduced the outstanding buildable lots by over 10,000 parcels. The City's ad valorem tax revenue is almost fully dependent on increases in property values from existing properties each year and does not enjoy the advantage of new construction tax receipts that other municipalities have and depend on to sustain their growth.

To address this concern, the City should look toward other diverse revenue sources to balance those paying for a service and those that are receiving the service. Diversification of the revenue streams available to the City 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 that department provides.

While the City is statutorily limited in its ability to levy additional tax revenue, there are opportunities that are worth exploring in order to reduce the reliance on ad valorem property tax revenue:

- Adjustments to Business Tax Receipts and Registrations
    - Last adjustment in fiscal year 2007
    - Up to 5% adjustment permitted by State Statute Section 205.0535(4)
    - Based on current revenue estimates, an additional $14,500 in revenue could be realized in the first year of an increase
- Adjustments to revenue collected in funds that are partially supported by the General Fund's tax receipts in the form of annual transfers
    - Continue to identify additional Recreation Center revenues
    - Special assessment district collections
    - Evaluation and adjustment of the payment in lieu of taxes (PILOT) received from the Sewer Fund. Currently the amount is set at a fixed rate ($7,500 annually). Most entities that collect PILOT payments from enterprise funds do so as a percentage of some basis (total assets, net revenue, etc.)
- Adjustments to Planning and Development Fees
- Consideration of new revenues
    - Stormwater assessments

# BUDGET CHALLENGES

**Major Capital Projects**

Police Department Modernization & Expansion

The need to modernize the Police Department facilities is becoming critical. 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 for a gender diverse department. The budget currently includes funds for the temporary facility.

Additionally, technology has evolved dramatically including opportunities for more on-site training and meetings. The amount of personal equipment issued to each officer has also greatly increased and 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. The fiscal year 2020 budget includes funds to rent additional temporary space for the Parking Control staff.

The fiscal year 2020 capital plan includes $200,000 for preconstruction activities related to remodeling the Police Department.

Center 4 Life

The City was approached by the Sanibel Captiva Community Bank (Bank) regarding their desire to move from the location at 2475 Library Way and inquired if the City had interest in purchasing the land and building once vacated. This property is adjacent to the current senior center and would provide opportunity for expansion and/or modernization of the center. An architect is currently evaluating the options available.

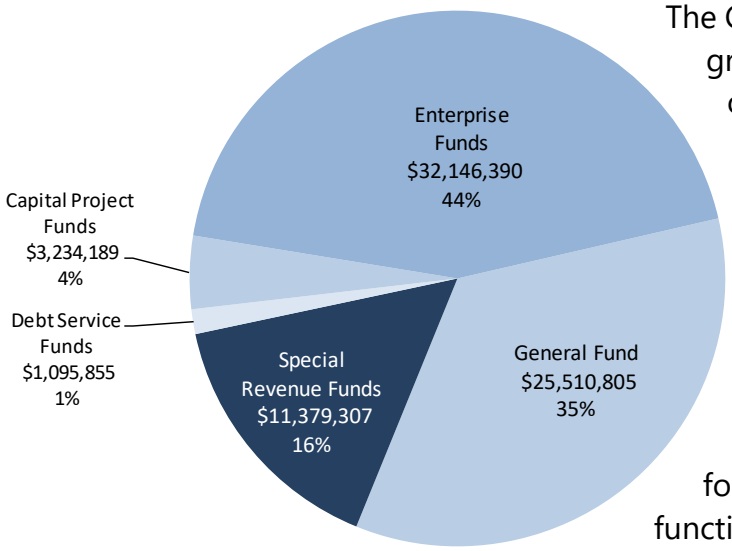
The City engaged three independent professional appraisal firms to value the market price of the subject land and building. The average market value of the property based on the information contained in the appraisals is $1,916,667.

The fiscal year 2020 budget does not include any funding for capital activity related to determining whether the City should explore the opportunity to purchase the property and building.

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 ensure safety and to prudently extend the life. A dedicated long-term fund, such as the successful sinking fund established for our 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.

# BUDGET OVERVIEW

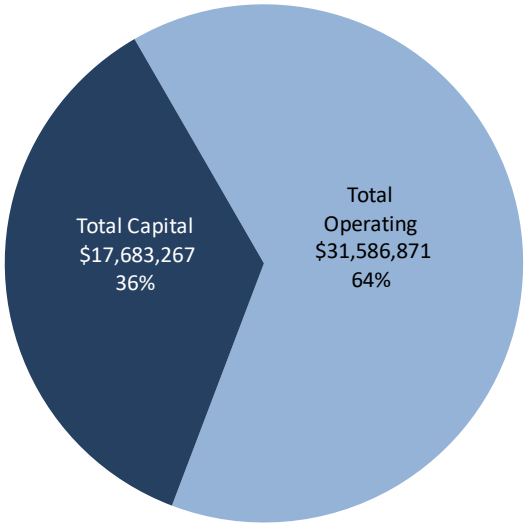



## Fiscal Year 2020 Total City Budget

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 2020: **$31,586,871**

The City's total Capital Budget for Fiscal Year 2020: **$17,683,267** with **$15,252,667** newly requested



# BUDGET OVERVIEW

The fiscal year 2020 budget totals $73.4 million as detailed in the following table:

| Uses of Funds | FY 2020 | FY 2019 as Adopted | FY 2019 as Amended |
|---|---|---|---|
| Governmental Funds | | | |
| Operating | $ 21,657,195 | $ 21,849,892 | $ 23,082,877 |
| Capital | 2,992,869 | 2,270,195 | 2,372,191 |
| Transfers to Other Funds | 2,568,152 | 2,023,445 | 2,098,094 |
| Debt Service | 882,716 | 881,158 | 881,158 |
| Reserves/Ending Fund Balance | 13,119,224 | 9,280,880 | 9,510,187 |
| Total Governmental Funds | 41,220,156 | 36,305,570 | 37,944,507 |
| Enterprise Funds | | | |
| Operating | 9,929,676 | 9,278,948 | 10,354,647 |
| Capital | 14,690,398 | 8,665,248 | 9,067,299 |
| Debt Service | 3,323,825 | 3,598,825 | 3,598,825 |
| Transfers to Other Funds | 488,358 | 431,013 | 431,013 |
| Reserves/Ending Fund Balance | 3,714,133 | 7,531,176 | 9,060,592 |
| Total Enterprise Funds | 32,146,390 | 29,505,210 | 32,512,376 |
| **Total Budget** | **$ 73,366,546** | **$ 65,810,780** | **$ 70,456,883** |
| | 11.48% | Compared to FY2019 adopted budget | |
| | 4.13% | Compared to FY2019 amended budget | |

**Comparison to Fiscal Year 2019 Adopted Budget**

The fiscal year 2020 City-wide operating budget (which includes personnel and operational expenditures) is 1.5% higher than the fiscal year 2019 adopted budget.

Personnel expenditures are the most significant component of the City's operating budget. In fiscal year 2020, personnel expenditures are budgeted to remain flat in total as compared to fiscal year 2019. The City and its three bargaining units negotiated a 3.0% increase for employees in fiscal year 2019 and typically budgeted personnel expenditures would reflect the 3.0% increase. However, that wage increase was offset by staffing changes and significantly reduced pension payments, which cause an overall decrease in personnel expenditures budgeted for fiscal year 2020. Additionally, the reorganization of the Department of Community Services and the re-structuring of the City Attorney's office reduced expenditures by approximately $175,000.

The most significant component that decreased personnel expenditures in the fiscal year 2020 budget relates to total pension contributions. The City makes contributions to three pension plans for the benefit of employees: two defined benefit plans: 1) one for General Employees (GE) which is closed to new hires, 2) one for Municipal Police Officers (Police)) and 3) a defined contribution 401(a) plan for general employees. Based on actuarial analysis, the required contributions for the combined defined benefit plans are budgeted to decrease approximately $838,000 (27.7%) from fiscal year 2019 - $723,000 in the GE plan and $115,000 in the Police plan. The City began active pension reform in 2010 and closed the GE plan in 2012, replacing it by expanding the 401(a) defined contribution plan to all general employees. The City is still in a transition phase with its defined contribution plan – as employees retire out of the GE plan, 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. 401(a) expenditures are budgeted to increase 4.4% to $367,000 in fiscal year 2020.

City wide operational expenditures (non-personnel related expenditures) are budgeted to increase 4.0% to approximately $14.3 million. The main increases relate to the contracting out of legal services, short term rental monitoring software, and increased maintenance expenses related to the City's beach maintenance program (which are primarily reimbursed by the Lee County Tourist Development Council through grants).

The fiscal year 2020 City-wide capital budget is 61.7% higher than the fiscal year 2019 adopted capital budget. The primary driver for this increase is a vehicle fleet lease for police officer patrol cars and the budget for the previously approved sewer plant renovation project. See additional discussion for this project beginning on page 90.

City-wide issued debt obligations are budgeted to decrease 6.1%. The City currently has an open line of credit of $5.0 million for disaster needs; however, no amounts have been drawn and no debt service is budgeted for fiscal year 2020. The decrease in the debt service budget is due to the Sewer Fund making the final repayment to the General Fund for a long-term loan that ended in fiscal year 2019 (payments were $275,000 annually). The budget includes a projected debt issuance of $10.0 million in the Sewer fund to partially fund the renovation project mentioned above. This issuance is expected toward the middle or end of fiscal year 2020 and as such no debt service payments are included in the budget. The actual amount of the debt issuance could be adjusted as estimates are refined throughout the year.

The fiscal year 2020 budget includes City-wide budgeted reserves of $7.6 million. See detail on page 22 for more information.

**Comparison to Fiscal Year 2019 Amended Budget**

The fiscal year 2020 City-wide budget is 4.1% higher than the fiscal year 2019 amended budget, primarily driven by the previously mentioned capital project in the Sewer Fund.

The significant amendments to the fiscal year 2019 budget include the annual rollforward of projects that did not fully complete in fiscal year 2018 and grants that were added to the budget during 2019 (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 $1.9 million in various projects during fiscal year 2019. The City has received tentative approval of approximately $2.1 million in grant funding for fiscal year 2020 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 16, 2019 | Regular Council Meeting – Draft budget is distributed to Council. Adoption of Resolution to **Set Proposed Tax (millage) Rate for fiscal year 2020 and date, time and place of first public hearing** |
| Monday | September 9, 2019 | **5:01 p.m. First Budget Public Hearing** – Discussion and adoption of tentative millage and tentative fiscal year 2020 budget |
| Monday | September 23, 2019 | **5:01 p.m. Second and Final Budget Public Hearing** - Discussion and adoption of final millage rate and fiscal year 2020 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 fiscal year 2020 operating millage rate of 1.8922 is equal to the rolled-back rate. 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 fiscal year 2020 this rate is 2.7977. Taxes levied at this millage rate would generate $14,770,772 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 fiscal year 2020 Florida's per capita personal income increased 1.0339% and the majority vote millage rate is 2.8925. Taxes levied at this millage rate would generate $15,271,280 before discounts. The *two-thirds vote maximum millage rate* allowed is the majority vote rate increased by ten (10%) percent. In fiscal year 2020 this rate is 3.1818. Taxes levied at this millage rate would generate $16,798,672 before discounts.

The following table identifies the minimum vote of Council required to levy a tax (millage) rate for tax year 2019 based on the July 1, 2019 certification of taxable value of $5.3 billion:

| Vote Required | Millage Rate Description | Maximum Millage Rate |
|---|---|---|
| Majority vote of Council (3/5) | Rolled-back rate | 1.8922 |
| Majority vote of Council (3/5) | Majority vote maximum rate | 2.8925 |
| Two-thirds vote of Council (4/5) | 2/3 vote maximum rate | 3.1818 |
| 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 fiscal year 2020 debt service obligations continued to decrease as shown below:

| Debt Service Obligation | Millage Rate | |
|---|---|---|
| | 2019 | 2020 |
| Sewer Voted Debt Service | 0.1394 | 0.1373 |
| Land Acquisition Voted Debt Service | 0.0598 | 0.0500 |
| Recreation Center Voted Debt Service | 0.1055 | 0.1060 |
| Total Voter Approved Debt Millage | 0.3047 | 0.2933 |

# CITY WIDE BUDGET

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) and City-wide expenditures is shown below:

| Revenue Sources | Audited FY2016 | Audited FY2017 | Audited FY2018 | Estimated FY2019 | Budgeted FY2020 |
|---|---|---|---|---|---|
| Taxes (net) | $ 12,707,475 | $ 13,267,995 | $ 13,839,284 | $ 13,917,078 | $ 13,532,847 |
| Licenses/Permits | 1,928,584 | 2,126,935 | 2,297,788 | 2,414,304 | 2,395,097 |
| Intergovernmental | 4,092,254 | 4,590,879 | 6,836,172 | 9,755,399 | 4,699,447 |
| Charges for Services | 12,527,112 | 13,216,921 | 13,646,596 | 14,364,766 | 14,621,235 |
| Fines & Forfeitures | 267,390 | 563,169 | 249,063 | 193,152 | 265,000 |
| Miscellaneous | 1,011,509 | 801,133 | 1,119,035 | 1,551,955 | 1,466,348 |
| Other External Sources | 506,152 | 236,047 | 498,471 | 114,560 | 9,906,000 |
| Indirect Cost Charges | (1,638,020) | (1,849,668) | (2,054,894) | (2,256,781) | (2,256,781) |
| Total Revenue Sources | $ 31,402,456 | $ 32,953,411 | $ 36,431,515 | $ 40,054,433 | $ 44,629,193 |

| City Wide Expenditures | Audited FY2016 | Audited FY2017 | Audited FY2018 | Estimated FY2019 | Budgeted FY2020 |
|---|---|---|---|---|---|
| General Government | $ 5,583,761 | $ 5,996,604 | $ 6,354,451 | $ 6,216,714 | $ 6,192,670 |
| Public Safety | 6,714,126 | 7,718,456 | 8,018,682 | 8,542,946 | 8,534,474 |
| Physical Environment | 5,026,632 | 4,981,917 | 4,965,952 | 5,594,246 | 6,213,038 |
| Public Works | 3,294,933 | 3,781,094 | 6,790,073 | 3,486,780 | 3,764,138 |
| Transportation | 3,740,117 | 3,452,119 | 4,192,784 | 4,039,796 | 3,735,902 |
| Economic Environment | 322,064 | 328,461 | 339,762 | 439,450 | 375,041 |
| Culture/Recreation | 2,765,198 | 3,170,623 | 2,926,042 | 2,540,449 | 2,771,608 |
| Debt Service | 1,388,540 | 1,337,536 | 1,274,778 | 4,479,983 | 4,206,541 |
| Capital Outlay | 307,263 | 1,381,255 | 474,016 | 7,635,036 | 17,683,267 |
| Indirect Cost Charges | (1,638,020) | (1,849,668) | (2,054,894) | (2,256,781) | (2,256,781) |
| Total Outlays | $ 27,504,614 | $ 30,298,397 | $ 33,281,646 | $ 40,718,619 | $ 51,219,898 |

**Revenues**

In fiscal year 2016, 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 table above. The table does include the $9.75 million projected loan issuance in the Sewer fund budgeted in fiscal year 2020.

Tax revenue is budgeted to decrease in fiscal year 2020 due to the reduced operating ad valorem tax levy and proposed updated interlocal agreement between the City and Lee County for distribution of gas taxes. See additional discussion on page 62.

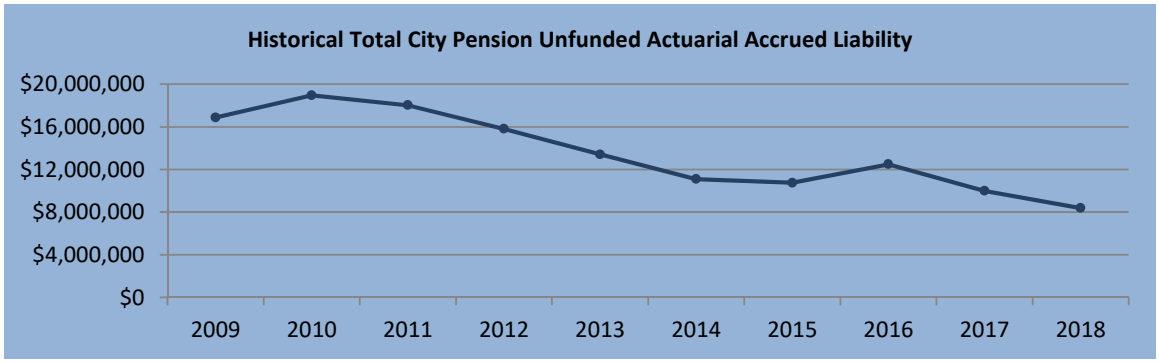
Intergovernmental revenue in fiscal year 2018 includes reimbursement for the red tide beach cleanup as well as an $825,000 grant from the State of Florida related to the sewer plant renovation. In fiscal year 2019, the estimated revenue includes $1.5 million in additional grant funds from the State for the sewer plant renovation.

# CITY WIDE BUDGET

**Expenditures/Expenses**

As with most municipalities, the City's investment in personnel and related expenditures is the largest usage of funds in the City budget.

As discussed previously, the City's total contributions to its defined benefit pension plans are budgeted to decrease in fiscal year 2020. The two plans will require approximately $838,000 less in required funding (based on actuarial determinations). Due in large part to pension reform and additional contributions to each plan, the combined unfunded liability has decreased 55.8% from the high in fiscal year 2010 of $18.9 million to $8.4 million at the end of fiscal year 2018).




The estimated cost for the defined contribution plan for fiscal year 2020 is budgeted at $367,283, a 4.4% increase from fiscal year 2019. 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 cost recovery amounts 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.

Beginning and ending fund balances are important aspects of governmental budget accounting. Shortfalls in revenues 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 financial management. The budget includes projections for each of the two fund groups, governmental and enterprise funds. 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 2020 budget totals $25.5 million and is summarized in the following table:

| | | FY 2019 | |
|---|---|---|---|
| Sources of Funds | FY 2020 | as Adopted | as Amended |
| Beginning Fund Balance | $ 9,310,973 | $ 5,937,447 | $ 6,262,699 |
| Operating Revenues | 15,678,402 | 15,353,888 | 15,562,983 |
| Other Financing Sources | 521,430 | 431,013 | 431,013 |
| **Total Budget** | **$ 25,510,805** | **$ 21,722,348** | **$ 22,256,695** |

| | | FY 2019 | |
|---|---|---|---|
| Uses of Funds | FY 2020 | as Adopted | as Amended |
| Operating Expenditures | $ 14,059,877 | $ 14,497,729 | $ 15,175,654 |
| Non-operating Expenditures | 8,325,080 | 4,369,585 | 3,955,702 |
| Ending Fund Balance | 3,125,848 | 2,855,034 | 3,125,339 |
| **Total Budget** | **$ 25,510,805** | **$ 21,722,348** | **$ 22,256,695** |

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 fiscal year 2019, the City expects the General fund to report a beginning fund balance of approximately $9.3 million, which is significantly higher (56.8%) than the fiscal year 2019 adopted budget primarily due to the receipt of FEMA and State reimbursements related to Hurricane Irma expenditures in fiscal year 2019.

The General Fund's operating revenues are budgeted to increase 2.1% in fiscal year 2020 from the fiscal year 2019 adopted budget. This small increase is mainly attributable to additional revenue collected from other funds for internal cost recovery in fiscal year 2020 based on a third-party analysis conducted in fiscal year 2019. Shared revenue received from Lee County's recycling collections is not budgeted in fiscal year 2020. The commodity market for recyclables has been negatively affected by international buyers and until the market improves, revenues are not expected to resume.

Other financing sources are primarily transfers from other funds. The fiscal year 2020 budget is 21.0% higher than the previous year due to an increase in projected beach parking revenues, which the General Fund receives a percentage and a one-time transfer from the Shell Harbor Dredging fund to recoup prior year expenditures made by the General fund.

# FUNDS BUDGET

Uses of Funds – Operating expenditures in the General Fund are budgeted to decrease 3.0% with the fiscal year 2019 adopted budget. While personnel costs related to pensions have decreased significantly as previously mentioned, negotiated increases in wages and certain other increases in operating costs offset that decrease. Overall cost containment continues to be a priority for the City.

Non-operating expenditures are expected to double in fiscal year 2020, almost entirely due to the restoration of the disaster reserves - $1.0 million to $4.5 million (which are not expended in cash until needed). Additionally, interfund transfers from the General fund to other funds are budgeted at $2.4 million. For detailed information, refer to the interfund transfer schedule on page 50. Ending fund balance is budgeted to increase 9.5% based on the results previously discussed.

**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 2019 | |
|---|---|---|---|
| Sources of Funds | FY 2020 | as Adopted | as Amended |
| Beginning Fund Balance | $ 4,136,988 | $ 3,564,433 | $ 4,235,182 |
| Operating Revenues | 5,555,239 | 5,374,707 | 5,398,965 |
| Other Financing Sources | 1,687,080 | 1,598,445 | 1,651,441 |
| **Total Budget** | **$ 11,379,307** | **$ 10,537,585** | **$ 11,285,588** |

| | | FY 2019 | |
|---|---|---|---|
| Uses of Funds | FY 2020 | as Adopted | as Amended |
| Operating Expenditures | $ 7,597,318 | $ 7,352,163 | $ 7,942,223 |
| Capital Expenditures | 675,000 | 48,480 | 48,480 |
| Non-operating Expenditures | 33,072 | 297,300 | 239,750 |
| Ending Fund Balance | 3,073,917 | 2,839,642 | 3,055,135 |
| **Total Budget** | **$ 11,379,307** | **$ 10,537,585** | **$ 11,285,588** |

Beginning fund balance is budgeted to increase 16.1% in fiscal year 2020 to $4.1 million. The increase is attributable to positive 2019 results in the Building Fund, Road Impact Fee Fund and the Recreation Fund. These increases are partially offset by a decrease of approximately $296,000 in the Transportation Fund due to the budget reflecting a new interlocal agreement with Lee County relating to the distribution of gas taxes previously discussed.

Total operating expenditures are budgeted to increase 3.3% from the fiscal year 2019 adopted budget. The increase is primarily attributable to increased personnel services in the Building department and increased operating expenditures in the Recreation fund.

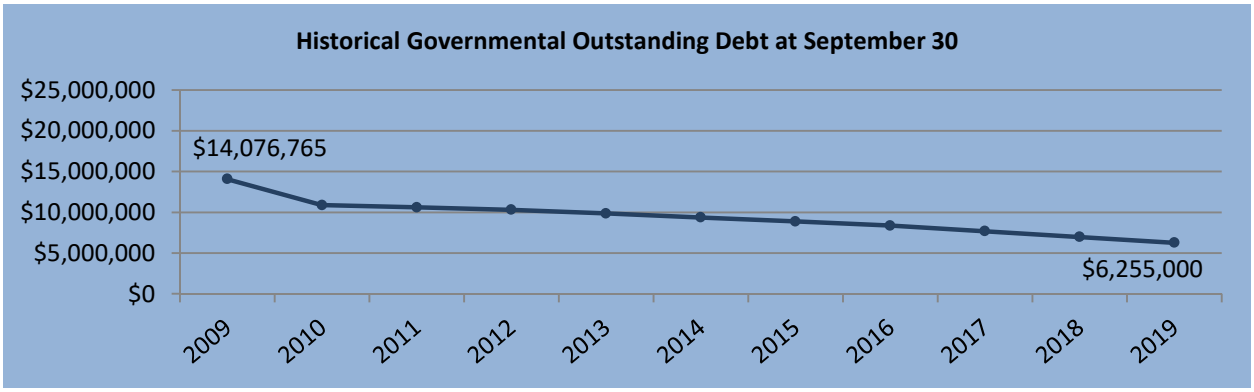
Capital expenditures are budgeted for a remodel and space efficiency project in the Building Department. Non-operating expenditures mostly relate to interfund transfers out, which are budgeted to decrease significantly. Refer to the detailed interfund transfer on page 50 for more information.

Finally, ending fund balance is budgeted to increase 8.3% from the adopted fiscal year 2019 budget due to the effects of the previously mentioned budgeted items.

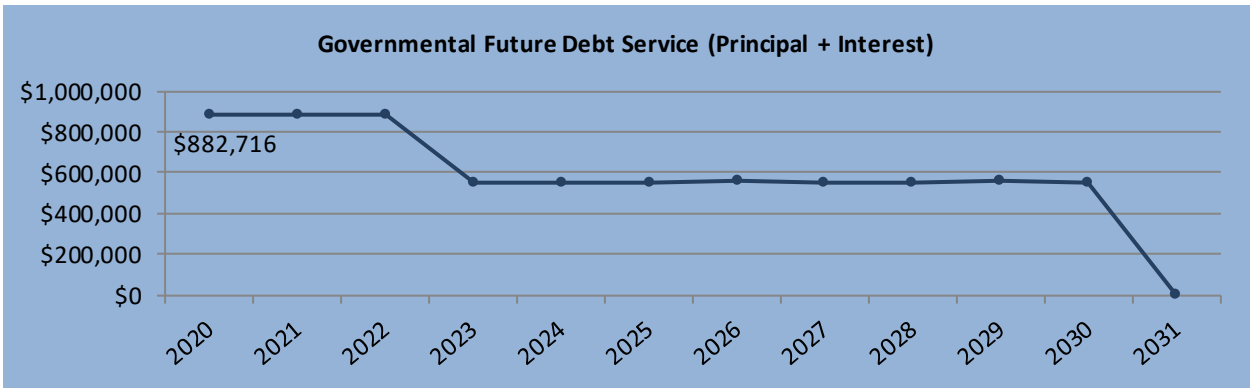
# FUNDS BUDGET

**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. Fiscal year required debt service is $883,000, consistent with the fiscal year 2019 adopted budget. In fiscal year 2018, the City secured a $5.0 million line of credit with a local financial institution for use in case of a disaster. The City has not drawn any funding from this open line of credit and no payments are budgeted in fiscal year 2020. The line of credit expires on July 1, 2021.

The City continues to reduce its long-term debt balances and as of September 30, 2019, the governmental funds' outstanding debt is projected to be $6.3 million. A historical summary of outstanding governmental debt is presented in the following graph:




The chart below shows the future cash debt service requirements related to the City's outstanding governmental debt. Current governmental debt will be extinguished in fiscal year 2030.




**Capital Project Funds –** Capital project funds account for resources used to acquire and/or construct major capital assets (having a useful expected life of one year or more), facilities or projects that are non-enterprise related (i.e. not related to the Sewer or Beach Parking fund). Capital project expenditures are budgeted at $3.0 million. Significant projects budgeted in fiscal year 2020 include the following:

- Patrol car lease (16 vehicles) ..... $265,344
- City Hall air conditioning replacements ..... $241,150
- Police Department modernization evaluation ..... $200,000
- City Hall facility repairs ..... $120,000
- Building Department renovations ..... $650,000
- Various Transportation projects ..... $547,500

# FUNDS BUDGET

The Capital Acquisition fund is funded by beginning fund balance of $746,000 and a transfer from the General fund of $623,000. The beginning balance reflects carryovers from the previous year for projects that were not completed and remaining unused funds from projects completed in fiscal year 2019. The Transportation Capital Projects fund is funded by a beginning fund balance of $705,000. The Recreation Sinking fund is partially funded by beginning fund balance and a scheduled $225,000 transfer from the General fund.

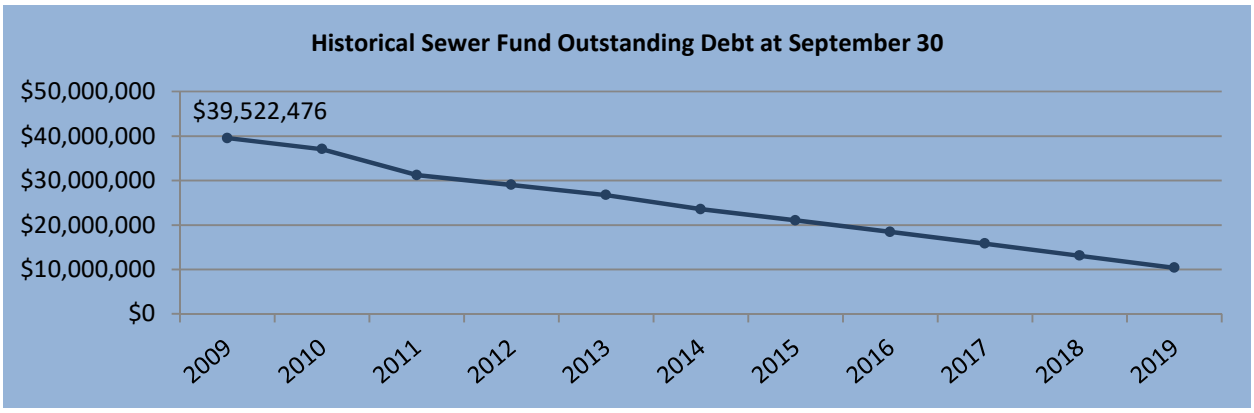
A detailed 5-year capital improvement plan (CIP) is included in this document and begins on page 194.

## Enterprise Funds

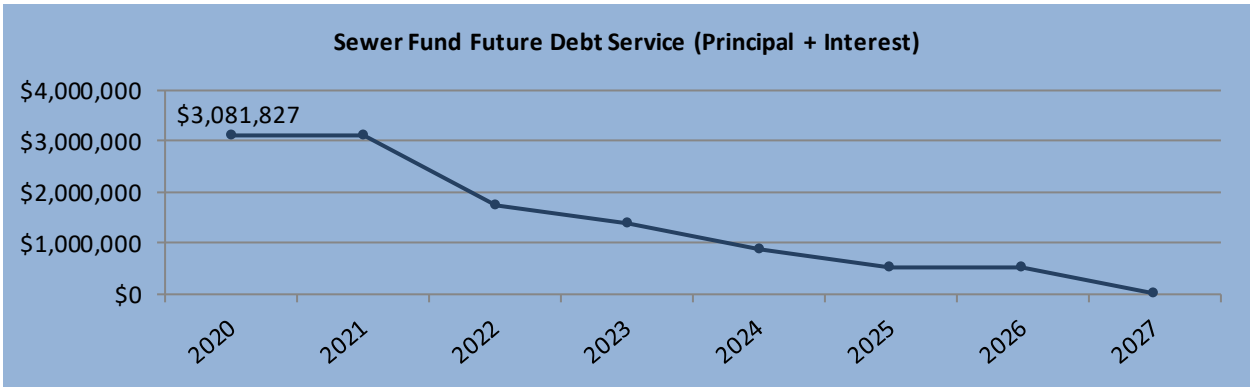
**Sanibel Sewer System Fund** – The fiscal year 2020 budget includes a planned beginning unrestricted net position of $6.3 million, compared to a prior year adopted balance of $9.0 million. The decrease in beginning net position is primarily due to the capital being expended for the sewer plant renovation project that was approved in the prior year. Additionally, to support planned upgrades and maintenance on the system, a 3.0% increase in sewer and reclaimed water rates charged to customers is being budgeted, based on a rate feasibility study completed in fiscal year 2019. The City has also received $3.325 million in grant funding from the State of Florida to support the plant renovation – including $500,000 previously approved but not expended and $500,000 appropriated in the State of Florida 2019 budget.

The Sewer Fund's total appropriations budget is estimated to increase approximately 53.0% from the prior year adopted budget to $17.9 million. This increase is entirely driven by the previously mentioned sewer plant renovation project. Refer to the 5-year Capital Improvement Plan on page 194 for more information on timing of these renovations.

As of September 30, 2019, the Sewer Fund's outstanding debt is projected to be $10.4 million. A historical summary of outstanding debt is presented in the following graph:




The chart below shows the future cash debt service requirements related to the City's outstanding sewer fund debt. Current debt will be extinguished in fiscal year 2030.



# FUNDS BUDGET

The fiscal year 2020 Sewer fund budget includes a potential debt issuance of $9.75 million to assist in partially funding the previously mentioned sewer plant renovation. This debt is not expected to be issued until the middle or end of fiscal year 2020; therefore no debt service is currently included in the budget.

**Beach Parking Fund** – The Beach Parking fund is primarily supported by revenues from parking charges and permits and intergovernmental grants. Current revenues are sufficient to support planned expenses; however, it should be noted the main revenue streams are subject to significant volatility from adverse conditions such as water quality or weather events – as evidenced by the red tide issues experienced in fiscal year 2018.

Beginning unrestricted funds in the Beach Parking Fund are expected to increase 115.5% from the prior year's adopted budget, primarily due to revenues received from parking fees exceeding the established budget. In fiscal year 2020, total net revenues are budgeted to increase 4.8% to $4.6 million in fiscal year 2020 from the fiscal year 2019 adopted budget of $4.4 million, primarily due to expectations of higher revenues from parking fees based in fiscal year 2020 based on estimates from fiscal year 2019.

Intergovernmental revenue is budgeted currently to decrease 24.5% in the fiscal year 2020 budget. Most of these grants are received from the Lee County TDC and include some previously approved grants for projects completed in fiscal year 2019, primarily the Tarpon Bay Road restroom project. Fiscal year 2020 tentatively approved grants are not included in the budget. Once grants are fully executed, the budget will be amended to include the final amounts of the grants.

Total personnel services in the Beach Parking fund are budgeted to relatively consistent fiscal year 2020 from the fiscal year 2019 amended budget – the previously mentioned decreases in pension contributions begin offset by increases in staffing in the beach maintenance program. These expenses are supported by grants received from the TDC. Total operating expenses are budgeted to decrease approximately 6.6% from the fiscal year 2019 amended budget, primarily due to decreases in expected beach maintenance expenses from Public Works.

Capital projects in the fiscal year 2020 budget total $1.9 million. The most significant projects include shoreline stabilization at Turner Beach and a bridge replacement and dune walkover repairs at Bowman's Beach. Refer to the detailed CIP plan for more information.

The Beach Parking fund budget includes a payment 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 2020, this amount is budgeted to be $481,000, which represents 15% of the gross revenues the beach parking lots earn. There is no increase budgeted for overall parking revenues from 2019 to 2020.

# RESERVES

The fiscal year 2020 budget continues to provide for reserve funds for various purposes to address unforeseen future events and personnel reserves. A detail of City-wide established reserves is presented in the table below:

| | | FY 2019 | | |
|---|---|---|---|---|
| Total City | FY 2020 | Adopted | Amended | Estimated Usage |
| Contingencies | $ 175,000 | $ 175,000 | $ 175,000 | $ - |
| Environmental Initiatives | 1,000,000 | 1,000,000 | 890,000 | 110,000 |
| Insurance Deductibles | 215,000 | 215,000 | 211,695 | 3,305 |
| Disaster (General) | 4,500,000 | 1,000,000 | 1,000,000 | - |
| Disaster (Sewer) | 1,000,000 | 1,000,000 | 1,000,000 | - |
| Personnel Services | - | 339,750 | - | 339,750 |
| Recreation Roof | 750,000 | 650,000 | 650,000 | - |
| **Total Reserves** | **$ 7,640,000** | **$ 4,379,750** | **$ 3,926,695** | **$ 453,055** |

# 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 2020 budget.

Respectively Submitted,

Judie A. Zimomra, MPA, JD
City Manager

Steven C. Chaipel, CPA, CPFO
Finance Director

# GFOA BUDGET AWARD

GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished Budget Presentation Award*

PRESENTED TO

**City of Sanibel**

**Florida**

For the Fiscal Year Beginning

**October 1, 2018**

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, 2018. 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 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 is the liaison to the Audit Committee, Traffic Work Group, Redevelopment Project, as well as the Island Seniors Board of Directors for building project and the Sanibel Seniors Board of Directors. He is the President-elect for the Florida League of Mayors; Chairman for the Lee County Coalition of Mayors; is the Vice Chair of the Florida Municipal Trust Insurance Trust Board of Trustees; is a voting delegate for the Florida League of Cities and serves on the League's Legislative Policy and Resolutions Committees; and received the Florida League of Cities Home Rule Hero Award in 2017 and 2019. He is an intense advocate for the City in the area of water quality, having been appointed by the Governor 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 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, 2018 and 2019 he was awarded the Florida League of Cities Hometown Hero Award and the recipient of the 2008 Conservationist of the Year award from the SW Florida Audubon Society.

**Councilmember Richard Johnson**

Term of Office: March 2019 – March 2023

Councilman Johnson was first elected to Sanibel City Council in March 2019. Councilman Johnson currently serves as City Council's liaison to the Historical Preservation Committee, Historical Museum and Village, Inc., Recreation Financial Assistance Committee, and the Employee Dependent Scholarship Committee, Community Housing Resource Inc. (CHR), and CHR's Coast & Island Community Grant Trust. Councilman Johnson is liaison on the Lee County Causeway matters.

# CITY COUNCIL MEMBERS

**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 Florida League of Cities Legislative Committee on Finance, Taxation and Personnel 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.

**Councilmember Holly Smith**

Term of Office: March 2019 – March 2023

Councilwoman Smith was appointed to the Sanibel City Council to serve an interim position for a vacant seat in December 2017and then re-elected in March 2019. Councilwoman Smith has served as Vice Chairwoman of the Sanibel Planning Commission for two years and has been a member of the commission since 2009. Councilwoman Smith currently serves as Council's liaison to the Planning Commission, the Contractor Review Board and the Sanibel Bike Club.

She is presently serving in her third term as a member of the F.I.S.H. (Food Programs, Island Based, Social Services and Helping Hands) Board of Directors Councilwoman Smith has been appointed to serve as a member of the Lee County Tourist Development Council (TDC), and was also recently appointed to serve on the Municipal Administration Legislative Policy Committee for the Florida League of Cities. In 2018 and 2019 Councilwoman Smith was awarded the esteemed Florida League of Cities Home Rule Hero Award.

# CITY INFORMATION

## COUNCIL-MANAGER FORM OF GOVERNMENT

**APPOINTED OFFICIALS**

Judith A. Zimomra, MPA, JD. ..... City Manager

John D. Agnew, Esq. ..... City Attorney

**EXECUTIVE STAFF**

James R. Isom ..... Administrative Services Director

Keith L. Williams, P.E. ..... Community Services Director/City Engineer

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

Trish Phillips ..... Recreation Director

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

www.mysanibel.com

# JUDITH ANN ZIMOMRA – CITY MANAGER

Judie Zimomra serves as the City Manager of Sanibel. In 2016 Judie received the Local Government Service Award from the International City/County Management Association (ICMA). The Local Government Service Award recognizes and honors a City Manager's dedication to public service and professional management at the local level. Zimomra received the award before her peers in Kansas City at the Annual ICMA Conference.

When Zimomra started her career 36 years ago, very few women were in the profession. Today, approximately 20 percent of all professional local government managers are women. The average tenure for professional managers is less than seven and half years. Zimomra has been the City Manager of Sanibel for 18 years. During the years, the City of Sanibel has secured **$54 million dollars in grants**.

Prior to joining the City of Sanibel staff, Zimomra worked two decades for local governments in Ohio. She is a past recipient of Committee of the Islands Citizen of the Year, the Sanibel-Captiva Rotary Club Citizen of the Year, and the Sanibel and Captiva Islands Chamber of Commerce Citizen of the Year. She has also been named a "Power Woman of Lee County" by Florida Weekly, "Public Official of the Year" by the Fort Myers News-Press, Outstanding Alumnus of the Ohio State University John Glen School of Public Administration, and named as one of, "100 Buckeyes You Should Know", of Ohio State University.

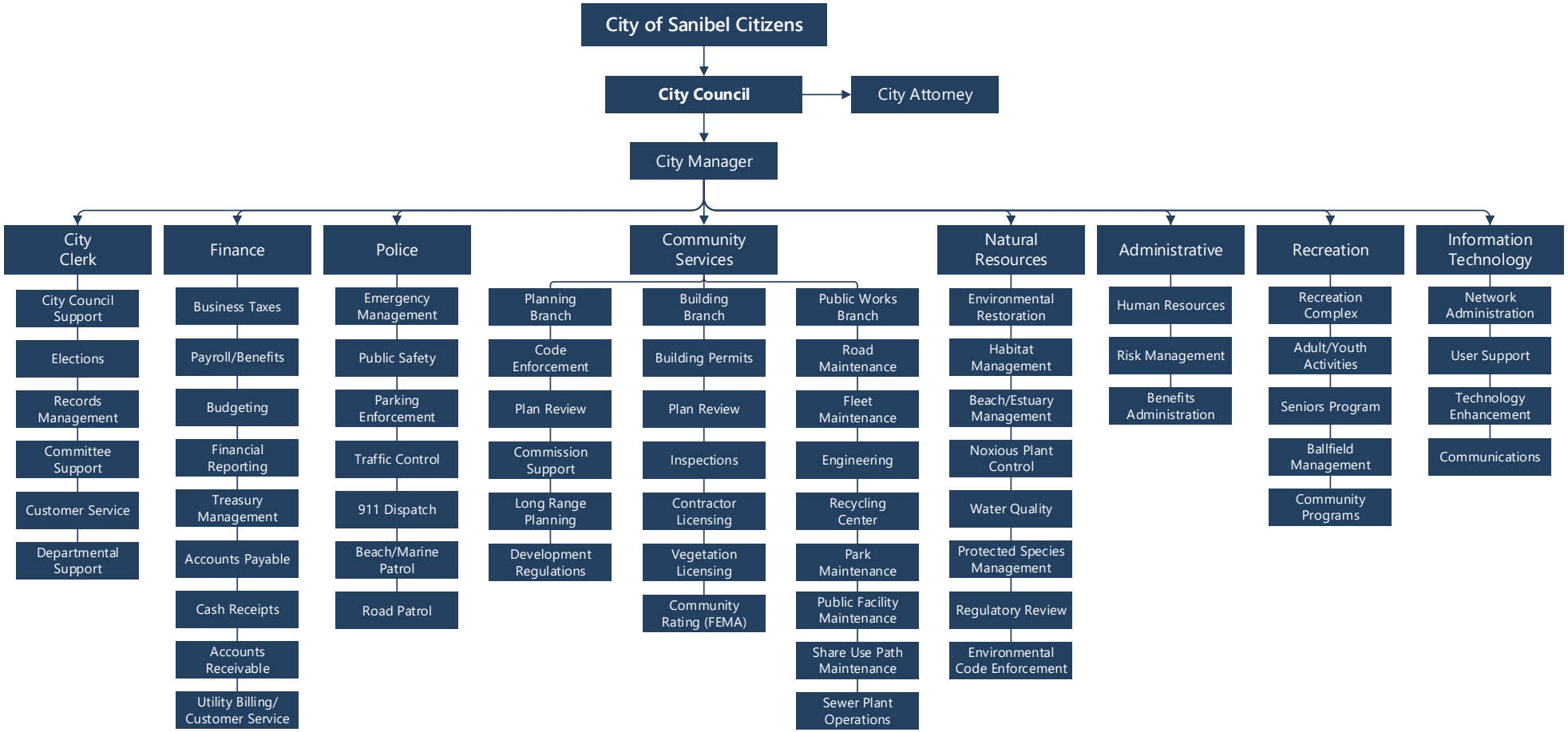
During her tenure the City completed the award winning $14.5 million recreation center as well as the $73 million sanitary sewer system and effluent reuse system.

During her tenure, the City has been recognized by the American Planning Association (APA) with the National Planning Landmark Award, the Government Finance Officer's Certificate of Achievement for Excellent in Financial Reporting and Budgeting, the National Hurricane Conference, the Governor's Hurricane Conference and has been designated as a "Silver Level" Bike Friendly Community by the League of American Bicyclists.

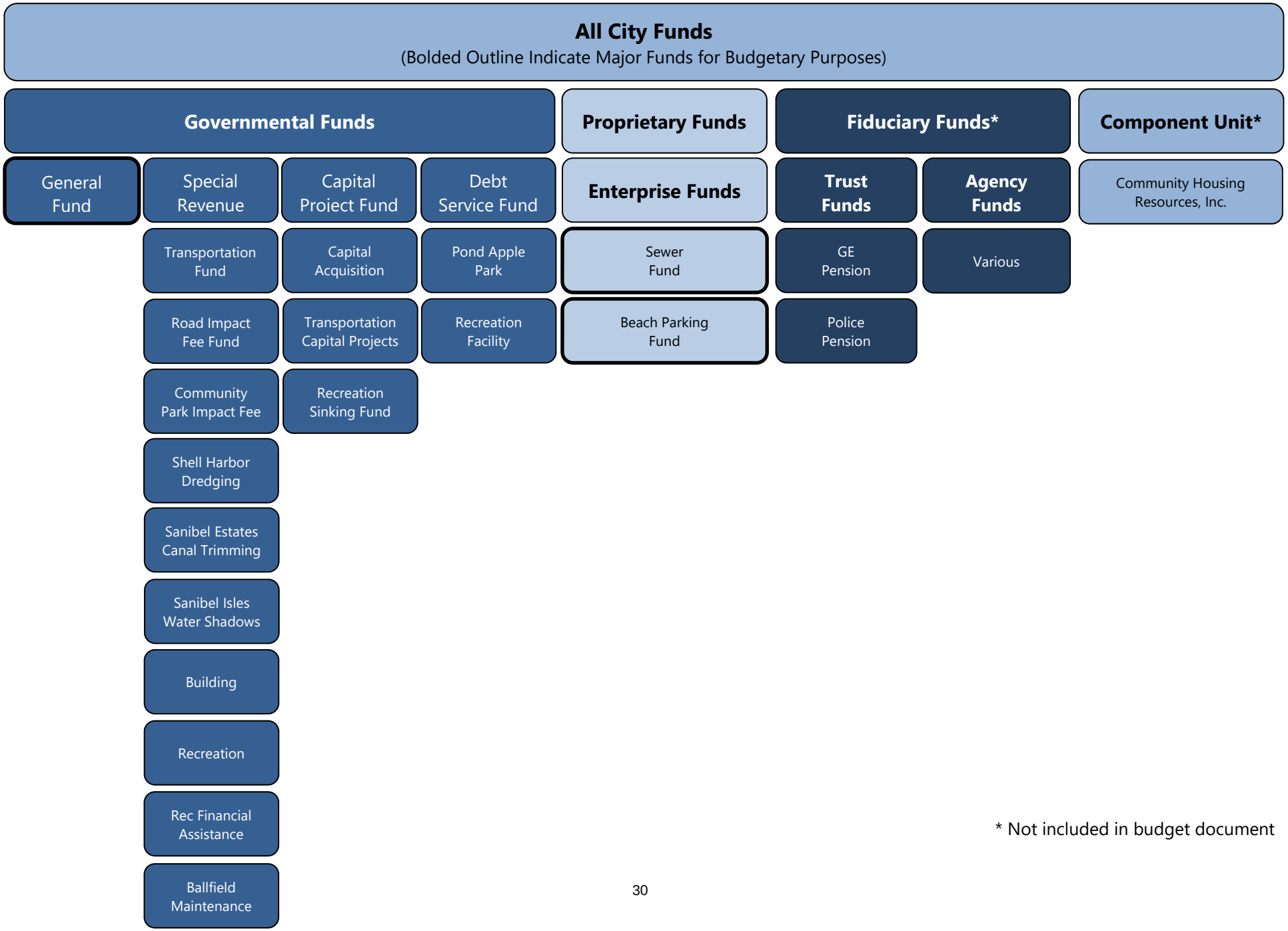
Zimomra has made presentations before the Duke Energy Hurricane Preparedness Seminar, the National Conference of the Government Finance Officers Association, the National Hurricane Conference, Florida Governor's Hurricane Conference and the Barrier Islands Governmental Council. She was previously selected as the commencement speaker for her alma mater Newton Falls (Ohio) High School.

Zimomra earned her Bachelor of Arts Degree from Kent State University, her Master's Degree in Public Administration from the Ohio State University, and her Juris Doctorate Degree from Capital University. She is also a graduate of the Harvard University John F. Kennedy School of Government Senior Executives in State and Local Government Program.

# 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 2020.

| | GEN | TRN | RIF | COM | SHD | SET | SWD | BLD | REC | FIN | 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 | | 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 |
| FIN | Recreation Financial Assistance 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:** | **April 2019** | Finance prepares departmental information for FY 2020 budget process. |
| **Month of:** | **May 2019** | Departments prepare expenditure requests and enter into budget system. |
| **Friday** | **May 31, 2019** | Initial FY 2020 budgets reflecting department expenditure requests due to Finance. |
| **Friday** | **June 7, 2019** | Draft Departmental budget narratives for City Manager review due to Finance. |
| **Weeks of:** | **June 3 and 17, 2019** | Individual department meetings with City Manager and Finance Director to discuss budget requests. |
| **Month of:** | **June 2019** | Finance aligns departmental expenditure requests with projected revenue. |
| **Tuesday** | **June 4, 2019** | **9:00 a.m. - REGULAR CITY COUNCIL MEETING** - City Council discussion on budget initiatives and priorities for fiscal year 2020. |
| **By Monday** | **July 1, 2019*** | Property appraiser certifies preliminary tax roll and Finance calculates proposed millage rates based on taxable valuation. |
| **Tuesday** | **July 16, 2019** | **9:00 a.m. - REGULAR CITY COUNCIL MEETING -** Staff presents draft FY 2020 budget and introduction of the resolution to set the proposed tax (calendar) year 2019 millage rates and date of first public hearing. |
| **By Sunday** | **August 4, 2019*** | Finance advises property appraiser of proposed millage rates; rolled-back rate and date, time and place of first public hearing. |
| **Tuesday** | **August 6, 2019** | **9:00 a.m. - REGULAR CITY COUNCIL MEETING -** Continued discussion of FY 2020 budget |
| **By Saturday** | **August 24, 2019*** | 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 9, 2019*** | **9:00 a.m. - REGULAR CITY COUNCIL MEETING -** Continued discussion of FY 2020 budget |
| **Monday** | **September 9, 2019*** | **5:01 p.m. - CITY COUNCIL FIRST PUBLIC HEARING** - Discussion and adoption of tentative millage rate and tentative FY 2020 budget. |
| **Thursday** | **September 19, 2019*** | City advertises second and final public hearing in News-Press. |
| **Monday** | **September 23, 2019*** | **5:01 p.m. - CITY COUNCIL SECOND AND FINAL PUBLIC HEARING** - Discussion and adoption of final millage rate and final FY 2020 budget. |
| **By Friday** | **September 27, 2019*** | 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 | | |

# BUDGET RESOLUTION

**CITY OF SANIBEL**

**RESOLUTION 19-039**

**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 2019 AND TENTATIVE BUDGET FOR THE CITY OF SANIBEL 2019-20 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 2019-20 fiscal year:

A. The proposed operating millage rate for the 2019 tax year is 1.9139 mills.

B. The rolled-back rate for the City of Sanibel 2019 tax year is 1.8922 mills.

C. The proposed aggregate millage rate is 2.2072 mills.

D. The millage levy for the sewer voted debt service is 0.1373 mills.

E. The millage levy for the land acquisition voted debt service is 0.0500 mills.

F. The millage levy for the recreation center voted debt service is 0.1060 mills.

Page 1 of 2 Res. 19-039

**SECTION 2.** The Proposed Aggregate Taxes Levied, exclusive of voted debt service levies, are $ 10,104,651 .

**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 09, 2019 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 16th day of July, 2019.

**AUTHENTICATION:**

Kevin Ruane, Mayor

Pamela Smith, City Clerk

**APPROVED AS TO FORM:** John D. Agnew, City Attorney 7/17/19 Date

Vote of Councilmembers:

| | |
|---|---|
| Ruane | yea |
| Denham | yea |
| Johnson | yea |
| Maughan | excused |
| Smith | yea |

Date filed with City Clerk: July 16, 2019

Page 2 of 2 Res. 19-039

# 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.

# 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**

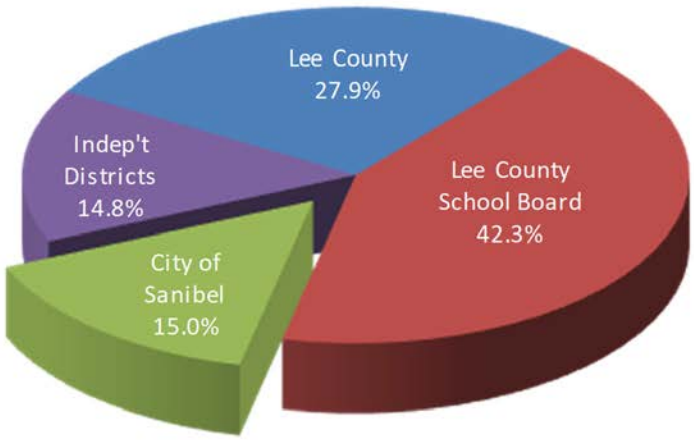
This three-part statement of the community's vision of its future is a hierarchy; one in which the dominant principle is Sanibel's sanctuary quality. Sanibel shall be developed as a community only to the extent to which it retains and embraces this quality of sanctuary. Sanibel will serve as attraction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

# CITY COUNCIL FISCAL YEAR 2020 GOALS

[THIS SECTION WILL BE INSERTED IN THE FINAL BUDGET DOCUMENT]

# TAXES PAID BY TAXING AUTHORITY

The following chart and table present 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 shown.




| Taxing Authority | Tax Year 2019 Proposed Millage Rates | Percent of Total Millage | Average Residential Taxes Paid |
|---|---|---|---|
| Lee County | | | |
| General | 4.0506 | 27.9% | $ 2,561 |
| Public School | | | |
| State Law | 3.8990 | 26.8% | 2,465 |
| Local Board | 2.2480 | 15.5% | 1,421 |
| City of Sanibel | | | |
| Operating | 1.8922 | 13.0% | 1,196 |
| Voter Approved Debt - Sewer | 0.1373 | 0.9% | 87 |
| Voter Approved Debt - Land | 0.0500 | 0.3% | 32 |
| Voter Approved Debt - Rec Ctr | 0.1060 | 0.7% | 67 |
| Independent Districts | | | |
| Sanibel Public Library | 0.4400 | 3.0% | 278 |
| South Florida Water Mgmt | 0.2795 | 1.9% | 177 |
| West Coast Inland Navigation | 0.0394 | 0.3% | 25 |
| Sanibel Fire & Rescue District | 1.1089 | 7.6% | 701 |
| Lee Co.Hyacinth Control | 0.0230 | 0.2% | 15 |
| Lee Co. Mosquito Control | 0.2539 | 1.7% | 161 |
| | 14.5278 | 100.0% | $ 9,186 |

Tax Year 2019 Average Residential Taxable Value $ 632,250

# CITY WIDE BUDGET SUMMARY COMPARISON GOVERNMENTAL AND ENTERPRISE FUNDS

| | FY 2018 Actual | FY 2019 Estimated | FY 2019 Adopted | FY 2020 Budget | Change from FY 2019 Adopted Budget | |
|---|---|---|---|---|---|---|
| **Beginning Fund Balance** | $ 26,033,504 | $ 24,145,593 | $ 21,744,665 | $ 23,424,062 | $ 1,679,397 | 7.72% |
| **Revenues** | | | | | | |
| Ad Valorem Taxes, net | 11,084,812 | 11,114,811 | 11,190,493 | 11,185,507 | (4,986) | (0.04%) |
| Other Taxes | 2,754,472 | 2,802,267 | 2,592,917 | 2,347,340 | (245,577) | (9.47%) |
| Licenses & Permits | 2,297,788 | 2,414,304 | 2,132,000 | 2,395,097 | 263,097 | 12.34% |
| Intergovernmental Revenue | 6,836,172 | 9,755,399 | 6,004,991 | 4,699,447 | (1,305,544) | (21.74%) |
| Charges for Services | 13,646,596 | 14,364,766 | 13,448,505 | 14,621,235 | 1,172,730 | 8.72% |
| Fines & Forfeitures | 249,063 | 193,152 | 263,500 | 265,000 | 1,500 | 0.57% |
| Miscellaneous Revenue | 1,119,035 | 1,551,955 | 1,298,251 | 1,466,348 | 168,097 | 12.95% |
| Total Revenues | 37,987,938 | 42,196,654 | 36,930,657 | 36,979,974 | 49,317 | 0.12% |
| **Other Financing Sources** | | | | | | |
| Transfers In | 3,161,156 | 2,529,107 | 2,454,458 | 3,056,510 | 602,052 | 24.53% |
| Non-Operating Revenue | 486,469 | 103,060 | 175,000 | 150,000 | (25,000) | (14.29%) |
| Gains/Losses | 12,002 | 11,500 | 6,000 | 6,000 | - | 0.00% |
| Debt Proceeds | 4,500,000 | - | 4,500,000 | 9,750,000 | 5,250,000 | - |
| Total Other Financing | 8,159,627 | 2,643,667 | 7,135,458 | 12,962,510 | 5,827,052 | 220.42% |
| **Total Sources of Funds** | $ 72,181,069 | $ 68,985,914 | $ 65,810,780 | $ 73,366,546 | $ 7,555,766 | 11.48% |
| **Expenditures** | | | | | | |
| General Government | $ 6,323,672 | $ 6,216,714 | $ 6,483,930 | $ 6,192,670 | $ (291,260) | (4.49%) |
| Public Safety | 7,953,171 | 8,542,946 | 8,247,130 | 8,534,474 | 287,344 | 3.48% |
| Physical Environment | 4,965,952 | 5,594,246 | 6,055,497 | 6,213,038 | 157,541 | 2.60% |
| Public Works | 6,790,073 | 3,486,780 | 3,498,494 | 3,764,138 | 265,644 | 7.59% |
| Transportation | 4,175,562 | 4,039,796 | 3,776,873 | 3,735,902 | (40,971) | (1.08%) |
| Economic Environment | 339,762 | 439,450 | 411,325 | 375,041 | (36,284) | (8.82%) |
| Culture/Recreation | 2,578,164 | 2,540,449 | 2,655,591 | 2,771,608 | 116,017 | 4.37% |
| Total Operating | 33,126,356 | 30,860,381 | 31,128,840 | 31,586,871 | 458,031 | 1.47% |
| **Capital Outlay** | 474,016 | 7,635,036 | 10,935,443 | 17,683,267 | 6,747,824 | 61.71% |
| **Other Uses of Funds** | | | | | | |
| Transfers Out | 3,161,156 | 2,586,452 | 2,454,458 | 3,056,510 | 602,052 | 24.53% |
| Debt Service | 1,274,778 | 4,479,983 | 4,479,983 | 4,206,541 | (273,442) | (6.10%) |
| Non-Expended Reserves | - | - | 4,379,750 | 7,640,000 | 3,260,250 | - |
| Total Other Uses | 4,435,934 | 7,066,435 | 11,314,191 | 14,903,051 | 3,588,860 | 50.79% |
| **Ending Fund Balance** | 34,144,763 | 23,424,062 | 12,432,306 | 9,193,357 | (3,238,949) | (26.05%) |
| **Total Uses of Funds** | $ 72,181,069 | $ 68,985,914 | $ 65,810,780 | $ 73,366,546 | $ 7,555,766 | 11.48% |

# BUDGET SUMMARY BY FUND TYPE
# GOVERNMENTAL AND ENTERPRISE FUNDS

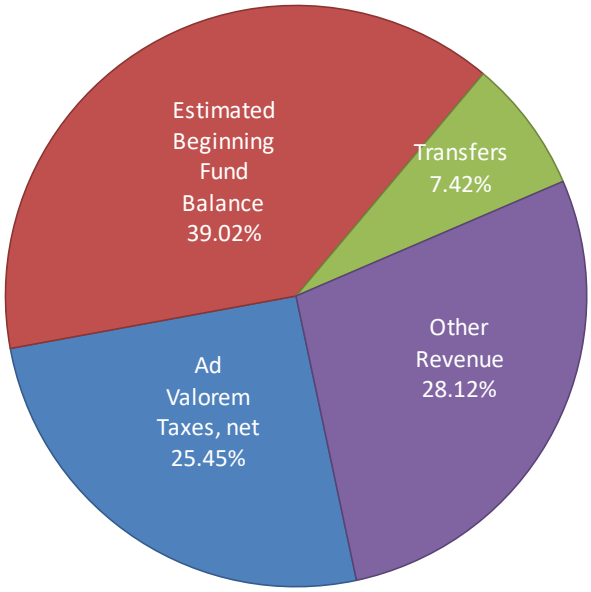
| | General Fund | Special Revenue Funds | Debt Service Funds | Capital Projects Funds | Enterprise Funds | Total Budget |
|---|---|---|---|---|---|---|
| Beginning Fund Balance | $ 9,310,973 | $ 4,136,988 | $ 290,444 | $ 2,346,189 | $ 7,339,468 | $ 23,424,062 |
| **Revenues** | | | | | | |
| Ad Valorem Taxes, net | 9,690,381 | - | 798,911 | - | 696,215 | 11,185,507 |
| Other Taxes | 925,240 | 1,422,100 | - | - | - | 2,347,340 |
| Licenses & Permits | 945,000 | 1,265,097 | - | - | 185,000 | 2,395,097 |
| Intergovernmental Revenue | 871,000 | 1,797,469 | - | - | 2,030,978 | 4,699,447 |
| Charges for Services | 3,096,781 | 703,678 | - | - | 10,820,776 | 14,621,235 |
| Fines & Forfeitures | 45,000 | 30,000 | - | - | 190,000 | 265,000 |
| Miscellaneous Revenue | 105,000 | 336,895 | 6,500 | 40,000 | 977,953 | 1,466,348 |
| Total Revenue | 15,678,402 | 5,555,239 | 805,411 | 40,000 | 14,900,922 | 36,979,974 |
| **Other Financing Sources** | | | | | | |
| Transfers From Other Funds | 521,430 | 1,687,080 | - | 848,000 | - | 3,056,510 |
| Capital Contributions | - | - | - | - | 150,000 | 150,000 |
| Gains/Losses | - | - | - | - | 6,000 | 6,000 |
| Debt Proceeds | - | - | - | - | 9,750,000 | 9,750,000 |
| Total Other Financing Sources | 521,430 | 1,687,080 | - | 848,000 | 9,906,000 | 12,962,510 |
| Total Sources of Funds | $ 25,510,805 | $ 11,379,307 | $ 1,095,855 | $ 3,234,189 | $ 32,146,390 | $ 73,366,546 |
| **Expenditures** | | | | | | |
| Operating Expenditures | | | | | | |
| General Government | $ 6,192,670 | $ - | $ - | $ - | $ - | $ 6,192,670 |
| Public Safety | 5,145,139 | 1,270,480 | - | - | 2,118,855 | 8,534,474 |
| Physical Environment | 658,143 | - | - | - | 5,554,895 | 6,213,038 |
| Public Works | 1,508,212 | - | - | - | 2,255,926 | 3,764,138 |
| Transportation | - | 3,735,902 | - | - | - | 3,735,902 |
| Economic Environment | 375,041 | - | - | - | - | 375,041 |
| Culture/Recreation | 180,672 | 2,590,936 | - | - | - | 2,771,608 |
| Total Operating | 14,059,877 | 7,597,318 | - | - | 9,929,676 | 31,586,871 |
| Capital Outlay | - | 675,000 | - | 2,317,869 | 14,690,398 | 17,683,267 |
| Non-Operating Expenditures | | | | | | |
| Non-expended Reserves | 5,890,000 | - | - | 750,000 | 1,000,000 | 7,640,000 |
| Transfers to Other Funds | 2,435,080 | 33,072 | - | 100,000 | 488,358 | 3,056,510 |
| Debt Service | - | - | 882,716 | - | 3,323,825 | 4,206,541 |
| Total Non-Operating | 8,325,080 | 33,072 | 882,716 | 850,000 | 4,812,183 | 14,903,051 |
| **Ending Fund Balance** | 3,125,848 | 3,073,917 | 213,139 | 66,320 | 2,714,133 | 9,193,357 |
| **Total Uses of Funds** | $ 25,510,805 | $ 11,379,307 | $ 1,095,855 | $ 3,234,189 | $ 32,146,390 | $ 73,366,546 |

# 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 | $ 9,690,381 | $ - | $ 798,911 | $ - | $ 696,215 | $ 11,185,507 |
| Other Taxes | 925,240 | 1,422,100 | - | - | - | 2,347,340 |
| Licenses & Permits | 945,000 | 1,265,097 | - | - | 185,000 | 2,395,097 |
| Intergovernmental Revenue | 871,000 | 1,797,469 | - | - | 2,030,978 | 4,699,447 |
| Charges for Services | 3,096,781 | 703,678 | - | - | 10,820,776 | 14,621,235 |
| Fines & Forfeitures | 45,000 | 30,000 | - | - | 190,000 | 265,000 |
| Miscellaneous Revenue | 105,000 | 336,895 | 6,500 | 40,000 | 977,953 | 1,466,348 |
| Total Revenue | 15,678,402 | 5,555,239 | 805,411 | 40,000 | 14,900,922 | 36,979,974 |
| **Other Financing Sources** | | | | | | |
| Transfers From Other Funds | 521,430 | 1,687,080 | - | 848,000 | - | 3,056,510 |
| Capital Contributions | - | - | - | - | 150,000 | 150,000 |
| Gains/Losses | - | - | - | - | 6,000 | 6,000 |
| Debt Proceeds | - | - | - | - | 9,750,000 | 9,750,000 |
| Total Other Financing Sources | 521,430 | 1,687,080 | - | 848,000 | 9,906,000 | 12,962,510 |
| Total Revenue/Other Sources | 16,199,832 | 7,242,319 | 805,411 | 888,000 | 24,806,922 | 49,942,484 |
| **Expenditures** | | | | | | |
| Operating Expenditures | | | | | | |
| General Government | 6,192,670 | - | - | - | - | 6,192,670 |
| Public Safety | 5,145,139 | 1,270,480 | - | - | 2,118,855 | 8,534,474 |
| Physical Environment | 658,143 | - | - | - | 5,554,895 | 6,213,038 |
| Public Works | 1,508,212 | - | - | - | 2,255,926 | 3,764,138 |
| Transportation | - | 3,735,902 | - | - | - | 3,735,902 |
| Economic Environment | 375,041 | - | - | - | - | 375,041 |
| Culture/Recreation | 180,672 | 2,590,936 | - | - | - | 2,771,608 |
| Total Operating | 14,059,877 | 7,597,318 | - | - | 9,929,676 | 31,586,871 |
| Capital Outlay | - | 675,000 | - | 2,317,869 | 14,690,398 | 17,683,267 |
| Non-Operating Expenditures | | | | | | |
| Transfers to Other Funds | 2,435,080 | 33,072 | - | 100,000 | 488,358 | 3,056,510 |
| Debt Service | - | - | 882,716 | - | 3,323,825 | 4,206,541 |
| Total Non-Operating | 2,435,080 | 33,072 | 882,716 | 100,000 | 3,812,183 | 7,263,051 |
| Total Expenditures | 16,494,957 | 8,305,390 | 882,716 | 2,417,869 | 28,432,257 | 56,533,189 |
| Change Before Reserves | (295,125) | (1,063,071) | (77,305) | (1,529,869) | (3,625,335) | (6,590,705) |
| Reserves | 5,890,000 | - | - | 750,000 | 1,000,000 | 7,640,000 |
| Change in Fund Balance | (6,185,125) | (1,063,071) | (77,305) | (2,279,869) | (4,625,335) | (14,230,705) |
| **Beginning Fund Balance** | 9,310,973 | 4,136,988 | 290,444 | 2,346,189 | 7,339,468 | 23,424,062 |
| **Ending Fund Balance** | $ 3,125,848 | $ 3,073,917 | $ 213,139 | $ 66,320 | $ 2,714,133 | $ 9,193,357 |

# 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:



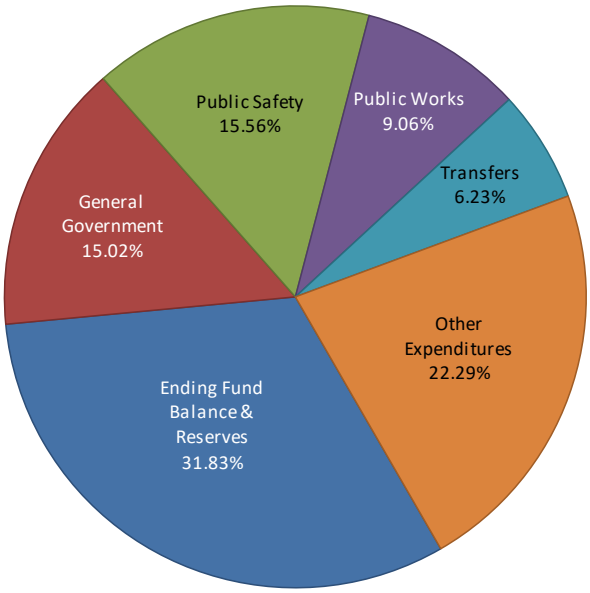

**GOVERNMENTAL FUNDS**

| Sources of Funds | Amount | % Total |
|---|---|---|
| Est . Beginning Fund Balance | $ 16,084,594 | 39.02% |
| Revenue | | |
| Ad Valorem Taxes, net | | |
| Operating | 9,690,381 | 23.51% |
| Voted Debt Service | 798,911 | 1.94% |
| Other Taxes | 2,347,340 | 5.69% |
| Licenses & Permits | 2,210,097 | 5.36% |
| Intergovernmental Revenue | 2,668,469 | 6.47% |
| Charges for Services | 3,800,459 | 9.22% |
| Fines & Forfeitures | 75,000 | 0.18% |
| Miscellaneous Revenue | 488,395 | 1.18% |
| Transfers from Other Funds | 3,056,510 | 7.42% |
| Total Revenue | 25,135,562 | 100.00% |
| Total Sources of Fund | $ 41,220,156 | |

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 | $ 6,192,670 | 15.02% |
| Public Safety | 6,415,619 | 15.56% |
| Physical Environment | 658,143 | 1.60% |
| Public Works | 1,508,212 | 3.66% |
| Transportation | 3,735,902 | 9.06% |
| Economic Environment | 375,041 | 0.91% |
| Culture & Recreation | 2,771,608 | 6.72% |
| Total | 21,657,195 | 52.54% |
| Capital Outlay | 2,992,869 | 7.26% |
| Budgeted Reserves | 6,640,000 | 16.11% |
| Debt Service | 882,716 | 2.14% |
| Transfers to Other Funds | 2,568,152 | 6.23% |
| Estimated Ending Fund Balance | 6,479,224 | 15.72% |
| Total Uses of Funds | $ 41,220,156 | 100.00% |

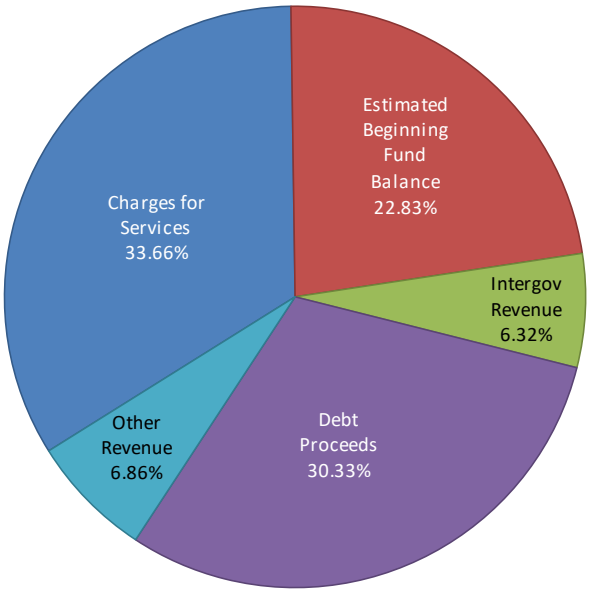


# SOURCES AND USES OF ENTERPRISE FUNDS

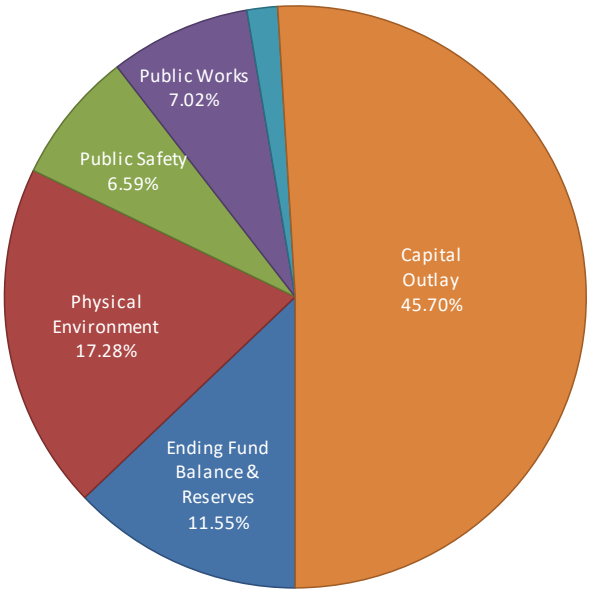
The following table presents information on the City's enterprise revenue sources and the percentage of each to the total enterprise funds budget:

**ENTERPRISE FUNDS**

| Sources of Funds | Amount | % Total |
|---|---|---|
| Est . Beginning Fund Balance | $ 7,339,468 | 22.83% |
| Revenue | | |
| Charges for Services | 10,820,776 | 33.66% |
| Licenses & Permits | 185,000 | 0.58% |
| Intergovernmental Revenue | 2,030,978 | 6.32% |
| Fines & Forfeitures | 190,000 | 0.59% |
| Miscellaneous Revenue | 983,953 | 3.06% |
| Ad Valorem Voted Debt, net | 696,215 | 2.17% |
| Capital Contributions | 150,000 | 0.47% |
| Debt Proceeds | 9,750,000 | 30.33% |
| Total Revenue | 24,806,922 | 100.00% |
| Total Sources of Fund | $ 32,146,390 | |




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




**ENTERPRISE FUNDS**

| Uses of Funds | Amount | % Total |
|---|---|---|
| Operating Expenses | | |
| Public Safety | 2,118,855 | 6.59% |
| Physical Environment | 5,554,895 | 17.28% |
| Public Works | 2,255,926 | 7.02% |
| Total | 9,929,676 | 30.89% |
| Capital Outlay | 14,690,398 | 45.70% |
| Budgeted Reserves | 1,000,000 | 3.11% |
| Debt Service | 3,323,825 | 10.34% |
| Transfers to Other Funds | 488,358 | 1.52% |
| Estimated Ending Fund Balance | 2,714,133 | 8.44% |
| Total Uses of Funds | $ 32,146,390 | 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 | $ - | $ 1,587,080 | $ 848,000 | $ - | $ 2,435,080 |
| Shell Harbor Dredging Fund | 33,072 | - | - | - | 33,072 |
| Transportation Capital Projects | - | 100,000 | - | - | 100,000 |
| Sewer Fund | 7,500 | - | - | - | 7,500 |
| Beach Parking Fund | 480,858 | - | - | - | 480,858 |
| **Total Transfers In** | $ 521,430 | $ 1,687,080 | $ 848,000 | $ - | $ 3,056,510 |

| **Source** | **Transfer to** | **Amount** | **Purpose** |
|---|---|---|---|
| General Fund | Shell Harbor Canal Dredging | $ 14,580 | 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 | 1,454,500 | Recreation center operations |
| General Fund | Ballpark Maintenance | 110,000 | Operations and capital projects |
| General Fund | Capital Planning and Acquisition | 623,000 | Capital acquisition/construction |
| General Fund | Recreation Facility Capital Projects | 225,000 | Sinking fund capital projects |
| Transportation Capital Projects | Transportation Fund | 100,000 | Transfer for operating expenditures |
| Shell Harbor Dredging Fund | General Fund | 33,072 | Reimbursement of FY 2019 expenditures |
| Sewer Fund | General Fund | 7,500 | Payment in lieu of taxes |
| Beach Parking Fund | General Fund | 480,858 | Payment in lieu of taxes |
| | | $ 3,056,510 | |

# 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.

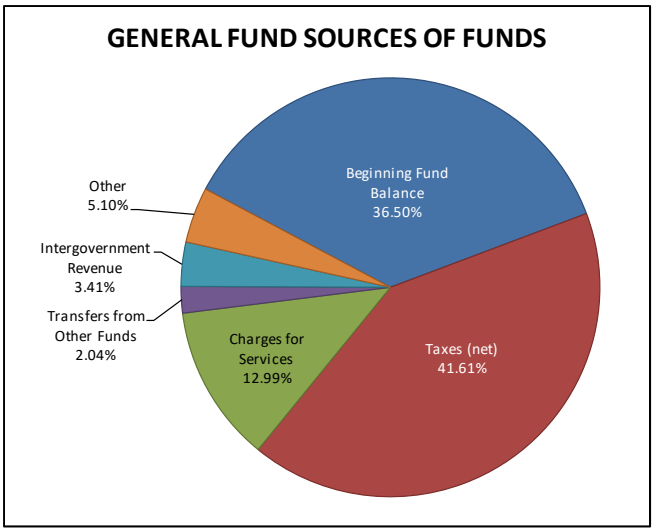
## Sources of Funds

**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. See the ending fund balance section of this narrative for more information. It is estimated that approximately $9.3 million of fund balance will be available at the end of fiscal year 2019 to carry-forward to fiscal year 2020.

**Taxes** – Property (ad valorem) tax, determined by the levy of an operating millage rate, is the City's primary revenue source providing an estimated $9.7 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 represents 43.4% of the general fund revenue sources. This amount of tax revenue is calculated based on a levy of a 1.8922 operating millage rate on the City's calendar year 2019 assessed $5.3 billion taxable value, which is the rolled back rate that brings in the same taxes as the prior year, adjusted for new construction.

Other taxes in the General Fund include the communications services tax, business tax and casualty insurance premium tax, estimated to generate approximately $955,000.

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 $930,000 or 3.7% of General Fund total sources of funds. Special permits and City issued licenses are expected to provide approximately $15,000.

**Intergovernmental Revenue** – Revenues that the City receives 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 $3.5 million. The City has received reimbursement of approximately 95% of the funds from FEMA and the State of Florida for expenditures related to Hurricane Irma that affected the City in 2017. This reimbursement was used to replenish the City's disaster reserves.

# GENERAL FUND

**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 $3.1 million of the General Fund total funding sources.

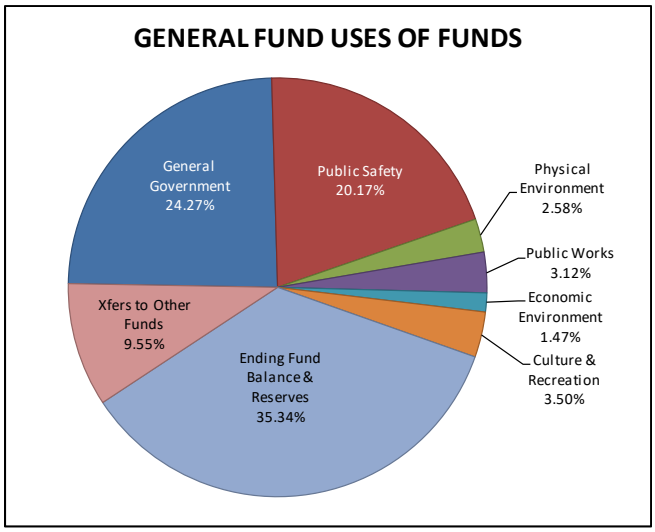
Planning and development fees are established by ordinance and reviewed annually for potential adjustment. Solid waste tipping fees are collected pursuant to the terms of an interlocal agreement with Lee County. Indirect costs are collected based on an independent indirect cost study conducted annually 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 $105,000 of General Fund total sources. Projections for interest earnings are based on the City's fixed income investment program and market rates of return estimates for the following year.

**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 2020, PILOT is estimated to provide $488,000 of the General Fund total funding sources. Additionally, $33,000 is budgeted to transfer in from the Shell Harbor Dredging Fund to reimburse the General Fund for advanced funding of prior year dredging.

## 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 fiscal year 2020 are $14.0 million. Personnel expenditures are 4.9% lower than the fiscal year 2019 adopted budget; operating expenditures are basically flat (1.7% up) and grant expenditures are 7.8% lower (in the prior year, the City passed through one large grant from Lee County to the City's below market housing program).

Overall, personnel costs are budgeted to decrease significantly in fiscal year 2020 mainly due to decrease in the required contributions the City makes to its two defined benefit pension plans. Based on actuarial results, the contributions will decrease $687,935 from fiscal year 2019 ($723,000 in the General Employees' and $115,000 in the Municipal Police Officers').

Wages were increased 3.0% in fiscal year 2019 based on negotiations with the City's three bargaining unit. In fiscal year 2020, the City has negotiated wage increases of varying amount with its bargaining units.

# GENERAL FUND

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 services of the City. General Government expenditures are budgeted at approximately $6.2 million, 44.0%, of total operating expenditures. General Government operating expenditures are 4.5% lower than the fiscal year 2019 adopted budget primarily based on the decrease in pension costs

Total personnel costs are budgeted to decrease 14.3% from fiscal year 2019 primarily from the previously mentioned decrease in pension costs as well as a planned re-organization of the Legal Department (City Attorney services are now outsourced) and the combination of departments that created the Community Services Department (one Director position eliminated).

Other operating expenses not related to personnel are budged to increase 11.5% in fiscal year 2019. The main drivers of this increase are 1) increase in insurance coverage (new B.I.G. Arts facility) and a 5.0% increase in costs for the City's general liability insurance; 2) the City Attorney services are now outsourced and included in the operating budget, and 3) $75,000 in funding for short term rental monitoring software is included in the budget.

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 $4.7 million, or 34.7% 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 $270,000.

The total planned expenditures for the Police Department are relatively consistent with the prior year. The decrease in the Police pension plan was not as significant as the General Employees' and negotiated wage increases of 3.0% in fiscal year 2019 offset the decrease in pension costs slightly. Included in the budget is a new program to lease 16 patrol cars for four years to replace the aging fleet. These expenses are included in the capital budget in Fund 300. See page 194 for additional information.

**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 $577,000. This function also includes the recycling department, budgeted at $81,000.

Physical Environment's fiscal year 2020 total budgeted expenditures are budgeted to decrease 1.7% from fiscal year 2019 due to the reduction in pension contributions previously mentioned.

**Public Works**

The Public Works department is responsible for maintenance of the City's infrastructure, public facilities, and parks. Transportation expenses related to roads, bridges and shared-use paths are accounted for in the Transportation Fund, a special revenue fund. The Public Works budget for the budget year is expected to be approximately $796,000 of the General fund operating expenses.

# GENERAL FUND

Public Work's fiscal year 2020 budgeted expenditures are 5.6% higher than the fiscal year 2019 adopted budget primarily due to vacancies. Vacant position are budgeted at full cost until an employee is hired, then actual amounts are adjusted based on the individual hired (i.e. insurance coverage, hours worked, etc.).

**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 $375,000, which is 8.8% lower than the adopted fiscal year 2019 budget. This support is based on an agreement between the City and CHR that became effective October 1, 2017. This agreement provides for City reimbursement of reasonable expenses for auditor fees (up to $15,000 annually) and payments of $358,041 in fiscal year 2020 for administrative expenses. This support amount increases 5.0% each year of the agreement.

**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 $20,000. The City's financial support to the Historical Museum and Village is budgeted at $160,272, the same as FY2019. The City and the non-profit that manages the historical museum entered into a 5 year agreement in July 2018 that provides $50,000 per year for administrative expense support. Per the agreement, the City is also responsible for certain maintenance expenses.

Most of the budget in this category is in the maintenance of public facilities, which is budgeted at approximately $712,000 in fiscal year 2020. Public facilities fiscal year 2020 budgeted operating expenditures are 17.4% lower than the adopted budget primarily due to the budget for the Police Department modernization project being moved to the capital improvement fund.

**Other Financing Uses**

Other financing uses of funds include the City's various reserves and transfers to other funds (interfund transfers). Interfund transfers represent revenue that is collected in one fund but is used in another fund. For example, the City transfers funds from the General Fund to the special revenue Recreation Center Fund each year to support the recreation facility and the Center 4 Life.

Transfers to other funds are budgeted to be approximately $2.4 million, a 35.4% increase from the adopted fiscal year 2019 budget, primarily due to increases in approved transfers to the Capital Acquisition Fund (to fund capital plan) and Recreation Fund (to support operations). A detailed schedule of interfund transfers is included on page 50 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 in the General Fund for specific circumstances as detailed below.

| | | FY 2019 | | |
|---|---|---|---|---|
| General Fund Reserves | FY 2020 | Adopted | Amended | Estimated Usage |
| Contingencies | $ 175,000 | $ 175,000 | $ 175,000 | $ - |
| Environmental Initiatives | 1,000,000 | 1,000,000 | 890,000 | 110,000 |
| Insurance Deductibles | 215,000 | 215,000 | 211,695 | 3,305 |
| Disasters | 4,500,000 | 1,000,000 | 1,000,000 | - |
| Personnel Services | - | 339,750 | - | 339,750 |
| **General Fund Reserves** | **$ 5,890,000** | **$ 2,729,750** | **$ 2,276,695** | **$ 453,055** |

# GENERAL FUND

All reserves excluding the disaster reserve have been restored to fiscal year 2019 levels. Based on the receipt of FEMA and State funding related to Hurricane Irma, the disaster reserve has been restored to $4.5 million, which was the amount of the reserve pre-Hurricane Irma. Reserves are accounted for as a use of funds, but not expended in cash until needed. Unused reserves are returned to ending fund balance and available for appropriate in the subsequent year budget.

**Ending Fund Balance**

The fiscal year 2020 ending fund includes two 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 $2.4 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 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 $736,000 for fiscal year 2020**.**

# GENERAL FUND – SOURCES OF FUNDS

| | Fiscal Year 2017 Actual | Fiscal Year 2018 Actual | Fiscal Year 2019 Adopted Budget | Fiscal Year 2019 Amended Budget | Fiscal Year 2019 Estimated Actual | FY 2020 Budget |
|---|---|---|---|---|---|---|
| Operating Millage Rate | 1.9139 | 1.9139 | 1.9139 | N/A | N/A | 1.8922 |
| **SOURCES OF FUNDS** | | | | | | |
| Beginning Fund Balance | $ 10,366,378 | $ 8,390,932 | $ 5,937,447 | $ 6,262,699 | $ 6,262,699 | $ 9,310,973 |
| **Revenue** | | | | | | |
| **Taxes** | | | | | | |
| Ad Valorem Taxes, net of allowable discounts | 8,763,435 | 9,306,158 | 9,653,743 | 9,653,743 | 9,587,134 | 9,690,381 |
| Communications Services Tax | 564,302 | 547,094 | 550,000 | 550,000 | 581,247 | 540,000 |
| Business Tax Receipts | 291,040 | 291,847 | 290,000 | 290,000 | 291,838 | 295,000 |
| Casualty Insurance Premium Tax | 82,263 | 90,240 | 80,000 | 80,000 | 93,284 | 90,240 |
| Total Taxes | 9,701,040 | 10,235,339 | 10,573,743 | 10,573,743 | 10,553,503 | 10,615,621 |
| **Licenses and Permits** | | | | | | |
| Franchise Fees | 936,146 | 930,579 | 925,000 | 925,000 | 954,733 | 930,000 |
| Special Events Permits/Licenses | 16,747 | 14,282 | 17,000 | 17,000 | 15,000 | 15,000 |
| Total Licenses and Permits | 952,893 | 944,861 | 942,000 | 942,000 | 969,733 | 945,000 |
| **Intergovernmental Revenue** | | | | | | |
| Federal & State Grants | 29,696 | 379,903 | 64,334 | 92,459 | 3,498,306 | 61,000 |
| State Revenue Sharing Proceeds | 140,497 | 147,341 | 145,000 | 145,000 | 144,554 | 150,000 |
| Licenses & Rebates | 25,919 | 23,295 | 25,000 | 25,000 | 25,000 | 30,000 |
| Half-cent Sales Tax | 553,327 | 588,695 | 588,000 | 588,000 | 581,047 | 580,000 |
| Municipal Solid Waste | 29,702 | 24,820 | 25,000 | 25,000 | 1,500 | - |
| Grants from Other Local Units | 41,200 | 41,200 | 50,000 | 50,000 | 50,000 | 50,000 |
| Total Intergovernmental Revenues | 820,341 | 1,205,254 | 897,334 | 925,459 | 4,300,407 | 871,000 |
| **Charges for Services** | | | | | | |
| **General Government** | | | | | | |
| Development Permit Fees | 359,027 | 380,137 | 335,000 | 335,000 | 375,000 | 385,000 |
| Misc Development Code Actions | 95,881 | 93,270 | 55,000 | 55,000 | 72,806 | 80,000 |
| Indirect Cost Recovery | 1,849,668 | 2,054,894 | 2,075,811 | 2,256,781 | 2,256,781 | 2,256,781 |
| Other Miscellaneous Fees/Charges | 57,268 | 83,559 | 45,000 | 45,000 | 60,000 | 75,000 |
| Total General Government | 2,361,844 | 2,611,860 | 2,510,811 | 2,691,781 | 2,764,587 | 2,796,781 |
| **Public Safety** | | | | | | |
| Police Services | 62,649 | 68,319 | 60,000 | 60,000 | 79,501 | 70,000 |
| Solid Waste Tipping Fees | 224,130 | 217,645 | 225,000 | 225,000 | 218,444 | 230,000 |
| Total Public Safety | 286,779 | 285,964 | 285,000 | 285,000 | 297,945 | 300,000 |
| Total Charges for Services | 2,648,623 | 2,897,824 | 2,795,811 | 2,976,781 | 3,062,532 | 3,096,781 |
| **Fines and Forfeitures** | 327,599 | 21,357 | 45,000 | 45,000 | 23,189 | 45,000 |
| **Miscellaneous Revenues** | | | | | | |
| Investment & Interest Earnings | (9,854) | (32,987) | 25,000 | 25,000 | 25,000 | 20,000 |
| Rents & Royalties | 6,726 | 9,042 | 7,500 | 7,500 | 7,500 | 10,000 |
| Contributions | 17,700 | 7,500 | 7,500 | 7,500 | 7,500 | 10,000 |
| Sale of Capital Assets | 20 | 37,208 | 20,000 | 20,000 | 5,000 | 20,000 |
| Other Miscellaneous Revenues | 42,107 | 102,554 | 40,000 | 40,000 | 49,541 | 45,000 |
| Total Miscellaneous Revenue | 56,699 | 123,317 | 100,000 | 100,000 | 94,541 | 105,000 |
| **Total Revenue** | 14,507,195 | 15,427,952 | 15,353,888 | 15,562,983 | 19,003,905 | 15,678,402 |
| **Other Financing Sources** | | | | | | |
| Transfers In | 476,792 | 730,766 | 431,013 | 431,013 | 431,013 | 521,430 |
| **Total Sources of Funds** | $ 25,350,365 | $ 24,549,650 | $ 21,722,348 | $ 22,256,695 | $ 25,697,617 | $ 25,510,805 |

# GENERAL FUND – USES OF FUNDS

| | Fiscal Year 2017 Actual | Fiscal Year 2018 Actual | Fiscal Year 2019 Adopted Budget | Fiscal Year 2019 Amended Budget | Fiscal Year 2019 Estimated Actual | FY 2020 Budget |
|---|---|---|---|---|---|---|
| **USES OF FUNDS** | | | | | | |
| **General Government** | | | | | | |
| Legislative | $ 554,945 | $ 631,227 | $ 604,501 | $ 615,775 | $ 573,372 | $ 570,244 |
| Administrative | 781,494 | 782,162 | 764,351 | 777,095 | 775,015 | 716,895 |
| Finance | 1,106,307 | 1,145,535 | 1,130,835 | 1,162,835 | 1,176,117 | 1,070,860 |
| Legal | 533,761 | 605,336 | 597,863 | 715,761 | 468,929 | 477,067 |
| Planning | 938,172 | 969,967 | 1,106,371 | 1,129,685 | 958,594 | 1,081,107 |
| Information Technology | 1,235,229 | 1,346,065 | 1,383,293 | 1,421,641 | 1,404,035 | 1,408,211 |
| Other General Government | 831,588 | 843,380 | 896,716 | 896,716 | 860,652 | 868,286 |
| Total General Government | 5,981,496 | 6,323,672 | 6,483,930 | 6,719,508 | 6,216,714 | 6,192,670 |
| **Public Safety** | | | | | | |
| Police | 4,472,078 | 4,700,124 | 4,763,614 | 5,119,915 | 5,174,799 | 4,875,579 |
| S.E.M.P. | 208,225 | 301,948 | 245,218 | 259,180 | 292,617 | 269,560 |
| Total Public Safety | 4,680,303 | 5,002,072 | 5,008,832 | 5,379,095 | 5,467,416 | 5,145,139 |
| **Physical Environment** | | | | | | |
| Recycling Center | 65,117 | 71,991 | 70,699 | 70,699 | 72,271 | 80,699 |
| Natural Resources | 484,308 | 478,611 | 584,429 | 590,645 | 555,168 | 577,444 |
| Total Physical Environment | 549,425 | 550,602 | 655,128 | 661,344 | 627,439 | 658,143 |
| **Public Works** | 1,402,737 | 3,218,105 | 888,645 | 921,524 | 940,460 | 796,157 |
| **Economic Environment** | | | | | | |
| Below Market Rate Housing | 328,461 | 339,762 | 411,325 | 439,450 | 439,450 | 375,041 |
| **Culture/Recreation** | | | | | | |
| Public Facilities | 559,166 | 590,278 | 862,187 | 867,974 | 642,267 | 712,055 |
| Museum | 152,013 | 137,502 | 160,272 | 160,272 | 158,394 | 160,672 |
| Performing Arts Facility | 18,778 | 17,196 | 27,410 | 27,410 | 21,410 | 20,000 |
| Total Culture/Recreation | 729,957 | 744,976 | 1,049,869 | 1,055,656 | 822,071 | 892,727 |
| **Total Operating Expenditures** | 13,672,379 | 16,179,189 | 14,497,729 | 15,176,577 | 14,513,550 | 14,059,877 |
| **Other Financing Uses** | | | | | | |
| Reserve for Disasters | - | - | 1,000,000 | 1,000,000 | - | 4,500,000 |
| Reserve for Environmental Initiatives | - | - | 1,000,000 | 890,000 | - | 1,000,000 |
| Reserve for Insurance Deductibles | - | - | 215,000 | 176,695 | - | 215,000 |
| Reserve for Contingencies | - | - | 175,000 | 14,990 | - | 175,000 |
| Reserve for Personnel Services | - | - | 181,140 | - | - | - |
| Transfer to other funds | 3,287,054 | 2,107,762 | 1,798,445 | 1,873,094 | 1,873,094 | 2,435,080 |
| Total Other Financing Uses | 3,287,054 | 2,107,762 | 4,369,585 | 3,954,779 | 1,873,094 | 8,325,080 |
| **Total Appropriations** | 16,959,433 | 18,286,951 | 18,867,314 | 19,131,356 | 16,386,644 | 22,384,957 |
| **Ending Fund Balance** | | | | | | |
| 17% Cash Flow Reserve per Policy | - | - | 2,464,614 | 2,464,614 | 2,467,304 | 2,390,179 |
| Restricted Fund Balance | 897,127 | 400,272 | - | - | - | - |
| Available for Appropriation in subsequent fiscal year | 7,493,805 | 5,862,427 | 390,420 | 660,725 | 6,843,669 | 735,669 |
| Total Ending Fund Balance | 8,390,932 | 6,262,699 | 2,855,034 | 3,125,339 | 9,310,973 | 3,125,848 |
| **Total Uses of Funds** | $ 25,350,365 | $ 24,549,650 | $ 21,722,348 | $ 22,256,695 | $ 25,697,617 | $ 25,510,805 |

# 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 2017 Actual | Fiscal Year 2018 Actual | Fiscal Year 2019 Adopted Budget | Fiscal Year 2019 Amended Budget | Fiscal Year 2019 Estimated Actual | FY 2020 Budget |
|---|---|---|---|---|---|---|
| **SOURCES OF FUNDS** | | | | | | |
| Beginning Fund Balance | $ 4,069,560 | $ 4,361,009 | $ 3,564,433 | $ 4,235,182 | $ 4,235,182 | $ 4,136,988 |
| **Revenue** | | | | | | |
| Taxes | 1,793,496 | 1,825,291 | 1,672,917 | 1,672,917 | 1,835,898 | 1,422,100 |
| Licenses & Permits | 1,011,226 | 1,157,112 | 1,000,000 | 1,000,000 | 1,252,571 | 1,265,097 |
| Intergovernmental | 2,067,840 | 1,707,076 | 1,741,634 | 1,765,892 | 1,775,108 | 1,797,469 |
| Charges for Services | 680,946 | 705,562 | 709,506 | 709,506 | 703,256 | 703,678 |
| Fines & Forfeitures | 43,545 | 32,626 | 28,500 | 28,500 | 30,651 | 30,000 |
| Investment Earnings | 48,470 | 69,488 | 26,825 | 26,825 | 67,877 | 67,100 |
| Assessments | 34,144 | 34,102 | 34,125 | 34,125 | 34,075 | 81,795 |
| Impact Fees | 139,202 | 159,502 | 140,000 | 140,000 | 210,344 | 165,000 |
| Miscellaneous | 18,790 | 45,594 | 21,200 | 21,200 | 23,373 | 23,000 |
| Total Revenue | 5,837,659 | 5,736,353 | 5,374,707 | 5,398,965 | 5,933,153 | 5,555,239 |
| **Other Financing Sources** | | | | | | |
| Transfers In | 1,841,090 | 2,036,390 | 1,598,445 | 1,651,441 | 1,651,441 | 1,687,080 |
| **Total Sources of Funds** | $ 11,748,309 | $ 12,133,752 | $ 10,537,585 | $ 11,285,588 | $ 11,819,776 | $ 11,379,307 |
| **USES OF FUNDS** | | | | | | |
| **Public Safety** | | | | | | |
| Building Department Fund | $ 866,524 | $ 965,656 | $ 1,155,861 | $ 1,187,462 | $ 1,057,347 | $ 1,945,480 |
| **Transportation** | | | | | | |
| Transportation Fund | 3,171,403 | 4,160,981 | 3,765,423 | 4,240,647 | 3,929,815 | 3,723,962 |
| Road Impact Fee Fund | - | - | - | - | - | - |
| Shell Harbor Dredging Fund | 63,868 | 1,179 | 1,200 | 1,200 | 89,991 | 1,200 |
| Sanibel Estates Canal Trimming | 1,627 | 10,605 | 10,000 | 19,450 | 19,750 | 10,500 |
| Dredging-Sanibel Isles/Water Shadow | 37,454 | 2,797 | 250 | 250 | 240 | 240 |
| Total Transportation | 3,274,352 | 4,175,562 | 3,776,873 | 4,261,547 | 4,039,796 | 3,735,902 |
| **Culture/Recreation** | | | | | | |
| Community Park Impact Fee Fund | - | - | - | - | - | - |
| Recreation Fund | 2,232,459 | 2,154,756 | 2,167,047 | 2,235,928 | 2,085,452 | 2,285,234 |
| Recreation Financial Assistance Fund | - | 24,219 | 22,000 | 22,000 | 20,337 | 22,000 |
| School - Ball Park Maintenance | 563,965 | 255,749 | 278,862 | 283,766 | 254,856 | 283,702 |
| Total Culture/Recreation | 2,796,424 | 2,434,724 | 2,467,909 | 2,541,694 | 2,360,645 | 2,590,936 |
| **Total Operating Expenditures** | 6,937,300 | 7,575,942 | 7,400,643 | 7,990,703 | 7,457,788 | 8,272,318 |
| **Non-Operating Expenditures** | | | | | | |
| Reserves | - | - | 72,300 | 14,750 | - | - |
| Transfer to Other Funds | 450,000 | 322,628 | 225,000 | 225,000 | 225,000 | 33,072 |
| **Total Non-Operating Expenditures** | 450,000 | 322,628 | 297,300 | 239,750 | 225,000 | 33,072 |
| **Total Appropriations** | 7,387,300 | 7,898,570 | 7,697,943 | 8,230,453 | 7,682,788 | 8,305,390 |
| **Ending Fund Balance** | 4,361,009 | 4,235,182 | 2,839,642 | 3,055,135 | 4,136,988 | 3,073,917 |
| **Total Uses of Funds** | $ 11,748,309 | $ 12,133,752 | $ 10,537,585 | $ 11,285,588 | $ 11,819,776 | $ 11,379,307 |

# TRANSPORTATION FUND – SPECIAL REVENUE FUND

**Sources of Funds**

The Transportation Fund has an expected beginning fund balance of $614,000 in fiscal year 2020 based on estimates for fiscal year 2019. The main revenue sources are comprised of the receipt of gas taxes and surplus toll revenue from the Sanibel Causeway – both received per separate interlocal agreements with Lee County. Both of these revenue sources are restricted for transportation related expenditures.

Revenues received from gas taxes are budgeted at $1,422,000, a decrease of approximately $250,000 from the adopted fiscal year 2019 budget. As noted last year, the interlocal agreement with Lee County that sets forth the distribution of gas taxes expired August 31, 2019. At the time of this writing, a new agreement is in the process of being approved by the City, County and other municipalities. This pending agreement provides for the City to receive 5.0% of the County's gas tax receipts through December 31, 2019 and 3.5% of the receipts for the remainder of fiscal year 2020. The previous agreement provided the City with 5.0% of gas tax receipts.

Intergovernmental revenue includes toll receipts from Lee County pursuant to an interlocal agreement that provides the City with 21.0% of the net receipts from the Causeway and motor fuel tax rebates and revenue sharing received from the State of Florida. Revenue received from Lee County is estimated to remain flat with fiscal year 2019 amounts based on projected traffic counts. In addition, the City expects to collect $45,000 in state shared revenues and $10,000 in motor fuel tax rebates.

Finally, $10,000 in budgeted in interest earnings and a $100,000 transfer in from the Transportation Capital Projects fund is budgeted to support operating expenditures.

**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 2020 are budgeted to be approximately $3.7 million. This represents a 1.1% decrease from the fiscal year 2019 adopted budget.

## BUDGET BRIEFS

- Gas tax revenue is budgeted to significantly decrease in fiscal year 2020
- Toll revenue from Lee County is expected to remain flat in fiscal year 2020
- Transfers of $100,000 from other funds are included in the budget
- The fiscal year 2019 budget for operating expenses was amended to include the remainder of the 2018 Streets Resurfacing and Shared Use Path Repair Program and that was not completed
- The fund balance at the end of fiscal year 2020 is expected to be approximately $59,000.

# TRANSPORTATION FUND – SPECIAL REVENUE FUND

| | Fiscal Year 2017 Actual | Fiscal Year 2018 Actual | Fiscal Year 2019 Adopted Budget | Fiscal Year 2019 Amended Budget | Fiscal Year 2019 Estimated Actual | FY 2020 Budget |
|---|---|---|---|---|---|---|
| Beginning Fund Balance | $ 1,904,264 | $ 1,836,951 | $ 910,105 | $ 1,288,345 | $ 1,288,345 | $ 614,527 |
| **Revenue** | | | | | | |
| Taxes | 1,793,496 | 1,825,291 | 1,672,917 | 1,672,917 | 1,835,898 | 1,422,100 |
| Intergovernmental | 1,724,875 | 1,554,291 | 1,574,707 | 1,599,707 | 1,635,099 | 1,636,950 |
| Investment Earnings | 19,426 | 24,645 | 10,000 | 10,000 | 10,000 | 10,000 |
| Miscellaneous | 16,293 | 5,000 | - | - | - | - |
| Total Revenue | 3,554,090 | 3,409,227 | 3,257,624 | 3,282,624 | 3,480,997 | 3,069,050 |
| **Other Financing Sources** | | | | | | |
| Transfers In | - | 203,148 | - | - | - | 100,000 |
| **Total Sources of Funds** | $ 5,458,354 | $ 5,449,326 | $ 4,167,729 | $ 4,570,969 | $ 4,769,342 | $ 3,783,577 |
| **Appropriations** | | | | | | |
| **Transportation** | | | | | | |
| Personnel Services | $ 1,018,141 | $ 855,137 | $ 894,782 | $ 914,032 | $ 944,724 | $ 916,840 |
| Operating Expense | 2,153,262 | 3,305,844 | 2,870,641 | 3,326,615 | 2,985,091 | 2,807,122 |
| Capital Outlay | - | - | - | - | - | - |
| **Total Operating Expenditures** | 3,171,403 | 4,160,981 | 3,765,423 | 4,240,647 | 3,929,815 | 3,723,962 |
| **Non-Operating Expenditures** | | | | | | |
| Personnel Services Reserve | - | - | 19,250 | - | - | - |
| Transfer to Other Funds | 450,000 | - | 225,000 | 225,000 | 225,000 | - |
| **Total Non-Operating Expenditures** | 450,000 | - | 244,250 | 225,000 | 225,000 | - |
| **Total Appropriations** | 3,621,403 | 4,160,981 | 4,009,673 | 4,465,647 | 4,154,815 | 3,723,962 |
| **Ending Fund Balance** | 1,836,951 | 1,288,345 | 158,056 | 105,322 | 614,527 | 59,615 |
| **Total Uses of Funds** | $ 5,458,354 | $ 5,449,326 | $ 4,167,729 | $ 4,570,969 | $ 4,769,342 | $ 3,783,577 |

# 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 $1.3 million for fiscal year 2020.

It is anticipated that $150,000 is to be collected and available for appropriation in fiscal year 2020. In addition, $21,000 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 2020.

| | Fiscal Year 2017 Actual | Fiscal Year 2018 Actual | Fiscal Year 2019 Adopted Budget | Fiscal Year 2019 Amended Budget | Fiscal Year 2019 Estimated Actual | FY 2020 Budget |
|---|---|---|---|---|---|---|
| Beginning Fund Balance | $ 756,253 | $ 891,424 | $ 1,066,476 | $ 1,055,206 | $ 1,055,206 | $ 1,270,818 |
| **Revenue** | | | | | | |
| Investment Earnings | 10,789 | 15,304 | 7,500 | 7,500 | 20,528 | 21,000 |
| Impact Fees | 124,382 | 148,478 | 125,000 | 125,000 | 195,084 | 150,000 |
| Total Revenue | 135,171 | 163,782 | 132,500 | 132,500 | 215,612 | 171,000 |
| **Total Sources of Funds** | $ 891,424 | $ 1,055,206 | $ 1,198,976 | $ 1,187,706 | $ 1,270,818 | $ 1,441,818 |
| **Appropriations** | | | | | | |
| **Transportation** | | | | | | |
| Operating Expense | $ - | $ - | $ - | $ - | $ - | $ - |
| **Ending Fund Balance** | 891,424 | 1,055,206 | 1,198,976 | 1,187,706 | 1,270,818 | 1,441,818 |
| **Total Uses of Funds** | $ 891,424 | $ 1,055,206 | $ 1,198,976 | $ 1,187,706 | $ 1,270,818 | $ 1,441,818 |

# 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 $16,216 available in fiscal year 2020.

The City expects to receive $15,000 in impact fees from the County in fiscal year 2020. In addition, $100 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 2020.

| | Fiscal Year 2017 Actual | Fiscal Year 2018 Actual | Fiscal Year 2019 Adopted Budget | Fiscal Year 2019 Amended Budget | Fiscal Year 2019 Estimated Actual | FY 2020 Budget |
|---|---|---|---|---|---|---|
| Beginning Fund Balance | $ 132,203 | $ 148,873 | $ 3,613 | $ 856 | $ 856 | $ 16,216 |
| **Revenue** | | | | | | |
| Investment Earnings | 1,850 | 959 | 100 | 100 | 100 | 100 |
| Impact Fees | 14,820 | 11,024 | 15,000 | 15,000 | 15,260 | 15,000 |
| Total Revenue | 16,670 | 11,983 | 15,100 | 15,100 | 15,360 | 15,100 |
| **Total Sources of Funds** | $ 148,873 | $ 160,856 | $ 18,713 | $ 15,956 | $ 16,216 | $ 31,316 |
| **Appropriations** | | | | | | |
| **Culture/Recreation** | | | | | | |
| Operating Expense | $ - | $ - | $ - | $ - | $ - | $ - |
| **Non-Operating Expenditures** | | | | | | |
| Transfer to Other Funds | - | 160,000 | - | - | - | - |
| **Total Appropriations** | - | 160,000 | - | - | - | - |
| **Ending Fund Balance** | 148,873 | 856 | 18,713 | 15,956 | 16,216 | 31,316 |
| **Total Uses of Funds** | $ 148,873 | $ 160,856 | $ 18,713 | $ 15,956 | $ 16,216 | $ 31,316 |

# SHELL HARBOR CANAL DREDGING – SPECIAL REVENUE FUND

## Sources of Funds

In 2011, the City Council created an assessment district for canal dredging at the mouth of the canal into the Shell Harbor neighborhood. 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 assessment does not provide 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 (as an interfund transfer from the General Fund), property owners, and the Sanibel Marina. The assessment is collected annually and historically dredging occurred approximately every two years as needed. In August 2019, the City Council approved an adjustment to the amounts each party will contribute annually to the fund. The City will contribute $14,850, the Marina will contribute $18,000, and the property owners will collectively provide $12,150. These amounts were based on anticipated dredging every two years. Additionally, the City Council approved a one-time assessment to the Marina of $35,120 to reimburse the fund for prior dredging expenditures that were advanced by the fund. The City's portion of reimbursement is $33,072 and is being transferred back to the General Fund.

## Uses of Funds

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

| | Fiscal Year 2017 Actual | Fiscal Year 2018 Actual | Fiscal Year 2019 Adopted Budget | Fiscal Year 2019 Amended Budget | Fiscal Year 2019 Estimated Actual | FY 2020 Budget |
|---|---|---|---|---|---|---|
| Beginning Fund Balance | $ 39,974 | $ (465) | $ 21,450 | $ 21,939 | $ 21,939 | $ 2,887 |
| **Revenue** | | | | | | |
| Investment Earnings | 375 | 539 | 75 | 75 | 605 | 1,000 |
| Assessment Collections | 17,609 | 17,599 | 17,600 | 17,600 | 17,539 | 65,270 |
| Total Revenue | 17,984 | 18,138 | 17,675 | 17,675 | 18,144 | 66,270 |
| **Other Financing Sources** | | | | | | |
| Transfers In | 5,445 | 5,445 | 5,445 | 52,795 | 52,795 | 14,580 |
| **Total Sources of Funds** | $ 63,403 | $ 23,118 | $ 44,570 | $ 92,409 | $ 92,878 | $ 83,737 |
| **Appropriations** | | | | | | |
| **Transportation** | | | | | | |
| Operating Expense | $ 63,868 | $ 1,179 | $ 1,200 | $ 1,200 | $ 89,991 | $ 1,200 |
| **Non-Operating Expenditures** | | | | | | |
| Transfer to Other Funds | - | - | - | - | - | 33,072 |
| **Total Appropriations** | 63,868 | 1,179 | 1,200 | 1,200 | 89,991 | 34,272 |
| **Ending Fund Balance** | (465) | 21,939 | 43,370 | 91,209 | 2,887 | 49,465 |
| **Total Uses of Funds** | $ 63,403 | $ 23,118 | $ 44,570 | $ 92,409 | $ 92,878 | $ 83,737 |

# 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 2017 Actual | Fiscal Year 2018 Actual | Fiscal Year 2019 Adopted Budget | Fiscal Year 2019 Amended Budget | Fiscal Year 2019 Estimated Actual | FY 2020 Budget |
|---|---|---|---|---|---|---|
| Beginning Fund Balance | $ 18,507 | $ 27,048 | $ 26,514 | $ 26,682 | $ 26,682 | $ 17,216 |
| **Revenue** | | | | | | |
| Investment Earnings | 394 | 478 | 150 | 150 | 506 | 500 |
| Assessment Collections | 6,774 | 6,761 | 6,775 | 6,775 | 6,778 | 6,775 |
| Total Revenue | 7,168 | 7,239 | 6,925 | 6,925 | 7,284 | 7,275 |
| **Other Financing Sources** | | | | | | |
| Transfers In | 3,000 | 3,000 | 3,000 | 3,000 | 3,000 | 3,000 |
| **Total Sources of Funds** | $ 28,675 | $ 37,287 | $ 36,439 | $ 36,607 | $ 36,966 | $ 27,491 |
| **Appropriations** | | | | | | |
| **Transportation** | | | | | | |
| Operating Expense | $ 1,627 | $ 10,605 | $ 10,000 | $ 19,450 | $ 19,750 | $ 10,500 |
| **Ending Fund Balance** | 27,048 | 26,682 | 26,439 | 17,157 | 17,216 | 16,991 |
| **Total Uses of Funds** | $ 28,675 | $ 37,287 | $ 36,439 | $ 36,607 | $ 36,966 | $ 27,491 |

# 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 2017 Actual | Fiscal Year 2018 Actual | Fiscal Year 2019 Adopted Budget | Fiscal Year 2019 Amended Budget | Fiscal Year 2019 Estimated Actual | FY 2020 Budget |
|---|---|---|---|---|---|---|
| Beginning Fund Balance | $ 111,486 | $ 90,085 | $ 105,094 | $ 103,617 | $ 103,617 | $ 120,102 |
| **Revenue** | | | | | | |
| Investment Earnings | 1,292 | 1,587 | 500 | 500 | 1,967 | 1,750 |
| Assessment Collections | 9,761 | 9,742 | 9,750 | 9,750 | 9,758 | 9,750 |
| Total Revenue | 11,053 | 11,329 | 10,250 | 10,250 | 11,725 | 11,500 |
| **Other Financing Sources** | | | | | | |
| Transfers In | 5,000 | 5,000 | 5,000 | 5,000 | 5,000 | 5,000 |
| **Total Sources of Funds** | $ 127,539 | $ 106,414 | $ 120,344 | $ 118,867 | $ 120,342 | $ 136,602 |
| **Appropriations** | | | | | | |
| **Transportation** | | | | | | |
| Operating Expense | $ 37,454 | $ 2,797 | $ 250 | $ 250 | $ 240 | $ 240 |
| **Ending Fund Balance** | 90,085 | 103,617 | 120,094 | 118,617 | 120,102 | 136,362 |
| **Total Uses of Funds** | $ 127,539 | $ 106,414 | $ 120,344 | $ 118,867 | $ 120,342 | $ 136,602 |

# 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 $1,591,000. Revenue from permit fees are budgeted at $1,265,097. A comparison of actual, estimated and budgeted fees is presented below:

| | FY16 Actual | FY17 Actual | FY18 Actual | FY19 Estimated | FY20 Budget |
|---|---|---|---|---|---|
| Building Permits | $ 451,321 | $ 599,691 | $ 700,111 | $ 723,168 | $ 730,400 |
| Temporary Certification of Occupancy | 500 | 1,000 | - | 1,500 | 1,515 |
| Shutters/Windows/Doors | 28,382 | 40,791 | 61,969 | 72,090 | 72,811 |
| Electrical Permits | 32,771 | 45,813 | 48,196 | 47,963 | 48,443 |
| Plumbing & Sprinkler Permits | 31,018 | 37,071 | 43,124 | 47,114 | 47,585 |
| HVAC Permits | 100,631 | 102,865 | 121,141 | 126,324 | 127,587 |
| Roofing Permits | 28,903 | 50,242 | 61,522 | 83,955 | 84,795 |
| Plan Review-Residential | 54,585 | 54,683 | 59,221 | 55,521 | 56,076 |
| Plan Review-Nonresidential | 43,393 | 52,032 | 52,266 | 49,976 | 50,476 |
| LP Gas | 1,988 | 1,667 | 1,745 | 2,225 | 2,247 |
| Contractor Competency | 3,205 | 3,538 | 3,798 | 5,000 | 5,050 |
| Contractor Licensing | 40,970 | 21,833 | 4,019 | 37,735 | 38,112 |
| Total | $ 817,667 | $ 1,011,226 | $ 1,157,112 | $ 1,252,571 | $ 1,265,097 |

**Uses of Funds**

The cost to operate the Building Department is budgeted at $1.3 million for direct and indirect costs. The budget also includes $675,000 in capital funding to design and remodel the building department to improve efficiency and space requirements. The fiscal year 2020 ending fund balance is estimated to be approximately $976,000.

# BUILDING DEPARTMENT FUND – SPECIAL REVENUE FUND

| | Fiscal Year 2017 Actual | Fiscal Year 2018 Actual | Fiscal Year 2019 Adopted Budget | Fiscal Year 2019 Amended Budget | Fiscal Year 2019 Estimated Actual | FY 2020 Budget |
|---|---|---|---|---|---|---|
| Beginning Fund Balance | $ 892,459 | $ 1,082,994 | $ 1,197,201 | $ 1,334,336 | $ 1,334,336 | $ 1,591,994 |
| **Revenue** | | | | | | |
| Licenses & Permits | 1,011,226 | 1,157,112 | 1,000,000 | 1,000,000 | 1,252,571 | 1,265,097 |
| Intergovernmental | - | - | - | - | - | - |
| Charges for Services | 13,896 | 11,222 | 12,000 | 12,000 | 11,578 | 12,000 |
| Fines & Forfeitures | 19,080 | 28,025 | 20,000 | 20,000 | 25,151 | 25,000 |
| Investment Earnings | 12,776 | 20,639 | 7,500 | 7,500 | 25,705 | 27,500 |
| Miscellaneous | 81 | - | - | - | - | - |
| Total Revenue | 1,057,059 | 1,216,998 | 1,039,500 | 1,039,500 | 1,315,005 | 1,329,597 |
| **Total Sources of Funds** | $ 1,949,518 | $ 2,299,992 | $ 2,236,701 | $ 2,373,836 | $ 2,649,341 | $ 2,921,591 |
| **Appropriations** | | | | | | |
| **Public Safety** | | | | | | |
| Personnel Services | $ 509,123 | $ 567,948 | $ 582,972 | $ 597,722 | $ 639,522 | $ 750,242 |
| Operating Expense | 357,401 | 396,340 | 524,409 | 541,260 | 394,345 | 520,238 |
| Capital Outlay | - | 1,368 | 48,480 | 48,480 | 23,480 | 675,000 |
| Grants and Aids | - | - | - | - | - | - |
| **Total Operating Expenditures** | 866,524 | 965,656 | 1,155,861 | 1,187,462 | 1,057,347 | 1,945,480 |
| **Non-Operating Expenditures** | | | | | | |
| Personnel Services Reserve | - | - | 14,750 | 14,750 | - | - |
| **Total Appropriations** | 866,524 | 965,656 | 1,170,611 | 1,202,212 | 1,057,347 | 1,945,480 |
| **Ending Fund Balance** | 1,082,994 | 1,334,336 | 1,066,090 | 1,171,624 | 1,591,994 | 976,111 |
| **Total Uses of Funds** | $ 1,949,518 | $ 2,299,992 | $ 2,236,701 | $ 2,373,836 | $ 2,649,341 | $ 2,921,591 |

# 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 at $312,336. Budgeted revenues include $15,000 in intergovernmental revenue from the Lee County School Board, representing a 20% reimbursement for electric costs and $12,500 in contributions, investment earnings, and miscellaneous revenue

Charges for services provided by the recreation center and its programs are budgeted at $691,678 for the fiscal year, which are flat compared to the estimated revenue in fiscal year 2019. Charges for services by type of charge are estimated in the chart below.

| | FY16 Actual | FY17 Actual | FY18 Actual | FY19 Estimated | FY20 Budget |
|---|---|---|---|---|---|
| Membership Fees | $ 471,214 | $ 441,188 | $ 482,228 | $ 485,136 | $ 485,136 |
| Summer Recreation Fees | 76,067 | 84,612 | 73,301 | 63,270 | 63,270 |
| After School Program Fees | 67,607 | 69,595 | 68,990 | 69,772 | 69,772 |
| Holiday Programs | 15,474 | 12,472 | 9,058 | 10,000 | 10,000 |
| Fun Days | 8,654 | 7,146 | 8,320 | 8,500 | 8,500 |
| Other Charges for Services | 75,544 | 52,037 | 52,443 | 55,000 | 55,000 |
| Total | $ 714,560 | $ 667,050 | $ 694,340 | $ 691,678 | $ 691,678 |

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 year 2019 the Council adjusted the transfer amount and approved an annual increase to the transfer equal to the Consumer Price Index.

**Uses of Funds**

The budget includes operating costs of $2.3 million to operate the Recreation Fund, which includes personnel and operating costs for both the Recreation Center and the Center 4 Life. This represents a 3.6% increase from the fiscal year 2019 adopted budget.

# RECREATION FUND – SPECIAL REVENUE FUND

| | Fiscal Year 2017 Actual | Fiscal Year 2018 Actual | Fiscal Year 2019 Adopted Budget | Fiscal Year 2019 Amended Budget | Fiscal Year 2019 Estimated Actual | FY 2020 Budget |
|---|---|---|---|---|---|---|
| Beginning Fund Balance | $ 172,914 | $ 225,852 | $ 35,179 | $ 198,415 | $ 198,415 | $ 312,336 |
| **Revenue** | | | | | | |
| Intergovernmental | 20,589 | 14,469 | 23,000 | 23,000 | 16,000 | 15,000 |
| Charges for Services | 667,050 | 694,340 | 697,506 | 697,506 | 691,678 | 691,678 |
| Contributions & Donations | 24,465 | 4,601 | 8,500 | 8,500 | 5,500 | 5,000 |
| Investment Earnings | 877 | 4,832 | 1,000 | 1,000 | 8,195 | 5,000 |
| Miscellaneous | 2,416 | 21,705 | 2,500 | 2,500 | 3,000 | 2,500 |
| Total Revenue | 715,397 | 739,947 | 732,506 | 732,506 | 724,373 | 719,178 |
| **Other Financing Sources** | | | | | | |
| Transfers In | 1,570,000 | 1,550,000 | 1,475,000 | 1,475,000 | 1,475,000 | 1,454,500 |
| **Total Sources of Funds** | $ 2,458,311 | $ 2,515,799 | $ 2,242,685 | $ 2,405,921 | $ 2,397,788 | $ 2,486,014 |
| **Appropriations** | | | | | | |
| **Culture/Recreation** | | | | | | |
| Personnel Services | $ 1,520,650 | $ 1,523,713 | $ 1,466,898 | $ 1,505,198 | $ 1,500,295 | $ 1,588,776 |
| Operating Expense | 686,105 | 631,043 | 700,149 | 730,730 | 585,157 | 696,458 |
| Capital Outlay | 1,849 | - | - | - | - | - |
| Grants and Aids | 23,855 | - | - | - | - | - |
| **Total Operating Expenditures** | 2,232,459 | 2,154,756 | 2,167,047 | 2,235,928 | 2,085,452 | 2,285,234 |
| **Other Uses of Funds** | | | | | | |
| Personnel Services Reserve | - | - | 38,300 | - | - | - |
| Transfer to Other Funds | - | 162,628 | - | - | - | - |
| **Total Non-Operating Expenditures** | - | 162,628 | 38,300 | - | - | - |
| **Total Appropriations** | 2,232,459 | 2,317,384 | 2,205,347 | 2,235,928 | 2,085,452 | 2,285,234 |
| **Ending Fund Balance** | 225,852 | 198,415 | 37,338 | 169,993 | 312,336 | 200,780 |
| **Total Uses of Funds** | $ 2,458,311 | $ 2,515,799 | $ 2,242,685 | $ 2,405,921 | $ 2,397,788 | $ 2,486,014 |

# RECREATION FINANCIAL ASSISTANCE – SPECIAL REVENUE FUND

## Sources of Funds

The City's Financial Assistance Program assists financially eligible island (Sanibel / Captiva) residents' and island workers' children to attend youth programs at the recreation center in a supervised, safe, friendly environment. The program is fully funded by contributions and donations. To increase the visibility of the program and enhance tracking of revenue and expenditures a financial assistance fund was created in fiscal year 2018.

The fiscal year 2020 budget beginning balance is approximately $157,000. Revenue of $17,500 in contributions and donations and $3,000 in investment revenue are budgeted in FY2020.

## Uses of Funds

In fiscal year 2020, programming assistance to families is budgeted at $22,000 and the ending fund balance is approximately $178,000.

| | Fiscal Year 2017 Actual | Fiscal Year 2018 Actual | Fiscal Year 2019 Adopted Budget | Fiscal Year 2019 Amended Budget | Fiscal Year 2019 Estimated Actual | FY 2020 Budget |
|---|---|---|---|---|---|---|
| Beginning Fund Balance | $ - | $ - | $ 159,328 | $ 157,298 | $ 157,298 | $ 157,334 |
| **Revenue** | | | | | | |
| Contributions & Donations | - | 16,260 | 17,500 | 17,500 | 17,220 | 17,500 |
| Investment Earnings | - | 2,629 | 1,200 | 1,200 | 3,153 | 3,000 |
| Total Revenue | - | 18,889 | 18,700 | 18,700 | 20,373 | 20,500 |
| **Other Financing Sources** | | | | | | |
| Transfers In | - | 162,628 | - | - | - | - |
| **Total Sources of Funds** | $ - | $ 181,517 | $ 178,028 | $ 175,998 | $ 177,671 | $ 177,834 |
| **Appropriations** | | | | | | |
| **Culture/Recreation** | | | | | | |
| Grants and Aids | $ - | $ 24,219 | $ 22,000 | $ 22,000 | $ 20,337 | $ 22,000 |
| **Ending Fund Balance** | - | 157,298 | 156,028 | 153,998 | 157,334 | 155,834 |
| **Total Uses of Funds** | $ - | $ 181,517 | $ 178,028 | $ 175,998 | $ 177,671 | $ 177,834 |

# 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 $146,000 for the fiscal year, which includes operating and capital revenues received from Lee County and the Lee County School Board.

A transfer of $110,000 is expected to be made from the general fund to fund the City's portion of operating expenditures.

## Uses of Funds

Operating costs of maintaining the ball fields adjacent to the Sanibel School expected to be approximately $284,000.

| | Fiscal Year 2017 Actual | Fiscal Year 2018 Actual | Fiscal Year 2019 Adopted Budget | Fiscal Year 2019 Amended Budget | Fiscal Year 2019 Estimated Actual | FY 2020 Budget |
|---|---|---|---|---|---|---|
| Beginning Fund Balance | $ 41,500 | $ 58,247 | $ 39,473 | $ 48,488 | $ 48,488 | $ 33,558 |
| **Revenue** | | | | | | |
| Intergovernmental | 322,376 | 138,316 | 143,927 | 143,185 | 123,247 | 145,519 |
| Investment Earnings | 691 | 505 | - | - | 271 | 250 |
| Miscellaneous | - | - | - | - | - | - |
| Total Revenue | 323,067 | 138,821 | 143,927 | 143,185 | 123,518 | 145,769 |
| **Other Financing Sources** | | | | | | |
| Transfers In | 257,645 | 107,169 | 110,000 | 115,646 | 115,646 | 110,000 |
| **Total Sources of Funds** | $ 622,212 | $ 304,237 | $ 293,400 | $ 307,319 | $ 287,652 | $ 289,327 |
| **Appropriations** | | | | | | |
| **Culture/Recreation** | | | | | | |
| Operating Expense | $ 259,702 | $ 244,491 | $ 278,862 | $ 283,766 | $ 254,094 | $ 283,702 |
| Capital Outlay | 304,263 | 11,258 | - | - | - | - |
| **Total Appropriations** | 563,965 | 255,749 | 278,862 | 283,766 | 254,094 | 283,702 |
| **Ending Fund Balance** | 58,247 | 48,488 | 14,538 | 23,553 | 33,558 | 5,625 |
| **Total Uses of Funds** | $ 622,212 | $ 304,237 | $ 293,400 | $ 307,319 | $ 287,652 | $ 289,327 |

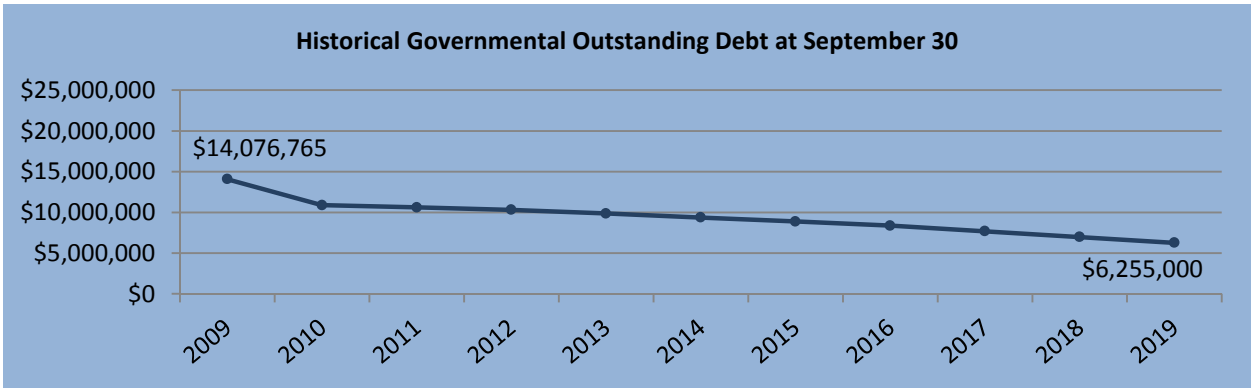
# GOVERNMENT FUNDS DEBT SERVICE

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 projected as of September 30, 2019:




In response to the reduction of the disaster reserves due to expenses related to Hurricane Irma recovery in fiscal year 2018, the City secured a $5.0 line of credit to be used in the event of another disaster. As of the date of this document, the City had not drawn down any funding on the available line of credit.

# 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 2017 Actual | Fiscal Year 2018 Actual | Fiscal Year 2019 Adopted Budget | Fiscal Year 2019 Amended Budget | Fiscal Year 2019 Estimated Actual | FY 2020 Budget |
|---|---|---|---|---|---|---|
| **SOURCES OF FUNDS** | | | | | | |
| Beginning Fund Balance | $ 304,374 | $ 312,031 | $ 332,575 | $ 336,402 | $ 336,402 | $ 290,444 |
| **Revenue** | | | | | | |
| Ad valorem taxes, net - Voted Debt | 882,153 | 897,108 | 833,776 | 833,776 | 828,457 | 798,911 |
| Miscellaneous | 8,901 | 9,027 | 4,900 | 4,900 | 6,743 | 6,500 |
| Total Revenue | 891,054 | 906,135 | 838,676 | 838,676 | 835,200 | 805,411 |
| **Total Sources of Funds** | $ 1,195,428 | $ 1,218,166 | $ 1,171,251 | $ 1,175,078 | $ 1,171,602 | $ 1,095,855 |
| **USES OF FUNDS** | | | | | | |
| **Debt Service** | | | | | | |
| Principal | 690,000 | 705,000 | 720,000 | 720,000 | 720,000 | 740,000 |
| Interest | 193,397 | 176,764 | 161,158 | 161,158 | 161,158 | 142,716 |
| **Total Appropriations** | 883,397 | 881,764 | 881,158 | 881,158 | 881,158 | 882,716 |
| **Ending Fund Balance** | 312,031 | 336,402 | 290,093 | 293,920 | 290,444 | 213,139 |
| **Total Uses of Funds** | $ 1,195,428 | $ 1,218,166 | $ 1,171,251 | $ 1,175,078 | $ 1,171,602 | $ 1,095,855 |

# 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 shown below:

| Fiscal Year | Principal | Interest | Total Payment |
|---|---|---|---|
| FY 2021 | $ 320,000 | $ 13,352 | $ 333,352 |
| FY 2022 | 325,000 | 6,728 | 331,728 |
| | $ 645,000 | $ 20,080 | $ 665,080 |

| | Fiscal Year 2017 Actual | Fiscal Year 2018 Actual | Fiscal Year 2019 Adopted Budget | Fiscal Year 2019 Amended Budget | Fiscal Year 2019 Estimated Actual | FY 2020 Budget |
|---|---|---|---|---|---|---|
| Approved Millage Rate - Voted Debt | 0.0720 | 0.0690 | 0.0598 | N/A | N/A | 0.0500 |
| Beginning Fund Balance | $ 292,272 | $ 298,944 | $ 305,442 | $ 308,242 | $ 308,242 | $ 281,361 |
| **Revenue** | | | | | | |
| Ad valorem taxes, net | 329,605 | 335,504 | 301,632 | 301,632 | 300,000 | 256,061 |
| Miscellaneous | 5,466 | 6,190 | 3,200 | 3,200 | 4,305 | 4,000 |
| Total Revenue | 335,071 | 341,694 | 304,832 | 304,832 | 304,305 | 260,061 |
| **Total Sources of Funds** | $ 627,343 | $ 640,638 | $ 610,274 | $ 613,074 | $ 612,547 | $ 541,422 |
| **Appropriations** | | | | | | |
| **Debt Service** | | | | | | |
| Principal | $ 290,000 | $ 300,000 | $ 305,000 | $ 305,000 | $ 305,000 | $ 315,000 |
| Interest | 38,399 | 32,396 | 26,186 | 26,186 | 26,186 | 19,872 |
| **Total Appropriations** | 328,399 | 332,396 | 331,186 | 331,186 | 331,186 | 334,872 |
| **Ending Fund Balance** | 298,944 | 308,242 | 279,088 | 281,888 | 281,361 | 206,550 |
| **Total Uses of Funds** | $ 627,343 | $ 640,638 | $ 610,274 | $ 613,074 | $ 612,547 | $ 541,422 |

# 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 $559,639 in taxes will be levied on a millage rate of 0.1060. An allowance for under collection of $16,789 in tax is budgeted to recognize the discount taken by those paying their taxes between November and February. Interest earnings are budgeted at $2,500.

**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 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 |
| | $ 4,870,000 | $ 643,684 | $ 5,513,684 |

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

| | Fiscal Year 2017 Actual | Fiscal Year 2018 Actual | Fiscal Year 2019 Adopted Budget | Fiscal Year 2019 Amended Budget | Fiscal Year 2019 Estimated Actual | FY 2020 Budget |
|---|---|---|---|---|---|---|
| Approved Millage Rate - Voted Debt | 0.1207 | 0.1155 | 0.1055 | N/A | N/A | 0.1060 |
| Beginning Fund Balance | $ 12,102 | $ 13,087 | $ 27,133 | $ 28,160 | $ 28,160 | $ 9,083 |
| **Revenue** | | | | | | |
| Ad valorem taxes, net | 552,548 | 561,604 | 532,144 | 532,144 | 528,457 | 542,850 |
| Miscellaneous | 3,435 | 2,837 | 1,700 | 1,700 | 2,438 | 2,500 |
| Total Revenue | 555,983 | 564,441 | 533,844 | 533,844 | 530,895 | 545,350 |
| **Total Sources of Funds** | $ 568,085 | $ 577,528 | $ 560,977 | $ 562,004 | $ 559,055 | $ 554,433 |
| **Appropriations** | | | | | | |
| **Debt Service** | | | | | | |
| Principal | 400,000 | 405,000 | 415,000 | 415,000 | 415,000 | 425,000 |
| Interest and fiscal charges | 154,998 | 144,368 | 134,972 | 134,972 | 134,972 | 122,844 |
| **Total Appropriations** | 554,998 | 549,368 | 549,972 | 549,972 | 549,972 | 547,844 |
| **Ending Fund Balance** | 13,087 | 28,160 | 11,005 | 12,032 | 9,083 | 6,589 |
| **Total Uses of Funds** | $ 568,085 | $ 577,528 | $ 560,977 | $ 562,004 | $ 559,055 | $ 554,433 |

# 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) in the government funds.

| | Fiscal Year 2017 Actual | Fiscal Year 2018 Actual | Fiscal Year 2019 Adopted Budget | Fiscal Year 2019 Amended Budget | Fiscal Year 2019 Estimated Actual | FY 2020 Budget |
|---|---|---|---|---|---|---|
| **SOURCES OF FUNDS** | | | | | | |
| Beginning Fund Balance | $ 2,323,943 | $ 3,200,554 | $ 2,476,886 | $ 2,757,993 | $ 2,757,993 | $ 2,346,189 |
| **Revenue** | | | | | | |
| Miscellaneous | 38,369 | 43,829 | 22,500 | 22,500 | 49,774 | 40,000 |
| Total Revenue | 38,369 | 43,829 | 22,500 | 22,500 | 49,774 | 40,000 |
| **Other Financing Sources** | | | | | | |
| Transfers In | 1,895,964 | 225,000 | 425,000 | 446,653 | 446,653 | 848,000 |
| **Total Sources of Funds** | $ 4,258,276 | $ 3,469,383 | $ 2,924,386 | $ 3,227,146 | $ 3,254,420 | $ 3,234,189 |
| **USES OF FUNDS** | | | | | | |
| **General Government** | | | | | | |
| Information Technology | $ 15,108 | $ 30,779 | $ 184,000 | $ 195,358 | $ 105,358 | $ 293,000 |
| **Public Safety** | | | | | | |
| Police Department | 350,075 | 65,511 | 210,000 | 226,715 | 161,703 | 285,344 |
| S.E.M.P. | 5,252 | - | 20,000 | 20,000 | - | 20,000 |
| Total Public Safety | 355,327 | 65,511 | 230,000 | 246,715 | 161,703 | 305,344 |
| **Public Works** | | | | | | |
| Transportation | 64,959 | 17,222 | 1,183,000 | 1,183,000 | 516,529 | 613,500 |
| Public Works | 112,808 | - | - | - | - | 35,000 |
| Total Public Works | 177,767 | 17,222 | 1,183,000 | 1,183,000 | 516,529 | 648,500 |
| **Culture/Recreation** | | | | | | |
| Public Facilities | 419,989 | 33,867 | 355,315 | 428,315 | 16,626 | 744,150 |
| Recreation Center | 89,531 | 314,011 | 269,400 | 269,400 | 108,015 | 326,875 |
| Total Culture/Recreation | 509,520 | 347,878 | 624,715 | 697,715 | 124,641 | 1,071,025 |
| **Total Expenditures** | 1,057,722 | 461,390 | 2,221,715 | 2,322,788 | 908,231 | 2,317,869 |
| **Non-Operating Expenditures** | | | | | | |
| Reserves | - | - | 650,000 | 650,000 | - | 750,000 |
| Transfer to Other Funds | - | 250,000 | - | - | - | 100,000 |
| **Total Non-Operating Expenditures** | - | 250,000 | 650,000 | 650,000 | - | 850,000 |
| **Total Appropriations** | 1,057,722 | 711,390 | 2,871,715 | 2,972,788 | 908,231 | 3,167,869 |
| **Ending Fund Balance** | 3,200,554 | 2,757,993 | 52,671 | 254,358 | 2,346,189 | 66,320 |
| **Total Uses of Funds** | $ 4,258,276 | $ 3,469,383 | $ 2,924,386 | $ 3,227,146 | $ 3,254,420 | $ 3,234,189 |

# 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 approximately $746,000 and miscellaneous revenues of $13,000.

## Uses of Funds

The detail of each project accounted for in this fund is included in the 5-Year capital improvement plan (the CIP), which is located in the Supplemental section of this document. In the CIP, each of the projects is listed by department and then identified in the left hand column as Fund # 300. Total appropriations for the fiscal year are budgeted to be approximately $1.4 million.

| | Fiscal Year 2017 Actual | Fiscal Year 2018 Actual | Fiscal Year 2019 Adopted Budget | Fiscal Year 2019 Amended Budget | Fiscal Year 2019 Estimated Actual | FY 2020 Budget |
|---|---|---|---|---|---|---|
| Beginning Fund Balance | $ 973,064 | $ 1,308,156 | $ 718,792 | $ 943,086 | $ 943,086 | $ 745,768 |
| **Revenue** | | | | | | |
| Miscellaneous | 17,360 | 15,087 | 10,000 | 10,000 | 14,716 | 13,000 |
| **Other Financing Sources** | | | | | | |
| Transfers In | 1,220,964 | - | 50,000 | 71,653 | 71,653 | 623,000 |
| **Total Sources of Funds** | $ 2,211,388 | $ 1,323,243 | $ 778,792 | $ 1,024,739 | $ 1,029,455 | $ 1,381,768 |
| **Appropriations** | | | | | | |
| **General Government** | | | | | | |
| Information Technology | $ 15,108 | $ 30,779 | $ 184,000 | $ 195,358 | $ 105,358 | $ 293,000 |
| **Public Safety** | | | | | | |
| Police Department | 350,075 | 65,511 | 210,000 | 226,715 | 161,703 | 285,344 |
| S.E.M.P. | 5,252 | - | 20,000 | 20,000 | - | 20,000 |
| Total Public Safety | 355,327 | 65,511 | 230,000 | 246,715 | 161,703 | 305,344 |
| **Public Works** | | | | | | |
| Public Works | 112,808 | - | - | - | - | 35,000 |
| **Culture/Recreation** | | | | | | |
| Public Facilities | 419,989 | 33,867 | 355,315 | 428,315 | 16,626 | 744,150 |
| **Total Expenditures** | 903,232 | 130,157 | 769,315 | 870,388 | 283,687 | 1,377,494 |
| **Non-Operating Expenditures** | | | | | | |
| Transfer to Other Funds | - | 250,000 | - | - | - | - |
| **Total Appropriations** | 903,232 | 380,157 | 769,315 | 870,388 | 283,687 | 1,377,494 |
| **Ending Fund Balance** | 1,308,156 | 943,086 | 9,477 | 154,351 | 745,768 | 4,274 |
| **Total Uses of Funds** | $ 2,211,388 | $ 1,323,243 | $ 778,792 | $ 1,024,739 | $ 1,029,455 | $ 1,381,768 |

# 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 $705,000.

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.

## 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 $613,500. The fund is also returning $100,000 to the Transportation Fund in fiscal year 2020 to assist with operating expenditures.

| | Fiscal Year 2017 Actual | Fiscal Year 2018 Actual | Fiscal Year 2019 Adopted Budget | Fiscal Year 2019 Amended Budget | Fiscal Year 2019 Estimated Actual | FY 2020 Budget |
|---|---|---|---|---|---|---|
| Beginning Fund Balance | $ 584,716 | $ 979,508 | $ 970,798 | $ 976,948 | $ 976,948 | $ 704,665 |
| **Revenue** | | | | | | |
| Miscellaneous | 9,751 | 14,662 | 6,000 | 6,000 | 19,246 | 15,000 |
| **Other Financing Sources** | | | | | | |
| Transfers In | 450,000 | - | 225,000 | 225,000 | 225,000 | - |
| **Total Sources of Funds** | $ 1,044,467 | $ 994,170 | $ 1,201,798 | $ 1,207,948 | $ 1,221,194 | $ 719,665 |
| **Appropriations** | | | | | | |
| **Transportation** | | | | | | |
| Operating Expense | $ 23,263 | $ 57 | $ - | $ - | $ - | $ - |
| Capital Outlay | 41,696 | 17,165 | 1,183,000 | 1,183,000 | 516,529 | 613,500 |
| **Total Expenditures** | 64,959 | 17,222 | 1,183,000 | 1,183,000 | 516,529 | 613,500 |
| **Non-Operating Expenditures** | | | | | | |
| Transfer to Other Funds | - | - | - | - | - | 100,000 |
| **Total Appropriations** | 64,959 | 17,222 | 1,183,000 | 1,183,000 | 516,529 | 713,500 |
| **Ending Fund Balance** | 979,508 | 976,948 | 18,798 | 24,948 | 704,665 | 6,165 |
| **Total Uses of Funds** | $ 1,044,467 | $ 994,170 | $ 1,201,798 | $ 1,207,948 | $ 1,221,194 | $ 719,665 |

# 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 $896,000 in available beginning fund balance, interest earnings of $12,000, and a transfer from the General Fund of $225,000.

## Uses of Funds

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

Total outlays for the fiscal year are budgeted to be $327,000 in accordance with the rehabilitation and replacement schedule. The schedule is updated annually. Other non-operating expenditures include a reserve of $750,000 for roof replacement.

| | Fiscal Year 2016 Actual | Fiscal Year 2017 Actual | Fiscal Year 2018 Adopted Budget | Fiscal Year 2018 Amended Budget | Fiscal Year 2018 Estimated Actual | FY 2019 Budget |
|---|---|---|---|---|---|---|
| Beginning Fund Balance | $ 766,163 | $ 912,890 | $ 787,296 | $ 837,959 | $ 837,959 | $ 895,756 |
| **Revenue** | | | | | | |
| Miscellaneous | 11,258 | 14,080 | 6,500 | 6,500 | 15,812 | 12,000 |
| Total Revenue | 11,258 | 14,080 | 6,500 | 6,500 | 15,812 | 12,000 |
| **Other Financing Sources** | | | | | | |
| Transfers In | 225,000 | 225,000 | 150,000 | 150,000 | 150,000 | 225,000 |
| **Total Sources of Funds** | $ 1,002,421 | $ 1,151,970 | $ 943,796 | $ 994,459 | $ 1,003,771 | $ 1,132,756 |
| **Appropriations** | | | | | | |
| **Culture/Recreation** | | | | | | |
| Operating Expense | $ 37,262 | $ 55,544 | $ - | $ - | $ - | $ - |
| Capital Outlay | 52,269 | 258,467 | 269,400 | 269,400 | 108,015 | 326,875 |
| **Total Expenditures** | 89,531 | 314,011 | 269,400 | 269,400 | 108,015 | 326,875 |
| **Non-Operating Expenditures** | | | | | | |
| Reserve for Roof Replacement | - | - | 650,000 | 650,000 | - | 750,000 |
| **Total Appropriations** | 89,531 | 314,011 | 919,400 | 919,400 | 108,015 | 1,076,875 |
| **Ending Fund Balance** | 912,890 | 837,959 | 24,396 | 75,059 | 895,756 | 55,881 |
| **Total Uses of Funds** | $ 1,002,421 | $ 1,151,970 | $ 943,796 | $ 994,459 | $ 1,003,771 | $ 1,132,756 |

# 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 2019 | | | |
| | Fiscal Year 2017 Actual | Fiscal Year 2018 Actual | Adopted Budget | Amended Budget | Estimated Actual | FY 2020 Budget |
| **SOURCES OF FUNDS** | | | | | | |
| Unrestricted Net Position/Funds | $ 8,864,912 | $ 9,768,978 | $ 9,483,324 | $ 10,553,317 | $ 10,553,317 | $ 7,339,468 |
| **Revenues** | | | | | | |
| Ad valorem taxes, net - Voted Debt | 891,306 | 881,546 | 702,974 | 702,974 | 699,220 | 696,215 |
| Beach Parking Permits | 162,816 | 195,815 | 190,000 | 190,000 | 192,000 | 185,000 |
| Intergovernmental Revenue | 1,702,698 | 3,923,842 | 3,366,023 | 5,303,196 | 3,679,884 | 2,030,978 |
| Sewer User Fees | 6,932,341 | 7,082,032 | 7,289,171 | 7,289,171 | 7,393,257 | 7,615,055 |
| Beach Parking Fees | 2,955,011 | 2,961,178 | 2,654,017 | 2,654,017 | 3,205,721 | 3,205,721 |
| Fines and Forfeitures | 192,025 | 195,080 | 190,000 | 190,000 | 139,312 | 190,000 |
| Interest Earnings | 166,247 | 268,959 | 115,000 | 115,000 | 233,812 | 190,000 |
| Special Assessment Collections [1] | 157,639 | 314,733 | 658,701 | 658,701 | 685,478 | 637,953 |
| Miscellaneous Revenue | 132,672 | 50,484 | 175,000 | 175,000 | 145,938 | 150,000 |
| Total Revenues | 13,292,755 | 15,873,669 | 15,340,886 | 17,278,059 | 16,374,622 | 14,900,922 |
| **Non-Operating Sources** | | | | | | |
| Transfers From Other Funds | - | 169,000 | - | - | - | - |
| Capital Contributions | 251,391 | 486,469 | 175,000 | 175,000 | 103,060 | 150,000 |
| Gains/Losses | (15,344) | 12,002 | 6,000 | 6,000 | 11,500 | 6,000 |
| Debt Proceeds | - | - | 4,500,000 | 4,500,000 | - | 9,750,000 |
| Total Non-Operating Sources | 236,047 | 667,471 | 4,681,000 | 4,681,000 | 114,560 | 9,906,000 |
| **Total Sources of Funds** | 22,393,714 | 26,310,118 | $ 29,505,210 | $ 32,512,376 | $ 27,042,499 | $ 32,146,390 |

# ENTERPRISE FUNDS SUMMARY – USES OF FUNDS

| | GAAP Basis | | Non-GAAP Basis | | | |
|---|---|---|---|---|---|---|
| | Fiscal Year 2017 Actual | Fiscal Year 2018 Actual | Fiscal Year 2019 Adopted Budget | Fiscal Year 2019 Amended Budget | Fiscal Year 2019 Estimated Actual | FY 2020 Budget |
| **USES OF FUNDS** | | | | | | |
| **Public Safety** | | | | | | |
| Personnel Services | $ 1,002,021 | $ 1,093,189 | $ 1,155,576 | $ 1,219,149 | $ 995,450 | $ 1,100,508 |
| Operating Expense | 814,281 | 893,622 | 1,100,882 | 1,178,113 | 1,046,213 | 1,018,347 |
| Capital Outlay | - | - | 120,000 | 120,000 | 43,270 | 50,000 |
| Total Public Safety | 1,816,302 | 1,986,811 | 2,376,458 | 2,517,262 | 2,084,933 | 2,168,855 |
| **Physical Environment** | | | | | | |
| Personnel Services | 1,801,230 | 1,636,908 | 1,953,974 | 1,999,297 | 2,055,593 | 2,008,192 |
| Operating Expense | 2,643,153 | 2,778,442 | 3,446,395 | 3,888,334 | 2,911,214 | 3,546,703 |
| Capital Outlay | - | - | 6,929,900 | 7,094,900 | 5,784,944 | 13,112,112 |
| Total Physical Environment | 4,444,383 | 4,415,350 | 12,330,269 | 12,982,531 | 10,751,751 | 18,667,007 |
| **Public Works** | | | | | | |
| Personnel Services | 738,443 | 645,017 | 745,606 | 763,227 | 728,080 | 856,756 |
| Operating Expense | 1,086,278 | 2,336,673 | 1,002,056 | 1,306,527 | 1,175,973 | 1,399,170 |
| Capital Outlay | - | - | 1,640,348 | 1,852,399 | 875,111 | 1,528,286 |
| Total Public Works | 1,824,721 | 2,981,690 | 3,388,010 | 3,922,153 | 2,779,164 | 3,784,212 |
| Total Expenses | 8,085,406 | 9,383,851 | 18,094,737 | 19,421,946 | 15,615,848 | 24,620,074 |
| **Non-Operating Expenses** | | | | | | |
| Reserve for Disasters | - | - | - | - | - | - |
| Personnel Services Reserve | - | - | 86,310 | - | - | - |
| Transfer to Other Funds | 476,792 | 480,766 | 431,013 | 431,013 | 488,358 | 488,358 |
| Depreciation and Amortization | 2,832,950 | 2,803,251 | - | - | - | - |
| Contributions | - | 20,000 | - | - | - | - |
| Debt Service | 454,139 | 393,014 | 3,598,825 | 3,598,825 | 3,598,825 | 3,323,825 |
| Total Non-Operating Expenses | 3,763,881 | 3,697,031 | 4,116,148 | 4,029,838 | 4,087,183 | 3,812,183 |
| **Total Appropriations** | 11,849,287 | 13,080,882 | 22,210,885 | 23,451,784 | 19,703,031 | 28,432,257 |
| **Change in Net Position** | 1,679,515 | 3,460,258 | N/A | N/A | N/A | N/A |
| Beginning Net Position | 38,137,069 | 39,779,766 | N/A | N/A | N/A | N/A |
| Ending Net Position | $ 39,816,584 | $ 43,240,024 | N/A | N/A | N/A | N/A |
| Restricted Net Position | $ 30,047,606 | $ 30,627,318 | N/A | N/A | N/A | N/A |
| Reserve for Disasters | $ - | $ - | 1,000,000 | 1,000,000 | - | 1,000,000 |
| Unrestricted Net Position / Funds | $ 9,768,978 | $ 12,612,706 | 6,294,325 | 8,060,592 | 7,339,468 | 2,714,133 |
| **Total Uses of Funds** | N/A | N/A | $ 29,505,210 | $ 32,512,376 | $ 27,042,499 | $ 32,146,390 |

# 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; Phase 3B on the northwest end of the island; Phase 5 for the Sanibel Bayous and Phase 4 for Woodring Road.

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 0.1359 mills which will cost a taxpayer $13.59 per $100,000 of taxable property valuation.

The current year budgeted capital improvement plan includes $13.1 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.

# SANIBEL SEWER SYSTEM – ENTERPRISE FUND

It is anticipated that the Sewer Fund will borrow $9.75 million in fiscal year 2020 for construction of this project, but debt service payments are not anticipated to begin until fiscal year 2021. In addition, the City of Sanibel has been awarded $3.325 million in grants from the State of Florida to assist in funding the Donax Process Improvement project.

**Sources of Funds**

In addition to the roll-forward of prior year balances, ad valorem tax revenue of $717,747 (less a reserve of $21,532) is budgeted from the levy of the 0.1359 millage rate. Residential and commercial user fees for wastewater and effluent fees are budgeted at $7.6 million and effluent fees at $0.3 million, both which reflect a 3.0% increase in rates charged to general customers based on the revenue sufficiency completed in 2019.

A reimbursement grant in the amount of $500,000 was awarded from the State of Florida for the Donax Plant Improvement project in fiscal year 2020. A previous grant award of $500,000 was not fully expended in fiscal year 2019 and is budgeted to roll over into fiscal year 2020.

Fines from the delinquent payment of sewer bills are included in other sources of revenue and are budgeted at $20,000. Interest earnings and miscellaneous revenue which includes Wulfert and Donax tower rental receipts is budgeted at $175,000. Special assessment principal and interest collections from benefitted customers are budgeted at approximately $638,000.

Non-operating sources of revenue include $9.75 million in debt proceeds for the Donax Improvement project as previously mentioned, $150,000 in capital contribution fees related to new customers entering the system and $1,000 in gains on sale of assets.

**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 $3.0 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 $1.8 million.

Capital projects are budgeted at $13.1 million in fiscal year 2020 of which $11.7 million is budgeted for the Donax Water Reclamation Facility process improvement project. 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 $3.3 million, including the 2014 Series Bonds and the SRF loans. The long term loan from the General Fund was fully paid off in fiscal year 2019. Debt service expenses for the new debt issuance are not included in the budget since the first debt service payment is not anticipated until fiscal year 2021.

# SANIBEL SEWER SYSTEM – ENTERPRISE FUND

| | GAAP Basis | | Non-GAAP Basis | | | |
|---|---|---|---|---|---|---|
| | Fiscal Year 2017 Actual | Fiscal Year 2018 Actual | Fiscal Year 2019 Adopted Budget | Fiscal Year 2019 Amended Budget | Fiscal Year 2019 Estimated Actual | FY 2020 Budget |
| Millage Rate - Voted Debt | 0.1947 | 0.1947 | 0.1394 | N/A | N/A | 0.1359 |
| **Sources of Funds** | | | | | | |
| Unrestricted Net Position / Funds | $ 7,338,636 | $ 8,422,386 | $ 9,028,587 | $ 9,333,366 | $ 9,333,366 | $ 6,359,620 |
| **Revenues** | | | | | | |
| Ad Valorem Taxes, net - Voted Debt | 891,306 | 881,546 | 702,974 | 702,974 | 699,220 | 696,215 |
| User Fees | 6,932,341 | 7,082,032 | 7,289,171 | 7,289,171 | 7,393,257 | 7,615,055 |
| Grant from State of Florida | 130,810 | 672,869 | 2,000,000 | 2,000,000 | 1,521,321 | 1,000,000 |
| Fines and Forfeitures | 24,900 | 16,796 | 20,000 | 20,000 | 19,888 | 20,000 |
| Interest Earnings | 130,384 | 235,423 | 100,000 | 100,000 | 211,988 | 175,000 |
| Miscellaneous | 132,672 | 50,484 | 175,000 | 175,000 | 145,938 | 150,000 |
| Special Assessment Collections[1] | 157,639 | 314,733 | 658,701 | 658,701 | 685,478 | 637,953 |
| Total Revenues | 8,400,052 | 9,253,883 | 10,945,846 | 10,945,846 | 10,677,090 | 10,294,223 |
| **Non-Operating Sources** | | | | | | |
| Capital Contributions | 187,644 | 486,469 | 175,000 | 175,000 | 103,060 | 150,000 |
| Gains/Losses | 817 | (540) | 1,000 | 1,000 | 1,000 | 1,000 |
| Debt Proceeds | - | - | 4,500,000 | 4,500,000 | - | 9,750,000 |
| Transfers From Other Funds | - | 9,000 | - | - | - | - |
| Total Non-Operating Sources | 188,461 | 494,929 | 4,676,000 | 4,676,000 | 104,060 | 9,901,000 |
| **Total Sources of Funds** | 15,927,149 | 18,171,198 | 24,650,433 | 24,955,212 | 20,114,516 | 26,554,843 |
| **Expenses** | | | | | | |
| **Physical Environment** | | | | | | |
| Personnel Services | 1,597,288 | 1,437,641 | $ 1,736,943 | $ 1,776,193 | $ 1,826,498 | $ 1,779,550 |
| Operating Expense | 2,200,620 | 2,437,645 | 3,000,085 | 3,163,613 | 2,537,129 | 2,967,343 |
| Capital Outlay | - | - | 6,929,900 | 7,094,900 | 5,784,944 | 13,112,112 |
| Total Expenses | 3,797,908 | 3,875,286 | 11,666,928 | 12,034,706 | 10,148,571 | 17,859,005 |
| **Non-Operating Expenses** | | | | | | |
| Depreciation and Amortization | 2,491,938 | 2,448,302 | - | - | - | - |
| Interfund Transfers | 7,500 | 7,500 | 7,500 | 7,500 | 7,500 | 7,500 |
| Reserve for Disasters | - | - | - | - | - | - |
| Personel Services Reserve | - | - | 39,250 | - | - | - |
| Debt Service[1] | 454,139 | 393,014 | 3,598,825 | 3,598,825 | 3,598,825 | 3,323,825 |
| Total Non-Operating Expenses | 2,953,577 | 2,848,816 | 3,645,575 | 3,606,325 | 3,606,325 | 3,331,325 |
| **Total Appropriations** | 6,751,485 | 6,724,102 | 15,312,503 | 15,641,031 | 13,754,896 | 21,190,330 |
| **Change in Net Position** | 1,837,028 | 3,024,710 | N/A | N/A | N/A | N/A |
| Beginning Net Position | 33,003,394 | 34,821,141 | N/A | N/A | N/A | N/A |
| Ending Net Position | $ 34,840,422 | $ 37,845,851 | N/A | N/A | N/A | N/A |
| Restricted Net Position | $ 26,418,036 | $ 26,788,945 | N/A | - | - | - |
| Reserve for Disasters | $ - | $ - | 1,000,000 | 1,000,000 | - | 1,000,000 |
| Unrestricted Net Position / Funds | $ 8,422,386 | $ 11,056,906 | 8,337,930 | 8,314,181 | 6,359,620 | 4,364,513 |
| **Total Uses of Funds** | N/A | N/A | $ 24,650,433 | $ 24,955,212 | $ 20,114,516 | $ 26,554,843 |

[1] The budgeted amount includes principal and interest; however, the actuals from previous years only include interest as principal amounts are recorded to the balance sheet.

# BEACH PARKING FUND – ENTERPRISE FUND

**Sources of Funds**

Pursuant to ordinance, parking fees are charged at $5.00 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 are budgeted to remain at $5.00 per hour. Revenues from this source are budgeted at $3.2 million for fiscal year 2020 (net of the 6.5% sales tax remitted to the state department of revenue), which is flat compared to the estimated fiscal year 2019 results.

Revenue from parking permits is budgeted at $185,000 and parking violation revenue is estimated to be $170,000. 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.

Grants in the amount of approximately $2.1 million from the Lee County Tourist Development Council (TDC) have been applied for and tentatively approved to augment beach maintenance. This grant revenue is not included in the fiscal year 2020 budget as they have not been fully approved by the Lee County Commission. 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 2019 | | | |
| | Fiscal Year 2017 Actual | Fiscal Year 2018 Actual | Adopted Budget | Amended Budget | Estimated Actual | FY 2020 Budget |
| **Sources of Funds** | | | | | | |
| Unrestricted Net Position / Funds | 1,526,276 | 1,346,592 | $ 454,737 | $ 1,219,951 | $ 1,219,951 | $ 979,848 |
| **Revenues** | | | | | | |
| Licenses and Permits | 162,816 | 195,815 | 190,000 | 190,000 | 192,000 | 185,000 |
| Intergovernmental Revenue | 1,571,888 | 3,250,973 | 1,366,023 | 3,303,196 | 2,158,563 | 1,030,978 |
| Charges for Services, net[1] | 2,955,011 | 2,961,178 | 2,654,017 | 2,654,017 | 3,205,721 | 3,205,721 |
| Fines and Forfeitures | 167,125 | 178,284 | 170,000 | 170,000 | 119,424 | 170,000 |
| Interest Earnings | 35,863 | 33,536 | 15,000 | 15,000 | 21,824 | 15,000 |
| Total Revenues | 4,892,703 | 6,619,786 | 4,395,040 | 6,332,213 | 5,697,532 | 4,606,699 |
| **Non-Operating Sources** | | | | | | |
| Transfers In | - | 160,000 | - | - | - | - |
| Capital Contributions | 63,747 | - | - | - | - | - |
| Gains/Losses | (16,161) | 12,542 | 5,000 | 5,000 | 10,500 | 5,000 |
| Total Non-Operating Sources | 47,586 | 172,542 | 5,000 | 5,000 | 10,500 | 5,000 |
| **Total Sources of Funds** | 6,466,565 | 8,138,920 | 4,854,777 | 7,557,164 | 6,927,983 | 5,591,547 |
| **Expenses** | | | | | | |
| **Public Safety** | | | | | | |
| Personnel Services | 1,002,021 | 1,093,189 | 1,155,576 | 1,219,149 | 995,450 | 1,100,508 |
| Operating Expense | 814,281 | 893,622 | 1,100,882 | 1,178,113 | 1,046,213 | 1,018,347 |
| Capital Outlay | - | - | 120,000 | 120,000 | 43,270 | 50,000 |
| Total Public Safety | 1,816,302 | 1,986,811 | 2,376,458 | 2,517,262 | 2,084,933 | 2,168,855 |
| **Physical Environment** | | | | | | |
| Personnel Services | 203,942 | 199,267 | 217,031 | 223,104 | 229,095 | 228,642 |
| Operating Expense | 442,533 | 340,797 | 446,310 | 724,721 | 374,085 | 579,360 |
| Capital Outlay | - | - | - | - | - | - |
| Total Physical Environment | 646,475 | 540,064 | 663,341 | 947,825 | 603,180 | 808,002 |
| **Public Works** | | | | | | |
| Personnel Services | 738,443 | 645,017 | 745,606 | 763,227 | 728,080 | 856,756 |
| Operating Expense | 1,086,278 | 2,336,673 | 1,002,056 | 1,306,527 | 1,175,973 | 1,399,170 |
| Capital Outlay | - | - | 1,640,348 | 1,852,399 | 875,111 | 1,528,286 |
| Total Public Works | 1,824,721 | 2,981,690 | 3,388,010 | 3,922,153 | 2,779,164 | 3,784,212 |
| Total Expenses | 4,287,498 | 5,508,565 | 6,427,809 | 7,387,240 | 5,467,277 | 6,761,069 |
| **Non-Operating Expenses** | | | | | | |
| Depreciation | 341,012 | 354,949 | - | - | - | - |
| Interfund Transfers | 469,292 | 473,266 | 423,513 | 423,513 | 480,858 | 480,858 |
| Contributions | - | 20,000 | - | - | - | - |
| Personnel Services Reserve | - | - | 47,060 | - | - | - |
| Total Non-Operating Expenses | 810,304 | 848,215 | 470,573 | 423,513 | 480,858 | 480,858 |
| **Total Appropriations** | 5,097,802 | 6,356,780 | 6,898,382 | 7,810,753 | 5,948,135 | 7,241,927 |
| **Change in Net Position** | (157,513) | 435,548 | N/A | N/A | N/A | N/A |
| Beginning Net Position | 5,133,675 | 4,958,625 | N/A | N/A | N/A | N/A |
| Ending Net Position | $ 4,976,162 | $ 5,394,173 | N/A | N/A | N/A | N/A |
| Restricted Net Position | $ 3,629,570 | $ 3,838,373 | N/A | N/A | N/A | N/A |
| Unrestricted Net Position / Funds | $ 1,346,592 | $ 1,555,800 | (2,043,605) | (253,589) | 979,848 | (1,650,380) |
| **Total Uses of Funds** | N/A | N/A | $ 4,854,777 | $ 7,557,164 | $ 6,927,983 | $ 5,591,547 |

[1] Budget reduced by 6.5% sales tax that is remitted to the State

# SUPPLEMENTAL SCHEDULES

This section contains the following subsections:

- Summary of Personnel Expenditures by Function/Department
- Departmental Line-item Budgets by Function
  - General Government
  - Public Safety
  - Physical Environment
  - Public Works, Transportation and Utility
  - Economic Environment
  - Culture/Recreation
- Personnel Services Information
  - Classification and Pay Plan
  - Manpower Allocations by Department
  - 5 year Capital Improvement Plan
- Glossary of Terms

# PERSONNEL ALLOCATIONS BY DEPARTMENT

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

| | Compensation | | | | | Fringe Benefits | | | | | Vacancies | Total |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | | | | | | Health Insurance | | | | |
| Fund/Function/Department | Full-time Positions | Part-time Positions | Wage Adjustments | Overtime | Special Pay | Payroll Taxes | Retirement | Employee | Dependents | Worker's Comp | Total Vacancy Cost | Personnel Budget |
| **GOVERNMENTAL FUNDS** | | | | | | | | | | | | |
| **General Fund** | | | | | | | | | | | | |
| General Government | | | | | | | | | | | | |
| Legislative | $ 216,696 | $ - | $ 8,118 | $ 2,500 | $ 2,650 | $ 16,971 | $ 35,507 | $ 45,841 | $ 21,990 | $ 340 | 77,472 | $ 428,085 |
| Administrative | 304,281 | 117,451 | 11,652 | 1,000 | 23,431 | 34,131 | 98,402 | 32,438 | 7,487 | 640 | - | 630,913 |
| Finance | 555,351 | - | 18,277 | 7,500 | 11,640 | 43,949 | 120,272 | 88,817 | 21,990 | 840 | - | 868,636 |
| Legal | - | 46,476 | 1,827 | - | - | 3,555 | 53,034 | 8,595 | - | 60 | - | 113,547 |
| Planning | 462,077 | - | 17,275 | 15,000 | 8,580 | 37,153 | 125,184 | 80,710 | 24,903 | 5,220 | 78,485 | 854,587 |
| Information Technology | 301,336 | 36,778 | 11,216 | 22,000 | 6,220 | 28,025 | 43,324 | 45,841 | 12,202 | 540 | - | 507,482 |
| Gen'l Government Services | - | - | - | - | 60,000 | 4,590 | - | - | - | | | 64,590 |
| Public Safety Function | | | | | | | | | | | | |
| Police | 1,649,587 | 55,546 | 235,747 | 121,000 | 213,445 | 156,028 | 1,260,526 | 318,871 | 225,042 | 49,960 | 232,591 | 4,518,343 |
| Emergency Management | 140,747 | - | 6,787 | - | 1,341 | 10,870 | 58,868 | 17,042 | 5,421 | 2,000 | - | 243,076 |
| Physical Environment | | | | | | | | | | | | |
| Natural Resources | 199,723 | - | 6,887 | - | 6,120 | 15,747 | 46,278 | 29,075 | 1,754 | 2,920 | - | 308,504 |
| Public Works Function | | | | | | | | | | | | |
| Public Works Department | 347,800 | - | 11,603 | 30,000 | 7,520 | 29,477 | 105,456 | 59,593 | 2,440 | 8,460 | - | 602,349 |
| Public Facilities | 111,167 | - | 5,375 | 30,000 | 4,640 | 11,154 | 24,267 | 34,381 | 7,487 | 4,240 | - | 232,711 |
| Total General Fund | 4,288,765 | 256,251 | 334,764 | 229,000 | 345,587 | 391,650 | 1,971,118 | 761,204 | 330,716 | 75,220 | 388,548 | 9,372,823 |
| Transportation Fund | 443,788 | - | 19,572 | 125,000 | 17,460 | 44,848 | 93,316 | 115,027 | 19,689 | 38,140 | - | 916,840 |
| Building Department Fund | 426,255 | - | 14,466 | 15,000 | 5,820 | 34,201 | 84,489 | 68,401 | 24,431 | 3,020 | 74,159 | 750,242 |
| **Recreation Fund** | | | | | | | | | | | | |
| Center 4 Life Seniors | 79,888 | 28,950 | 6,303 | - | - | 8,326 | 22,827 | 22,920 | - | 3,080 | 50,253 | 222,547 |
| Recreation Department | 431,222 | 402,999 | 55,276 | 20,000 | 12,664 | 66,317 | 98,462 | 84,084 | 26,233 | 18,100 | 150,872 | 1,366,229 |
| Total Recreation Fund | 511,110 | 431,949 | 61,579 | 20,000 | 12,664 | 74,643 | 121,289 | 107,004 | 26,233 | 21,180 | 201,125 | 1,588,776 |
| **TOTAL GOVERNMENTAL FUN** | **$ 5,669,918** | **$ 688,200** | **430,381** | **$ 389,000** | **$ 381,531** | **$ 545,342** | **$ 2,270,212** | **$ 1,051,636** | **$ 401,069** | **$ 137,560** | **663,832** | **12,628,681** |
| **ENTERPRISE FUNDS** | | | | | | | | | | | | |
| Sanibel Sewer System | $ 896,118 | $ 62,143 | 34,577 | $ 170,000 | $ 30,760 | 88,665 | $ 166,249 | 177,061 | 63,809 | 25,720 | 64,448 | $ 1,779,550 |
| Beach Parking Fund | | | | | | | | | | | | |
| Public Safety | 384,506 | 108,071 | 54,963 | 34,000 | 11,250 | 41,144 | 133,384 | 86,801 | 11,772 | 14,880 | 219,737 | 1,100,508 |
| Physical Environment | 164,548 | - | 5,130 | - | 3,720 | 12,872 | 11,770 | 22,920 | 5,262 | 2,420 | - | 228,642 |
| Public Works | 386,823 | - | 16,518 | 80,000 | 9,660 | 36,451 | 62,629 | 89,093 | 9,456 | 19,420 | 146,706 | 856,756 |
| Total Beach Parking Fund | 935,877 | 108,071 | 76,611 | 114,000 | 24,630 | 90,467 | 207,783 | 198,814 | 26,490 | 36,720 | 366,443 | 2,185,906 |
| **TOTAL ENTERPRISE FUNDS** | **$ 1,831,995** | **$ 170,214** | **$ 111,188** | **$ 284,000** | **$ 55,390** | **$ 179,132** | **$ 374,032** | **$ 375,875** | **$ 90,299** | **$ 62,440** | **430,891** | **$ 3,965,456** |
| **CITY-WIDE GRAND TOTAL** | **$ 7,501,913** | **$ 858,414** | **$ 541,569** | **$ 673,000** | **$ 436,921** | **$ 724,474** | **$ 2,644,244** | **$ 1,427,511** | **$ 491,368** | **$ 200,000** | **1,094,723** | **$ 16,594,137** |

(*) Positions are counted in FTE's (Full-time Equivalents). One (1.0) FTE equals a 40-hour work week or 2,080 in a fiscal year. Fractional FTE's represent Regular Part-time positions OR Temporary/Seasonal Full-time positions which are budgeted for less than full-time working hours (40 hours per week). Total vacancy cost includes wages and fringe benefits.

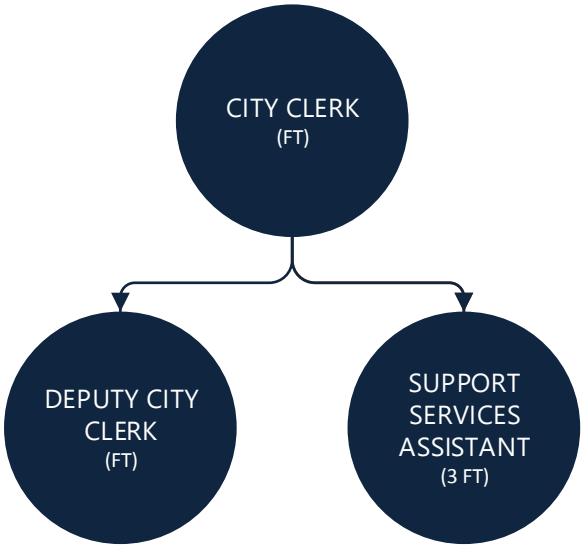
# LEGISLATIVE DEPARTMENT – GENERAL FUND
# GENERAL GOVERNMENT FUNCTION

## 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.

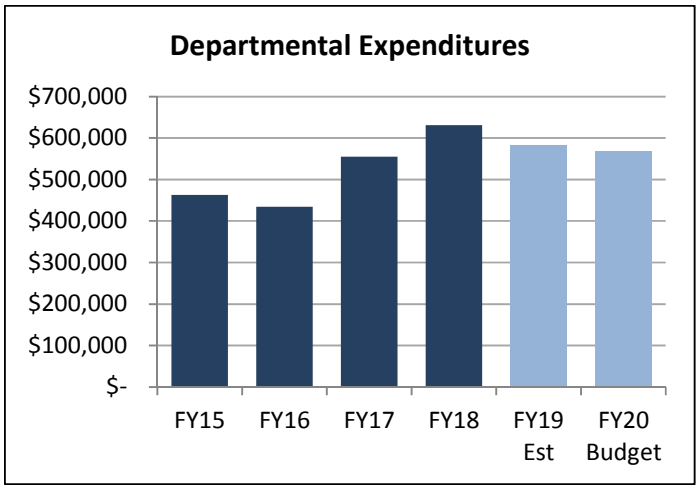
She was the President of the Florida Association of City Clerks (FACC) in 2009/2010. She also served As Region III Director for the International Institute of Municipal Clerks (IIMC) from 2016 to 2019 which encompasses Alabama, Georgia, Florida, North Carolina and South Carolina. She graduated in 2014 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 accurate and timely information other governmental entities, the public as requested. Serves as the direct link between residents and Sanibel elected officials as the Qualifying Officer for municipal elections. 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 e-mails, walk-in visitors, and/or phone calls to City Hall.

## FIVE YEAR CHALLENGES

- The retrieval cost of the approximately 1,000 boxes of historical/current residential paper records stored off-island continues to increase with public need and public records requests from $22,414 in 2017 to $24,283 in 2018. The break-down of this cost for 2017 is as follows: 1) $5,379 Building; 2) $5,133 Planning and 3) $11,901 Legislative. The break-down for 2018 is as follows: 1) $5,670 Building; 2) $5,391 Planning, and 3) $13,221 Legislative. 900 boxes of these paper records were previously microfilmed. However, the film has disintegrated and cannot be used for the digitization process. Digitization of the historical residential records would reduce the off-site storage and retrieval costs. The project cost to digitize these historical paper records is estimated to be up to $300,000 of which has not decreased in recent years.
- Increase in public records request while complying with statutory requirements for responding which have increase from 515 in 2015 to 1,800 as of June 14, 2019.
- Continue to control staff overtime through issues such as water quality, blue-green algae/red tide issues, as well as an upsurge in public records requests
- Continue to train and provide support to City staff converting current City paper records to a digitized format for those records deemed to have historical, administrative and statutory value in accordance with the State Retention Schedule to create a paperless organization
- Actively train and update employees and the public of changes to the City's Automated Agenda Software to provide accessibility for public and employee use.

## CURRENT YEAR ACCOMPLISHMENTS

- 100% of City Council legislation prepared for authentication, digitized and sent to Department Director's within same day of adoption
- All staff was cross trained until personnel transferred to another department which afforded personnel to provide improved service to the public and City departments
- Continued to emphasize training through on-line opportunities for staff ( Fred Pryor & Florida League of Cities)

# LEGISLATIVE DEPARTMENT – GENERAL FUND

## DEPARTMENT OBJECTIVES

**To Support Council Goals:**

- Provide information to the public for City Council in accordance with Water Quality goals and other City Council projects
- Provide water quality information to citizens and other elected officials to increase public awareness
- Continue to update website information within 1 day of updated information
- Strive to control promotional activity expenses

**To Support Departmental Objectives:**

- Strive to control overtime
- Constantly update the work process book to reflect software integration, work duties and employee changes
- Utilize Automated Agenda process for an accurate accounting and transparency for City Council, Planning Commission, Committees and Boards
- Produce meeting audio to the website within 1 day to ensure transparency to residents and visitors
- Maximize on-line training
- Continue to enhance cross-training employees

## RESPONSIBILITIES

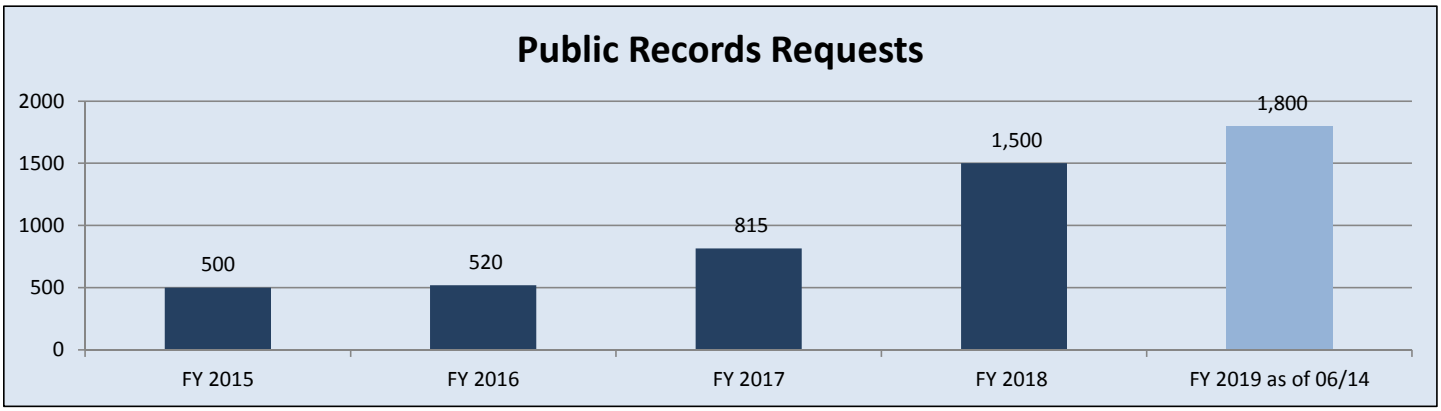
- Attend all council meetings, keep a permanent journal of its proceedings, and keep a record of all ordinances, resolutions and regulations of the council
- Assist City Council with meeting schedules and registrations at Local, State, Regional and Federal events without error
- Provide administrative services to City Council and other departments as necessary
- Post all City public meeting notices via bulletin board
- Coordinate City Council support material for committees and boards for which councilmembers participate
- Accurately 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 as necessary
- Assist employees with updated training regarding the automated agenda process, minutes and audio streaming
- Provide assistance/attendance for Planning Commission meetings and Code Enforcement hearings as necessary
- Coordinate City Council travel schedule and reimbursement for expenditures

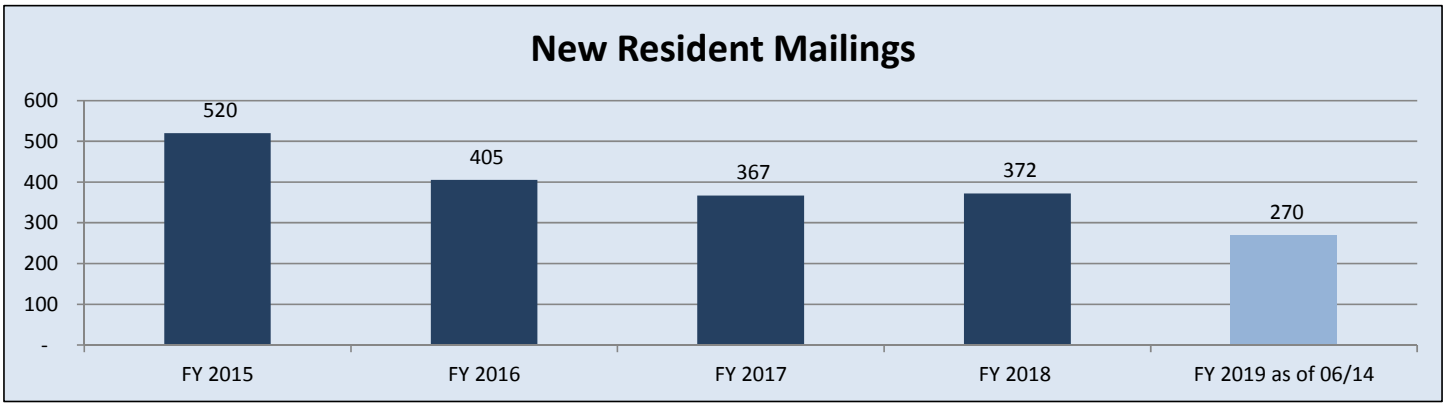
# LEGISLATIVE DEPARTMENT – GENERAL FUND RESPONSIBILITIES (CONTINUED)

- Complete departmental and City Council Purchase card statements each month
- Provide telephonic, email and person-to-person information relative to City services
- Keep all statutory requirements related to public notices, records management, purchasing, etc.
- Coordinate municipal elections as Qualifying Officer and administer elections materials to all candidates
- Custodian of the city seal, and affix it to all documents requiring the seal; be custodian of all papers, documents and records pertaining to the City
- Attest all City legislation
- Maintain and update all City agreements, contracts, memorandum of understanding, grants, interlocal agreements, etc.
- Communicate effectively with management, government officials and staff
- Prepare the budget for the Legislative Department
- Advertise proper legal advertisements by statute
- Manage Legislative staff
- Ensure proper process and open, transparent government
- Coordinate telephone messages 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
- Provide City-wide employee digitization training
- 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 provided by associations
- 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 involvement of City Council in Special Events such as Student Government Day, New Resident Reception, parades and public events
- Post and E-mail press releases and other special information releases to the public and community leaders

# LEGISLATIVE DEPARTMENT – GENERAL FUND
# TREND ANALYSIS/PERFORMANCE INDICATORS

| Description | Actual FY 2015 | Actual FY 2016 | Actual FY 2017 | Actual FY 2018 | Estimated FY 2019 |
|---|---|---|---|---|---|
| Total Phone Calls | 24,044 | 21,427 | 20,853 | 19,469 | 10,978 YTD |
| Total Walk-Ins | 4,396 | 4,674 | 5,402 | 3,894 | 2.603 YTD |
| Total E-Mails | 98,543 | 97,422 | 117,662 | 121,385 | 82,00 YTD |
| Public Records Requests | 500 | 520 | 815 | 1,500 | 1,800 YTD |
| New Resident Mailings | 520 | 373 | 383 | 372 | 270 YTD |



**General Fund**
**Legislative Department**

| | Fiscal Year 2017 Actual Expenditures | Fiscal Year 2018 Actual Expenditures | Fiscal Year 2019 Adopted Budget | Fiscal Year 2019 Amended Budget | Fiscal Year 2019 Estimated Actual | FY 2020 Budget |
|---|---|---|---|---|---|---|
| PERSONNEL SERVICES | | | | | | |
| Wages | | | | | | |
| Full-time | $ 262,987 | $ 273,779 | $ 260,215 | 266,720 | $ 239,641 | $ 216,696 |
| Part-time | - | 8,796 | 10,450 | 10,450 | 6,377 | - |
| Wage Adjustments | - | - | - | - | - | 8,118 |
| Vacancies | - | - | - | - | 13,405 | 77,472 |
| Overtime | 5,237 | 3,693 | 5,000 | 5,000 | 17,476 | 2,500 |
| Special Pay | 72 | 79 | 250 | 4,250 | 5,954 | 2,650 |
| Payroll Taxes | 20,351 | 21,414 | 21,107 | 21,604 | 20,613 | 16,971 |
| Retirement | 41,032 | 68,709 | 63,200 | 63,472 | 52,368 | 35,507 |
| Cafeteria Benefits | 66,963 | 70,249 | 79,901 | 79,901 | 69,897 | 67,831 |
| Unemployment/Work Comp | 155 | 3,377 | 404 | 404 | 400 | 340 |
| SUB-TOTAL | 396,797 | 450,096 | 440,527 | 451,801 | 426,131 | 428,085 |
| OPERATING EXPENDITURES | | | | | | |
| Professional Services | 31,312 | 31,528 | 33,000 | 33,000 | 33,000 | 33,000 |
| Other Contractual Services | 39,471 | 10,748 | 48,000 | 48,000 | 8,000 | 8,000 |
| Travel & Per Diem | 35,733 | 36,187 | 25,525 | 25,525 | 37,000 | 35,680 |
| Communications | 9,864 | 12,990 | 14,160 | 14,160 | 19,865 | 18,789 |
| Postage/Transportation | 439 | 390 | 100 | 100 | 100 | 100 |
| Utilities | - | - | - | - | - | - |
| Rentals & Leases | 391 | 1,103 | 1,684 | 1,684 | 2,076 | 2,080 |
| Insurance | - | - | - | - | - | - |
| Repair & Maintenance | - | - | - | - | | - |
| Printing | 671 | 1,062 | 3,000 | 3,000 | 3,000 | 3,000 |
| Promotional Activities | 14,466 | 15,449 | 9,500 | 9,500 | 12,000 | 12,000 |
| Other Current Charges | 6,355 | 50,378 | 7,000 | 7,000 | 5,000 | 5,000 |
| Office Supplies | 2,355 | 3,062 | 4,000 | 4,000 | 4,000 | 4,000 |
| Operating Supplies | 344 | 369 | 200 | 200 | 200 | 200 |
| Fuels, Oils, Lubricants | - | - | - | - | - | - |
| Road Materials & Supplies | - | - | - | - | - | - |
| Books, Subscriptions, etc. | 13,922 | 12,463 | 10,780 | 10,780 | 13,000 | 13,000 |
| Training and Education | 2,825 | 5,402 | 7,025 | 7,025 | 10,000 | 7,310 |
| SUB-TOTAL | 158,148 | 181,131 | 163,974 | 163,974 | 147,241 | 142,159 |
| CAPITAL OUTLAY | | | | | | |
| Land | - | - | - | - | - | - |
| Building | - | - | - | - | - | - |
| Improve Other Than Bldgs | - | - | - | - | - | - |
| Machinery & Equipment | - | - | - | - | - | - |
| SUB-TOTAL | - | - | - | - | - | - |
| GRANTS & ASSISTANCE | - | - | - | - | - | - |
| DEPARTMENTAL TOTAL | $ 554,945 | $ 631,227 | $ 604,501 | $ 615,775 | $ 573,372 | $ 570,244 |
| % CHANGE COMPARED TO PREVIOUS YEAR ACTUAL | 27.71% | 13.75% | (4.23%) | (2.45%) | (9.17%) | (0.55%) |

# ADMINISTRATIVE SERVICES DEPARTMENT – GENERAL FUND GENERAL GOVERNMENT FUNCTION

## DIRECTOR

James R. Isom has been employed with the City of Sanibel since June 2002. Jim earned a Bachelor of Arts degree in Liberal Studies from the University of Oklahoma. His experience in Human Resources includes 35 years with the Department of Army and in his last assignment served as Deputy Chief of Staff for Personnel, U.S. Army Depot System Command (retired 1994), Human Resources Manager and Regional Human Resources Manager for Envirotest Inc. in Harrisburg, Pennsylvania, and Human Resources Manager for Harrisburg International Airport in Pennsylvania and for the City of Fernandina Beach, Florida prior to assuming his position with the City of Sanibel.

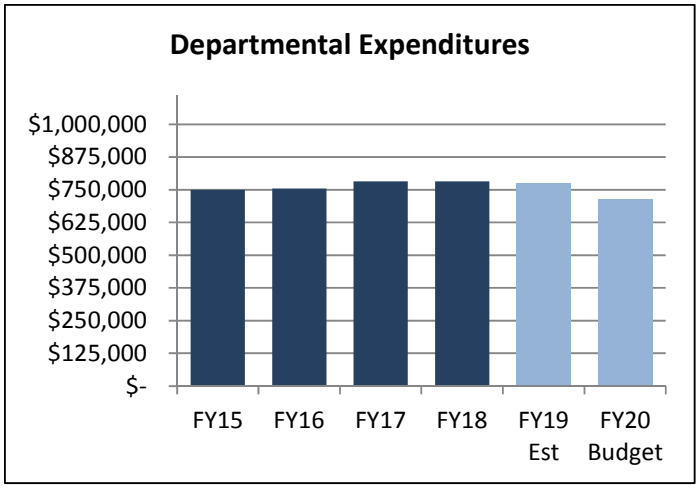
Jim's span of control includes all human resources related functions, to include labor relations and employee training, risk management, Community Development Block Grants and liaison with the City's provider of below market rate housing.

### DEPARTMENT STRUCTURE

# ADMINISTRATIVE SERVICES 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.




## FIVE YEAR CHALLENGES

- Attracting personnel in a tight labor market with the lowest unemployment
- Meeting employee affordable healthcare expectations with the rising cost of health insurance
- Meeting salary demands for high quality personnel where entry level pay rates were reduced during the economic downturn in 2008-2009, which have never been restored
- Attracting and retaining part-time and seasonal personnel
- Turnover in personnel with higher than normal recruitment costs

## CURRENT YEAR ACCOMPLISHMENTS

- Reduced leasing costs for eight copiers used in multiple departments
- Negotiated re-openers with the Fraternal Order of Police representing Police Sergeants; and Police Officers and Dispatchers
- Reduced training costs through employee accounts with Fred Pryor Training and PoliceONE
- Negotiated re-openers 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, Inc. to rehabilitate below market rate housing
- Continued the conversion of terminated employee personnel files from paper to digital copies
- Began new software implementation process to reduce future costs for the on-line application for employment process and employee on-boarding
- Developed Windows 10 and Microsoft Office 2016 tutorial to compliment IT software upgrade
- Amended defined contribution retirement agreements to address the reemployment of a prior participant

# ADMINISTRATIVE SERVICES DEPARTMENT – GENERAL FUND

## DEPARTMENT OBJECTIVES

**To Support Council Goals:**

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

**To Support Departmental Objectives:**

- Reduce recruitment lag-time
- Review employee turnover and take actions to reduce turnover
- Assist in implementing an automated citizen self-service and complaint process
- 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**

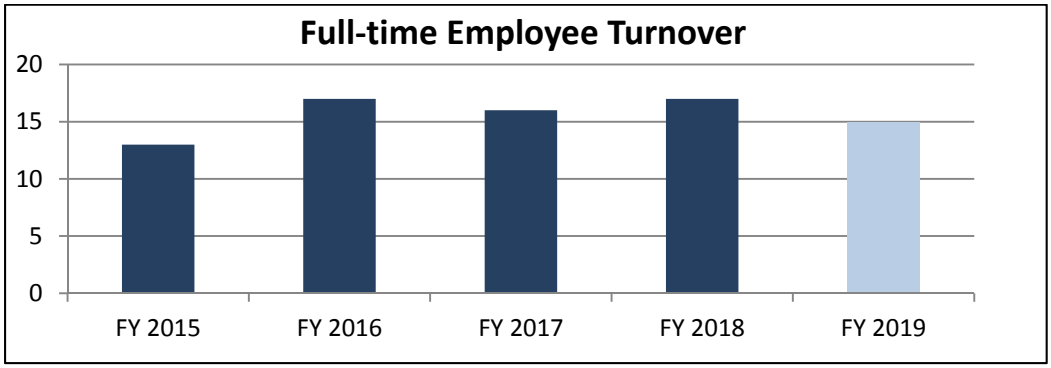
- Human Resources
- Benefit Administration
- Employee Relations
- Labor Relations
- Position Classification
- Employee Training
- Risk Management
- Liaison with Community Housing Resources

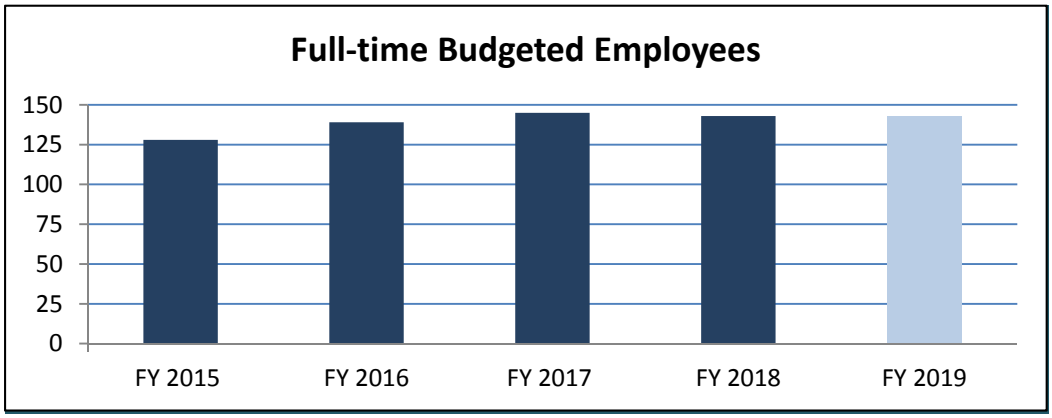
# ADMINISTRATIVE SERVICES DEPARTMENT – GENERAL FUND

## TREND ANALYSIS

| Description | Actual FY 2015 | Actual FY 2016 | Actual FY 2017 | Actual FY 2018 | YTD June FY 2019 |
|---|---|---|---|---|---|
| **Employees-Full-Time** | | | | | |
| 20+ Years of Service | 29 | 28 | 21 | 17 | 12 |
| Age 50 and Over | 68 | 66 | 66 | 64 | 57 |
| **Workers' Compensation** | | | | | |
| Reportable Injuries | 11 | 13 | 18 | 6 | 2 |
| Total WC Payments | $4,735 | $41,917 | $912,506 | $101,797 | $1,598 |
| **Total City Retirees/Beneficiaries Defined Contribution Plans** | | | | | |
| Municipal Police Officers | 25 | 27 | 27 | 27 | 27 |
| General Employees | 68 | 72 | 78 | 83 | 89 |

## PERFORMANCE INDICATORS



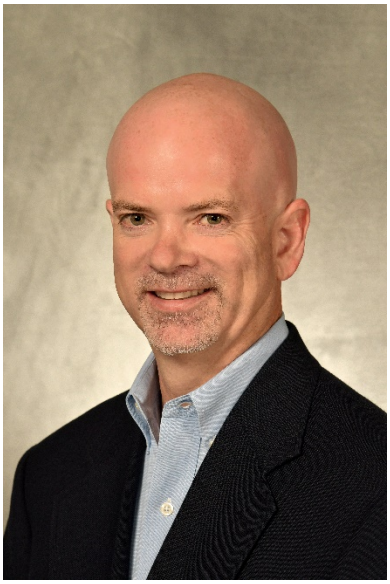



**General Fund**
**Administrative Department**

| | Fiscal Year 2017 Actual Expenditures | Fiscal Year 2018 Actual Expenditures | Fiscal Year 2019 Adopted Budget | Fiscal Year 2019 Amended Budget | Fiscal Year 2019 Estimated Actual | FY 2020 Budget |
|---|---|---|---|---|---|---|
| PERSONNEL SERVICES | | | | | | |
| Wages | | | | | | |
| Full-time | $ 344,086 | $ 343,683 | $ 302,306 | $ 309,864 | $ 304,331 | $ 304,281 |
| Part-time | 129,433 | 106,267 | 126,008 | 128,858 | 124,125 | 117,451 |
| Wage Adjustments | - | - | - | - | - | 11,652 |
| Vacancies | - | - | - | - | - | - |
| Overtime | 2,493 | 614 | 500 | 500 | 7,617 | 1,000 |
| Special Pay | 24,283 | 22,210 | 22,661 | 23,661 | 30,750 | 23,431 |
| Payroll Taxes | 30,697 | 27,468 | 29,569 | 30,365 | 40,866 | 34,131 |
| Retirement | 155,883 | 169,141 | 153,859 | 154,399 | 155,022 | 98,402 |
| Cafeteria Benefits | 28,258 | 26,133 | 41,811 | 41,811 | 31,452 | 39,925 |
| Unemployment/Work Comp | 837 | 5,487 | 575 | 575 | 640 | 640 |
| SUB-TOTAL | 715,970 | 701,003 | 677,289 | 690,033 | 694,803 | 630,913 |
| OPERATING EXPENDITURES | | | | | | |
| Professional Services | - | 187 | - | - | - | - |
| Other Contractual Services | 3,648 | 15,375 | 8,000 | 8,000 | 8,000 | 8,000 |
| Travel & Per Diem | 41,187 | 45,097 | 53,612 | 53,612 | 48,512 | 53,612 |
| Communications | 12,206 | 10,187 | 11,500 | 11,500 | 11,500 | 10,420 |
| Postage/Transportation | 155 | 260 | 100 | 100 | 100 | 100 |
| Utilities | - | - | - | - | - | - |
| Rentals & Leases | - | - | - | - | - | - |
| Insurance | - | - | - | - | - | - |
| Repair & Maintenance | 25 | 40 | 100 | 100 | 100 | 100 |
| Printing | 325 | 355 | 500 | 500 | 500 | 500 |
| Promotional Activities | 1,192 | 1,463 | - | - | - | - |
| Other Current Charges | 340 | 42 | 1,000 | 1,000 | 1,000 | 1,000 |
| Office Supplies | 871 | 2,490 | 3,000 | 3,000 | 3,000 | 3,000 |
| Operating Supplies | 128 | 880 | 1,500 | 1,500 | 1,500 | 1,500 |
| Fuels, Oils, Lubricants | - | - | - | - | - | - |
| Road Materials & Supplies | - | - | - | - | - | - |
| Books, Subscriptions, etc. | 3,428 | 4,036 | 4,000 | 4,000 | 3,500 | 4,000 |
| Training and Education | 2,019 | 747 | 3,750 | 3,750 | 2,500 | 3,750 |
| SUB-TOTAL | 65,524 | 81,159 | 87,062 | 87,062 | 80,212 | 85,982 |
| CAPITAL OUTLAY | | | | | | |
| Land | - | - | - | - | - | - |
| Building | - | - | - | - | - | - |
| Improve Other Than Bldgs | - | - | - | - | - | - |
| Machinery & Equipment | - | - | - | - | - | - |
| SUB-TOTAL | - | - | - | - | - | - |
| GRANTS & ASSISTANCE | - | - | - | - | - | - |
| DEPARTMENTAL TOTAL | $ 781,494 | $ 782,162 | $ 764,351 | $ 777,095 | $ 775,015 | $ 716,895 |
| % CHANGE COMPARED TO PREVIOUS YEAR ACTUAL | 3.55% | 0.09% | (2.28%) | (0.65%) | (0.91%) | (7.50%) |

# FINANCE DEPARTMENT – GENERAL FUND
# GENERAL GOVERNMENT FUNCTION

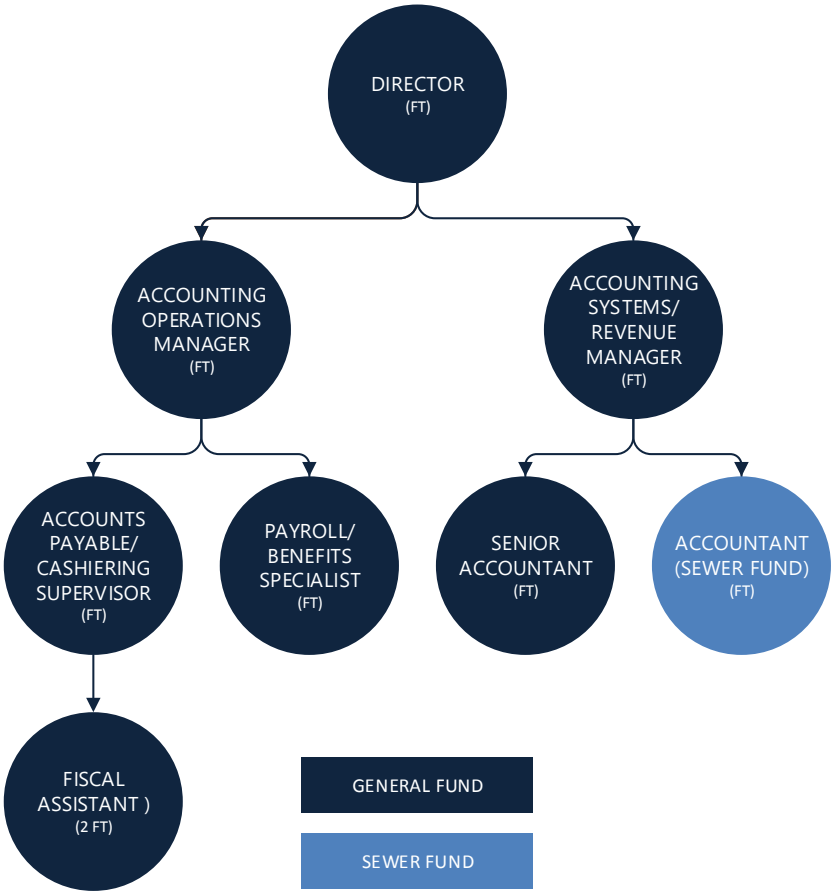
## DIRECTOR



Steven C. Chaipel has been employed with the City of Sanibel for five years and was promoted to Finance Director in 2016. He has 12 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).

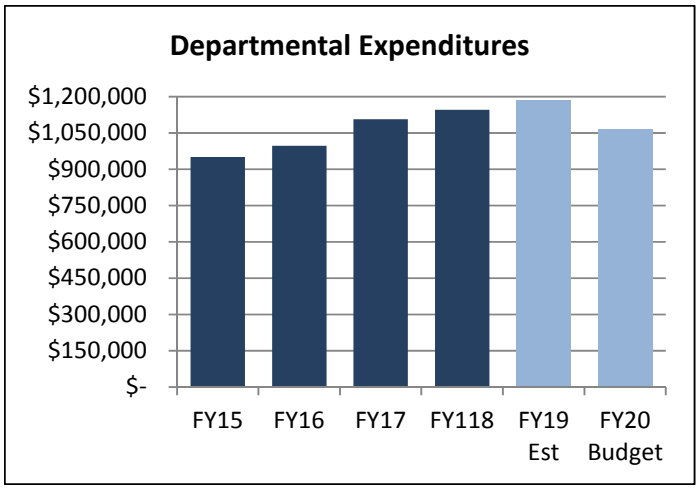
### DEPARTMENT STRUCTURE



# 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.




## FIVE YEAR CHALLENGES

- Implementation of Government Accounting Standards Board Statement No. 87, *Leases* and analysis of impact on the City's financial reporting. This implementation will involve a cross departmental effort to ensure compliance. The City is required to implement the standard for the fiscal year ending September 30, 2021.
- 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, and citizen's request tracking.
- 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.

## CURRENT YEAR ACCOMPLISHMENTS

- Managed the reimbursement process for costs associated with Hurricane Irma in 2017 from the Federal Emergency Management Agency (FEMA) and the State of Florida Department of Emergency Management (RDEM). This process has required extensive staff effort to manage while continuing to provide required service levels to residents, City Council and other departments. The reimbursement process is expected to continue into fiscal year 2020.
- Successfully managed, tracked and obtained reimbursement for $1.6 million in costs related to the red tide cleanup in fiscal year 2019.
- Received the Government Finance Officers Association Distinguished Budget Presentation Award for fiscal year 2018 and received the Excellence in Financial Reporting award for fiscal year 2017.
- Successfully completed fiscal year 2018 financial and Single audit with no comments for financial improvement from the City's independent auditors.
- Implemented Governmental Accounting Standards Board Statement 75, *Accounting and Financial Reporting for Postemployment Benefits Other Than Pensions.*
- Took advantage of a leadership opening in the department to promote several existing staff members to elevated positions of responsibility. This gave existing staff opportunity to expand their personal skillsets as well as broadened the depth of knowledge in the department between existing positions (cross training).

# 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

**Software/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 | Actual FY 2017 | Actual FY 2018 | Estimated FY 2019 |
|---|---|---|---|---|---|
| **Financial Operations/Ratios** | | | | | |
| Total Citywide personnel cost | $14,269,927 | $15,049,463 | $16,015,288 | $16,031,047 | TBD |
| Citywide personnel cost to operating cost | 47.58% | 46.81% | 45.59% | 47.13% | TBD |
| Investments weighted average to maturity | 1.1 years | 1.1 years | 1.3 years | 0.8 years | 1.0 years |
| Rate of return on investment portfolio | 1.25% | 1.34% | 0.84% | 1.25% | 1.50% |
| Earnings on investment portfolio | $206,550 | $224,535 | $196,691 | $275,420 | TBD |
| General Fund unrestricted fund balance % | 91.0% | 91.0% | 91.9% | 93.6% | 90.0% |
| **Accounts Payable & Purchasing** | | | | | |
| Number of procurement cards issued | N/A | 105 | 105 | 116 | 113 |
| Average procurement card purchase | $152 | $159 | $197 | $198 | $200 |
| Purchasing card annual rebate | $5,112 | $5,754 | $6,608 | $6,504 | TBD |
| Vendor checks issued | 3,525 | 3,654 | 3,772 | 3,851 | TBD |
| Purchase orders issued | 1,130 | 1,138 | 1,106 | 1,172 | TBD |
| **Budget** | | | | | |
| Budget amendments prepared | 46 | 31 | 25 | 16 | 20 |
| **Utility Financial Operations** | | | | | |
| Utility customers | 4,279 | 4,300 | 4,333 | 4,342 | 4,371 |
| Utility customers % on ACH | 33.8% | 34.1% | 35% | 35.1% | 40.0% |
| Utility customers % on e-bill | 7.7% | 10.3% | 15% | 14.6% | 16.0% |
| **Revenue** | | | | | |
| Ad valorem tax collected to budget % | 96.4% | 96.4% | 96.1% | 96.4% | 97.0% |
| General fund millage rate levied | 1.9995 | 1.9139 | 1.9139 | 1.9139 | 1.9139 |
| Business tax receipts issued | 2,900 | 2,944 | 2,857 | 2,816 | 2,859 |
| Business tax registrations issued | 775 | 842 | 975 | 996 | 868 |
| Grant revenue managed | $3,731,974 | $3,630,781 | $3,999,853 | $5,774,797 | $8,508,263* |
| Charges for services (total City) | $11,399,704 | $12,527,114 | $13,216,919 | $13,317,581 | TBD |
| **Debt** | | | | | |
| Total City long term debt | $29,892,121 | $26,813,264 | 23,490,271 | $20,091,597 | $16,615,656 |
| Total City net pension liability | $12,063,985 | $12,322,551 | $9,286,730 | $8,040,966 | TBD |

**Includes grant revenue of $4,029,028 from the Federal Emergency Management Agency and the State of Florida related to Hurricane Irma reimbursements.*

**General Fund**
**Finance Department**

| | Fiscal Year 2017 Actual Expenditures | Fiscal Year 2018 Actual Expenditures | Fiscal Year 2019 Adopted Budget | Fiscal Year 2019 Amended Budget | Fiscal Year 2019 Estimated Actual | FY 2020 Budget |
|---|---|---|---|---|---|---|
| PERSONNEL SERVICES | | | | | | |
| Wages | | | | | | |
| Full-time | $ 533,083 | $ 557,678 | $ 560,949 | 577,371 | $ 584,110 | $ 555,351 |
| Part-time | 5,782 | 5,429 | 12,900 | 12,900 | 4,359 | - |
| Wage Adjustments | - | - | - | - | - | 18,277 |
| Vacancies | - | - | - | - | - | - |
| Overtime | 27,458 | 14,305 | 7,500 | 7,500 | 15,430 | 7,500 |
| Special Pay | - | - | 1,000 | 5,750 | 8,483 | 11,640 |
| Payroll Taxes | 41,455 | 42,613 | 44,550 | 45,806 | 46,847 | 43,949 |
| Retirement | 153,850 | 200,238 | 177,383 | 178,205 | 182,216 | 120,272 |
| Cafeteria Benefits | 108,462 | 114,380 | 123,742 | 123,742 | 121,439 | 110,807 |
| Unemployment/Work Comp | 1,075 | 7,383 | 832 | 832 | 880 | 840 |
| SUB-TOTAL | 871,165 | 942,026 | 928,856 | 952,106 | 963,764 | 868,636 |
| OPERATING EXPENDITURES | | | | | | |
| Professional Services | 158,741 | 147,095 | 147,300 | 156,050 | 156,105 | 148,800 |
| Other Contractual Services | 2,800 | 4,210 | 2,640 | 2,640 | 2,865 | 2,740 |
| Travel & Per Diem | 11,999 | 12,191 | 13,634 | 13,634 | 14,018 | 15,454 |
| Communications | 12,083 | 11,694 | 11,112 | 11,112 | 10,410 | 6,020 |
| Postage/Transportation | 775 | 212 | 1,000 | 1,000 | 450 | 750 |
| Utilities | - | - | - | - | - | - |
| Rentals & Leases | 3,767 | 4,155 | 5,068 | 5,068 | 5,000 | 5,300 |
| Insurance | - | - | - | - | - | - |
| Repair & Maintenance | 120 | 164 | 150 | 150 | - | 150 |
| Printing | 1,962 | 1,770 | 1,860 | 1,860 | 1,800 | 1,500 |
| Promotional Activities | - | - | - | - | - | - |
| Other Current Charges | 28,330 | 9,455 | 6,690 | 6,690 | 8,700 | 8,740 |
| Office Supplies | 8,383 | - | - | - | - | - |
| Operating Supplies | 2,675 | 9,661 | 7,000 | 7,000 | 8,200 | 7,000 |
| Fuels, Oils, Lubricants | - | - | - | - | - | - |
| Road Materials & Supplies | - | - | - | - | - | - |
| Books, Subscriptions, etc. | 1,152 | 1,150 | 2,000 | 2,000 | 1,150 | 1,895 |
| Training and Education | 2,355 | 1,752 | 3,525 | 3,525 | 3,655 | 3,875 |
| SUB-TOTAL | 235,142 | 203,509 | 201,979 | 210,729 | 212,353 | 202,224 |
| CAPITAL OUTLAY | | | | | | |
| Land | - | - | - | - | - | - |
| Building | - | - | - | - | - | - |
| Improve Other Than Bldgs | - | - | - | - | - | - |
| Machinery & Equipment | - | - | - | - | - | - |
| SUB-TOTAL | - | - | - | - | - | - |
| GRANTS & ASSISTANCE | - | - | - | - | - | - |
| DEPARTMENTAL TOTAL | $ 1,106,307 | $ 1,145,535 | $ 1,130,835 | $ 1,162,835 | $ 1,176,117 | $ 1,070,860 |
| % CHANGE COMPARED TO PREVIOUS YEAR ACTUAL | 11.04% | 3.55% | (1.28%) | 1.51% | 2.67% | (8.95%) |

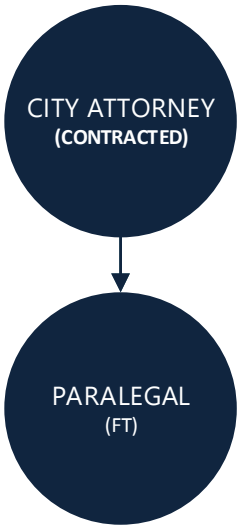
# LEGAL DEPARTMENT – GENERAL FUND
# GENERAL GOVERNMENT FUNCTION

## CITY ATTORNEY

John Agnew joined the City of Sanibel as City Attorney in July 2018. John serves in the position through a contract between the City and his law firm, Boy Agnew Potanovic, PLLC. John obtained his undergraduate and law degrees from the University of Kentucky. He holds the highest rating by Martindale-Hubbell (AV Preeminent) and has been selected by Florida Super Lawyers® for recognition for ten consecutive years. He is a member of The Florida Bar Board of Governors, a past President of the Lee County Bar Association, and a past appointee to the Twentieth Judicial Circuit Professionalism Committee.

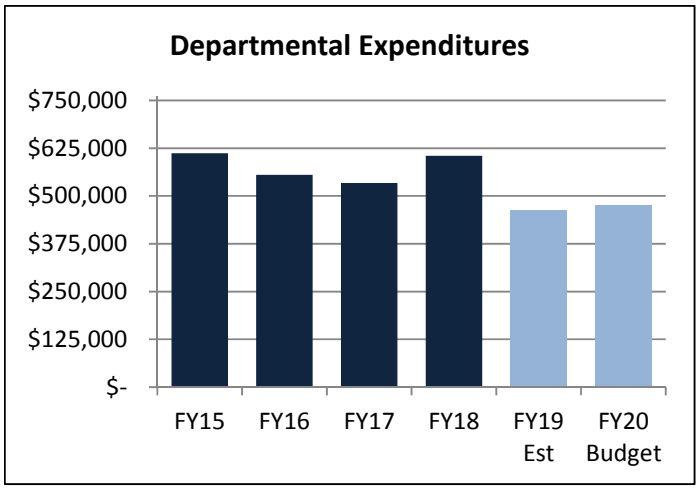
Outside the legal community, John serves on the Executive Committees for the Board of Directors for PACE Center for Girls of Lee County and the Board of Directors for Abuse Counseling & Treatment, Inc. (ACT), and he also serves as an annual facilitator for a leadership program in Lee County. Prior to becoming an attorney, John was an Army Ranger who served on active duty in the 75th Ranger Regiment and LRSD in the 101st Airborne Division, and he later served in infantry National Guard units in Kentucky and Florida.

### 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 City Council consideration, preparation or review of Resolutions for Planning Commission, legal research and preparation of legal opinions, preparation or review of contracts and Interlocal Agreements, review of various other documents provided by City Departments for legal form and sufficiency, the filing or defense of lawsuits and administrative proceedings, and coordination of work with outside legal counsel. Additional legal services also include, but are not limited to, recordation of documents, Council and Advisory Boards and Committee orientations on Sunshine Law and Public Records, and advice to Council and City Staff with regard to current and updated laws and legislation.

## FIVE YEAR CHALLENGES

- Emerging Issues during Fiscal Year 2019-2020 will include mechanisms by which the City can address water quality issues affecting the City, provide and address core municipal services, review options for redevelopment regulations, 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.

## CURRENT YEAR 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:**

- 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, proactive 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
- Sunshine Law and Public Records Orientations for Council, Advisory Boards, and Committees
- Legal Budget Preparation and Implementation
- Advice on filing of Lawsuits and Administrative proceedings when necessary. Defense of Lawsuits and Administrative proceedings when necessary

# LEGAL DEPARTMENT – GENERAL FUND

## 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 a continued 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 2017 Actual Expenditures | Fiscal Year 2018 Actual Expenditures | Fiscal Year 2019 Adopted Budget | Fiscal Year 2019 Amended Budget | Fiscal Year 2019 Estimated Actual | FY 2020 Budget |
|---|---|---|---|---|---|---|
| PERSONNEL SERVICES | | | | | | |
| Wages | | | | | | |
| Full-time | $ 239,351 | $ 267,133 | $ 239,647 | $ 246,638 | $ 37,709 | $ - |
| Part-time | - | - | - | - | 16,404 | 46,476 |
| Wage Adjustments | - | - | - | - | - | 1,827 |
| Vacancies | - | - | - | - | - | - |
| Overtime | - | - | - | - | - | - |
| Special Pay | 21,460 | 16,794 | 21,461 | 21,461 | 1,000 | - |
| Payroll Taxes | 15,275 | 15,693 | 15,687 | 16,145 | 4,216 | 3,555 |
| Retirement | 100,463 | 118,538 | 111,140 | 111,589 | 95,898 | 53,034 |
| Cafeteria Benefits | 34,571 | 32,952 | 44,062 | 44,062 | 11,665 | 8,595 |
| Unemployment/Work Comp | 382 | 3,199 | 280 | 280 | 60 | 60 |
| SUB-TOTAL | 411,502 | 454,309 | 432,277 | 440,175 | 166,952 | 113,547 |
| OPERATING EXPENDITURES | | | | | | |
| Professional Services | 76,185 | 110,855 | 110,000 | 220,000 | 285,463 | 350,000 |
| Other Contractual Services | 278 | - | 5,500 | 5,500 | 5,500 | - |
| Travel & Per Diem | 36,602 | 30,072 | 39,622 | 39,622 | 1,000 | 400 |
| Communications | 2,726 | 2,333 | 2,808 | 2,808 | 2,500 | 2,676 |
| Postage/Transportation | 22 | - | 400 | 400 | - | 200 |
| Utilities | - | - | - | - | - | - |
| Rentals & Leases | 866 | 283 | 504 | 504 | 870 | 3,492 |
| Insurance | - | - | - | - | - | - |
| Repair & Maintenance | - | - | - | - | - | - |
| Printing | - | - | 300 | 300 | - | 300 |
| Promotional Activities | - | - | - | - | - | - |
| Other Current Charges | 1,329 | 2,296 | 1,900 | 1,900 | 2,418 | 1,900 |
| Office Supplies | 518 | 1,011 | 500 | 500 | 650 | 500 |
| Operating Supplies | - | 39 | 100 | 100 | - | 100 |
| Fuels, Oils, Lubricants | - | - | - | - | - | - |
| Road Materials & Supplies | - | - | - | - | - | - |
| Books, Subscriptions, etc. | 3,733 | 4,138 | 3,952 | 3,952 | 3,576 | 3,952 |
| Training and Education | - | - | - | - | - | - |
| SUB-TOTAL | 122,259 | 151,027 | 165,586 | 275,586 | 301,977 | 363,520 |
| CAPITAL OUTLAY | | | | | | |
| Land | - | - | - | - | - | - |
| Building | - | - | - | - | - | - |
| Improve Other Than Bldgs | - | - | - | - | - | - |
| Machinery & Equipment | - | - | - | - | - | - |
| SUB-TOTAL | - | - | - | - | - | - |
| GRANTS & ASSISTANCE | - | - | - | - | - | - |
| DEPARTMENTAL TOTAL | $ 533,761 | $ 605,336 | $ 597,863 | $ 715,761 | $ 468,929 | $ 477,067 |
| % CHANGE COMPARED TO PREVIOUS YEAR ACTUAL | 3.85% | 13.41% | (1.23%) | 18.24% | (22.53%) | 1.74% |

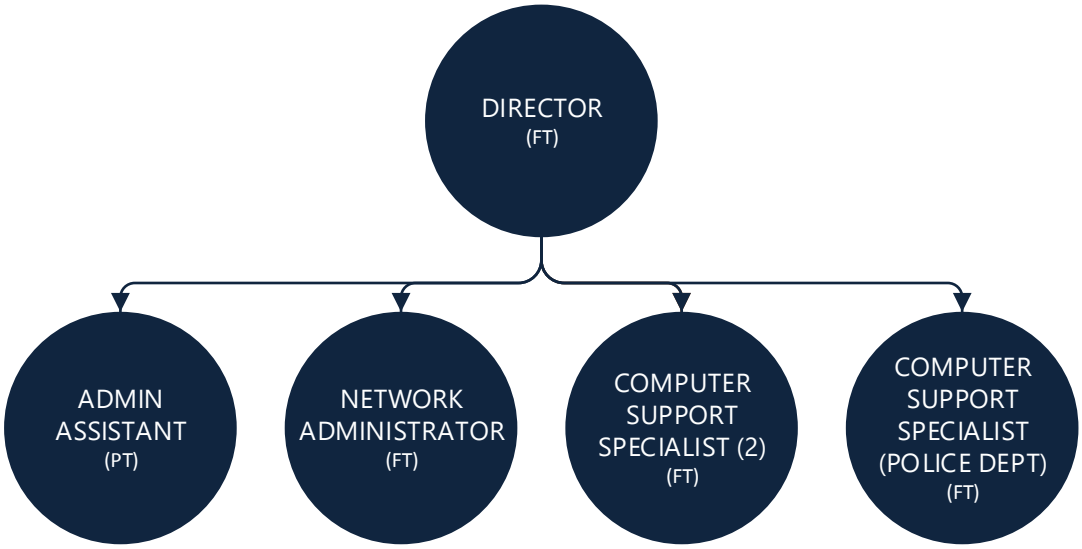
# INFORMATION TECHNOLOGY DEPARTMENT – GENERAL FUND GENERAL GOVERNMENT FUNCTION

## DIRECTOR

Director Albert Smith, Jr. was hired in 1998. He has 21 years of service with the City and over 29 years in the IT field.

The Director earned a Bachelor of Science degree from Towson State University. He 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.

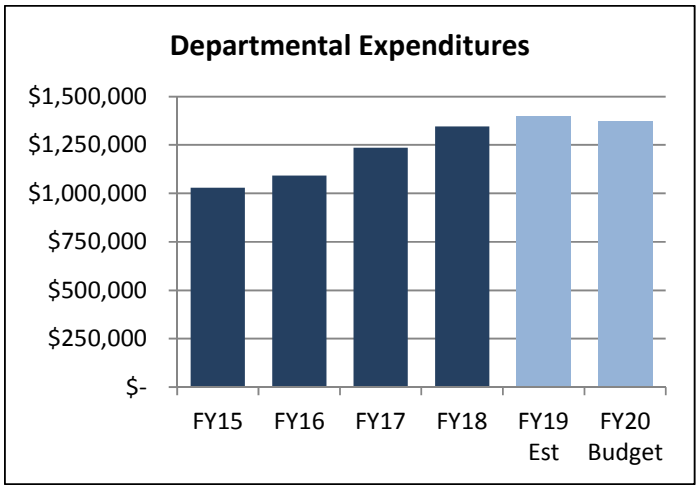
### DEPARTMENT STRUCTURE



# 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, Windows tablets 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.




## FIVE YEAR CHALLENGES

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:

- Public records requests, particularly for email data, have become a significant challenge. To comply with Florida statutes, the City must prioritize resources to produce the data "in a timely fashion". This frequently causes other IT tasks to be put on hold to process the Request.
- The City has implemented several new technologies as significant upgrades, such as Tyler's Munis (financials, HR/payroll), Office 365, Spillman (PD dispatching and reporting), expansion of security and traffic cameras. There have also been completely new solutions such as Granicus/Legistar (meeting agendas and recordings), ARM360 (County damage assessment software), publicly accessible online elevation certificates, and the City's traffic app. Most of these systems were migrated to Cloud and hosted solutions that decreases City maintenance resource needs and increases their availability during emergencies. But they have extensive additional technical capabilities and are relied upon 24 x 7 by both staff and the public: the demand for IT resources continues to compound. We have reached the point where typically the IT department resources are fully allocated leaving little in house capacity for new projects.
- Law enforcement investigations now require significant technology assistance: more businesses have video systems; processing evidence collections from subpoenas; digital forensics; significant online federal and state law enforcement tools, and social media tools.
- Increasing network capabilities and security complexity to appropriately support systems in the Cloud and hosted off site.
- 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;

# INFORMATION TECHNOLOGY DEPARTMENT – GENERAL FUND

## FIVE YEAR CHALLENGES (CONTINUED)

- 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.

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.

## CURRENT YEAR ACCOMPLISHMENTS

- Migrating user computers from Windows 7 to Windows 10 with an upgrade to Microsoft Office
- 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.
- Performed a full annual review mand audit of City's computer systems and technology
- 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.
- Upgrading the City's Sanibel Traffic Cams app with additional capabilities, a new design and additional camera locations.
- Migrated 57% of City systems to Cloud and off site services.

# INFORMATION TECHNOLOGY DEPARTMENT – GENERAL FUND

## CURRENT YEAR ACCOMPLISHMENTS (CONTINUED)

- Migration of the City's Community Notification Emergency Alert system to new system
- Annual update and team training for County damage assessment program for Police Department and Building Department damage assessment team
- Upgraded all departmental City copier stations

**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 2015 | Actual FY 2016 | Actual FY 2017 | Actual FY 2018 | YTD FY2019 |
|---|---|---|---|---|---|
| Systems - Internal | 57% | 51% | 38% | 33% | TBD |
| Systems - External/Cloud | 43% | 49% | 62% | 67% | TBD |
| After Hours Support Calls | 51 | 77 | 102 | 100 | TBD |
| All Emails Through City | 791,933 | 416,782 | 412,370 | 464,889 | TBD |
| Staff Email Requests for Service To IT Support | 2,498 | 2,908 | 2,110 | 1,384 | TBD |

* In September 2015, the City migrated to a new anti-spam system that likely was responsible for the significant change in email counts.

# 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

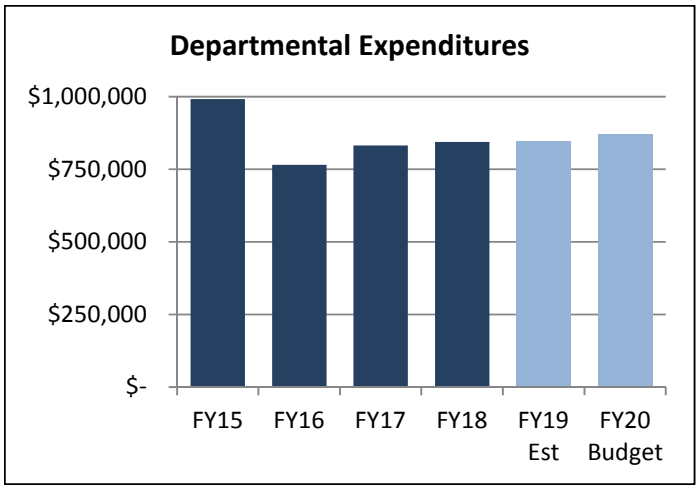
| Description | Actual FY 2015 | Actual FY 2016 | Actual FY 2017 | Actual FY 2018 | YTD FY2019 |
|---|---|---|---|---|---|
| Press releases | 374 | 513 | 537 | 495 | TBD |
| City website page views | 558,014 | 704,355 | 1,634,986 | 1,000,513 | TBD |
| City Website pages per visit | 2.31 | 2.05 | 1.72 | 1.95 | TBD |
| City Website unique visitors | 144,545 | 191,858 | 496,889 | 268,189 | TBD |
| City website percentage new visitors | 58.6% | 55.2% | 51.7% | 81.1% | TBD |
| FTE | 4.00 | 4.00 | 4.75 | 4.75 | TBD |

**General Fund**
**Information Technology Department**

| | Fiscal Year 2017 Actual Expenditures | Fiscal Year 2018 Actual Expenditures | Fiscal Year 2019 Adopted Budget | Fiscal Year 2019 Amended Budget | Fiscal Year 2019 Estimated Actual | FY 2020 Budget |
|---|---|---|---|---|---|---|
| PERSONNEL SERVICES | | | | | | |
| Wages | | | | | | |
| Full-time | $ 305,877 | $ 301,297 | $ 292,503 | $ 299,813 | $ 310,058 | $ 301,336 |
| Part-time | 17,632 | 30,635 | 35,700 | 36,595 | 34,621 | 36,778 |
| Wage Adjustments | - | - | - | - | - | 11,216 |
| Vacancies | - | - | - | - | - | - |
| Overtime | 35,700 | 19,853 | 20,000 | 20,000 | 26,918 | 22,000 |
| Special Pay | 772 | 514 | 2,500 | 6,500 | 13,975 | 6,220 |
| Payroll Taxes | 26,587 | 26,087 | 26,829 | 27,457 | 29,496 | 28,025 |
| Retirement | 60,190 | 78,119 | 69,179 | 69,501 | 64,421 | 43,324 |
| Cafeteria Benefits | 51,961 | 53,603 | 56,024 | 56,024 | 58,803 | 58,043 |
| Unemployment/Work Comp | 502 | 4,344 | 492 | 492 | 540 | 540 |
| SUB-TOTAL | 499,221 | 514,452 | 503,227 | 516,382 | 538,832 | 507,482 |
| OPERATING EXPENDITURES | | | | | | |
| Professional Services | 310,106 | 380,269 | 484,000 | 507,330 | 443,462 | 422,766 |
| Other Contractual Services | 27,610 | 19,599 | 6,000 | 6,000 | 6,000 | 30,000 |
| Travel & Per Diem | 16,024 | 19,707 | 24,950 | 24,950 | 26,815 | 24,050 |
| Communications | 159,384 | 154,983 | 160,154 | 160,154 | 156,583 | 159,392 |
| Postage/Transportation | 1,648 | 1,608 | 1,500 | 1,500 | 800 | 1,500 |
| Utilities | - | - | 550 | 550 | - | - |
| Rentals & Leases | 23,162 | 17,919 | 22,124 | 22,124 | 23,724 | 28,080 |
| Insurance | - | - | - | - | - | - |
| Repair & Maintenance | 102,623 | 116,872 | 115,288 | 115,288 | 125,719 | 169,599 |
| Printing | - | - | - | - | - | - |
| Promotional Activities | - | - | - | - | - | - |
| Other Current Charges | 10,022 | - | - | - | - | - |
| Office Supplies | 723 | 659 | 3,000 | 3,000 | 2,000 | 3,000 |
| Operating Supplies | 82,556 | 119,073 | 59,900 | 60,840 | 78,000 | 60,142 |
| Fuels, Oils, Lubricants | - | - | - | - | - | - |
| Road Materials & Supplies | - | - | - | - | - | - |
| Books, Subscriptions, etc. | 315 | 699 | 1,600 | 1,600 | 1,100 | 1,200 |
| Training and Education | 1,835 | 225 | 1,000 | 1,000 | 1,000 | 1,000 |
| SUB-TOTAL | 736,008 | 831,613 | 880,066 | 904,336 | 865,203 | 900,729 |
| CAPITAL OUTLAY | | | | | | |
| Land | - | - | - | - | - | - |
| Building | - | - | - | - | - | - |
| Improve Other Than Bldgs | - | - | - | - | - | - |
| Machinery & Equipment | - | - | - | 923 | - | - |
| SUB-TOTAL | - | - | - | 923 | - | - |
| GRANTS & ASSISTANCE | - | - | - | - | - | - |
| DEPARTMENTAL TOTAL | $ 1,235,229 | $ 1,346,065 | $ 1,383,293 | $ 1,421,641 | $ 1,404,035 | $ 1,408,211 |
| % CHANGE COMPARED TO PREVIOUS YEAR ACTUAL | 13.13% | 8.97% | 2.77% | 5.61% | 4.31% | 0.30% |

# GENERAL GOVERNMENT DEPARTMENT – GENERAL FUND GENERAL GOVERNMENT FUNCTION

The General Government department is jointly managed between the 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, City insurance, and employee education reimbursements.




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 2018 | FY 2019 | FY 2020 |
|---|---|---|---|
| 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 |

**General Fund**
**Other General Government Services**

| | Fiscal Year 2017 Actual Expenditures | Fiscal Year 2018 Actual Expenditures | Fiscal Year 2019 Adopted Budget | Fiscal Year 2019 Amended Budget | Fiscal Year 2019 Estimated Actual | FY 2020 Budget |
|---|---|---|---|---|---|---|
| PERSONNEL SERVICES | | | | | | |
| Wages | | | | | | |
| Full-time | $ 44,836 | $ - | $ - | $ - | $ - | $ - |
| Part-time | 27,431 | - | - | - | 130 | - |
| Wage Adjustments | - | - | - | - | - | - |
| Vacancies | - | - | - | - | - | - |
| Overtime | 14,691 | - | - | - | - | - |
| Retirement Health Savings | 108,344 | 89,087 | 90,000 | 90,000 | 75,000 | 60,000 |
| Payroll Taxes | 6,368 | - | - | - | 441 | - |
| Retirement | (22,393) | (9,557) | - | - | (12,000) | (10,000) |
| Cafeteria Benefits | - | - | - | - | - | - |
| Unemployment/Work Comp | - | - | - | - | - | - |
| SUB-TOTAL | 179,277 | 79,530 | 90,000 | 90,000 | 63,571 | 50,000 |
| OPERATING EXPENDITURES | | | | | | |
| Professional Services | 19,626 | 4,642 | 32,650 | 32,650 | 1,500 | 5,000 |
| Other Contractual Services | 16,492 | 26,122 | 15,550 | 15,550 | 26,281 | 12,550 |
| Travel & Per Diem | 3,412 | 1,343 | 2,000 | 2,000 | 1,000 | 2,000 |
| Communications | - | - | - | - | - | - |
| Postage/Transportation | 19,923 | 23,525 | 21,000 | 21,000 | 15,000 | 21,000 |
| Utilities | - | - | - | - | - | - |
| Rentals & Leases | 19,569 | 18,844 | 20,416 | 20,416 | 16,000 | 17,616 |
| Insurance | 415,389 | 586,809 | 609,500 | 609,500 | 609,500 | 665,000 |
| Repair & Maintenance | 10 | 315 | 1,000 | 1,000 | - | 120 |
| Printing | - | 2,607 | 1,100 | 1,100 | - | - |
| Promotional Activities | 6,512 | 4,627 | 4,000 | 4,000 | 7,000 | 5,500 |
| Other Current Charges | 112,746 | 51,540 | 43,000 | 43,000 | 65,000 | 43,000 |
| Office Supplies | - | 1,784 | - | - | - | - |
| Operating Supplies | 916 | 1,132 | 3,000 | 3,000 | 1,500 | 1,500 |
| Fuels, Oils, Lubricants | - | - | - | - | - | - |
| Road Materials & Supplies | - | - | - | - | - | - |
| Books, Subscriptions, etc. | 600 | - | - | - | - | - |
| Training and Education | 33,573 | 37,010 | 50,000 | 50,000 | 33,000 | 40,000 |
| SUB-TOTAL | 648,768 | 760,300 | 803,216 | 803,216 | 775,781 | 813,286 |
| CAPITAL OUTLAY | | | | | | |
| Land | - | - | - | - | - | - |
| Building | - | - | - | - | - | - |
| Improve Other Than Bldgs | - | - | - | - | - | - |
| Machinery & Equipment | - | - | - | - | - | - |
| SUB-TOTAL | - | - | - | - | - | - |
| GRANTS & ASSISTANCE | 3,543 | 3,550 | 3,500 | 3,500 | 5,800 | 5,000 |
| DEPARTMENTAL TOTAL | $ 831,588 | $ 843,380 | $ 896,716 | $ 896,716 | $ 845,152 | $ 868,286 |
| % CHANGE COMPARED TO PREVIOUS YEAR ACTUAL | 8.68% | 1.42% | 6.32% | 6.32% | 0.21% | 2.74% |

# COMMUNITY SERVICES DEPARTMENT

## PUBLIC WORKS BRANCH – GENERAL FUND
## TRANSPORTATION BRANCH – SPECIAL REVENUE FUND
## PLANNING BRANCH – GENERAL FUND
## BUILDING BRANCH – SPECIAL REVENUE FUND
## UTILITIES BRANCH – ENTERPRISE FUND
## SUPPORT SERVICES BRANCH – SHARED FUNDS

## DIRECTOR

Keith L. Williams joined the City of Sanibel in 2012 as the Public Works Director and City Engineer. In 2018 he was named the director of the newly created Community Services Department which encompasses the Public Works, Utilities, Building, Planning and Code Enforcement components of the City. Director Williams is a licensed professional engineer and a member of the American Society of Civil Engineers as well as the American Public Works Association. Director Williams has over 11 years of experience in municipal administration, public works operations and public sector engineering in addition to over five years of private sector land development, utility and transportation engineering.

Mr. Williams earned a Bachelor of Science in Civil and Environmental Engineering and a minor in Environmental Engineering with University Honors recognition from the University of Tennessee. He also earned a Master of Business Administration in Public Administration from Southern New Hampshire University.

Director Williams oversees the Community Services Department which includes the following:

**Public Works** - the city's roads and rights of way, stormwater drainage, shared use paths, parks and grounds, city facilities, fleet maintenance, public beaches as well as engineering review and capital project administration;

**Utilites** - the island-wide city sewer system including 135 city owned sewer lift stations as well as the Donax Wastewater Reclamation Facility;

**Building** – building permit plan review, building permit inspections, administration of the Florida Building Code, contractor licensing and maintenance of the City's Community Rating System (CRS) program;

**Planning** – ensure development consistency with The Sanibel Plan, plan review, development permits, variances, waivers and staff support of the Planning Commission.

**Code Enforcement** – residential and commercial code compliance, dark skies compliance, public code education.

# COMMUNITY SERVICES DEPARTMENT

## DEPARTMENT FUNCTION

To provide a superior level of customer and resident services including efficient and streamlined permitting, prompt inspections and site visits as well as engaged and factual communication while continuing to maintain the vision set forth by The Sanibel Plan. To support a safe, sustainable and resilient community with well-kept and properly operated facilities and infrastructure.

The Community Services Department was created by Sanibel City Council in October of 2018. The Department was constructed by combining the Public Works Department, Building Department and Planning Department. The Community Services Department consists of five branches: Public Works Branch, Utilities Branch, Building Branch, Planning Branch and Support Services Branch.

## FIVE YEAR CHALLENGES

- Through the detailed elements of The Sanibel Plan as well as the requirements of the Florida Building Code, land development and construction in Sanibel can be a rigorous process. Without compromising the vision of The Sanibel Plan, Community Services must seek opportunities to make the overall permitting, development and construction process within Sanibel more streamlined and efficient.
- Two-thirds of the land on Sanibel Island is set aside as Environmental Preserve. The remaining one-third is approaching a fully developed state. As a result, Community Services must acknowledge the role that redevelopment will occupy in the near and distant future for the built environment and look for ways to promote re-investment in properties in ways that do not compromise The Sanibel Plan but do provide greater sustainability and value to the community.
- To keep pace with continuing technology trends, Community Services is working with the Finance Department to construct and install a unified software system for property tracking, plan review, permitting, code enforcement and submittals. Such a system requires significant planning and construction prior to completion and implementation.

# PUBLIC WORKS BRANCH

## 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; to administer, design, and maintain island-wide City infrastructure for the safety and enjoyment of island residents and visitors; and to provide appropriate preparation and efficient response to emergencies such as hurricanes.

## FIVE YEAR CHALLENGES

- 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 longest tenured administration, engineering, streets, garage and public facilities personnel have recently retired. Succession planning for division supervisor levels presents a challenge as well as the loss of historical and institutional knowledge.
- 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.
- Sanibel Island experienced its first significant period of development during the middle to late 20$^{th}$ century. As a result, much of the now publicly maintained infrastructure has reached or currently is approaching the end of the first generational lifespan. This includes bridges, culverts, water control structures, roads, paths and facilities. While infrastructure is typically maintained through annual inspections and repairs, capital replacement projects represent an emerging and necessary component of the Department's operations. These projects require significant investment of staff time in preparation and during construction.

## CURRENT YEAR ACCOMPLISHMENTS

- Completed repairs and resurfacing to 3.03 miles of public roads within the West Rocks Subdivision, East Rocks Subdivision, Palm Lake Drive, a portion of Wulfert Road and repairs to Donax Street.
- 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 5,197 linear feet of repairs.
- Coordinated and performed critical structural repair project to Clam–Dinkins Bayou Box Culvert, as the structure revealed severely compromised conditions through regular inspections.
- Continue to upgrade infrastructure for non-tourism development council (TDC) Beach Access locations.
- Coordinated design for Palm Ridge Road Shared Use Path and Drainage Improvement Project.

# PUBLIC WORKS BRANCH

## DEPARTMENT OBJECTIVES

- Coordinated design for structural repairs to Periwinkle Way Bridge and Bay Drive Box Culvert.
- Prepared applications and oversaw preliminary State approval of seven Hazard Mitigation Grant Program (HMGP) projects for various infrastructure and drainage improvement projects.
- Assisted with development process of update to City's Shared Use Path Master Plan.

**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 maintain 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 | Actual FY 2017 | Actual FY 2018 | Actual FY 2019 |
|---|---|---|---|---|---|
| Streets resurfaced/reconstructed (miles) | 3.20 | 1.80 | 1.43 | 4.53 | 3.03 |
| Shared use paths constructed (linear feet) | 525 | 0 | 0 | 2,640 | 0 |
| Road and shared use path miles swept | 9 (hours) | 278 | 61 | 123 | 105 |
| Off right-of-way walking/biking trails maintained (linear feet) | 12,382 | 12,382 | 12,382 | 12,382 | 12,382 |

# PUBLIC WORKS BRANCH
## RESPONSIBILITIES

**Administration**

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

**Streets**

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

**Public Facilities**

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

**Engineering**

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

**Fleet Maintenance**

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

**General Fund**
**Community Services Department - Public Works Branch**

| | Fiscal Year 2017 Actual Expenditures | Fiscal Year 2018 Actual Expenditures | Fiscal Year 2019 Adopted Budget | Fiscal Year 2019 Amended Budget | Fiscal Year 2019 Estimated Actual | FY 2020 Budget |
|---|---|---|---|---|---|---|
| PERSONNEL SERVICES | | | | | | |
| Wages | | | | | | |
| Full-time | $ 415,200 | $ 445,166 | $ 386,294 | 395,951 | $ 410,583 | $ 347,800 |
| Part-time | - | - | - | - | - | - |
| Wage Adjustments | - | - | - | - | - | 11,603 |
| Vacancies | - | - | - | - | 14,290 | - |
| Overtime | 28,019 | 19,153 | 25,000 | 25,000 | 27,573 | 30,000 |
| Special Pay | 1,664 | 2,326 | 2,000 | 5,690 | 14,358 | 7,520 |
| Payroll Taxes | 35,877 | 35,350 | 30,283 | 31,022 | 35,417 | 29,477 |
| Retirement | 162,524 | 190,144 | 165,983 | 166,291 | 161,845 | 105,456 |
| Cafeteria Benefits | 83,163 | 83,209 | 71,215 | 71,215 | 79,784 | 62,033 |
| Unemployment/Work Comp | 10,447 | 9,452 | 9,184 | 9,184 | 9,760 | 8,460 |
| SUB-TOTAL | 736,894 | 784,800 | 689,959 | 704,353 | 753,610 | 602,349 |
| OPERATING EXPENDITURES | | | | | | |
| Professional Services | 39,461 | 38,510 | 106,000 | 124,485 | 100,000 | 106,000 |
| Other Contractual Services | 20,744 | 2,319,569 | 11,900 | 11,900 | 17,730 | 21,900 |
| Travel & Per Diem | 20,752 | 21,397 | 28,236 | 28,236 | 22,050 | 16,664 |
| Communications | 20,505 | 17,773 | 14,190 | 14,190 | 14,190 | 10,884 |
| Postage/Transportation | - | 449 | 500 | 500 | 500 | 500 |
| Utilities | - | - | - | - | - | - |
| Rentals & Leases | - | - | 80 | 80 | 80 | 80 |
| Insurance | - | - | - | - | - | - |
| Repair & Maintenance | 6,866 | 8,212 | 8,700 | 8,700 | 7,700 | 8,700 |
| Printing | 1,769 | - | 1,200 | 1,200 | - | 1,200 |
| Promotional Activities | - | - | - | - | - | - |
| Other Current Charges | 538,569 | 90 | 600 | 600 | 600 | 600 |
| Office Supplies | 4,707 | 8,133 | 7,950 | 7,950 | 7,000 | 7,950 |
| Operating Supplies | 5,786 | 7,239 | 9,000 | 9,000 | 8,000 | 9,000 |
| Fuels, Oils, Lubricants | - | - | - | - | - | - |
| Road Materials & Supplies | - | - | - | - | - | - |
| Books, Subscriptions, etc. | 6,684 | 11,536 | 10,330 | 10,330 | 9,000 | 10,330 |
| Training and Education | - | 397 | - | - | - | - |
| SUB-TOTAL | 665,843 | 2,433,305 | 198,686 | 217,171 | 186,850 | 193,808 |
| CAPITAL OUTLAY | | | | | | |
| Land | - | - | - | - | - | - |
| Building | - | - | - | - | - | - |
| Improve Other Than Bldgs | - | - | - | - | - | - |
| Machinery & Equipment | - | - | - | - | - | - |
| SUB-TOTAL | - | - | - | - | - | - |
| GRANTS & ASSISTANCE | - | - | - | - | - | - |
| DEPARTMENTAL TOTAL | $ 1,402,737 | $ 3,218,105 | $ 888,645 | $ 921,524 | $ 940,460 | $ 796,157 |
| % CHANGE COMPARED TO PREVIOUS YEAR ACTUAL | 69.39% | 129.42% | (72.39%) | (71.36%) | (70.78%) | (15.34%) |

**Special Revenue Fund**
**Community Services Department - Transportation Branch**

| | Fiscal Year 2017 Actual Expenditures | Fiscal Year 2018 Actual Expenditures | Fiscal Year 2019 Adopted Budget | Fiscal Year 2019 Amended Budget | Fiscal Year 2019 Estimated Actual | FY 2020 Budget |
|---|---|---|---|---|---|---|
| PERSONNEL SERVICES | | | | | | |
| Wages | | | | | | |
| Full-time | $ 561,102 | $ 431,003 | $ 434,134 | 445,188 | $ 457,113 | $ 443,788 |
| Part-time | - | - | - | - | 1,387 | - |
| Wage Adjustments | - | - | - | - | - | 19,572 |
| Vacancies | - | - | - | - | - | - |
| Overtime | 130,987 | 93,007 | 100,000 | 100,000 | 100,700 | 125,000 |
| Special Pay | 6,734 | 5,474 | 12,000 | 18,750 | 29,037 | 17,460 |
| Payroll Taxes | 53,660 | 40,412 | 41,779 | 42,624 | 44,894 | 44,848 |
| Retirement | 119,646 | 150,336 | 131,288 | 131,889 | 138,433 | 93,316 |
| Cafeteria Benefits | 116,613 | 115,437 | 138,689 | 138,689 | 136,300 | 134,716 |
| Unemployment/Work Comp | 29,399 | 19,467 | 36,892 | 36,892 | 36,860 | 38,140 |
| SUB-TOTAL | 1,018,141 | 855,136 | 894,782 | 914,032 | 944,724 | 916,840 |
| OPERATING EXPENDITURES | | | | | | |
| Professional Services | 177,532 | 201,804 | 388,000 | 502,264 | 395,800 | 298,000 |
| Other Contractual Services | 503,183 | 317,876 | 499,636 | 612,574 | 560,500 | 450,400 |
| Travel & Per Diem | 8,585 | 5,172 | 29,626 | 29,626 | 6,748 | 5,626 |
| Communications | 4,360 | 4,360 | 5,880 | 5,880 | 5,880 | 19,775 |
| Postage/Transportation | - | - | - | - | - | - |
| Utilities | - | - | - | - | - | - |
| Rentals & Leases | 17,551 | 20,654 | 20,969 | 20,969 | 18,645 | 21,855 |
| Insurance | - | - | - | - | - | - |
| Repair & Maintenance | 610,452 | 2,027,832 | 1,159,500 | 1,378,336 | 1,258,500 | 1,234,500 |
| Printing | 1,518 | 3,100 | - | - | - | - |
| Promotional Activities | 1,400 | - | 500 | 500 | 500 | 500 |
| Other Current Charges | 692,389 | 597,774 | 595,860 | 605,796 | 605,518 | 605,796 |
| Office Supplies | - | - | - | - | - | - |
| Operating Supplies | 21,924 | 33,156 | 19,300 | 19,300 | 20,000 | 19,300 |
| Fuels, Oils, Lubricants | 41,328 | 39,401 | 41,370 | 41,370 | 28,000 | 41,370 |
| Road Materials & Supplies | 72,952 | 54,716 | 110,000 | 110,000 | 85,000 | 110,000 |
| Books, Subscriptions, etc. | 88 | - | - | - | - | - |
| Training and Education | - | - | - | - | - | - |
| SUB-TOTAL | 2,153,262 | 3,305,845 | 2,870,641 | 3,326,615 | 2,985,091 | 2,807,122 |
| CAPITAL OUTLAY | | | | | | |
| Land | - | - | - | - | - | - |
| Building | - | - | - | - | - | - |
| Improve Other Than Bldgs | - | - | - | - | - | - |
| Machinery & Equipment | - | - | - | - | - | - |
| SUB-TOTAL | - | - | - | - | - | - |
| GRANTS & ASSISTANCE | - | - | - | - | - | - |
| DEPARTMENTAL TOTAL | $ 3,171,403 | $ 4,160,981 | $ 3,765,423 | $ 4,240,647 | $ 3,929,815 | $ 3,723,962 |
| % CHANGE COMPARED TO PREVIOUS YEAR ACTUAL | 9.95% | 31.20% | (9.51%) | 1.91% | (5.56%) | (5.24%) |

**General Fund**
**Community Services Department - Public Facilities Branch**

| | Fiscal Year 2017 Actual Expenditures | Fiscal Year 2018 Actual Expenditures | Fiscal Year 2019 Adopted Budget | Fiscal Year 2019 Amended Budget | Fiscal Year 2019 Estimated Actual | FY 2020 Budget |
|---|---|---|---|---|---|---|
| PERSONNEL SERVICES | | | | | | |
| Wages | | | | | | |
| Full-time | $ 101,770 | $ 122,611 | $ 117,670 | 120,612 | $ 121,493 | $ 111,167 |
| Part-time | - | - | - | - | 174 | - |
| Wage Adjustments | - | - | - | - | - | 5,375 |
| Vacancies | - | - | - | - | - | - |
| Overtime | 41,284 | 38,527 | 30,000 | 30,000 | 41,473 | 30,000 |
| Special Pay | 1,099 | - | 2,000 | 4,500 | 7,599 | 4,640 |
| Payroll Taxes | 11,225 | 13,994 | 11,450 | 11,675 | 13,062 | 11,154 |
| Retirement | 32,115 | 41,307 | 36,002 | 36,122 | 33,792 | 24,267 |
| Cafeteria Benefits | 29,552 | 38,659 | 40,630 | 40,630 | 39,541 | 41,868 |
| Unemployment/Work Comp | 6,268 | 4,628 | 4,459 | 4,459 | 4,740 | 4,240 |
| SUB-TOTAL | 223,313 | 259,726 | 242,211 | 247,998 | 261,874 | 232,711 |
| OPERATING EXPENDITURES | | | | | | |
| Professional Services | - | 1,725 | 175,100 | 175,100 | 25,000 | 100 |
| Other Contractual Services | 43,848 | 50,832 | 64,268 | 64,268 | 58,520 | 65,706 |
| Travel & Per Diem | 2,709 | 1,878 | 2,078 | 2,078 | 1,878 | 2,408 |
| Communications | 960 | 2,420 | 2,400 | 2,400 | 2,400 | - |
| Postage/Transportation | - | 17 | 100 | 100 | 100 | 100 |
| Utilities | 90,979 | 97,405 | 108,240 | 108,240 | 97,000 | 108,240 |
| Rentals & Leases | 193 | - | 400 | 400 | - | 400 |
| Insurance | - | - | - | - | - | - |
| Repair & Maintenance | 150,384 | 139,437 | 213,690 | 213,690 | 148,500 | 248,690 |
| Printing | - | - | - | - | - | - |
| Promotional Activities | - | - | - | - | - | - |
| Other Current Charges | 1,975 | 5 | 2,500 | 2,500 | 2,000 | 2,500 |
| Office Supplies | - | - | - | - | - | - |
| Operating Supplies | 33,456 | 26,754 | 41,200 | 41,200 | 37,450 | 41,200 |
| Fuels, Oils, Lubricants | 5,819 | 5,274 | 4,000 | 4,000 | 2,760 | 4,000 |
| Road Materials & Supplies | - | 4,785 | 6,000 | 6,000 | 4,785 | 6,000 |
| Books, Subscriptions, etc. | - | - | - | - | - | - |
| Training and Education | - | 20 | - | - | - | - |
| SUB-TOTAL | 330,323 | 330,552 | 619,976 | 619,976 | 380,393 | 479,344 |
| CAPITAL OUTLAY | | | | | | |
| Land | - | - | - | - | - | - |
| Building | - | - | - | - | - | - |
| Improve Other Than Bldgs | - | - | - | - | - | - |
| Machinery & Equipment | 5,530 | - | - | - | - | - |
| SUB-TOTAL | 5,530 | - | - | - | - | - |
| GRANTS & ASSISTANCE | - | - | - | - | - | - |
| DEPARTMENTAL TOTAL | $ 559,166 | $ 590,278 | $ 862,187 | $ 867,974 | $ 642,267 | $ 712,055 |
| % CHANGE COMPARED TO PREVIOUS YEAR ACTUAL | 2.72% | 5.56% | 46.06% | 47.04% | 8.81% | 10.87% |

**General Fund**
**Community Services Department - Recycling Center**

| | Fiscal Year 2017 Actual Expenditures | Fiscal Year 2018 Actual Expenditures | Fiscal Year 2019 Adopted Budget | Fiscal Year 2019 Amended Budget | Fiscal Year 2019 Estimated Actual | FY 2020 Budget |
|---|---|---|---|---|---|---|
| PERSONNEL SERVICES | | | | | | |
| Wages | | | | | | |
| Full-time | $ - | $ - | $ - | $ - | $ - | $ - |
| Part-time | - | - | - | - | - | - |
| Wage Adjustments | - | - | - | - | - | - |
| Vacancies | - | - | - | - | - | - |
| Overtime | - | - | - | - | - | - |
| Special Pay | - | - | - | - | - | - |
| Payroll Taxes | - | - | - | - | - | - |
| Retirement | - | - | - | - | - | - |
| Cafeteria Benefits | - | - | - | - | - | - |
| Unemployment/Work Comp | - | - | - | - | - | - |
| SUB-TOTAL | - | - | - | - | - | - |
| OPERATING EXPENDITURES | | | | | | |
| Professional Services | - | - | - | - | - | - |
| Other Contractual Services | 51,663 | 58,380 | 55,059 | 55,059 | 55,059 | 65,059 |
| Travel & Per Diem | - | - | - | - | - | - |
| Communications | - | - | - | - | - | - |
| Postage/Transportation | - | - | - | - | - | - |
| Utilities | - | - | - | - | - | - |
| Rentals & Leases | - | - | - | - | - | - |
| Insurance | - | - | - | - | - | - |
| Repair & Maintenance | - | - | - | - | 3,600 | - |
| Printing | - | - | - | - | - | - |
| Promotional Activities | - | - | - | - | - | - |
| Other Current Charges | 9,458 | 9,615 | 11,640 | 11,640 | 9,615 | 11,640 |
| Office Supplies | - | - | - | - | - | - |
| Operating Supplies | 3,996 | 3,996 | 4,000 | 4,000 | 3,997 | 4,000 |
| Fuels, Oils, Lubricants | - | - | - | - | - | - |
| Road Materials & Supplies | - | - | - | - | - | - |
| Books, Subscriptions, etc. | - | - | - | - | - | - |
| Training and Education | - | - | - | - | - | - |
| SUB-TOTAL | 65,117 | 71,991 | 70,699 | 70,699 | 72,271 | 80,699 |
| CAPITAL OUTLAY | | | | | | |
| Land | - | - | - | - | - | - |
| Building | - | - | - | - | - | - |
| Improve Other Than Bldgs | - | - | - | - | - | - |
| Machinery & Equipment | - | - | - | - | - | - |
| SUB-TOTAL | - | - | - | - | - | - |
| GRANTS & ASSISTANCE | - | - | - | - | - | - |
| DEPARTMENTAL TOTAL | $ 65,117 | $ 71,991 | $ 70,699 | $ 70,699 | $ 72,271 | $ 80,699 |
| % CHANGE COMPARED TO PREVIOUS YEAR ACTUAL | 25.88% | 10.56% | (1.79%) | (1.79%) | 0.39% | 11.66% |

# PLANNING BRANCH – GENERAL FUND

## DEPARTMENT FUNCTION

Provide effective and efficient Planning and Code Enforcement services while implementing 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 environmental and historical resources; provide professional and efficient support to the Sanibel Planning Commission; and deliver the highest possible level of responsive public service and transparency.

## FIVE YEAR CHALLENGES

- 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:
  - Regulating and enforcing the Land Development Code as it pertains to the short-term rental of properties, especially those outside the Resort Housing District.
  - Review the Transportation Element of The Sanibel Plan for revision to address emerging issues, especially as it relates to micro mobility.
  - Redevelopment and rehabilitation work plan for the Non-Resort Housing District;
  - Assess impact of the growing number of guided tour operations and, in conjunction with the ongoing update of the City's Beach Management Plan, explore best practices for protecting Sanibel's environment;
  - Update Land Development Code as needed, including update of Sign Ordinance to ensure compliance with recent Supreme Court decision;
  - Development of reasonable sound solutions to help manage and reduce the high seasonal traffic volumes;
  - Complete implementation of new permitting and zoning software and assess impact of electronic plan submission;
  - Review and assessment of digital mapping and GIS capabilities ;
  - Ongoing efforts to digitize of all historical public records and permits stored off-island; and
  - Conduct all necessary reviews required for the Evaluation and Appraisal Report and prepare the update to the Sanibel Plan.
- 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 and short-term vacation rentals of homes within established residential neighborhoods.

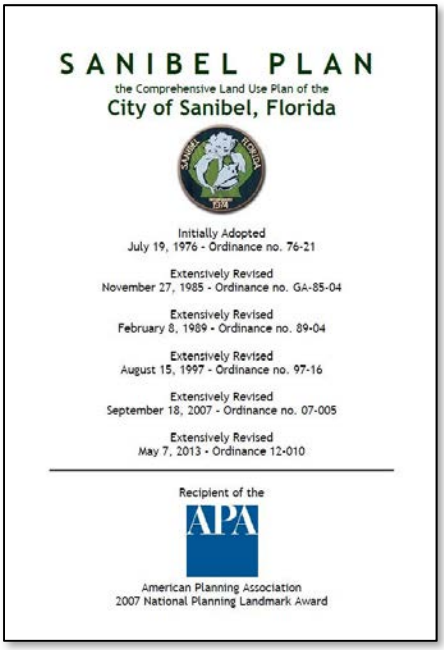
# PLANNING BRANCH – GENERAL FUND

## FIVE YEAR CHALLENGES (CONTINUED)

- 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.
- 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.

## CURRENT YEAR ACCOMPLISHMENTS

- Drafted Land Development Code amendments and conducted public hearings associated with the adoption of new legislation designed to:
  - ❖ Amend Height Limitation of Architectural Standards for multi-story dwellings in the Resort Housing District to allow for pitched roofs
  - ❖ Amend Land Development Code to allow certain Elevated Swimming pools to proceed as a non-long form application
  - ❖ Amend Land Development Code of to include Definition of Fill
  - ❖ Amend Land Development Code to allow for service of alcoholic beverages at performing arts and live theaters
  - ❖ Amend Land Development Code to adopt Florida's Model Floodplain Management Ordinance
  - ❖ Amend Land Development Code to establish medical marijuana dispensaries as a prohibited use


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

- Work with Building Department to ensure that the City receives as many points as possible to maintain its current community rating point within the flood program.

# PLANNING BRANCH – GENERAL FUND

## DEPARTMENT OBJECTIVES

**To Support Council Goals:**

- Continue the city-wide Redevelopment Plan and develop strategies for:
  - ❖ The Non-Resort Housing District Redevelopment Plan
- Continue to provide educational support and develop enforcement measures to improve and enhance water quality
- To continue to seek opportunities for improved enforcement of the City's short term rental regulations.

**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 Non-Resort Housing District.
- 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 2015 | Actual FY 2016 | Actual FY 2017 | Actual FY 2018 | Actual FY 2019 |
|---|---|---|---|---|---|
| City Council Redevelopment Work Project Goals | September 2014 | September 2015 | September 2016 | September 2017 | TBD |
| Permits Processed | 650 | 669 | 583 | 742 | TBD |
| Planning Commission Hearings | 25 | 17 | 17 | 16 | TBD |
| Code Enforcement Cases and Hearings | 543 | 480 | 576 | 564 | TBD |
| Retrieval Requests for Off-island Records | 851 | 1,162 | 1,360 | 1,465 | TBD |

# PLANNING BRANCH – 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

**General Fund**
**Community Services Department - Planning Branch**

| | Fiscal Year 2017 Actual Expenditures | Fiscal Year 2018 Actual Expenditures | Fiscal Year 2019 Adopted Budget | Fiscal Year 2019 Amended Budget | Fiscal Year 2019 Estimated Actual | FY 2020 Budget |
|---|---|---|---|---|---|---|
| PERSONNEL SERVICES | | | | | | |
| Wages | | | | | | |
| Full-time | $ 476,731 | $ 495,607 | $ 538,842 | $ 552,311 | $ 461,302 | $ 462,077 |
| Part-time | 27,726 | 24,914 | 49,717 | 50,962 | 32,668 | - |
| Wage Adjustments | - | - | - | | - | 17,275 |
| Vacancies | - | - | - | - | - | 78,485 |
| Overtime | 16,801 | 11,455 | 5,000 | 5,000 | 29,437 | 15,000 |
| Special Pay | 184 | 303 | 1,200 | 7,700 | 9,305 | 8,580 |
| Payroll Taxes | 39,238 | 40,797 | 45,499 | 46,624 | 41,553 | 37,153 |
| Retirement | 169,479 | 206,927 | 189,359 | 190,334 | 185,952 | 125,184 |
| Cafeteria Benefits | 103,342 | 102,202 | 120,956 | 120,956 | 108,523 | 105,613 |
| Unemployment/Work Comp | 18,265 | 15,128 | 6,126 | 6,126 | 5,520 | 5,220 |
| SUB-TOTAL | 851,766 | 897,333 | 956,699 | 980,013 | 874,260 | 854,587 |
| OPERATING EXPENDITURES | | | | | | |
| Professional Services | 12,544 | 4,611 | 45,000 | 45,000 | 2,375 | 45,000 |
| Other Contractual Services | 5,583 | 9,708 | 45,000 | 45,000 | 23,707 | 120,000 |
| Travel & Per Diem | 18,072 | 22,522 | 24,500 | 24,500 | 26,050 | 26,156 |
| Communications | 9,676 | 9,776 | 10,000 | 10,000 | 8,000 | 8,164 |
| Postage/Transportation | - | - | - | - | - | - |
| Utilities | - | - | - | - | - | - |
| Rentals & Leases | 3,628 | 3,628 | 3,672 | 3,672 | 3,700 | 3,700 |
| Insurance | - | - | - | - | - | - |
| Repair & Maintenance | - | - | 1,000 | 1,000 | - | 500 |
| Printing | 20 | 28 | 500 | 500 | 1,558 | 1,000 |
| Promotional Activities | - | 24 | - | - | - | - |
| Other Current Charges | 26,800 | 7,400 | 10,000 | 10,000 | 7,452 | 7,500 |
| Office Supplies | 8,077 | 9,148 | 8,500 | 8,500 | 9,302 | 10,000 |
| Operating Supplies | 254 | 4,184 | 500 | 500 | 1,777 | 2,500 |
| Fuels, Oils, Lubricants | - | - | - | - | - | - |
| Road Materials & Supplies | - | - | - | - | - | - |
| Books, Subscriptions, etc. | 787 | 1,085 | 1,000 | 1,000 | 378 | 1,000 |
| Training and Education | 965 | 520 | - | - | 35 | 1,000 |
| SUB-TOTAL | 86,406 | 72,634 | 149,672 | 149,672 | 84,334 | 226,520 |
| CAPITAL OUTLAY | | | | | | |
| Land | - | - | - | - | - | - |
| Building | - | - | - | - | - | - |
| Improve Other Than Bldgs | - | - | - | - | - | - |
| Machinery & Equipment | - | - | - | - | - | - |
| SUB-TOTAL | - | - | - | - | - | - |
| GRANTS & ASSISTANCE | - | - | - | - | - | - |
| DEPARTMENTAL TOTAL | $ 938,172 | $ 969,967 | $ 1,106,371 | $ 1,129,685 | $ 958,594 | $ 1,081,107 |
| % CHANGE COMPARED TO PREVIOUS YEAR ACTUAL | (0.72%) | 3.39% | 14.06% | 16.47% | (1.17%) | 12.78% |

# BUILDING BRANCH – 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 concerning any new permitted work. All plans are 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 637 contractor licenses since 2005 when the Board was created.

## FIVE YEAR CHALLENGES

- A concerted effort is needed to inform the citizens of dangers that result by not using licensed contractors for work that typically requires a building permit. We intend on achieving this through awareness and education. We can provide by request a complete list of City 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
    - losing the opportunity to have a non-biased professional assess the work for Code compliance
- To increase staff participation in the Education on current Codes, Administration and Legal aspects. In order to maintain the high standard that the City has become accustom to from the Building Department while keeping current service levels.
- 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 and licensing computer program while keeping current service levels.
- To implement an inspection request IVR (automated touch tone phone) system. This system will be utilized for an undetermined time to "soften" the change to the contractors and citizens the Building Department serves. This will soften the transition from the current a phone accessible request line to the new permitting system which allows only online access.
- To continually improve a training program and maintain training of our 41 Structural Safety Inspectors. This includes coordinating mock drills to prepare for a disaster using the latest technical advances available to the City.

# BUILDING BRANCH – SPECIAL REVENUE FUND

## CURRENT YEAR ACCOMPLISHMENTS

- Completed application with the Federal Emergency Management Agency's (FEMA) National Flood Insurance Program Community Rating System (NFIP-CRS).
- Coordinated all paperwork and applications for the Contractor Review Board. Worked with City Council to streamline processes.
- 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 off island historical documents for the public and staff.
- Implemented additional staffing by using the services of a private consulting firm in order that they provide a qualified State Licensed Building Inspector on an as needed basis to maintain current service levels.
- Continued to dedicate staff to implementation of new permitting software platform scheduled to go live in fiscal year 2019.

## BRANCH 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 workplace transitioning to the cloud which takes a greater skill level

## PERFORMANCE INDICATORS

| Description | Actual FY 2015 | Actual FY 2016 | Actual FY 2017 | Actual FY 2018 | Actual FY 2019 |
|---|---|---|---|---|---|
| To maintain permit fees received and the associated costs of enforcing the Florida Building Code. | Completed | Completed | Completed | Completed | Completed |

# BUILDING BRANCH – SPECIAL REVENUE FUND

## 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.

## TREND ANALYSIS

**Key Observations:**

- Construction industry is generally operating at a normal pace for when there is a typical solid economy.
- The increase of inspections that requested are requiring existing staff to work more efficiently.
- Hurricane Irma has caused a slight increase (approximately 10%) in the number of permits over the amount permitted in FY2017.
- There is a decrease in the number of new single-family home permits possibly due to a sharp increase in construction materials.

**Special Revenue Fund**
**Community Services Department - Building Branch**

| | Fiscal Year 2017 Actual Expenditures | Fiscal Year 2018 Actual Expenditures | Fiscal Year 2019 Adopted Budget | Fiscal Year 2019 Amended Budget | Fiscal Year 2019 Estimated Actual | FY 2020 Budget |
|---|---|---|---|---|---|---|
| PERSONNEL SERVICES | | | | | | |
| Wages | | | | | | |
| Full-time | $ 290,104 | $ 345,142 | $ 343,241 | $ 352,650 | $ 383,879 | $ 426,255 |
| Part-time | 8,123 | 782 | 28,105 | 28,105 | 188 | - |
| Wage Adjustments | - | - | - | - | - | 14,466 |
| Vacancies | - | - | - | - | - | 74,159 |
| Overtime | 20,510 | 14,123 | 10,000 | 10,000 | 16,833 | 15,000 |
| Special Pay | - | - | - | 4,000 | 6,670 | 5,820 |
| Payroll Taxes | 23,920 | 27,505 | 29,173 | 29,892 | 31,979 | 34,201 |
| Retirement | 106,365 | 119,451 | 107,453 | 108,075 | 111,315 | 84,489 |
| Cafeteria Benefits | 53,805 | 53,488 | 62,559 | 62,559 | 85,978 | 92,832 |
| Unemployment/Work Comp | 6,296 | 7,457 | 2,441 | 2,441 | 2,680 | 3,020 |
| SUB-TOTAL | 509,123 | 567,948 | 582,972 | 597,722 | 639,522 | 750,242 |
| OPERATING EXPENDITURES | | | | | | |
| Professional Services | 144,843 | 131,987 | 273,144 | 273,144 | 141,153 | 250,000 |
| Other Contractual Services | 16,784 | 23,067 | 4,189 | 4,189 | 4,190 | 5,000 |
| Travel & Per Diem | 9,955 | 13,144 | 13,600 | 13,600 | 13,900 | 17,896 |
| Communications | 5,489 | 6,888 | 5,904 | 5,904 | 5,900 | 2,984 |
| Postage/Transportation | 1,072 | 983 | 1,600 | 1,600 | 1,200 | 1,500 |
| Utilities | - | - | - | - | - | - |
| Rentals & Leases | 1,458 | 1,872 | 1,728 | 1,728 | 2,419 | 2,500 |
| Insurance | - | - | - | - | - | - |
| Repair & Maintenance | 500 | 250 | 150 | 150 | - | 150 |
| Printing | 139 | 458 | 897 | 897 | 900 | 750 |
| Promotional Activities | - | - | 4,000 | 4,000 | - | 4,000 |
| Other Current Charges | 170,743 | 201,651 | 198,607 | 215,458 | 215,876 | 216,458 |
| Office Supplies | 2,536 | 5,919 | 2,520 | 2,520 | 2,500 | 2,500 |
| Operating Supplies | 396 | 5,583 | 1,320 | 1,320 | 1,320 | 1,500 |
| Fuels, Oils, Lubricants | - | - | - | - | - | - |
| Road Materials & Supplies | - | - | - | - | - | - |
| Books, Subscriptions, etc. | 974 | 186 | 500 | 500 | - | - |
| Training and Education | 2,512 | 4,352 | 16,250 | 16,250 | 4,987 | 15,000 |
| SUB-TOTAL | 357,401 | 396,340 | 524,409 | 541,260 | 394,345 | 520,238 |
| CAPITAL OUTLAY | | | | | | |
| Land | - | - | - | - | - | - |
| Building | - | - | - | - | - | - |
| Improve Other Than Bldgs | - | - | 25,000 | 25,000 | - | 675,000 |
| Machinery & Equipment | - | 1,368 | 23,480 | 23,480 | 23,480 | - |
| SUB-TOTAL | - | 1,368 | 48,480 | 48,480 | 23,480 | 675,000 |
| GRANTS & ASSISTANCE | - | - | - | - | - | - |
| DEPARTMENTAL TOTAL | $ 866,524 | $ 965,656 | $ 1,155,861 | $ 1,187,462 | $ 1,057,347 | $ 1,945,480 |
| % CHANGE COMPARED TO PREVIOUS YEAR ACTUAL | 13.30% | 11.44% | 19.70% | 22.97% | 9.50% | 84.00% |

# UTILITY BRANCH – 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, 135 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.

## FIVE YEAR CHALLENGES

- The utility division's functions require technical proficiency. No matter the condition of the 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.
- Sanibel Island experienced its first significant period of development during the middle to late 20th century. As a result, much of the now publicly maintained infrastructure has reached or currently is approaching the end of the first generational lifespan. This includes gravity sewer lines, force mains, lift stations and the Donax Water Reclamation Facility. While infrastructure is typically maintained through annual inspections and repairs; repair frequency, cost and capital replacement projects represent an emerging and necessary component of the Department's operations. These projects require significant investment of staff time in preparation and during construction.
- Under construction at the Donax Water Reclamation Facility is the approximately 2-year project to upgrade 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.

## CURRENT YEAR ACCOMPLISHMENTS

- Completed rehabilitation work to the aging 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, Beachview Subdivision, Sea Oats Subdivision and East Rocks area.
- Continued with the plant tank inspection/repair program.
- Construction activities began February 3, 2019 for the Donax Water Reclamation Facilty (WRF) Process Improvements. This project will improve effluent quality to reduce nutrient loadings and increase capacity.

# UTILITY BRANCH – 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 | Actual FY 2017 | Actual FY 2018 | Actual FY 2019 |
|---|---|---|---|---|---|
| Annual Average Daily Flow (MGD) | 1.39 | 1.45 | 1.50 | 1.50 | 1.23 |
| Funds expended on I/I corrections ($) | 100,817 | 115,000 | 119,874 | 110,087 | 174,412 |
| Funds expended to identity I/I sources ($) | 11,000 | 15,000 | 7,805 | 8,424 | 13,067 |
| Number of effluent violations | 2 | 1 | 1 | 0 | 0 |
| Number of system overflows | 1 | 1 | 0 | 2 | 2 (private) |
| Grease trap inspections performed | 256 | 260 | 219 | 229 | 165 |
| Grease trap violations | 39 | 42 | 21 | 31 | 43 |

## 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 | Actual FY 2017 | Actual FY 2018 | Actual FY 2019 |
|---|---|---|---|---|---|
| Sewer equivalent residential units (ERU) | 9,392 | 9445 | 9,480 | 9,521 | 9,527 |
| Average Daily Wastewater Flow (MGD) | 1.39 | 1.45 | 1.50 | 1.50 | 1.23 |

**Enterprise Fund**
**Community Services Department - Utility Branch**

| | GAAP Basis | | Non-GAAP Basis | | | |
|---|---|---|---|---|---|---|
| | | | Fiscal Year 2019 | | | |
| | Fiscal Year 2017 Actual Expenditures | Fiscal Year 2018 Actual Expenditures | Adopted Budget | Amended Budget | Estimated Actual | FY 2020 Budget |
| PERSONNEL SERVICES | | | | | | |
| Wages | | | | | | |
| Full-time | $ 905,618 | $ 825,631 | $ 925,297 | $ 948,439 | $ 912,855 | $ 896,118 |
| Part-time | 36,749 | 27,159 | 60,322 | 61,832 | 38,047 | 62,143 |
| Wage Adjustments | - | - | - | - | - | 34,577 |
| Vacancies | - | - | - | - | - | 64,448 |
| Overtime | 151,879 | 206,186 | 90,000 | 90,000 | 193,059 | 170,000 |
| Special Pay | 27,638 | 30,818 | 25,000 | 36,750 | 95,922 | 30,760 |
| Payroll Taxes | 81,835 | 80,181 | 83,456 | 85,341 | 95,651 | 88,665 |
| Retirement | 190,844 | 54,915 | 277,268 | 278,231 | 246,359 | 166,249 |
| Cafeteria Benefits | 181,416 | 188,759 | 251,664 | 251,664 | 218,265 | 240,870 |
| Unemployment/Work Comp | 21,309 | 23,993 | 23,936 | 23,936 | 26,340 | 25,720 |
| SUB-TOTAL | 1,597,288 | 1,437,642 | 1,736,943 | 1,776,193 | 1,826,498 | 1,779,550 |
| OPERATING EXPENSES | | | | | | |
| Professional Services | 48,571 | 75,945 | 317,422 | 354,005 | 123,102 | 192,422 |
| Other Contractual Services | 340,245 | 329,263 | 408,939 | 408,939 | 325,000 | 443,939 |
| Travel & Per Diem | 14,278 | 13,425 | 18,466 | 18,466 | 12,800 | 20,184 |
| Communications | 29,329 | 24,616 | 29,538 | 29,538 | 29,000 | 26,202 |
| Postage/Transportation | - | 2,757 | 7,500 | 7,500 | 3,000 | 7,500 |
| Utilities | 316,002 | 281,640 | 355,320 | 355,320 | 290,000 | 355,320 |
| Rentals & Leases | 7,701 | 8,345 | 11,948 | 11,948 | 9,672 | 13,496 |
| Insurance | 20,449 | 15,570 | 13,640 | 13,640 | 28,769 | 28,769 |
| Repair & Maintenance | 702,726 | 907,562 | 972,500 | 1,057,246 | 897,539 | 972,500 |
| Printing | 7,855 | - | 3,500 | 3,500 | - | 3,500 |
| Promotional Activities | 242 | - | 2,000 | 2,000 | - | 2,000 |
| Other Current Charges | 481,940 | 555,883 | 550,273 | 592,472 | 588,247 | 592,472 |
| Office Supplies | 1,903 | 3,045 | 4,400 | 4,400 | 3,000 | 4,400 |
| Operating Supplies | 215,155 | 200,193 | 240,600 | 240,600 | 203,000 | 240,600 |
| Fuels, Oils, Lubricants | 11,598 | 15,966 | 40,425 | 40,425 | 19,000 | 40,425 |
| Road Materials & Supplies | - | 75 | 4,000 | 4,000 | 2,000 | 4,000 |
| Books, Subscriptions, etc. | 2,626 | 3,195 | 19,614 | 19,614 | 3,000 | 19,614 |
| Training and Education | - | 165 | - | - | - | - |
| SUB-TOTAL | 2,200,620 | 2,437,645 | 3,000,085 | 3,163,613 | 2,537,129 | 2,967,343 |
| CAPITAL OUTLAY | | | | | | |
| Land | - | - | - | - | - | - |
| Building | - | - | - | | - | - |
| Improve Other Than Bldgs | - | - | 6,587,400 | 6,637,400 | 5,505,400 | 12,772,612 |
| Machinery & Equipment | - | - | 342,500 | 457,500 | 279,544 | 339,500 |
| SUB-TOTAL | - | - | 6,929,900 | 7,094,900 | 5,784,944 | 13,112,112 |
| NON-OPERATING EXPENDITURES | | | | | | |
| Reserve for Disasters | - | - | - | - | - | - |
| Depreciation & Amortization | 2,491,938 | 2,448,302 | - | - | - | - |
| Debt Service | 454,139 | 393,013 | 3,598,825 | 3,598,825 | 3,598,825 | 3,323,825 |
| SUB-TOTAL | 2,946,077 | 2,841,315 | 3,598,825 | 3,598,825 | 3,598,825 | 3,323,825 |
| DEPARTMENTAL TOTAL | $ 6,743,985 | $ 6,716,602 | $ 15,265,753 | $ 15,633,531 | $ 13,747,396 | $ 21,182,830 |
| % CHANGE COMPARED TO PREVIOUS YEAR ACTUAL | (4.36%) | (0.41%) | 127.28% | 132.76% | 104.68% | 54.09% |

# POLICE DEPARTMENT – GENERAL FUND
# PUBLIC SAFETY FUNCTION

## CHIEF OF POLICE

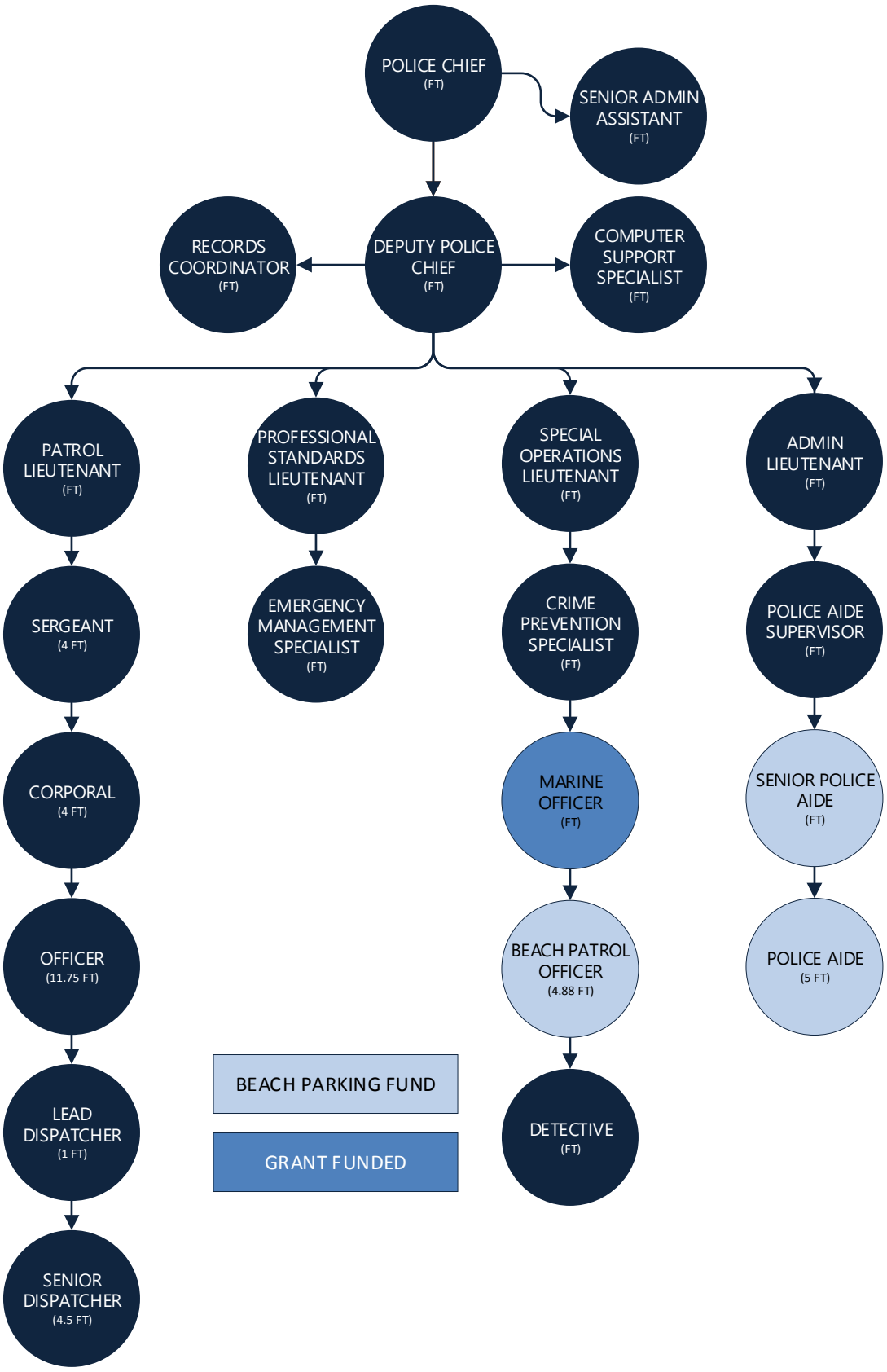
Chief William Dalton was hired in May of 1994 and promoted to Chief of Police in 2017. He has a total of 25 years of service with the department. He has served in the following positions: chief of police, interim chief of police, major, lieutenant, sergeant and officer.

Chief Dalton earned his Bachelor's Degree in Criminal Justice from the University of South Florida and a Master of Business Administration degree from Florida Gulf Coast University.

Chief Dalton is a graduate of the 51st class of Florida Department of Law Enforcement's Chief Executive Seminar. He also holds FEMA certifications in the Professional Development Series and the Advanced Professional Series. Chief Dalton served as the Incident Commander for the city before, during and after Hurricane Irma.

# POLICE DEPARTMENT – GENERAL FUND

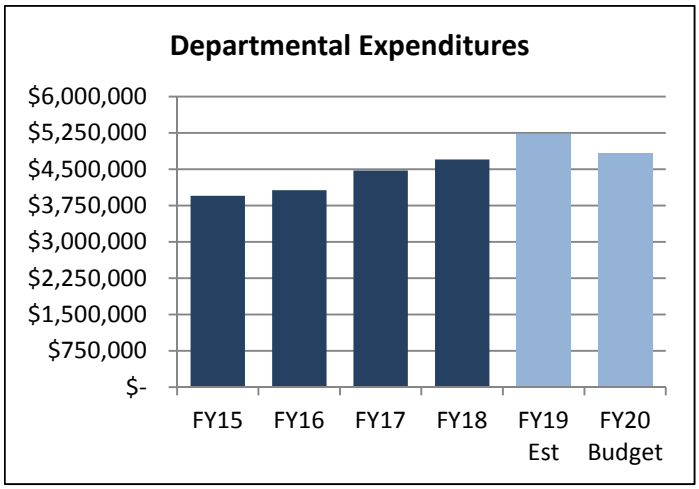
## DEPARTMENT STRUCTURE



# 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.




## FIVE YEAR CHALLENGES

- The most significant challenge the Sanibel Police Department faces is to recruit and retain high quality police officers at a time when there is an acute shortage of such throughout Lee County as well as the state of Florida.
- The City of Sanibel is facing an additional challenge in expanding the Police and Emergency Management facility. Our current Police Department is being used beyond original capacity and in order to provide basic public safety services an addition to the facility is imperative.
- We currently have no training room or locker room facilities for personnel. This is inadequate and fails to meet the needs of the current gender diverse workforce.
- This expansion will also enhance our capacity to perform Emergency Management. The need for which was exemplified during Hurricane Irma
- Traffic increases, impact of congestion and beach parking capacity limitations are causing increased need for traffic control personnel.
- Upgrading and updating the functionality of communications. This would include a 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

## CURRENT YEAR 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 partially 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 2015 | Actual FY 2016 | Actual FY2017 | Actual FY 2018 | Estimated FY 2019 |
|---|---|---|---|---|---|
| Document Code Enforcement violations. Take corrective action against violators through citation or education. **Measurement is ordinance violations documented**. | 379 | 354 | 300 | 219 | 248 |
| 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** | 112 | 105 | 82 | 88 | 85 |
| Maintain response time at the previous year's rates. **Measurement is the average police response time to a call**. | 4.40 | 4.40 | 4.40 | 4.06 | 4.11 |

# RESPONSIBILITIES

**EXECUTIVE STAFF**

- Oversee day to day operations of the Department
- Develop and Implement Department Policy
- Prepare and track Department Budget
- Implement strategic planning for Department
- Public Information Officer
- Attend Weekly Executive Staff meetings
- Participate in Southwest Florida Police Chief's Association
- Participate in the Florida Police Chief's Association
- Participate in International Association of Chiefs of Police
- Union Relations and Negotiation
- Mutual Aid Agreements
- Liaison with Outside Law Enforcement Agencies
- Chair the Sanibel Municipal Police Officer's Pension Board

**PATROL DIVISION**

- Proactively Patrol All Roadways
- 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**

- Follow-up Investigations
- Property Validations
- Crime Scene Investigation
- Analysis and disposition of evidence
- City Council Security
- Patrol the Beaches and Waterways
- 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 G.A.T.E. Program
- School Resource Officer Program
- Neighborhood Watch
- Human Smuggling Task Force
- Gang Task Force
- Crime Prevention Program
- Attend Annual Homeowner's Association Mtgs.
- Special Event Planning

**PROFESSIONAL STANDARDS DIVISION**

- 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 Plans
- Maintain and Implement Recovery Plans
- Implement Disaster Security Plan
- Implement Emergency Communication Plan
- Serve as Liaison for Special Needs Program

- Participate in Lee County Disaster Council
- Participate in Lee County Medical Society
- Mobile Emergency Response Vehicle (MERV)
- Automated Training Management System
- Maintain Personnel Training Files
- Recommend and Schedule Personnel to Training
- Coordinate Hiring Department Personnel
- Regional Training Council
- Track Department Human Resources
- Complete New Hire Background Investigations
- Internal Affairs Investigations

**ADMINISTRATION DIVISION**

- Liquidate Department Property
- Fleet Management
- Trust Fund
- City Safety Committee
- Community Service
- Monitor Daily Weather Conditions
- Alert Radio Messages

**EXECUTIVE ASSISTANT**

- Purchase Department Supplies and Equipment.
- Prepare Purchase Orders
- Department Inventory Control
- Prepare and Submit Payroll
- Prepare and Submit Purchase Card Statements
- Prepare and Submit Invoices to Chief
- Prepare and Submit Training and Education Forms
- Prepare and Submit Travel Authorization and Reimbursement Forms

**DISPATCH**

- Primary Emergency 9-1-1 Answering Point (PSAP)
- Answer All Police Department Phone Calls
- Dispatch All Department Calls
- Monitor 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
- Monitor anonymous tips via TIPSOFT program
- Monitor LPR alerts
- Handle lobby walk ins
- Monitor department radio traffic

**PARKING ENFORCEMENT**

- Parking Enforcement
- Collect & Deposit Parking Revenues
- Prepare Parking/Finance Revenue for Brinks Pickup
- Maintain Annual Parking Revenue (Meters, Citations, and Permits)
- Track Parking Vacancies
- Parking Program Management
- Citation Issuance
- Ordinance Education
- Provide prompt response to citizen inquiries (Fees, Permits, Citations, Meter Issues)
- Parking Meter Machine Maintenance
- Traffic Control (Seasonally) & as requested (Traffic Crash, Disabled Vehicle etc.)
- Pickup & Deliver the City mail daily
- Traffic Court (Parking Citations)
- Schedule Parking & Traffic Police Aides
- Assist Public Works with Tourist Development Council grant funding

**RECORDS**

- Maintain Official Records
- Dissemination of Public Records
- Public Records Disposal
- Processing Criminal and Civil Actions
- Fulfill the State Attorney's request for information on cases.
- Maintain Department Subpoena Data-base
- Prepare Court Affidavit
- Florida Department of Law Enforcement Reporting
- Track State Issued Citations
- Maintain State and City Approved Reports
- Maintain department radios and assignments
- False Burglary Alarm Program
- Neighborhood Crime Reports
- Track Crime Statistics and Trends
- Check Criminal Records on names submitted by probation, parole, BAR, FBI, Armed Forces,

Local, State and other law enforcement agencies.
- Alt TAC overseeing our DAVID and Eagent processes
- Pull Arbitrator (dash-cam) videos by request
- Pull E-9-1-1- calls and landline calls through dispatch by request
- Maintain all department fingerprints (AAA Falcon Coordinator)
- Fingerprint new employees / vendors
- Assist with fleet when needed
- Purchasing of supplies for various departments
- Validations Administrator – validate FCIC/NCIC entries for the state.
- DAVID POC – audit users
- Back-up for payroll
- UCR Coordinator – Reviews and compiles all UCR reports within the jurisdiction – enters those reports into the FDLE state system for the FBI.

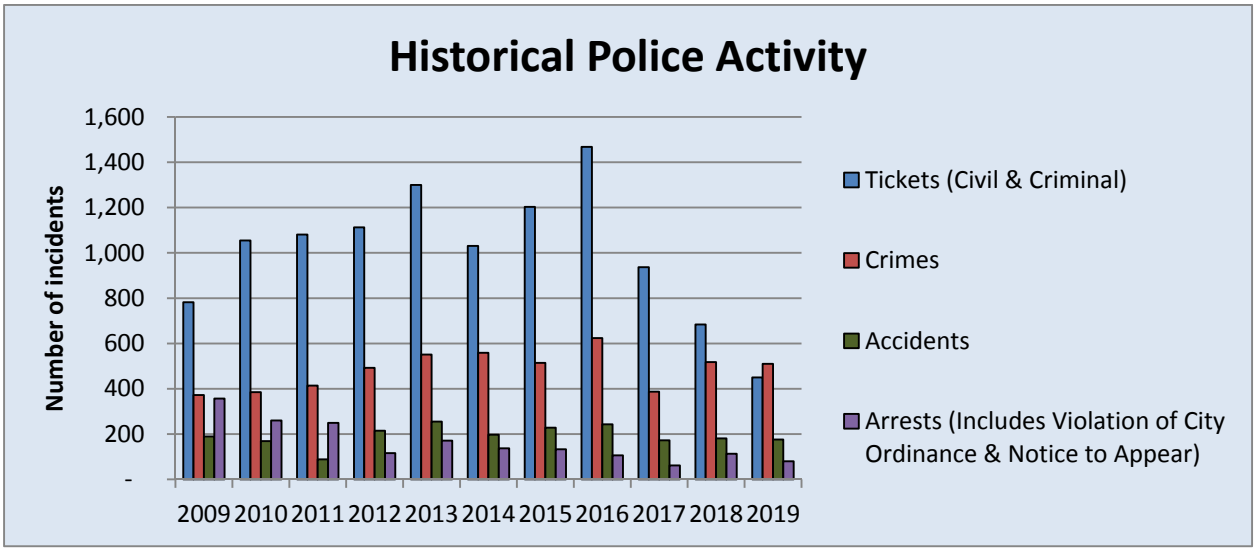
**IT SUPPORT**

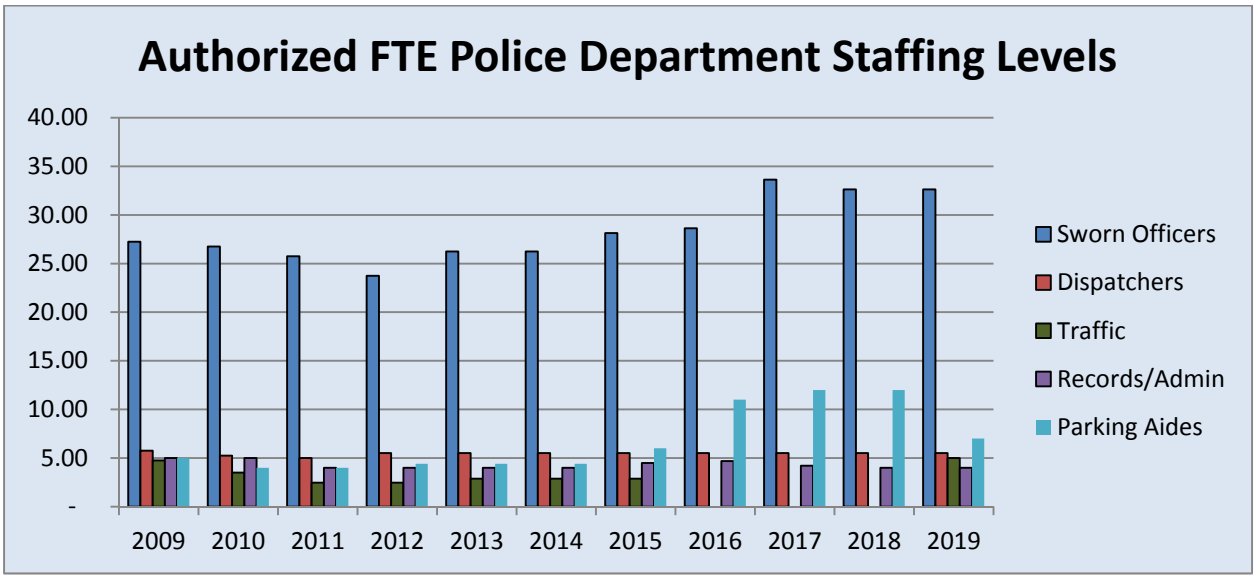
- Manage access control system for city employees including ID badges & access cards
- Maintain & support all city & police department video systems
- Liaison to the county regarding all 911 hardware & software
- Liaison to the county regarding all radio hardware & software
- Maintain & support all Patrol Vehicle computer & camera systems
- Maintain & support all department computers & software programs
- Agency FCIC Coordinator
- Agency administrator for all law enforcement systems access including FCIC/NCIC, eAgent, DAVID, FDLE nexTest, UBS, CJISOnline, LCSO Extranet, TraCS, Tipsoft, LINX, and others
- Agency administrator for Spillman CAD & RMS systems
- Agency administrator for Patrol Vehicle GPS system
- Implement IT related projects as requested
- Assist with creating & updating agency IT related policies and procedures

**CRIMINAL ANALYST**

- Run reports & statistics for command staff as requested.
- Assist investigators in gathering information using in law enforcement resources & databases such as TLOxp, FACES, FINDER, LINX, DAVID, FCIC/NCIC, Spotlight, etc.
- Assist investigators in gathering information using open source intelligence such as social media (Facebook, Instagram, Twitter, Snapchat, etc.), online searches, and other publicly available databases.
- Assist investigators by managing social media accounts used for investigations.
- Assist investigators in setting up video or photo surveillance as requested.
- Assist investigators in recovering video footage from citizens and businesses as required.
- Assist with forensic investigations of mobile devices & computers. Coordinate assistance with other agencies such as LCSO and FDLE when needed.
- Assist investigators with all other types of electronic evidence as required.
- Liaison with analysts in other agencies to gather & share information.
- Distribute information received from other agencies to appropriate agency staff including Intel bulletins, BOLO's, officer safety notices, etc.
- Attend intelligence sharing meetings with other agencies to gather and distribute information as appropriate.

# POLICE DEPARTMENT – GENERAL FUND
## TREND ANALYSIS



# POLICE DEPARTMENT – GENERAL FUND

## TREND ANALYSIS

| Description | Actual FY 2015 | Actual FY 2016 | Actual FY 2017 | Actual FY 2018 | Estimate FY 2019 |
|---|---|---|---|---|---|
| Call for Service | 28,346 | 28,772 | 26,146 | 34,186 | 34,000 |
| Federally Reportable Crimes UCR: | 112 | 101 | 80 | 88 | 85 |
| Burglary | 24 | 43 | 21 | 10 | 15 |
| Theft | 56 | 41 | 43 | 49 | 46 |
| Assault | 27 | 15 | 15 | 10 | 13 |
| Vehicle Theft | 3 | 2 | 0 | 0 | 0 |
| Robbery | 0 | 0 | 0 | 0 | 0 |
| Rape | 2 | 0 | 1 | 3 | 2 |
| Murder | 0 | 0 | 0 | 0 | 0 |
| Tickets (Civil & Criminal) | 1,203 | 1,468 | 937 | 684 | 450 |
| Crimes | 514 | 624 | 387 | 518 | 510 |
| Accidents | 228 | 243 | 172 | 181 | 176 |
| Arrests (incl. Violation City Ord & Notice to Appear) | 133 | 106 | 74 | 113 | 80 |
| City ordinance Violations | 379 | 354 | 277 | 219 | 248 |
| Residency Demographics for Arrestees: | | | | | |
| Out of State | 11% | 20% | 8% | 15% | 12% |
| Florida | 7% | 13% | 15% | 18% | 16% |
| Lee County | 57% | 48% | 49% | 41% | 45% |
| Sanibel | 25% | 19% | 28% | 26% | 27% |
| DUI'S | 18 | 22 | 16 | 20 | 15 |
| Drugs (Narcotics) | 18 | 31 | 22 | 42 | 22 |

**General Fund**
**Police Department**

| | Fiscal Year 2017 Actual Expenditures | Fiscal Year 2018 Actual Expenditures | Fiscal Year 2019 Adopted Budget | Fiscal Year 2019 Amended Budget | Fiscal Year 2019 Estimated Actual | FY 2020 Budget |
|---|---|---|---|---|---|---|
| PERSONNEL SERVICES | | | | | | |
| Wages | | | | | | |
| Full-time | $ 1,653,593 | $ 1,676,794 | $ 1,842,655 | $ 1,888,692 | $ 1,724,173 | $ 1,649,587 |
| Part-time | 83,648 | 89,003 | 76,832 | 78,782 | 87,670 | 55,546 |
| Wage Adjustments | - | - | - | - | - | 235,747 |
| Vacancies | - | - | - | - | 50,339 | 232,591 |
| Overtime | 253,537 | 165,188 | 150,000 | 150,000 | 199,489 | 121,000 |
| Special Pay | 149,462 | 238,460 | 248,000 | 254,000 | 376,677 | 213,445 |
| Payroll Taxes | 164,511 | 170,928 | 177,288 | 180,959 | 182,683 | 156,028 |
| Retirement | 1,237,599 | 1,336,247 | 1,168,822 | 1,429,160 | 1,477,014 | 1,260,526 |
| Cafeteria Benefits | 514,447 | 538,255 | 620,614 | 620,614 | 595,906 | 543,913 |
| Unemployment/Work Comp | 40,464 | 47,347 | 48,241 | 48,241 | 48,720 | 49,960 |
| SUB-TOTAL | 4,097,261 | 4,262,222 | 4,332,452 | 4,650,448 | 4,742,671 | 4,518,343 |
| OPERATING EXPENDITURES | | | | | | |
| Professional Services | 10,350 | 31,306 | 43,100 | 43,100 | 43,100 | 43,100 |
| Other Contractual Services | 259 | 2,255 | - | - | - | 11,600 |
| Travel & Per Diem | 96,833 | 130,266 | 124,120 | 124,120 | 120,000 | 29,800 |
| Communications | 41,033 | 49,027 | 58,271 | 58,271 | 52,000 | 58,271 |
| Postage/Transportation | 382 | 905 | 1,260 | 1,260 | 1,000 | 1,260 |
| Utilities | - | - | - | - | - | - |
| Rentals & Leases | 1,917 | 20,388 | 25,460 | 25,460 | 25,460 | 25,460 |
| Insurance | - | - | - | - | - | - |
| Repair & Maintenance | 51,284 | 29,430 | 42,000 | 42,000 | 23,492 | 42,000 |
| Printing | 1,065 | 218 | 1,575 | 1,575 | 500 | 1,575 |
| Promotional Activities | 614 | 233 | - | - | - | - |
| Other Current Charges | 6,971 | 3,552 | 3,302 | 41,607 | 5,844 | 3,302 |
| Office Supplies | 6,257 | 3,584 | 5,000 | 5,000 | 3,664 | 5,000 |
| Operating Supplies | 92,285 | 81,831 | 55,000 | 55,000 | 64,312 | 55,000 |
| Fuels, Oils, Lubricants | 47,627 | 62,288 | 55,000 | 55,000 | 57,882 | 55,000 |
| Road Materials & Supplies | - | - | - | - | - | - |
| Books, Subscriptions, etc. | 642 | 2,259 | 5,074 | 5,074 | 3,000 | 7,868 |
| Training and Education | 17,298 | 20,360 | 12,000 | 12,000 | 31,874 | 18,000 |
| SUB-TOTAL | 374,817 | 437,902 | 431,162 | 469,467 | 432,128 | 357,236 |
| CAPITAL OUTLAY | | | | | | |
| Land | - | - | - | - | - | - |
| Building | - | - | - | - | - | - |
| Improve Other Than Bldgs | - | - | - | - | - | - |
| Machinery & Equipment | - | - | - | - | - | - |
| SUB-TOTAL | - | - | - | - | - | - |
| GRANTS & ASSISTANCE | - | - | - | - | - | - |
| DEPARTMENTAL TOTAL | $ 4,472,078 | $ 4,700,124 | $ 4,763,614 | $ 5,119,915 | $ 5,174,799 | $ 4,875,579 |
| % CHANGE COMPARED TO PREVIOUS YEAR ACTUAL | 9.97% | 5.10% | 1.35% | 8.93% | 10.10% | (5.78%) |

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

| | Fiscal Year 2017 Actual Expenditures | Fiscal Year 2018 Actual Expenditures | Fiscal Year 2019 Adopted Budget | Fiscal Year 2019 Amended Budget | Fiscal Year 2019 Estimated Actual | FY 2020 Budget |
|---|---|---|---|---|---|---|
| PERSONNEL SERVICES | | | | | | |
| Wages | | | | | | |
| Full-time | $ 109,606 | $ 137,873 | $ 136,621 | $ 140,037 | $ 145,724 | $ 140,747 |
| Part-time | - | 2,750 | - | - | 3,199 | - |
| Wage Adjustments | - | - | - | - | - | 6,787 |
| Vacancies | - | - | - | - | - | - |
| Overtime | 4,453 | 1,843 | - | - | 5,758 | - |
| Special Pay | - | - | - | 1,200 | 1,897 | 1,341 |
| Payroll Taxes | 9,895 | 11,354 | 10,452 | 10,714 | 11,978 | 10,870 |
| Retirement | 43,688 | 41,999 | 45,519 | 54,603 | 65,530 | 58,868 |
| Cafeteria Benefits | 28,013 | 23,213 | 24,582 | 24,582 | 27,576 | 22,463 |
| Unemployment/Work Comp | - | - | 1,744 | 1,744 | 2,040 | 2,000 |
| SUB-TOTAL | 195,655 | 219,032 | 218,918 | 232,880 | 263,702 | 243,076 |
| OPERATING EXPENDITURES | | | | | | |
| Professional Services | - | - | - | - | - | - |
| Other Contractual Services | 6,000 | 6,018 | 6,000 | 6,000 | 6,000 | 6,400 |
| Travel & Per Diem | 1,667 | 80 | 3,800 | 3,800 | 1,200 | 3,800 |
| Communications | 1,246 | 679 | 2,000 | 2,000 | 1,500 | 1,784 |
| Postage/Transportation | - | 388 | 500 | 500 | 1,000 | 500 |
| Utilities | - | - | - | - | - | - |
| Rentals & Leases | - | - | - | - | - | - |
| Insurance | - | - | - | - | - | - |
| Repair & Maintenance | - | - | 900 | 900 | 900 | 900 |
| Printing | - | 2,222 | 4,500 | 4,500 | 1,500 | 4,500 |
| Promotional Activities | - | - | 700 | 700 | 3,000 | 700 |
| Other Current Charges | 1,059 | 67,654 | - | - | 490 | - |
| Office Supplies | 556 | 649 | 600 | 600 | 500 | 600 |
| Operating Supplies | 864 | 4,842 | 4,000 | 4,000 | 10,625 | 4,000 |
| Fuels, Oils, Lubricants | 683 | 384 | 1,000 | 1,000 | 500 | 1,000 |
| Road Materials & Supplies | - | - | - | - | - | - |
| Books, Subscriptions, etc. | 495 | - | 200 | 200 | 200 | 200 |
| Training and Education | - | - | 2,100 | 2,100 | 1,500 | 2,100 |
| SUB-TOTAL | 12,570 | 82,916 | 26,300 | 26,300 | 28,915 | 26,484 |
| CAPITAL OUTLAY | | | | | | |
| Land | - | - | - | - | - | - |
| Building | - | - | - | - | - | - |
| Improve Other Than Bldgs | - | - | - | - | - | - |
| Machinery & Equipment | - | - | - | - | - | - |
| SUB-TOTAL | - | - | - | - | - | - |
| GRANTS & ASSISTANCE | - | - | - | - | - | - |
| DEPARTMENTAL TOTAL | $ 208,225 | $ 301,948 | $ 245,218 | $ 259,180 | $ 292,617 | $ 269,560 |
| % CHANGE COMPARED TO PREVIOUS YEAR ACTUAL | 27.59% | 45.01% | (18.79%) | (14.16%) | (3.09%) | (7.88%) |

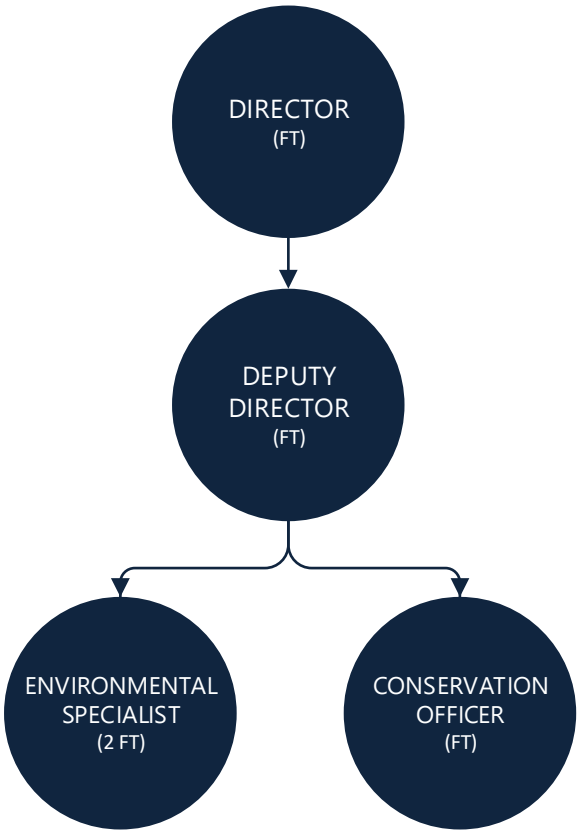
# NATURAL RESOURCES DEPARTMENT – GENERAL FUND PHYSICAL ENVIRONMENT FUNCTION

## DIRECTOR

James T. Evans has been employed with the City of Sanibel for more than 19 years and has over 22 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.

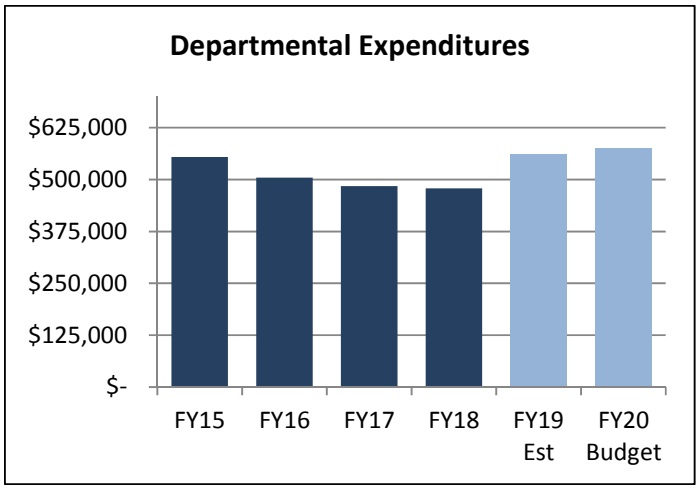
### DEPARTMENT STRUCTURE



# 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.




## FIVE YEAR CHALLENGES

- Continued impacts from the Caloosahatchee watershed and Lake Okeechobee regulatory discharges on coastal water quality that result 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 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

## FIVE YEAR CHALLENGES (CONTINUED)

- 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. The use of prescribed fire is 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.

## CURRENT YEAR ACCOMPLISHMENTS

- Participated in SFWMD public meetings and workshops, and prepared comment letters regarding proposed amendments to the Minimum Flows and Levels Rule; worked closely with Mayor, City Council, and City Attorney to file a Petition and develop case challenging the validity of the proposed MFL rule amendments;
- Continued to meet with key legislative personnel in response to devastating impacts of red tide and blue-green algae blooms on Sanibel and throughout SW Florida;
- Continued to monitor status of red tide and cyanobacteria (blue-green algae) blooms in southwest Florida; assisted in monitoring beach conditions and disseminating information to the public through press releases, website updates, media interviews and responding to a high volume of citizen/visitor phone calls and emails;
- 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 outlined in the Caloosahatchee Regional Water Management Issues white paper;
- Since 1992 the Department has helped to obtain 168 grants totaling over $17.6 million to fund needed environmental restoration hurricane recovery, and water quality projects, securing $653,460.00 in grants in FY2019;
- Collaborated with FGCU to complete "An Assessment of Sanibel's Coastal Vulnerability to Sea-level Rise and Increased Storminess" ($54,000 grant from DEP "Florida Resilient Coastlines" program);
- Prepared and submitted permit application to DEP for pilot project to assess potential methods of red drift algae removal from Sanibel's beaches;
- Actively monitored erosional "hot-spots" on Sanibel (including Santiva, Gulf Pines/Gulf Shores, and others), working with Public Works and coastal engineers to assess causes, identify solutions, and obtain permits to protect these shorelines;

# NATURAL RESOURCES DEPARTMENT – GENERAL FUND

## ACCOMPLISHMENTS (CONTINUED)

- Promoted the Sanibel Communities for Clean Water Program, and rolled-out new updates to the interactive website and educational resources for property owners, including a fish-kill reporting tool, updated WQ data for 2018, and educational videos;
- Maintained two Floating Treatment Wetland islands (FTW) in the City's municipal reuse water ponds; partnered with the Sanibel Bayous HOA to install a lake aeration system to help address water quality impairments;
- Completed TDC-funded annual beach park planting projects and maintenance;
- Implemented Vegetation Committee recommendations for new native plant signage on City Hall grounds and worked with grounds personnel to identify and resolve maintenance challenges;
- Completed construction of the Jordan Marsh Water Quality Treatment Park($150k in grant funding provided by the South Florida Water Management District for construction; $160k in Lee County Park Impact Fees); implemented monitoring plan with SCCF Marine Lab;
- Completed comprehensive update of the Island-wide Beach Management Plan;
- 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;
- Completed annual invasive exotic vegetation sweep throughout all City conservation and park 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;
- Trained and certified 52 vegetation contractors and 34 fertilizer contractors through the City's Contractor Competency Card Program (3 vegetation and 3 fertilizer classes) thru MAY 2019;
- Coordinated coyote monitoring efforts with the Sanibel Coyote Working Group;
- Participated in weekly calls and put together a weekly Caloosahatchee Conditions Report with our regional partnership including Sanibel-Captiva Conservation Foundation (SCCF), Lee County, the Town of Fort Myers Beach, Cape Coral, and US 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;
- Completed new contract agreement to continue 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);
- Completed the annual report for the Bowman's Beach Park gopher tortoise recipient site;
- Continued public environmental outreach —staff presented at more than 37 meetings, conferences, workshops and homeowners' associations.

# 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, and 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 local legislative delegation to prevent preemption of local government's ability to implement measures to protect water quality.
- To assess environmental issues associated with commercial and institutional redevelopment 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 short- and long-term restoration strategies 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 the Sanibel Slough 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 2015 | Actual FY 2016 | Actual FY 2017 | Actual FY 2018 | Estimated FY 2019 |
|---|---|---|---|---|---|
| To achieve "compliance" on Golf Course Fertilizer and Lake Management Guidelines at all island golf courses annually | 66% | 66% | 66% | 66% | 66% |
| To apply for grants annually to fund necessary environmental restoration projects | Yes | Yes | Yes | Yes | Yes |
| Conduct annual Brazilian pepper surveys for continued compliance with Brazilian Pepper Eradication Program | Yes | Yes | Yes | Yes | Yes |
| To treat all City managed properties for invasive exotic plants annually | 100% | 100% | 100% | 100% | 100% |
| To prevent all sea turtle hatchling disorientations via lighting compliance efforts annually | 97% | 100% | 100% | 99% | 98% |
| To maintain sea turtle nest depredation rates by coyotes below 10% | 33%[a] | 18%[a] | 10%[a] | 2%[a] | 1%[a] |
| To design, engineer, permit, fund, and construct the Jordan Marsh Water Quality Treatment Park project | NA | 30% | 60% | 80% | 100% |
| To mow or burn all high quality coastal scrub habitat on City managed lands every 3 years | 90% | 85% | 80% | 80% | 80% |
| Implement the Community Lake Management BMP Program | 25% | 75% | 100% | 90% | 95% |
| To respond to requests for property inspections within 5 work days | 90% | 95% | 95% | 90% | 90% |

[a]Data represents the preceding Sea Turtle Nesting Season (April-October).

# 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 2015 | Actual FY 2016 | Actual FY 2017 | Actual FY 2018 | Estimated FY 2019* |
|---|---|---|---|---|---|
| Acres Managed | 660 | 660 | 660 | 660 | 660 |
| Acres of Exotics Treated (all lands) | 1,370[b] | 1,350[b] | 1,270[b] | 860 | TBD |
| Gallons of Herbicide Used | 170[d] | 175 | 160 | 130 | TBD |
| Site Inspections | 1,191 | 1,481 | 1,667 | 1517 | 894 |
| Telephone Inquiries Handled[a] | 1,668 | 1,601 | 1,703 | 1593 | TBD |
| Public Education Staff Presentations | 20 | 40 | 27 | 28[c] | 37 |
| Sea Turtle Lighting Violations | 218 (6 surveys) | 200 (7 surveys) | 117 (6 surveys) | 156[e] (7 surveys) | 54 (2 surveys) |
| Vegetation Contractors Trained | 84 (4 classes) | 62 (4 classes) | 72 (4 classes) | 93 (5 classes) | 52 (3 classes) |
| Fertilizer Contractors Trained | 48 (4 classes) | 42 (4 classes) | 47 (4 classes) | 36 (4 classes) | 34 (3 classes) |
| Vegetation Permits Issued [d] | 136 | 125 | 221 | 229 | 152 |

[a] Total does not include walk-ins, emails, calls forwarded from departments other than Administration or direct calls received after business hours.

[b] Includes treatment of exotics on State Botanical Site and other partner lands

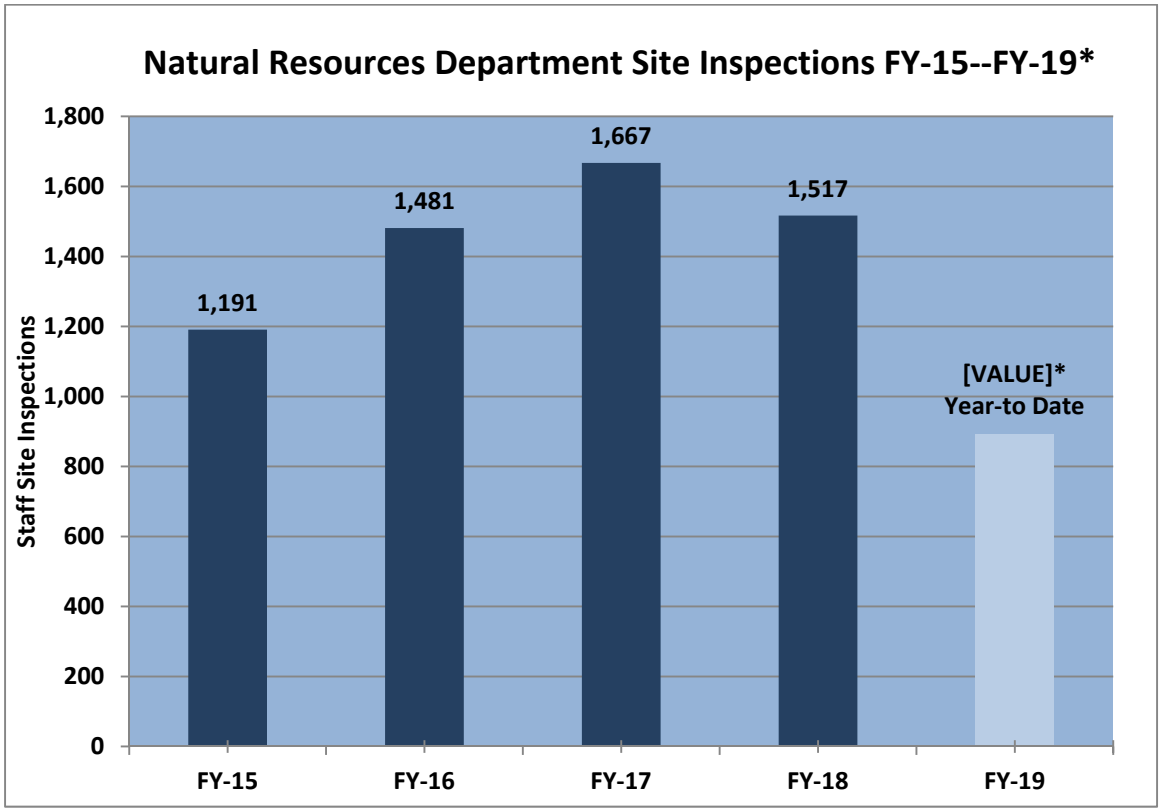
[c] **Water Quality:** Weed & Seeds Walk @ Jordan Marsh; Audubon Lecture Series; Southwest FL APWA; CROW Speaker Series (Sanibel Communities for Clean Water); City Council, Planning Commission, & Vegetation Committee (Jordan Marsh Update); Vegetation Committee (Floating Treatment Wetlands); Estero Council of Community Leaders; Sanctuary HOA; FL League of Woman Voters; SCCF/ SCA Water Panel; CASI, Water Panel; SCCF Water Forum (2); Kiwanis (2); Everglades Coalition Water Panel; Captiva Community Panel Wastewater WQ; SWF Water Resources Conference; Brooks Fishing Club; Rotary District Conference WQ Panel; **Wildlife/Habitat Restoration:** Realtor's Breakfast; SCA Community Interests Series; CROW Speaker Series (Gopher Tortoises); Kiwanis; Sanibel Rec Center Gopher Tortoise Day; **Vegetation and Fertilizer:** City contractor classes (4), City Council—Golf Course Report Cards **HOA meetings:** Lighthouse Way; Gulf Shores; CASI (2); Shell Harbor; Lake Murex; **Sea Level Rise: Misc.:** New Resident Reception; GFCU/City SLR Vulnerability Workshop; Sanibel Sea School Climate Change presentation; Boca Grande Community SLR Workshop Panel

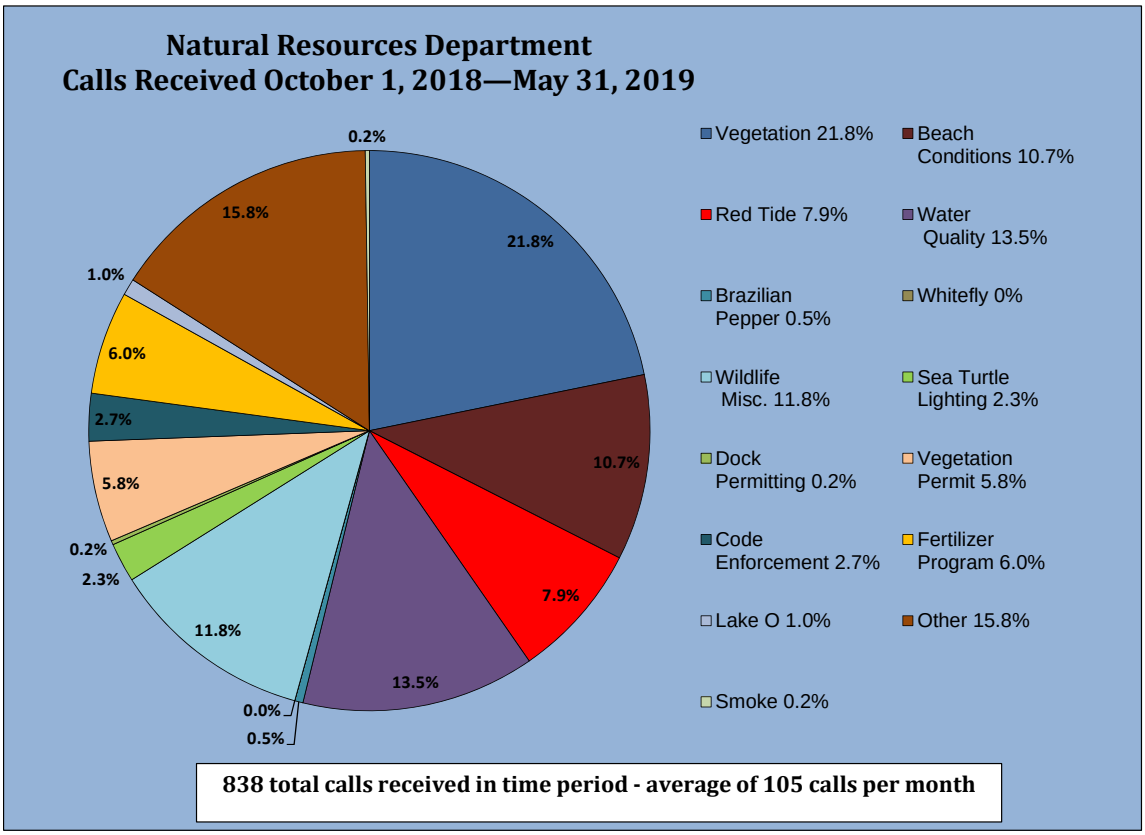
[d] Does not include Vegetation Permits issued as part of a Development Permit

***THRU MAY 2019**

# NATURAL RESOURCES DEPARTMENT – GENERAL FUND

## TREND ANALYSIS



**General Fund**
**Natural Resources Department**

| | Fiscal Year 2017 Actual Expenditures | Fiscal Year 2018 Actual Expenditures | Fiscal Year 2019 Adopted Budget | Fiscal Year 2019 Amended Budget | Fiscal Year 2019 Estimated Actual | FY 2020 Budget |
|---|---|---|---|---|---|---|
| PERSONNEL SERVICES | | | | | | |
| Wages | | | | | | |
| Full-time | $ 140,469 | $ 137,026 | $ 196,367 | $ 200,062 | $ 183,588 | $ 199,723 |
| Part-time | - | - | - | - | - | - |
| Wage Adjustments | - | - | - | | - | 6,887 |
| Vacancies | - | - | - | - | - | - |
| Overtime | - | - | - | - | 55 | - |
| Special Pay | - | - | - | 1,500 | 3,459 | 6,120 |
| Payroll Taxes | 10,825 | 10,323 | 15,022 | 15,305 | 14,313 | 15,747 |
| Retirement | 57,302 | 70,700 | 66,791 | 67,529 | 66,632 | 46,278 |
| Cafeteria Benefits | 22,436 | 22,101 | 43,438 | 43,438 | 32,734 | 30,829 |
| Unemployment/Work Comp | 8,026 | 5,064 | 2,061 | 2,061 | 2,560 | 2,920 |
| SUB-TOTAL | 239,058 | 245,214 | 323,679 | 329,895 | 303,341 | 308,504 |
| OPERATING EXPENDITURES | | | | | | |
| Professional Services | - | - | - | - | | - |
| Other Contractual Services | 197,780 | 203,648 | 220,000 | 220,000 | 210,000 | 230,000 |
| Travel & Per Diem | 12,833 | 13,053 | 14,400 | 14,400 | 14,400 | 10,440 |
| Communications | 4,613 | 5,461 | 5,000 | 5,000 | 6,202 | 4,100 |
| Postage/Transportation | - | 712 | 200 | 200 | 200 | 200 |
| Utilities | - | - | - | - | - | - |
| Rentals & Leases | - | - | - | - | - | - |
| Insurance | - | - | - | - | - | - |
| Repair & Maintenance | 79 | 90 | 300 | 300 | 300 | 300 |
| Printing | - | 901 | 2,000 | 2,000 | 1,000 | 2,000 |
| Promotional Activities | - | - | - | - | - | - |
| Other Current Charges | 2,874 | 407 | 1,500 | 1,500 | 1,500 | 1,500 |
| Office Supplies | 596 | 163 | 600 | 600 | 600 | 600 |
| Operating Supplies | 14,415 | 8,695 | 16,000 | 16,000 | 16,000 | 18,000 |
| Fuels, Oils, Lubricants | - | 112 | 100 | 100 | 25 | 100 |
| Road Materials & Supplies | - | - | - | - | - | - |
| Books, Subscriptions, etc. | 169 | 45 | 200 | 200 | 100 | 200 |
| Training and Education | - | 110 | 450 | 450 | 1,500 | 1,500 |
| SUB-TOTAL | 233,359 | 233,397 | 260,750 | 260,750 | 251,827 | 268,940 |
| CAPITAL OUTLAY | | | | | | |
| Land | - | - | - | - | - | - |
| Building | - | - | - | - | - | - |
| Improve Other Than Bldgs | - | - | - | - | - | - |
| Machinery & Equipment | 11,891 | - | - | - | - | - |
| SUB-TOTAL | 11,891 | - | - | - | - | - |
| GRANTS & ASSISTANCE | - | - | - | - | - | - |
| DEPARTMENTAL TOTAL | $ 484,308 | $ 478,611 | $ 584,429 | $ 590,645 | $ 555,168 | $ 577,444 |
| % CHANGE COMPARED TO PREVIOUS YEAR ACTUAL | (4.02%) | (1.18%) | 22.11% | 23.41% | 16.00% | 4.01% |

# 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 $358,000.

| | Fiscal Year 2017 Actual Expenditures | Fiscal Year 2018 Actual Expenditures | Fiscal Year 2019 Adopted Budget | Fiscal Year 2019 Amended Budget | Fiscal Year 2019 Estimated Actual | FY 2020 Budget |
|---|---|---|---|---|---|---|
| PERSONNEL SERVICES | | | | | | |
| Wages | | | | | | |
| Full-time | $ - | $ - | $ - | $ - | $ - | $ - |
| Part-time | - | - | - | - | - | - |
| Overtime | - | - | - | - | - | - |
| Special Pay | - | - | - | - | - | - |
| Payroll Taxes | - | - | - | - | - | - |
| Retirement | - | - | - | - | - | - |
| Cafeteria Benefits | - | - | - | - | - | - |
| Unemployment/Work Comp | - | - | - | - | - | - |
| SUB-TOTAL | - | - | - | - | - | - |
| OPERATING EXPENDITURES | | | | | | |
| Professional Services | - | 15,000 | 15,000 | 15,000 | 15,000 | 15,000 |
| Other Contractual Services | - | - | - | - | - | - |
| Travel & Per Diem | - | - | - | - | - | - |
| Communications | 2,389 | 9 | 2,000 | 2,000 | 2,000 | 2,000 |
| 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 | 2,405 | 15,009 | 17,000 | 17,000 | 17,000 | 17,000 |
| CAPITAL OUTLAY | | | | | | |
| Land | - | - | - | - | - | - |
| Building | - | - | - | - | - | - |
| Improve Other Than Bldgs | - | - | - | - | - | - |
| Machinery & Equipment | - | - | - | - | - | - |
| SUB-TOTAL | - | - | - | - | - | - |
| GRANTS & ASSISTANCE | 326,056 | 324,753 | 394,325 | 422,450 | 422,450 | 358,041 |
| DEPARTMENTAL TOTAL | $ 328,461 | $ 339,762 | $ 411,325 | $ 439,450 | $ 439,450 | $ 375,041 |
| % CHANGE COMPARED TO PREVIOUS YEAR ACTUAL | 1.99% | 3.44% | 21.06% | 29.34% | 29.34% | (14.66%) |

# RECREATION DEPARTMENT
# CULTURE/RECREATION FUNCTION

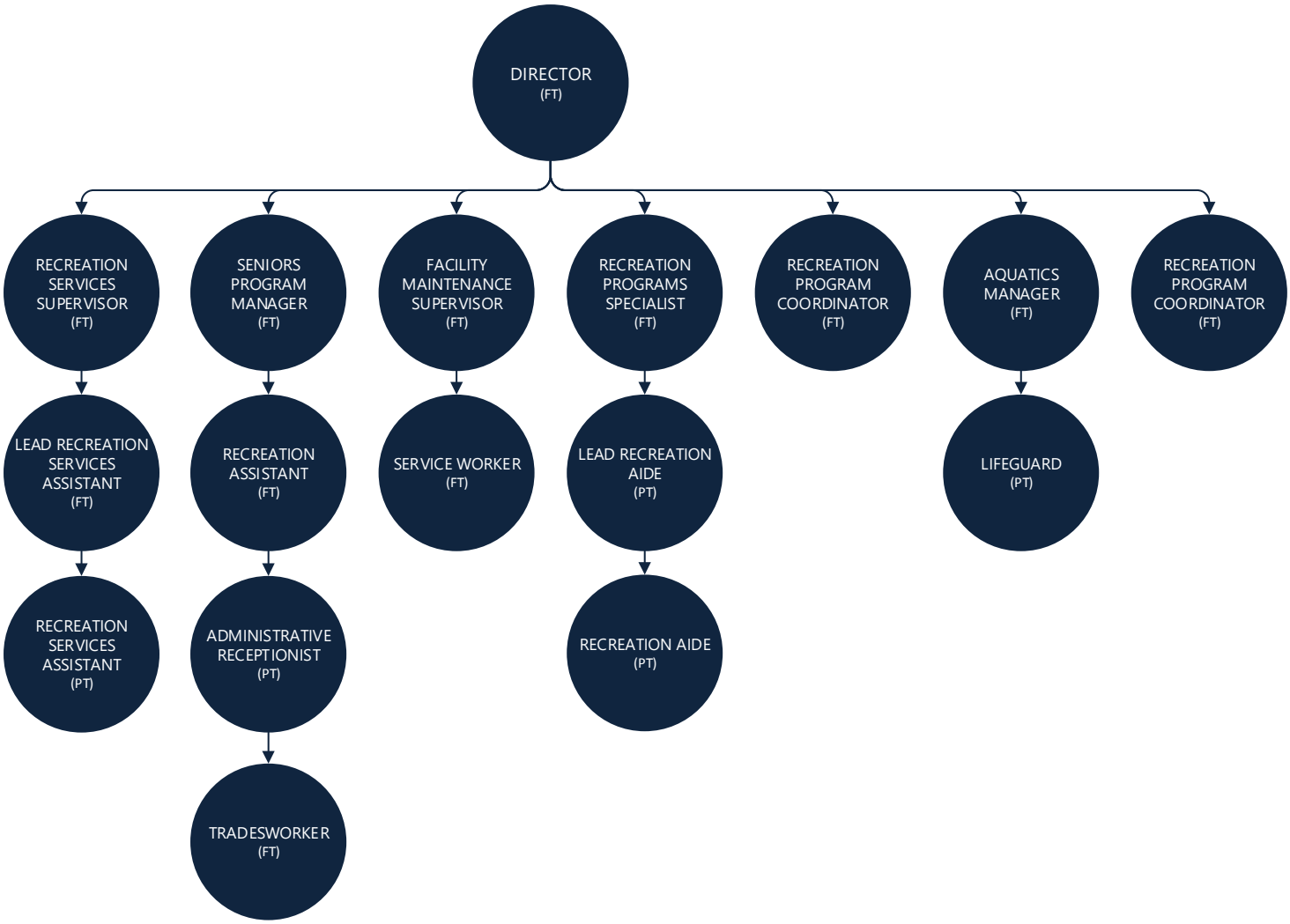
## DIRECTOR

Patricia "Trish" Phillips joined the City of Sanibel in June 2008. She earned her Bachelor of Science Degree in Public Recreation from the University of Florida. She is a member of the Florida Recreation& Parks Association, National Recreation & Parks Association and Florida Council on Aging. She holds certifications in the National Incident Management System (NIMS), Structural Safety Inspector and certified American Red Cross Lifeguard with First Aid & CPR/AED.

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

# RECREATION DEPARTMENT – SPECIAL REVENUE FUND

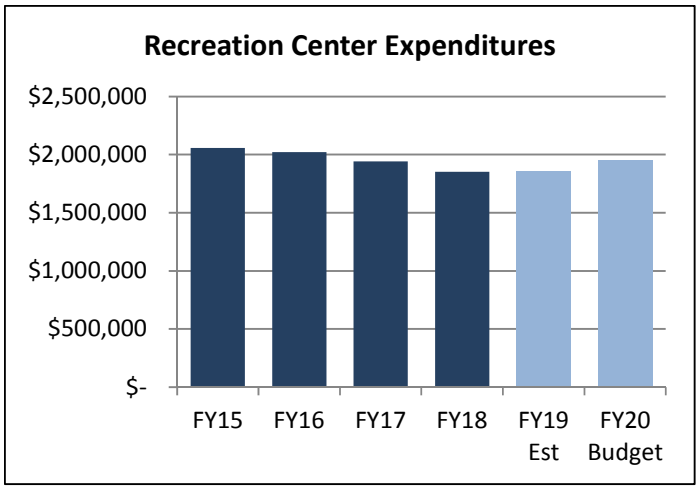
## DEPARTMENT STRUCTURE



# 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.




## FIVE YEAR CHALLENGES

- 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
- Aging facilities requiring increased repair and maintenance which results in interruptions in service to users and increase in expenditures
- Identifying proper balance in fees between visitors and taxpayers who support the facility and operations

## CURRENT YEAR ACCOMPLISHMENTS

- 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
- Addition of revenue generating fee based programs:
  - Yoga for Osteoporosis
  - Barre Fitness
  - Personal Training
  - Paddle Boarding 101
- Continued growth of Adult Pickleball and Adult 3 on 3 Basketball Summer League programs
- High standard of facility maintenance with numerous projects completed in house resulting in cost savings
- Continued scanning of all applications/programs and membership documentation in an effort to move towards a paperless front desk and more efficient operations

# RECREATION DEPARTMENT – SPECIAL REVENUE FUND

## 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 2015 | Actual FY2016 | Actual FY2017 | Actual FY2018 | YTD April FY 2019 |
|---|---|---|---|---|---|
| Recreation Center Fitness Class Participation (Beginning 2010 fitness classes were expanded and included with membership) | 18,023 | 19,211 | 18,360 | 18,859 | 14,402 |
| Center 4 Life Fitness Class Participation | 10,606 | 11,535 | 13,137 | 10,673 | 6,283 |
| Weight Room Usage | 40,446 | 37,460 | 33,516 | 35,908 | 25,032 |
| Aquatic Facility Usage | 24,604 | 24,038 | 24,053 | 22,725 | 14,318 |
| Youth Program Enrollment | 870 | 953 | 976 | 947 | 555 |
| Health Screening Events | 33 | 27 | 26 | 25 | TBD |
| Community Events | 29 | 22 | 22 | 5 | TBD |

# RECREATION DEPARTMENT – SPECIAL REVENUE FUND

## RESPONSIBILITIES

**Administrative**

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

**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 Camps
- After School Programs
- Holiday Day Camps
- Fun Days
- Teen Scene Events

**Athletics**

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

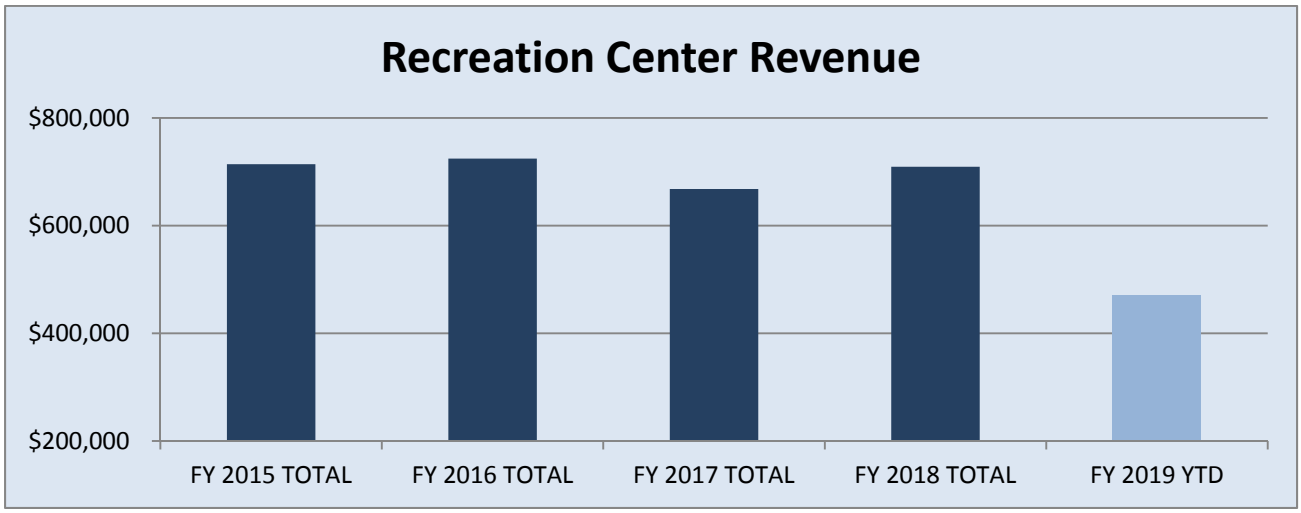
**Aquatics**

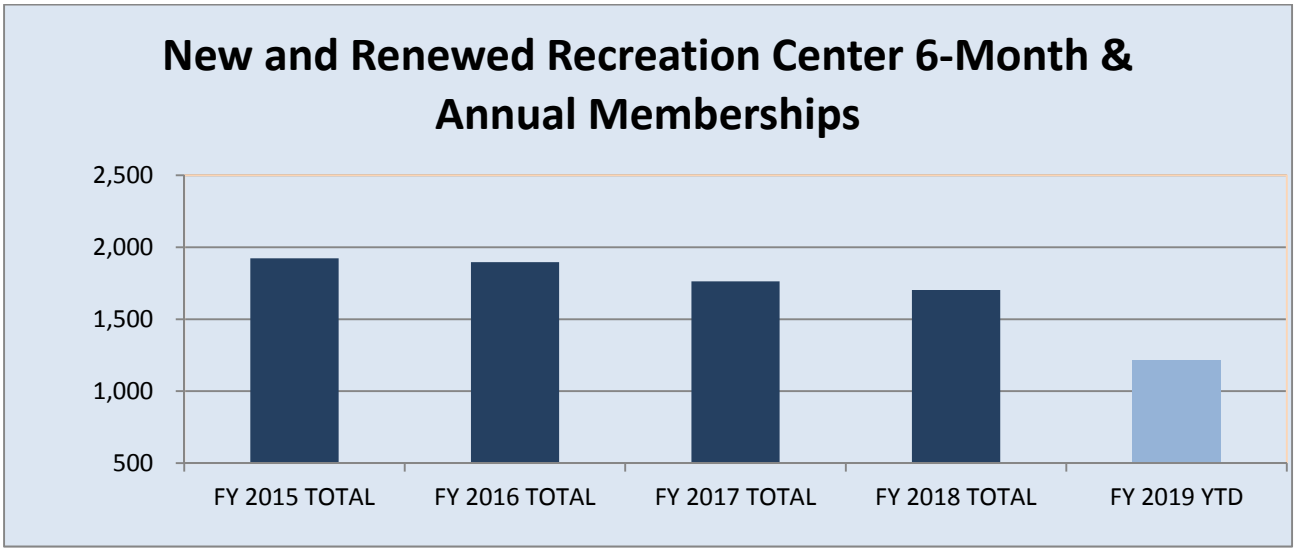
- Fitness classes
- Swim instruction
- Certification courses
- Youth Swim Team (SWAT)
- Whales Tales (Drowning Prevention)
- Patron safety
- Aquatic facility maintenance

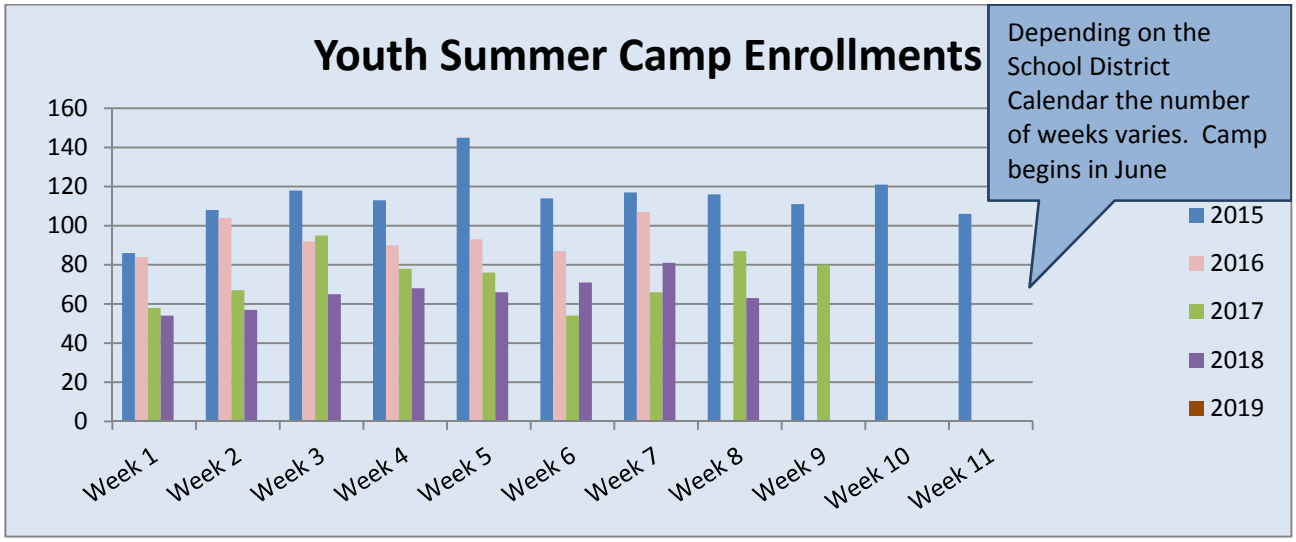
**Center 4 Life (Seniors) Programs**

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

# RECREATION DEPARTMENT – SPECIAL REVENUE FUND
## TREND ANALYSIS

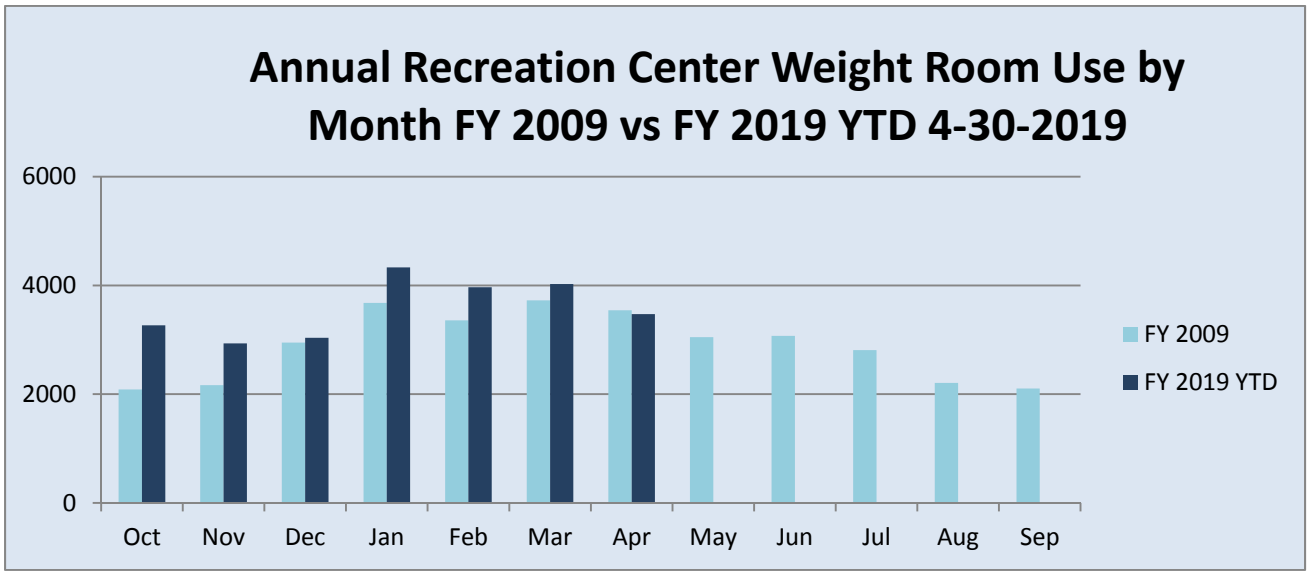


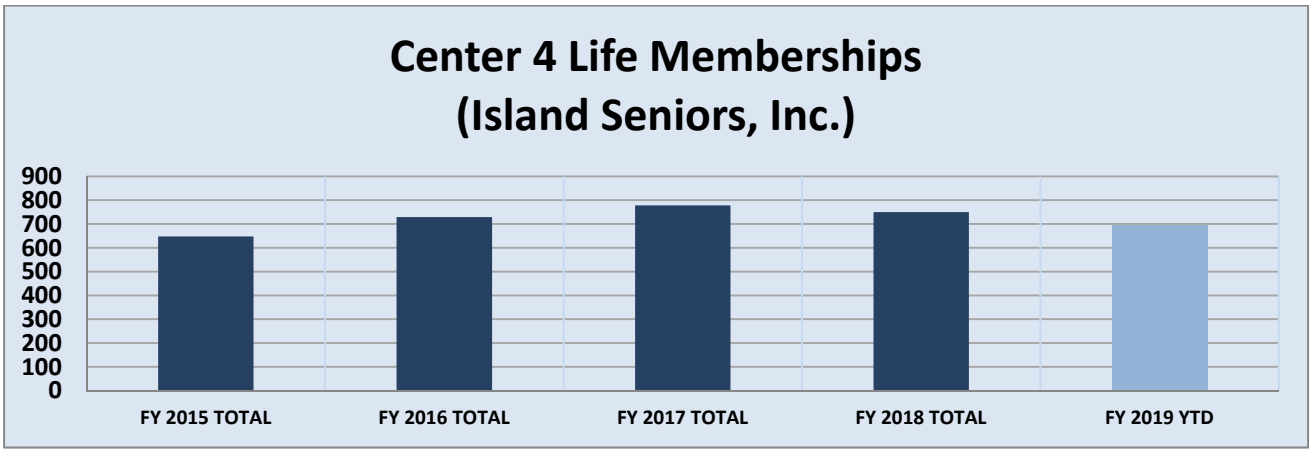



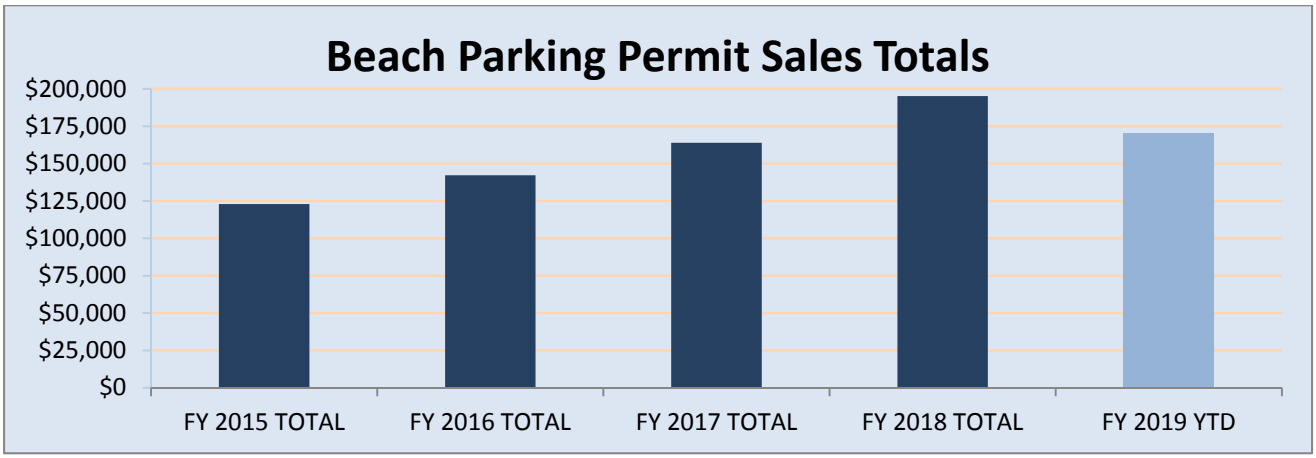



# RECREATION DEPARTMENT – SPECIAL REVENUE FUND

## TREND ANALYSIS (CONTINUED)



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

| | Fiscal Year 2017 Actual Expenditures | Fiscal Year 2018 Actual Expenditures | Fiscal Year 2019 Adopted Budget | Fiscal Year 2019 Amended Budget | Fiscal Year 2019 Estimated Actual | FY 2020 Budget |
|---|---|---|---|---|---|---|
| PERSONNEL SERVICES | | | | | | |
| Wages | | | | | | |
| Full-time | $ 473,868 | $ 526,244 | $ 493,167 | $ 505,524 | $ 490,475 | $ 431,222 |
| Part-time | 438,854 | 367,497 | 348,660 | 357,377 | 374,440 | 402,999 |
| Wage Adjustments | - | - | - | - | - | 55,276 |
| Vacancies | - | - | - | - | 28,054 | 150,872 |
| Overtime | 35,106 | 12,645 | 20,000 | 20,000 | 24,000 | 20,000 |
| Special Pay | 3,190 | 7,659 | 6,400 | 15,200 | 25,149 | 12,664 |
| Payroll Taxes | 73,280 | 70,612 | 66,419 | 68,032 | 69,926 | 66,317 |
| Retirement | 141,865 | 171,980 | 149,136 | 149,928 | 146,598 | 98,462 |
| Cafeteria Benefits | 125,549 | 119,562 | 125,559 | 125,559 | 122,508 | 110,317 |
| Unemployment/Work Comp | 15,253 | 17,355 | 16,827 | 16,827 | 17,880 | 18,100 |
| SUB-TOTAL | 1,306,965 | 1,293,554 | 1,226,168 | 1,258,447 | 1,299,030 | 1,366,229 |
| OPERATING EXPENDITURES | | | | | | |
| Professional Services | 3,050 | 2,723 | 4,000 | 4,000 | 2,550 | 3,500 |
| Other Contractual Services | 149,081 | 134,628 | 172,988 | 172,988 | 141,298 | 174,258 |
| Travel & Per Diem | 17,446 | 15,357 | 17,166 | 17,166 | 16,000 | 17,166 |
| Communications | 20,071 | 19,736 | 20,469 | 20,469 | 19,736 | 15,979 |
| Postage/Transportation | 95 | 35 | 250 | 250 | 100 | 150 |
| Utilities | 127,439 | 107,809 | 157,015 | 157,015 | 85,000 | 128,780 |
| Rentals & Leases | 23,207 | 16,409 | 23,290 | 23,290 | 19,500 | 28,865 |
| Insurance | 17,456 | 3,428 | 4,550 | 4,550 | 19,586 | 19,850 |
| Repair & Maintenance | 104,273 | 147,104 | 96,225 | 126,806 | 82,760 | 96,315 |
| Printing | 845 | 1,249 | 2,325 | 2,325 | 2,200 | 2,325 |
| Promotional Activities | 7,978 | 4,185 | 4,225 | 4,225 | 3,995 | 3,295 |
| Other Current Charges | 22,905 | 15,881 | 15,825 | 15,825 | 15,325 | 15,825 |
| Office Supplies | 6,779 | 5,375 | 5,000 | 5,000 | 4,500 | 5,000 |
| Operating Supplies | 98,849 | 78,333 | 93,440 | 93,440 | 85,500 | 93,440 |
| Fuels, Oils, Lubricants | 740 | 1,040 | 850 | 850 | 1,000 | 1,000 |
| Road Materials & Supplies | 2,510 | 334 | 3,700 | 3,700 | 3,770 | 3,700 |
| Books, Subscriptions, etc. | 317 | 733 | 1,835 | 1,835 | 860 | 1,220 |
| Training and Education | 6,228 | 4,740 | 7,305 | 7,305 | 6,955 | 7,305 |
| SUB-TOTAL | 609,269 | 559,099 | 630,458 | 661,039 | 510,635 | 617,973 |
| CAPITAL OUTLAY | | | | | | |
| Land | - | - | - | - | - | - |
| Building | - | - | - | - | - | - |
| Improve Other Than Bldgs | - | - | - | - | - | - |
| Machinery & Equipment | 1,849 | - | - | - | - | - |
| SUB-TOTAL | 1,849 | - | - | - | - | - |
| GRANTS & ASSISTANCE | 23,855 | - | - | - | - | - |
| DEPARTMENTAL TOTAL | $ 1,941,938 | $ 1,852,653 | $ 1,856,626 | $ 1,919,486 | $ 1,809,665 | $ 1,984,202 |
| % CHANGE COMPARED TO PREVIOUS YEAR ACTUAL | 11.76% | (4.60%) | 0.21% | 3.61% | (2.32%) | 9.64% |

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

| | Fiscal Year 2017 Actual Expenditures | Fiscal Year 2018 Actual Expenditures | Fiscal Year 2019 Adopted Budget | Fiscal Year 2019 Amended Budget | Fiscal Year 2019 Estimated Actual | FY 2020 Budget |
|---|---|---|---|---|---|---|
| PERSONNEL SERVICES | | | | | | |
| Wages | | | | | | |
| Full-time | $ 116,293 | $ 120,832 | $ 125,075 | $ 128,202 | $ 98,444 | $ 79,888 |
| Part-time | 11,788 | 11,255 | 15,600 | 15,990 | 23,047 | 28,950 |
| Wage Adjustments | - | - | - | - | - | 6,303 |
| Vacancies | - | - | - | - | 8,991 | 50,253 |
| Overtime | 9,053 | 5,566 | 6,000 | 6,000 | - | - |
| Special Pay | - | - | - | 2,000 | 2,000 | - |
| Payroll Taxes | 10,649 | 10,140 | 11,221 | 11,490 | 9,447 | 8,326 |
| Retirement | 30,470 | 37,141 | 33,622 | 33,857 | 32,228 | 22,827 |
| Cafeteria Benefits | 33,406 | 42,406 | 44,826 | 44,826 | 23,768 | 22,920 |
| Unemployment/Work Comp | 2,026 | 2,819 | 4,386 | 4,386 | 3,340 | 3,080 |
| SUB-TOTAL | 213,685 | 230,159 | 240,730 | 246,751 | 201,265 | 222,547 |
| OPERATING EXPENDITURES | | | | | | |
| Professional Services | - | - | 1,100 | 1,100 | 400 | 1,100 |
| Other Contractual Services | 36,410 | 36,355 | 38,830 | 38,830 | 36,500 | 38,830 |
| Travel & Per Diem | 2,728 | 2,209 | 2,161 | 2,161 | 2,161 | 2,161 |
| Communications | 5,243 | 5,347 | 6,156 | 6,156 | 6,000 | 6,156 |
| Postage/Transportation | - | - | - | - | - | - |
| Utilities | - | - | - | - | - | - |
| Rentals & Leases | 1,975 | 1,726 | 1,800 | 1,800 | 1,800 | 1,800 |
| Insurance | 28,736 | 24,642 | 14,258 | 14,258 | 23,375 | 23,633 |
| Repair & Maintenance | - | - | - | - | - | - |
| Printing | 150 | 167 | 500 | 500 | 300 | 500 |
| Promotional Activities | - | - | - | - | - | - |
| Other Current Charges | 386 | - | - | - | - | - |
| Office Supplies | 505 | 417 | 635 | 635 | 500 | 635 |
| Operating Supplies | 703 | 916 | 3,071 | 3,071 | 2,786 | 2,525 |
| Fuels, Oils, Lubricants | - | - | - | - | - | - |
| Road Materials & Supplies | - | - | - | - | - | - |
| Books, Subscriptions, etc. | - | 65 | 360 | 360 | 200 | 325 |
| Training and Education | - | 100 | 820 | 820 | 500 | 820 |
| SUB-TOTAL | 76,836 | 71,944 | 69,691 | 69,691 | 74,522 | 78,485 |
| CAPITAL OUTLAY | | | | | | |
| Land | - | - | - | - | - | - |
| Building | - | - | - | - | - | - |
| Improve Other Than Bldgs | - | - | - | - | - | - |
| Machinery & Equipment | - | - | - | - | - | - |
| SUB-TOTAL | - | - | - | - | - | - |
| GRANTS & ASSISTANCE | - | - | - | - | - | - |
| DEPARTMENTAL TOTAL | $ 290,521 | $ 302,103 | $ 310,421 | $ 316,442 | $ 275,787 | $ 301,032 |
| % CHANGE COMPARED TO PREVIOUS YEAR ACTUAL | 11.76% | 3.99% | (0.87%) | 4.75% | (8.71%) | 9.15% |

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

| | Fiscal Year 2017 Actual Expenditures | Fiscal Year 2018 Actual Expenditures | Fiscal Year 2019 Adopted Budget | Fiscal Year 2019 Amended Budget | Fiscal Year 2019 Estimated Actual | FY 2020 Budget |
|---|---|---|---|---|---|---|
| PERSONNEL SERVICES | | | | | | |
| Wages | | | | | | |
| Full-time | $ - | $ - | $ - | $ - | $ - | $ - |
| Part-time | - | - | - | - | - | - |
| Overtime | - | - | - | - | - | - |
| Special Pay | - | - | - | - | - | - |
| Payroll Taxes | - | - | - | - | - | - |
| Retirement | - | - | - | - | - | - |
| Cafeteria Benefits | - | - | - | - | - | - |
| Unemployment/Work Comp | - | - | - | - | - | - |
| SUB-TOTAL | - | - | - | - | - | - |
| OPERATING EXPENDITURES | | | | | | |
| Professional Services | - | - | - | - | - | - |
| Other Contractual Services | 73,379 | 74,144 | 73,500 | 73,500 | 73,492 | 74,750 |
| Travel & Per Diem | - | - | - | - | - | - |
| Communications | - | - | - | - | - | - |
| Postage/Transportation | - | - | - | - | - | - |
| Utilities | 11,569 | 9,758 | 12,462 | 12,462 | 12,462 | 11,550 |
| Rentals & Leases | 1,264 | - | 1,300 | 1,300 | - | 1,300 |
| Insurance | 8,915 | 3,727 | 3,727 | 3,727 | 9,515 | 9,515 |
| Repair & Maintenance | 23,143 | 29,910 | 49,605 | 49,605 | 20,840 | 43,415 |
| Printing | - | - | - | - | - | - |
| Promotional Activities | - | - | - | - | - | - |
| Other Current Charges | 136,099 | 120,155 | 125,943 | 130,847 | 130,847 | 130,847 |
| Office Supplies | - | - | - | - | - | - |
| Operating Supplies | 5,333 | 6,798 | 11,575 | 11,575 | 7,700 | 11,575 |
| Fuels, Oils, Lubricants | - | - | - | - | - | - |
| Road Materials & Supplies | - | - | 750 | 750 | - | 750 |
| Books, Subscriptions, etc. | - | - | - | - | - | - |
| Training and Education | - | - | - | - | - | - |
| SUB-TOTAL | 259,702 | 244,492 | 278,862 | 283,766 | 254,856 | 283,702 |
| CAPITAL OUTLAY | | | | | | |
| Land | - | - | - | - | - | - |
| Building | - | - | - | - | - | - |
| Improve Other Than Bldgs | 303,128 | - | - | - | - | - |
| Machinery & Equipment | 1,135 | 11,257 | - | - | - | - |
| SUB-TOTAL | 304,263 | 11,257 | - | - | - | - |
| GRANTS & ASSISTANCE | - | - | - | - | - | - |
| DEPARTMENTAL TOTAL | $ 563,965 | $ 255,749 | $ 278,862 | $ 283,766 | $ 254,856 | $ 283,702 |
| % CHANGE COMPARED TO PREVIOUS YEAR ACTUAL | 99.00% | (54.65%) | 9.63% | 10.95% | (0.35%) | 11.32% |

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

| | Fiscal Year 2017 Actual Expenditures | Fiscal Year 2018 Actual Expenditures | Fiscal Year 2019 Adopted Budget | Fiscal Year 2019 Amended Budget | Fiscal Year 2019 Estimated Actual | FY 2020 Budget |
|---|---|---|---|---|---|---|
| PERSONNEL SERVICES | | | | | | |
| Wages | | | | | | |
| Full-time | $ - | $ - | $ - | $ - | $ - | $ - |
| Part-time | - | - | - | - | - | - |
| Overtime | - | - | - | - | - | - |
| Special Pay | - | - | - | - | - | - |
| Payroll Taxes | - | - | - | - | - | - |
| Retirement | - | - | - | - | - | - |
| Cafeteria Benefits | - | - | - | - | - | - |
| Unemployment/Work Comp | - | - | - | - | - | - |
| SUB-TOTAL | - | - | - | - | - | - |
| OPERATING EXPENDITURES | | | | | | |
| Professional Services | - | - | - | - | - | - |
| Other Contractual Services | - | - | - | - | - | - |
| Travel & Per Diem | - | - | - | - | - | - |
| Communications | - | - | - | - | - | - |
| Postage/Transportation | - | - | - | - | - | - |
| Utilities | 4,380 | 12,371 | 13,000 | 13,000 | 7,000 | 5,000 |
| Rentals & Leases | - | - | - | - | - | - |
| Insurance | 14,398 | 4,825 | 4,825 | 4,825 | 14,410 | 15,000 |
| Repair & Maintenance | - | - | - | - | - | - |
| Printing | - | - | - | - | - | - |
| Promotional Activities | - | - | - | - | - | - |
| Other Current Charges | - | - | 9,585 | 9,585 | - | - |
| Office Supplies | - | - | - | - | - | - |
| Operating Supplies | - | - | - | - | - | - |
| Fuels, Oils, Lubricants | - | - | - | - | - | - |
| Road Materials & Supplies | - | - | - | - | - | - |
| Books, Subscriptions, etc. | - | - | - | - | - | - |
| Training and Education | - | - | - | - | - | - |
| SUB-TOTAL | 18,778 | 17,196 | 27,410 | 27,410 | 21,410 | 20,000 |
| CAPITAL OUTLAY | | | | | | |
| Land | - | - | - | - | - | - |
| Building | - | - | - | - | - | - |
| Improve Other Than Bldgs | - | - | - | - | - | - |
| Machinery & Equipment | - | - | - | - | - | - |
| SUB-TOTAL | - | - | - | - | - | - |
| GRANTS & ASSISTANCE | - | - | - | - | - | - |
| DEPARTMENTAL TOTAL | $ 18,778 | $ 17,196 | $ 27,410 | $ 27,410 | $ 21,410 | $ 20,000 |
| % CHANGE COMPARED TO PREVIOUS YEAR ACTUAL | 14.93% | (8.42%) | 59.40% | 59.40% | 24.51% | (6.59%) |

**General Fund**
**Historical Village and Museum**

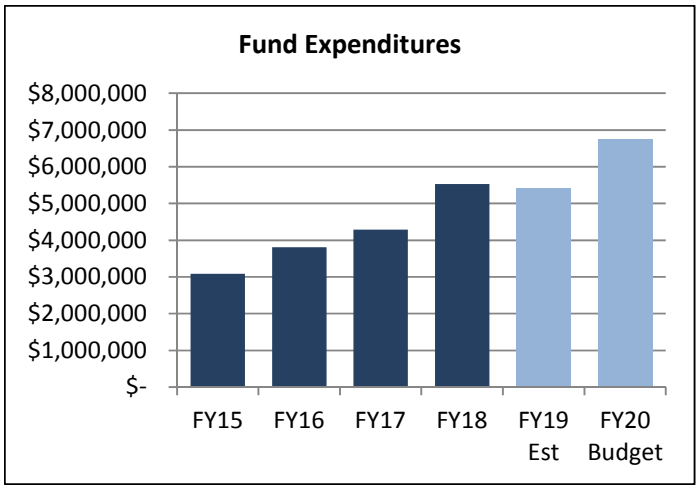
| | Fiscal Year 2017 Actual Expenditures | Fiscal Year 2018 Actual Expenditures | Fiscal Year 2018 Adopted Budget | Fiscal Year 2018 Amended Budget | Fiscal Year 2018 Estimated Actual | FY 2020 Budget |
|---|---|---|---|---|---|---|
| PERSONNEL SERVICES | | | | | | |
| Wages | | | | | | |
| Full-time | $ - | $ - | $ - | $ - | $ - | $ - |
| Part-time | - | - | - | - | - | - |
| Overtime | - | - | - | - | - | - |
| Special Pay | - | - | - | - | - | - |
| Payroll Taxes | - | - | - | - | - | - |
| Retirement | - | - | - | - | - | - |
| Cafeteria Benefits | - | - | - | - | - | - |
| Unemployment/Work Comp | - | - | - | - | - | - |
| SUB-TOTAL | - | - | - | - | - | - |
| OPERATING EXPENDITURES | | | | | | |
| Professional Services | - | - | - | - | - | - |
| Other Contractual Services | 5,664 | 7,432 | 7,200 | 7,200 | 7,953 | 7,200 |
| Travel & Per Diem | - | - | - | - | - | - |
| Communications | 3,517 | 3,496 | 3,500 | 3,500 | 3,464 | 3,500 |
| Postage/Transportation | - | - | - | - | - | - |
| Utilities | 8,793 | 11,347 | 11,275 | 11,275 | 8,280 | 11,275 |
| Rentals & Leases | - | - | - | - | - | - |
| Insurance | 70,101 | 49,124 | 46,425 | 46,425 | 71,300 | 71,300 |
| Repair & Maintenance | 14,926 | 16,103 | 17,397 | 17,397 | 17,397 | 17,397 |
| Printing | - | - | - | - | - | - |
| Promotional Activities | - | - | - | - | - | - |
| Other Current Charges | - | - | 24,475 | 24,475 | - | - |
| Office Supplies | - | - | - | - | - | - |
| Operating Supplies | - | - | - | - | - | - |
| Fuels, Oils, Lubricants | - | - | - | - | - | - |
| Road Materials & Supplies | - | - | - | - | - | - |
| Books, Subscriptions, etc. | - | - | - | - | - | - |
| Training and Education | - | - | - | - | - | - |
| SUB-TOTAL | 103,001 | 87,502 | 110,272 | 110,272 | 108,394 | 110,672 |
| CAPITAL OUTLAY | | | | | | |
| Land | - | - | - | - | - | - |
| Building | - | - | - | - | - | - |
| Improve Other Than Bldgs | - | - | - | - | - | - |
| Machinery & Equipment | - | - | - | - | - | - |
| SUB-TOTAL | - | - | - | - | - | - |
| GRANTS & ASSISTANCE | 49,012 | 50,000 | 50,000 | 50,000 | 50,000 | 50,000 |
| DEPARTMENTAL TOTAL | $ 152,013 | $ 137,502 | $ 160,272 | $ 160,272 | $ 158,394 | $ 160,672 |
| % CHANGE COMPARED TO PREVIOUS YEAR ACTUAL | 0.48% | (9.55%) | #DIV/0! | 16.56% | 15.19% | 1.44% |

# 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.

## FIVE YEAR CHALLENGES

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

# BEACH PARKING FUND – ENTERPRISE FUND

## FIVE YEAR CHALLENGES (CONTINUED)

- Increased demands on facilities and maintenance based on heavy visitation of beach park facilities, while maintaining recreational opportunities for beachgoers and protecting critical wildlife habitat.
- Providing ADA accessibility and improvements to all beach parks so that everyone can have an enjoyable beach experience.
- Traffic increases, impact of congestion and beach parking capacity limitations, causing increased need for traffic control personnel and increased hours of staffing to monitor parking lots.
- Managing bus and tour visits at public parking lots continues to require attention and ongoing education.
- Erosion Issues at Turner Beach Park, Blind Pass Beach Park and area adjacent to Sanibel-Captiva Road, Gulf Shores/Gulf Pines and West Gulf Drive, and Lighthouse Beach Park.

## CURRENT YEAR ACCOMPLISHMENTS

- Raised awareness of regional and local water quality/quantity issues impacting Sanibel. 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 City Council to advocate for Comprehensive Everglades Restoration Plan projects and local inititives to improve regional water quality. Worked with the SFWMD and other state and federal agencies to complete the planning process for the Everglades Agricultural Reservoir Project.
- Participated in SFWMD public meetings and workshops, and prepared comment letters regarding proposed amendments to the Minimum Flows and Levels Rule; staff worked closely with Mayor, City Council, and City Attorney to file a Petition and develop case challenging the validity of the proposed MFL rule amendments.
- Worked with key legislative personnel in response to devastating impacts of red tide and blue-green algae blooms on Sanibel and throughout SW Florida.
- Monitored status of red tide and cyanobacteria (blue-green algae) blooms in southwest Florida; assisted in monitoring beach conditions and disseminating information to the public through press releases, website updates, media interviews and responding to a high volume of citizen/visitor phone calls and emails.
- Collaborated with FGCU to complete "An Assessment of Sanibel's Coastal Vulnerability to Sea-level Rise and Increased Storminess" ($54,000 grant from DEP "Florida Resilient Coastlines" program).
- Actively monitored erosional "hot-spots" on Sanibel (including Santiva, Gulf Pines/Gulf Shores, and others), working with Public Works and coastal engineers to assess causes, identify solutions, and obtain permits to protect these shorelines;
- Completed design and engineering for emergency erosion control project south of Blind Pass to protect Sanibel Captiva Road.
- Obtained FDEP permit for pilot project to assess potential methods of red drift algae removal from Sanibel's beaches.

# BEACH PARKING FUND – ENTERPRISE FUND

## CURRENT YEAR ACCOMPLISHMENTS (CONTINUED)

- Protected beach and 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.
- 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) and updated shapefiles for Gulfside City Park, Lighthouse Beach Park, Bailey Beach Park, Bowman's Beach, and Silver Key.
- Surveyed and treated invasive exotic vegetation on approximately 200 acres of land at the City's beach parks.
- Continue to protect beach and beach dune habitat by installing educational signage and installing and/or replacing more than 2,347 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 2017/18 season.
- Completed monthly nighttime sea turtle lighting code enforcement surveys and compliance.
- In cooperation with Lee County, the Captiva Erosion Prevention District, and the Florida Department of Environmental Protection completed the Blind Pass Inlet Management Study.
- Completed construction of the new family style restroom at Tarpon Bay.
- Designed and engineered the Turner Beach Park Shoreline Stabilization Project. This project is currently in the permitting stage with the Water Management District and Florida Department of Environmental Protection. Construction is anticipated to begin the Fall of 2020.
- Designed and engineered Sand Traps to be installed in the shower areas to contain the contaminated sand that will be collected and diposed of at an offsite location. Field Permits have been issued for all locations. This Project is anticipated to begin the Summer of 2020.
- Completed the installation of all informational kiosks throughout the Beach Parks.
- Design options have been completed for the replacement of Bowman's Beach Park Bridge. A concept will be chosen. Engineering and permitting will commence the summer of 2019. Construction is anticipated to begin the Summer of 2020.
- Designed and engineered the replacement of the main dune walkover at Bowman's Beach Park. Permitting is under way with the Florida Department of Environmental Protection. Construction is anticipated to commence the Fall of 2019.

# 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 2015 | Actual FY 2016 | Actual FY 2017 | Actual FY 2018 | Actual FY 2019 |
|---|---|---|---|---|---|
| Annual beach park dune plantings | 100% | 100% | 100% | 100% | TBD |
| Annual exotic plant control at all beach parks | 100% | 100% | 100% | 100% | TBD |
| Annual maintenance of beach park rope and bollard system | 100% | 100% | 100% | 100% | TBD |
| Document parking enforcement violations. Take corrective action against violators through citation or education. Measurement is citations issued. | 3,713 | 3,256 | 3,336 | 3,478 | TBD |

## TREND ANALYSIS

| Description | Actual FY 2015 | Actual FY 2016 | Actual FY 2017 | Actual FY 2018 | Actual FY 2019 |
|---|---|---|---|---|---|
| Linear feet of shoreline newly vegetated or re-vegetated with dune species | 4,100 | 3,500 | 4,500 | 4,108 | TBD |
| Number of acres of exotic plants treated at beach parks | 234 | 234 | 234 | 234 | TBD |
| Linear feet of rope and bollards newly installed or reinstalled due to storm events | 3,000 | 2,000 | 6,100 | 2,347 | TBD |
| Parking permit revenue | $126,290 | $142,238 | $162,816 | $195,815 | TBD |
| Parking violation revenue | $116,261 | $149,765 | $167,125 | $178,284 | TBD |

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

| | Fiscal Year 2017 Actual Expenditures | Fiscal Year 2018 Actual Expenditures | Fiscal Year 2019 Adopted Budget | Fiscal Year 2019 Amended Budget | Fiscal Year 2019 Estimated Actual | FY 2020 Budget |
|---|---|---|---|---|---|---|
| PERSONNEL SERVICES | | | | | | |
| Wages | | | | | | |
| Full-time | $ 1,142,989 | $ 998,629 | $ 1,045,306 | $ 1,071,582 | $ 937,417 | $ 935,877 |
| Part-time | 134,546 | 165,366 | 192,602 | 197,417 | 135,867 | 108,071 |
| Wage Adjustments | - | - | - | - | - | 76,611 |
| Vacancies | - | - | - | - | 40,188 | 366,443 |
| Overtime | 126,345 | 86,273 | 91,000 | 91,000 | 111,587 | 114,000 |
| Special Pay | 24,802 | 25,079 | 51,000 | 63,560 | 92,746 | 24,630 |
| Payroll Taxes | 105,896 | 98,796 | 105,168 | 107,547 | 98,538 | 90,467 |
| Retirement | 205,247 | 316,158 | 299,092 | 340,329 | 260,550 | 207,783 |
| Cafeteria Benefits | 183,831 | 221,953 | 292,924 | 292,924 | 238,712 | 225,304 |
| Unemployment/Work Comp | 20,750 | 25,220 | 41,121 | 41,121 | 37,020 | 36,720 |
| SUB-TOTAL | 1,944,406 | 1,937,474 | 2,118,213 | 2,205,480 | 1,952,625 | 2,185,906 |
| OPERATING EXPENSES | | | | | | |
| Professional Services | 153,793 | 94,030 | 143,120 | 223,120 | 184,965 | 117,120 |
| Other Contractual Services | 524,650 | 1,742,378 | 682,770 | 972,170 | 583,306 | 830,770 |
| Travel & Per Diem | 32,696 | 43,108 | 52,243 | 52,243 | 49,305 | 37,275 |
| Communications | 63,062 | 81,230 | 65,690 | 65,690 | 63,558 | 59,198 |
| Postage/Transportation | 2,596 | 2,386 | 4,700 | 4,700 | 4,100 | 5,300 |
| Utilities | 77,836 | 87,671 | 80,000 | 80,000 | 79,384 | 90,000 |
| Rentals & Leases | 835 | 21,364 | 36,956 | 36,956 | 23,203 | 27,996 |
| Insurance | 42,137 | 47,539 | 33,880 | 33,880 | 33,880 | 38,574 |
| Repair & Maintenance | 515,950 | 473,555 | 339,020 | 515,268 | 391,793 | 674,675 |
| Printing | 3,826 | 4,535 | 3,000 | 3,000 | 1,500 | 3,000 |
| Promotional Activities | 509 | - | 10,500 | 10,500 | 5,500 | 1,500 |
| Other Current Charges | 630,979 | 769,340 | 716,263 | 823,343 | 846,708 | 842,243 |
| Office Supplies | 1,129 | 2,250 | 1,400 | 1,400 | 1,700 | 2,500 |
| Operating Supplies | 236,748 | 162,642 | 181,690 | 189,075 | 175,301 | 200,826 |
| Fuels, Oils, Lubricants | 30,417 | 29,460 | 60,325 | 60,325 | 29,916 | 53,100 |
| Road Materials & Supplies | 24,788 | - | - | - | - | - |
| Books, Subscriptions, etc. | 1,140 | 1,098 | 2,150 | 2,150 | 2,650 | 2,800 |
| Training and Education | - | 50 | - | - | - | - |
| SUB-TOTAL | 2,343,091 | 3,562,636 | 2,413,707 | 3,073,820 | 2,476,769 | 2,986,877 |
| CAPITAL OUTLAY | | | | | | |
| Land | - | - | - | - | - | - |
| Building | - | - | 466,023 | 634,395 | 634,395 | - |
| Improve Other Than Bldgs | - | - | 1,040,000 | 1,083,679 | 117,700 | 1,445,978 |
| Machinery & Equipment | - | - | 229,325 | 229,325 | 166,286 | 132,308 |
| SUB-TOTAL | - | - | 1,735,348 | 1,947,399 | 918,381 | 1,578,286 |
| GRANTS & ASSISTANCE | - | 20,000 | 10,000 | 10,000 | 10,000 | 10,000 |
| FUND TOTAL | $ 4,287,497 | $ 5,520,110 | $ 6,277,268 | $ 7,236,699 | $ 5,357,775 | $ 6,761,069 |
| % CHANGE COMPARED TO PREVIOUS YEAR ACTUAL | 3.06% | 28.75% | 13.72% | 31.10% | -2.94% | 26.19% |

**Beach Parking Fund**
**Public Safety**

| | Fiscal Year 2017 Actual Expenditures | Fiscal Year 2018 Actual Expenditures | Fiscal Year 2019 Adopted Budget | Fiscal Year 2019 Amended Budget | Fiscal Year 2019 Estimated Actual | FY 2020 Budget |
|---|---|---|---|---|---|---|
| PERSONNEL SERVICES | | | | | | |
| Wages | | | | | | |
| Full-time | $ 535,678 | $ 431,087 | $ 481,040 | $ 493,066 | $ 390,690 | $ 384,506 |
| Part-time | 132,450 | 163,779 | 192,602 | 197,417 | 134,211 | 108,071 |
| Wage Adjustments | - | - | - | - | - | 54,963 |
| Vacancies | - | - | - | - | 40,188 | 219,737 |
| Overtime | 60,297 | 17,727 | 20,000 | 20,000 | 24,806 | 34,000 |
| Special Pay | 13,151 | 12,173 | 44,500 | 49,500 | 67,650 | 11,250 |
| Payroll Taxes | 54,370 | 49,205 | 56,468 | 57,756 | 47,228 | 41,144 |
| Retirement | 116,868 | 293,974 | 193,289 | 233,733 | 163,172 | 133,384 |
| Cafeteria Benefits | 79,536 | 112,524 | 148,476 | 148,476 | 112,105 | 98,573 |
| Unemployment/Work Comp | 9,671 | 12,720 | 19,201 | 19,201 | 15,400 | 14,880 |
| SUB-TOTAL | 1,002,021 | 1,093,189 | 1,155,576 | 1,219,149 | 995,450 | 1,100,508 |
| OPERATING EXPENSES | | | | | | |
| Professional Services | 12,409 | 2,916 | 27,920 | 27,920 | 19,765 | 3,420 |
| Other Contractual Services | 34,783 | 65,817 | 99,770 | 99,770 | 67,306 | 101,770 |
| Travel & Per Diem | 20,816 | 26,658 | 29,020 | 29,020 | 25,082 | 14,020 |
| Communications | 56,756 | 71,239 | 52,660 | 52,660 | 50,528 | 54,794 |
| Postage/Transportation | 846 | 386 | 400 | 400 | 400 | 400 |
| Utilities | 1,740 | 1,657 | 2,000 | 2,000 | 1,384 | 1,500 |
| Rentals & Leases | 835 | 21,364 | 36,556 | 36,556 | 22,803 | 27,596 |
| Insurance | - | - | - | - | - | - |
| Repair & Maintenance | 80,936 | 86,732 | 90,000 | 90,000 | 57,990 | 90,000 |
| Printing | 2,890 | 1,238 | 500 | 500 | 500 | 500 |
| Promotional Activities | - | - | 250 | 250 | 250 | 250 |
| Other Current Charges | 487,457 | 542,771 | 531,240 | 608,471 | 629,601 | 624,471 |
| Office Supplies | 1,129 | 1,755 | 900 | 900 | 1,200 | 1,500 |
| Operating Supplies | 93,620 | 54,692 | 59,300 | 59,300 | 45,486 | 60,526 |
| Fuels, Oils, Lubricants | 20,064 | 15,839 | 44,825 | 44,825 | 14,416 | 37,600 |
| Road Materials & Supplies | - | - | - | - | - | - |
| Books, Subscriptions, etc. | - | - | - | - | - | - |
| Training and Education | - | 50 | - | - | - | - |
| SUB-TOTAL | 814,281 | 893,114 | 975,341 | 1,052,572 | 936,711 | 1,018,347 |
| CAPITAL OUTLAY | | | | | | |
| Land | - | - | - | - | - | - |
| Building | - | - | - | - | - | - |
| Improve Other Than Bldgs | - | - | - | - | - | - |
| Machinery & Equipment | - | - | 95,000 | 95,000 | 43,270 | 50,000 |
| SUB-TOTAL | - | - | 95,000 | 95,000 | 43,270 | 50,000 |
| GRANTS & ASSISTANCE | - | - | - | - | - | - |
| DEPARTMENTAL TOTAL | $ 1,816,302 | $ 1,986,303 | $ 2,225,917 | $ 2,366,721 | $ 1,975,431 | $ 2,168,855 |
| % CHANGE COMPARED TO PREVIOUS YEAR ACTUAL | 20.20% | 9.36% | 12.06% | 19.15% | (0.55%) | 9.79% |

**Beach Parking Fund**
**Natural Resources**

| | Fiscal Year 2017 Actual Expenditures | Fiscal Year 2018 Actual Expenditures | Fiscal Year 2019 Adopted Budget | Fiscal Year 2019 Amended Budget | Fiscal Year 2019 Estimated Actual | FY 2020 Budget |
|---|---|---|---|---|---|---|
| PERSONNEL SERVICES | | | | | | |
| Wages | | | | | | |
| Full-time | $ 152,230 | $ 149,398 | $ 159,325 | 163,308 | $ 168,252 | $ 164,548 |
| Part-time | - | - | - | - | - | - |
| Wage Adjustments | - | - | - | - | - | 5,130 |
| Vacancies | - | - | - | - | - | - |
| Overtime | 2,783 | 374 | 1,000 | 1,000 | 165 | - |
| Special Pay | - | - | - | 1,500 | 2,355 | 3,720 |
| Payroll Taxes | 11,713 | 11,325 | 12,265 | 12,570 | 13,064 | 12,872 |
| Retirement | 10,385 | 10,789 | 11,395 | 11,680 | 10,247 | 11,770 |
| Cafeteria Benefits | 25,469 | 24,956 | 30,820 | 30,820 | 32,632 | 28,182 |
| Unemployment/Work Comp | 1,362 | 2,426 | 2,226 | 2,226 | 2,380 | 2,420 |
| SUB-TOTAL | 203,942 | 199,268 | 217,031 | 223,104 | 229,095 | 228,642 |
| OPERATING EXPENSES | | | | | | |
| Professional Services | 34,832 | - | - | - | - | - |
| Other Contractual Services | 402,852 | 332,298 | 412,000 | 690,411 | 345,000 | 553,000 |
| Travel & Per Diem | 1,408 | 3,687 | 10,000 | 10,000 | 9,000 | 9,360 |
| Communications | 1,080 | 1,080 | 810 | 810 | 810 | - |
| Postage/Transportation | - | - | 1,000 | 1,000 | 500 | 1,000 |
| Utilities | - | - | - | - | - | - |
| Rentals & Leases | - | - | - | - | - | - |
| Insurance | - | - | - | - | - | - |
| Repair & Maintenance | - | - | - | - | - | - |
| Printing | 936 | 2,829 | 2,500 | 2,500 | 1,000 | 2,500 |
| Promotional Activities | - | - | 10,000 | 10,000 | 5,000 | 1,000 |
| Other Current Charges | 1,425 | 645 | - | - | 2,235 | 2,000 |
| Office Supplies | - | - | - | - | - | - |
| Operating Supplies | - | 258 | - | - | 40 | - |
| Fuels, Oils, Lubricants | - | - | | - | - | |
| Road Materials & Supplies | - | - | - | - | - | - |
| Books, Subscriptions, etc. | - | - | - | - | 500 | 500 |
| Training and Education | - | - | - | - | - | - |
| SUB-TOTAL | 442,533 | 340,797 | 436,310 | 714,721 | 364,085 | 569,360 |
| CAPITAL OUTLAY | | | | | | |
| Land | - | - | - | - | - | - |
| Building | - | - | - | - | - | - |
| Improve Other Than Bldgs | - | - | - | - | - | - |
| Machinery & Equipment | - | - | - | - | - | - |
| SUB-TOTAL | - | - | - | - | - | - |
| GRANTS & ASSISTANCE | - | 20,000 | 10,000 | 10,000 | 10,000 | 10,000 |
| DEPARTMENTAL TOTAL | $ 646,475 | $ 560,065 | $ 663,341 | $ 947,825 | $ 603,180 | $ 808,002 |
| % CHANGE COMPARED TO PREVIOUS YEAR ACTUAL | 65.64% | (13.37%) | 18.44% | 69.23% | 7.70% | 33.96% |

**Beach Parking Fund**
**Community Services Department - Public Works Branch**

| | Fiscal Year 2017 Actual Expenditures | Fiscal Year 2018 Actual Expenditures | Fiscal Year 2019 Adopted Budget | Fiscal Year 2019 Amended Budget | Fiscal Year 2019 Estimated Actual | FY 2020 Budget |
|---|---|---|---|---|---|---|
| PERSONNEL SERVICES | | | | | | |
| Wages | | | | | | |
| Full-time | $ 455,081 | $ 418,144 | $ 404,941 | $ 415,208 | $ 378,475 | $ 386,823 |
| Part-time | 2,096 | 1,587 | - | - | 1,656 | - |
| Wage Adjustments | - | - | - | - | - | 16,518 |
| Vacancies | - | - | - | - | - | 146,706 |
| Overtime | 63,265 | 68,172 | 70,000 | 70,000 | 86,616 | 80,000 |
| Special Pay | 11,651 | 12,906 | 6,500 | 12,560 | 22,741 | 9,660 |
| Payroll Taxes | 39,813 | 38,266 | 36,435 | 37,221 | 38,246 | 36,451 |
| Retirement | 77,994 | 11,395 | 94,408 | 94,916 | 87,131 | 62,629 |
| Cafeteria Benefits | 78,826 | 84,473 | 113,628 | 113,628 | 93,975 | 98,549 |
| Unemployment/Work Comp | 9,717 | 10,074 | 19,694 | 19,694 | 19,240 | 19,420 |
| SUB-TOTAL | 738,443 | 645,017 | 745,606 | 763,227 | 728,080 | 856,756 |
| OPERATING EXPENSES | | | | | | |
| Professional Services | 106,552 | 91,114 | 115,200 | 195,200 | 165,200 | 113,700 |
| Other Contractual Services | 87,015 | 1,344,263 | 171,000 | 181,989 | 171,000 | 176,000 |
| Travel & Per Diem | 10,472 | 12,763 | 13,223 | 13,223 | 15,223 | 13,895 |
| Communications | 5,226 | 8,911 | 12,220 | 12,220 | 12,220 | 4,404 |
| Postage/Transportation | 1,750 | 2,000 | 3,300 | 3,300 | 3,200 | 3,900 |
| Utilities | 76,096 | 86,014 | 78,000 | 78,000 | 78,000 | 88,500 |
| Rentals & Leases | - | - | 400 | 400 | 400 | 400 |
| Insurance | 42,137 | 47,539 | 33,880 | 33,880 | 33,880 | 38,574 |
| Repair & Maintenance | 435,014 | 386,823 | 249,020 | 425,268 | 333,803 | 584,675 |
| Printing | - | 468 | - | - | - | - |
| Promotional Activities | 509 | - | 250 | 250 | 250 | 250 |
| Other Current Charges | 142,097 | 225,924 | 185,023 | 214,872 | 214,872 | 215,772 |
| Office Supplies | - | 495 | 500 | 500 | 500 | 1,000 |
| Operating Supplies | 143,128 | 107,692 | 122,390 | 129,775 | 129,775 | 140,300 |
| Fuels, Oils, Lubricants | 10,353 | 13,621 | 15,500 | 15,500 | 15,500 | 15,500 |
| Road Materials & Supplies | 24,788 | - | - | - | - | - |
| Books, Subscriptions, etc. | 1,140 | 1,098 | 2,150 | 2,150 | 2,150 | 2,300 |
| Training and Education | - | - | - | - | - | - |
| SUB-TOTAL | 1,086,277 | 2,328,725 | 1,002,056 | 1,306,527 | 1,175,973 | 1,399,170 |
| CAPITAL OUTLAY | | | | | | |
| Land | - | - | - | - | - | - |
| Building | - | - | 466,023 | 634,395 | 634,395 | - |
| Improve Other Than Bldgs | - | - | 1,040,000 | 1,083,679 | 117,700 | 1,445,978 |
| Machinery & Equipment | - | - | 134,325 | 134,325 | 123,016 | 82,308 |
| SUB-TOTAL | - | - | 1,640,348 | 1,852,399 | 875,111 | 1,528,286 |
| GRANTS & ASSISTANCE | - | - | - | - | - | - |
| DEPARTMENTAL TOTAL | $ 1,824,720 | $ 2,973,742 | $ 3,388,010 | $ 3,922,153 | $ 2,779,164 | $ 3,784,212 |
| % CHANGE COMPARED TO PREVIOUS YEAR ACTUAL | 4.63% | 62.97% | 13.93% | 31.89% | -6.54% | 36.16% |

# PERSONNEL SERVICES – CLASSIFICATION AND PAY PLAN

[THIS SECTION WILL BE INSERTED IN THE FINAL BUDGET DOCUMENT]

# PERSONNEL ALLOCATIONS BY DEPARTMENT

[THIS SECTION WILL BE INSERTED IN THE FINAL BUDGET DOCUMENT]

# CAPITAL IMPROVEMENT PLAN
# FIVE YEAR SCHEDULE BY DEPARTMENT/FUND

| | Fund | Dept. | | FY 2019 Adopted Budget | FY 2019 Amended Budget | FY 2019 Estimated Actual | FY 2020 Carry Forward From Prior | FY 2020 New Funding Required | FY 2020 Total Budget FY 2020 | FY 2021 | FY 2022 | FY 2023 | FY 2024 | Total 5 Year CIP Plan |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| INFORMATION TECHNOLOGY | 300 | 1600 | EnerGov Permitting & Planning Software | $ 40,000 | $ 40,000 | $ - | $ 40,000 | $ - | $ 40,000 | $ - | $ - | $ - | $ - | $ 40,000 |
| | 300 | 1600 | Offsite redundant storage servers ("cloud computing") | 15,000 | 15,000 | 10,000 | 5,000 | 10,000 | 15,000 | 15,000 | 15,000 | 15,000 | 15,000 | 75,000 |
| | 300 | 1600 | Backup high-speed internet connectivity | 10,000 | 10,000 | 10,000 | - | 10,000 | 10,000 | 10,000 | 5,000 | 5,000 | 5,000 | 35,000 |
| | 300 | 1600 | Upgrade/replace core network components | 10,000 | 16,420 | 16,420 | - | 10,000 | 10,000 | 10,000 | 10,000 | 10,000 | 10,000 | 50,000 |
| | 300 | 1600 | Replace City servers | 8,000 | 8,000 | 8,000 | - | 8,000 | 8,000 | 8,000 | 8,000 | 8,000 | 8,000 | 40,000 |
| | 300 | 1600 | City network wireless upgrade for users (802.11) | - | - | - | - | - | - | 10,000 | - | - | - | 10,000 |
| | 300 | 1600 | Virtual server backup and recovery software | 6,000 | 6,000 | 6,000 | - | 6,000 | 6,000 | - | - | - | - | 6,000 |
| | 300 | 1600 | Enhancement and upgrades to the City's website | - | - | - | - | 75,000 | 75,000 | 75,000 | - | - | - | 150,000 |
| | 300 | 1600 | MacKenzie Hall microphones | - | 4,938 | 4,938 | - | - | - | - | - | - | - | - |
| | 300 | 1600 | GIS Evaluation, Planning, Development and Implementation | - | - | - | - | - | - | 50,000 | - | - | - | 50,000 |
| | 300 | 1600 | Security cameras | - | - | - | - | 30,000 | 30,000 | - | - | - | - | 30,000 |
| | 300 | 1600 | Update City legacy phone system to VOIP | - | - | - | - | - | - | 76,000 | - | - | - | 76,000 |
| | 300 | 1600 | Network management and security management | 80,000 | 80,000 | 40,000 | 40,000 | 40,000 | 80,000 | 50,000 | 50,000 | - | - | 180,000 |
| | 300 | 1600 | Upgrade Police and Recreation Department Networking | 15,000 | 15,000 | 10,000 | 5,000 | 3,000 | 8,000 | - | - | - | - | 8,000 |
| | 300 | 1600 | Surface tablets for plan reviews | - | - | - | - | 11,000 | 11,000 | - | - | - | - | 11,000 |
| | | | TOTAL INFORMATION TECHNOLOGY | $ 184,000 | $ 195,358 | $ 105,358 | $ 90,000 | $ 203,000 | $ 293,000 | $ 304,000 | $ 88,000 | $ 38,000 | $ 38,000 | $ 761,000 |
| POLICE | 300 | 2100 | Patrol car purchase (transitioned to lease in fiscal year 2020) | $ 120,000 | $ 120,000 | $ 93,000 | $ - | $ - | $ - | $ - | $ - | $ - | $ - | $ - |
| | 300 | 2100 | Patrol car lease (16 vehicles) | - | - | - | - | 265,344 | 265,344 | 265,344 | 265,344 | 265,344 | - | 1,061,376 |
| | 300 | 2100 | Admin SUV (4-yr replacement) | 25,000 | 25,000 | - | - | - | - | 75,000 | - | - | - | 75,000 |
| | 300 | 2100 | Security video access system | 45,000 | 45,000 | - | - | - | - | 45,000 | 45,000 | 45,000 | - | 135,000 |
| | 300 | 2100 | PD laptops for in-car & field reporting | 20,000 | 20,000 | 18,228 | - | 20,000 | 20,000 | - | 20,000 | - | 20,000 | 60,000 |
| | 300 | 2100 | Records management & dispatch software | - | - | - | - | - | - | 20,000 | 20,000 | - | - | 40,000 |
| | 300 | 2100 | AED Devices | - | 16,715 | 16,715 | - | - | - | - | - | - | - | - |
| | 300 | 2100 | Lockers | - | - | 33,760 | - | - | - | - | - | - | - | - |
| | | | TOTAL POLICE | $ 210,000 | $ 226,715 | $ 161,703 | - | 285,344 | 285,344 | $ 405,344 | $ 350,344 | $ 310,344 | $ 20,000 | $ 1,371,376 |
| S.E.M.P. | 300 | 2500 | VHF radio system upgrades for emergencies | 20,000 | 20,000 | - | 20,000 | - | 20,000 | - | - | - | - | 20,000 |
| | | | TOTAL S.E.M.P. | $ 20,000 | $ 20,000 | $ - | 20,000 | - | 20,000 | $ - | $ - | $ - | $ - | $ 20,000 |

# CAPITAL IMPROVEMENT PLAN
# FIVE YEAR SCHEDULE BY DEPARTMENT/FUND

| | Fund | Dept. | | FY 2019 Adopted Budget | FY 2019 Amended Budget | FY 2019 Estimated Actual | FY 2020 Carry Forward From Prior | FY 2020 New Funding Required | FY 2020 Total Budget FY 2020 | FY 2021 | FY 2022 | FY 2023 | FY 2024 | Total 5 Year CIP Plan |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| PUBLIC WORKS | *Public Facilities* | | | | | | | | | | | | | |
| | 300 | 7250 | Replace A/C units | $ 200,000 | $ 253,000 | $ 11,850 | 241,150 | - | 241,150 | $ - | $ - | $ - | $ - | $ 241,150 |
| | 300 | 7250 | Additional City Hall generator | 25,000 | 25,000 | - | 25,000 | - | 25,000 | 175,000 | - | - | - | 200,000 |
| | 300 | 7250 | Energy improvements for City Hall | - | - | - | - | - | - | 300,000 | - | - | - | 300,000 |
| | 300 | 7250 | City Hall shutters | 30,000 | 30,000 | - | 30,000 | 35,000 | 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 | Pickup Trucks - Replacement | - | - | - | - | 35,000 | 35,000 | 35,000 | - | - | - | 70,000 |
| | 300 | 7250 | Capital Activities - Police Department | - | - | - | - | 200,000 | 200,000 | - | - | - | - | 200,000 |
| | 300 | 7250 | City Hall facility repairs | 100,315 | 120,315 | 4,776 | 115,539 | 4,461 | 120,000 | - | - | 100,000 | - | 220,000 |
| | 300 | 7250 | Parking lot light upgrade | - | - | - | - | 58,000 | 58,000 | - | - | - | - | 58,000 |
| | | | Subtotal Public Facilities | $ 355,315 | $ 428,315 | $ 16,626 | 411,689 | 332,461 | 744,150 | $ 510,000 | $ 135,000 | $ 150,000 | $ - | $ 1,539,150 |
| | *Public Works* | | | | | | | | | | | | | - |
| | 300 | 4100 | Storage garage (portion of allocation) | - | - | - | - | - | - | 75,000 | - | - | - | 75,000 |
| | 300 | 4100 | Truck 1/2 Ton Pickup Truck | - | - | - | - | 35,000 | 35,000 | - | - | - | - | 35,000 |
| | 300 | 4100 | Survey Van | - | - | - | - | - | - | - | - | 35,000 | - | 35,000 |
| | | | Subtotal Public Works | - | - | - | - | 35,000 | 35,000 | 75,000 | - | 35,000 | - | 145,000 |
| | | | TOTAL PUBLIC WORKS | $ 355,315 | $ 428,315 | $ 16,626 | 411,689 | 367,461 | 779,150 | $ 585,000 | $ 135,000 | $ 185,000 | $ - | $ 1,684,150 |
| | | | | | | | | | | | | | | |
| | | | TOTAL GENERAL FUND | $ 769,315 | $ 870,388 | $ 283,687 | 521,689 | 855,805 | 1,377,494 | $ 1,294,344 | $ 573,344 | $ 533,344 | $ 58,000 | $ 3,836,526 |
| BUILDING | 169 | 2400 | Building permitting software | $ 23,480 | $ 23,480 | $ 23,480 | - | - | - | $ - | $ - | $ - | $ - | $ - |
| | 169 | 2400 | Building department facility upgrade | - | - | - | - | 650,000 | 650,000 | - | - | - | - | 650,000 |
| | 169 | 2400 | Department space efficiency improvements | 25,000 | 25,000 | - | 25,000 | - | 25,000 | - | - | - | - | 25,000 |
| | | | TOTAL BUILDING FUND | $ 48,480 | $ 48,480 | $ 23,480 | 25,000 | 650,000 | 675,000 | $ - | $ - | $ - | $ - | $ 675,000 |
| RECREATION CENTER SINKING FUND | 370 | 7200 | Gym Sound System Gym | $ - | $ - | $ - | - | - | - | $ 10,000 | | $ - | $ - | $ 10,000 |
| | 370 | 7200 | Gym Floor Resurfacing | - | - | - | - | - | - | 4,000 | - | - | - | 4,000 |
| | 370 | 7200 | Gym Partition Cover (8') | 21,000 | 21,000 | - | 21,000 | - | 21,000 | - | - | - | - | 21,000 |
| | 370 | 7200 | HVAC Parts Replacement | - | - | - | - | - | - | - | - | - | 50,000 | 50,000 |
| | 370 | 7200 | Water Heater | 5,500 | 5,500 | 5,500 | - | - | - | - | - | - | - | - |
| | 370 | 7200 | Tennis Court Resurfacing | - | - | - | - | - | - | - | 20,000 | - | - | 20,000 |
| | 370 | 7200 | Camera/Video Security System | 25,000 | 25,000 | 3,636 | 21,364 | - | 21,364 | - | - | - | - | 21,364 |
| | 370 | 7200 | Server/Ethernet Upgrade | - | - | - | - | - | - | - | - | - | 18,000 | 18,000 |
| | 370 | 7200 | Upgrade network equipment | 15,000 | 15,000 | 4,895 | 10,105 | 15,000 | 25,105 | - | - | 15,000 | - | 40,105 |
| | 370 | 7200 | WT Equip | 85,000 | 85,000 | - | 85,000 | - | 50,000 | - | - | - | - | 50,000 |
| | 370 | 7200 | WT Treadmills (7) Replace 1 every year | 7,500 | 7,500 | 7,094 | 406 | 6,000 | 6,406 | 6,000 | 6,000 | 6,000 | 6,000 | 30,406 |
| | 370 | 7200 | WT Steppers (1) | 6,000 | 6,000 | - | - | - | - | - | - | - | - | - |
| | 370 | 7200 | WT Elliptical Arms (4) | - | - | - | - | - | - | - | - | - | 30,000 | 30,000 |
| | 370 | 7200 | Rower | 4,900 | 4,900 | 4,998 | - | - | - | - | - | 6,000 | - | 6,000 |

# CAPITAL IMPROVEMENT PLAN
# FIVE YEAR SCHEDULE BY DEPARTMENT/FUND

| | Fund | Dept. | | FY 2019 Adopted Budget | FY 2019 Amended Budget | FY 2019 Estimated Actual | FY 2020 Carry Forward From Prior | FY 2020 New Funding Required | FY 2020 Total Budget FY 2020 | FY 2021 | FY 2022 | FY 2023 | FY 2024 | Total 5 Year CIP Plan |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| RECREATION CENTER SINKING FUND | 370 | 7200 | WT Rec Bikes (3) | - | - | - | - | - | 3,750 | 3,750 | 3750 | - | - | 11,250 |
| | 370 | 7200 | Thorguard System | 28,000 | 28,000 | - | 28,000 | - | 28,000 | - | - | - | - | 28,000 |
| | 370 | 7200 | Pool Motors/Pumps | 12,000 | 12,000 | - | 12,000 | - | 12,000 | - | - | - | - | 12,000 |
| | 370 | 7200 | Pool Sand Filters Lap Pool A | - | - | - | - | 15,000 | 15,000 | - | - | | - | 15,000 |
| | 370 | 7200 | Pool Sand Filters Leisure | - | - | 15,000 | - | - | - | - | - | | - | - |
| | 370 | 7200 | Pool Sand Filters Lap Pool B | - | - | - | - | 15,000 | 15,000 | - | - | | - | 15,000 |
| | 370 | 7200 | Pool Sand Filters Splash Pad | - | - | - | - | - | - | | | 12,000 | - | 12,000 |
| | 370 | 7200 | Pool Handicap Lift Leisure | - | - | | - | 7,500 | 7,500 | - | - | - | - | 7,500 |
| | 370 | 7200 | Pool Handicap Lift-Lap | - | - | - | - | - | - | - | 7,500 | | - | 7,500 |
| | 370 | 7200 | Pool Starting Blocks | 12,000 | 12,000 | - | 12,000 | - | 12,000 | - | - | - | - | 12,000 |
| | 370 | 7200 | Pool Lane Lines | - | - | - | - | - | - | 5,000 | - | - | - | 5,000 |
| | 370 | 7200 | Pool Lounge Chairs (30) -Replace 4-5 per year | 2,500 | 2,500 | 4,700 | - | 2,500 | 2,500 | 2,500 | 2,500 | 2,500 | 2,500 | 12,500 |
| | 370 | 7200 | Pool Lifeguard Chair | 5,000 | 5,000 | - | 5,000 | - | 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 | Fire Alarm System Panel | 6,000 | 6,000 | 9,592 | - | - | - | - | - | - | - | - |
| | 370 | 7200 | Stainless steel pool deck | - | - | - | - | 27,000 | 27,000 | - | - | - | - | 27,000 |
| | 370 | 7200 | HVAC Chillers | - | - | - | - | - | - | - | 137,000 | - | - | 137,000 |
| | 370 | 7200 | Reseal Block Walls | 10,000 | 10,000 | - | - | - | - | - | - | - | 6,750 | 6,750 |
| | 370 | 7200 | Automatic Doors | - | - | - | - | 6,500 | 6,500 | - | - | - | - | 6,500 |
| | 370 | 7200 | HVAC VFD's | - | - | - | - | - | - | - | 8,000 | | - | 8,000 |
| | 370 | 7200 | Osprey Room Equipment | 5,000 | 5,000 | 1,100 | - | 2,000 | 2,000 | 1,900 | - | - | - | 3,900 |
| | 370 | 7200 | AEDs - Automated External Defibrillators (4) | 10,000 | 10,000 | 10,000 | - | - | - | - | - | - | - | - |
| | 370 | 7200 | Exterior Recaulking | 9,000 | 9,000 | - | - | - | - | - | - | - | 9,000 | 9,000 |
| | 370 | 7200 | HVAC Energy Improvements | - | - | 13,000 | - | 12,000 | 12,000 | - | - | - | - | 12,000 |
| | 370 | 7200 | Paint pool deck | - | - | 10,600 | - | - | - | - | 12,500 | - | - | 12,500 |
| | 370 | 7200 | Shade Structure | - | - | - | - | 10,000 | 10,000 | - | - | - | - | 10,000 |
| | 370 | 7200 | LED Gym Lights | - | - | 3,345 | - | - | - | - | - | - | - | - |
| | 370 | 7200 | LED Tennis Court Lights | - | - | 5,000 | - | - | - | - | - | - | - | - |
| | 370 | 7200 | HVAC Chiller Pump Replacement | | | | - | 22,500 | 22,500 | - | - | - | - | 22,500 |
| | 370 | 7200 | Woman's restroom tile resurfacing | | | 9,555 | - | - | - | - | - | - | - | - |
| | 370 | 7200 | Men's/Family restroom tile resurfacing | | | | - | 8,000 | 8,000 | - | - | - | - | 8,000 |
| | 370 | 7200 | Polish concrete floors annually | | | | - | 7,250 | 7,250 | 7,250 | 7,250 | 7,250 | 7,250 | 36,250 |
| | 370 | 7200 | Upper windows | | | | - | 7,000 | 7,000 | - | - | - | - | 7,000 |
| | 370 | 7200 | HVAC Chiller #2 | | | | - | - | - | 137,000 | - | - | - | 137,000 |
| | | | TOTAL RECREATION SINKING FUND | $ 269,400 | $ 269,400 | $ 108,015 | 194,875 | 163,250 | 326,875 | $ 177,400 | $ 274,500 | $ 53,750 | $ 129,500 | $ 962,025 |

# CAPITAL IMPROVEMENT PLAN
# FIVE YEAR SCHEDULE BY DEPARTMENT/FUND

| | | | | FY 2019 | | | FY 2020 | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | Fund | Dept. | | Adopted Budget | Amended Budget | Estimated Actual | Carry Forward From Prior | New Funding Required | Total Budget FY 2020 | FY 2021 | FY 2022 | FY 2023 | FY 2024 | Total 5 Year CIP Plan |
| TRANSPORTATION | 301 | 4100 | Storage garage (portion of allocation) | - | - | - | - | - | - | 275,000 | - | - | - | 275,000 |
| | 301 | 4100 | Utility vehicle | 17,000 | 17,000 | 14,200 | - | - | - | 17,000 | - | - | - | 17,000 |
| | 301 | 4100 | Small Tractor with boom mower | - | - | 17,371 | - | - | - | - | - | - | - | - |
| | 301 | 4100 | Water Truck | 100,000 | 100,000 | 95,108 | - | - | - | - | - | - | - | - |
| | 301 | 4100 | Trucks | 35,000 | 35,000 | 30,850 | - | - | - | 74,000 | 74,000 | - | 38,000 | 186,000 |
| | 301 | 4100 | Flail Axle | - | - | - | - | - | - | 145,000 | - | - | - | 145,000 |
| | 301 | 4100 | Loader | - | - | - | - | - | - | - | - | - | 180,000 | 180,000 |
| | 301 | 4100 | Backhoe | - | - | - | - | - | - | 140,000 | - | - | - | 140,000 |
| | 301 | 4100 | Grader | - | - | - | - | - | - | - | 185,000 | - | - | 185,000 |
| | 301 | 4100 | Sweeper | - | - | - | - | - | - | - | - | 90,000 | - | 90,000 |
| | 301 | 4100 | Mower | - | - | - | - | - | - | - | | - | 13,000 | 13,000 |
| | 301 | 4100 | Palm Ridge Road improvements | 50,000 | 50,000 | 34,000 | 16,000 | - | 16,000 | 200,000 | - | - | - | 216,000 |
| | 301 | 4100 | Middle Gulf Path and roadway relocation | 75,000 | 75,000 | - | - | - | - | 75,000 | 400,000 | - | - | 475,000 |
| | 301 | 4100 | Periwinkle Way box culvert repairs | 146,000 | 146,000 | 25,000 | 50,000 | - | 50,000 | 450,000 | 2,000,000 | - | - | 2,500,000 |
| | 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 | Clam Bayou box culvert repair | 300,000 | 300,000 | 300,000 | | - | - | | | | | - |
| | 301 | 4100 | Beach Road Water Control Structure Rehabilitation Project | 350,000 | 350,000 | | 175,000 | - | 175,000 | 175,000 | | | | 350,000 |
| | 301 | 4100 | Bay Drive Box Culvert | 110,000 | 110,000 | | 110,000 | - | 110,000 | | | | | 110,000 |
| | 301 | 4100 | Dredge Sanibel Slough | | - | | - | 125,000 | 125,000 | 500,000 | - | - | - | 625,000 |
| | 301 | 4100 | Tahiti-Jamaica Drainage Improvements | - | - | - | - | 100,000 | 100,000 | 300,000 | - | - | - | 400,000 |
| | 301 | 4100 | East Rocks Area Drainage Improvements | - | - | - | - | 37,500 | 37,500 | 112,500 | - | - | - | 150,000 |
| | | | TOTAL TRANSPORTATION | $ 1,183,000 | $ 1,183,000 | $ 516,529 | 351,000 | 262,500 | 613,500 | $ 2,963,500 | $ 2,709,000 | $ 290,000 | $ 631,000 | $ 7,207,000 |
| | | | TOTAL GOVERNMENTAL FUNDS | $ 2,270,195 | $ 2,371,268 | $ 931,711 | 1,092,564 | 1,931,555 | 2,992,869 | $ 4,435,244 | $ 3,556,844 | $ 877,094 | $ 818,500 | $ 12,680,551 |

# CAPITAL IMPROVEMENT PLAN
# FIVE YEAR SCHEDULE BY DEPARTMENT/FUND

| | Fund | Dept. | | FY 2019 Adopted Budget | FY 2019 Amended Budget | FY 2019 Estimated Actual | FY 2020 Carry Forward From Prior | FY 2020 New Funding Required | FY 2020 Total Budget FY 2020 | FY 2021 | FY 2022 | FY 2023 | FY 2024 | Total 5 Year CIP Plan |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| SEWER SYSTEM | *System Improvements* | | | | | | | | | | | | | |
| | 450 | 3500 | Pipeline relocations | $ 5,000 | $ 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 | 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 | 25,000 | 125,000 |
| | 450 | 3500 | Generator storage building | - | 50,000 | - | 50,000 | - | 50,000 | - | - | - | - | 50,000 |
| | 450 | 3500 | Insertion valves for force mains | 30,000 | 30,000 | 30,000 | - | 30,000 | 30,000 | 30,000 | 30,000 | 30,000 | 30,000 | 150,000 |
| | 450 | 3500 | Force main upgrades | 80,000 | 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 | 430,000 | 430,000 | 430,000 | - | 400,000 | 400,000 | 160,000 | - | - | - | 560,000 |
| | 450 | 3500 | Donax Process Improvement - construction | 4,912,400 | 4,912,400 | 4,912,400 | - | 11,295,612 | 11,295,612 | 4,151,077 | - | - | - | 15,446,689 |
| | 450 | 3500 | Generator (included in Donax Process Improvement project in FY 2020 budget) | 950,000 | 950,000 | - | - | - | - | - | - | - | - | - |
| | 450 | 3500 | Metal tank replacement - Wulfert plant | - | - | - | - | 750,000 | 750,000 | - | - | - | - | 750,000 |
| | 450 | 3500 | Phase 4B Sewer Expansion (Engineering) | 150,000 | 150,000 | 18,000 | 132,000 | - | 132,000 | - | - | - | - | 132,000 |
| | 450 | 3500 | Phase 4B Sewer Expansion (Construction) | - | - | - | - | - | - | 1,036,000 | - | - | - | 1,036,000 |
| | | | Subtotal Existing System Improvements | 6,587,400 | 6,637,400 | 5,505,400 | 182,000 | 12,590,612 | 12,772,612 | 5,492,077 | 145,000 | 145,000 | 145,000 | 18,699,689 |
| | *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 | - | - | - | - | - | - | - | - | 200,000 | - | 200,000 |
| | 450 | 3500 | Replacement crane truck - 746 | - | - | - | - | 110,000 | 110,000 | - | - | - | - | 110,000 |
| | 450 | 3500 | Replacement crane truck - 749 | 98,000 | 98,000 | 105,045 | - | - | - | - | - | - | - | - |
| | 450 | 3500 | Replacement crane truck (3/4 ton) - 747 | - | - | - | - | - | - | 135,000 | - | - | - | 135,000 |
| | 450 | 3500 | Replacement crane truck (1 1/2 ton) - 760 | - | - | - | - | - | - | - | - | - | 135,000 | 135,000 |
| | 450 | 3500 | Donax WRF HVAC system replacements | - | 25,000 | 24,999 | - | - | - | | - | - | - | - |
| | 450 | 3500 | Replacement operations pick-up truck (1/2 ton) - 900 | - | - | - | | 35,000 | 35,000 | - | - | - | - | 35,000 |
| | 450 | 3500 | Wulfert emergency generator replacement | 125,000 | 125,000 | - | 125,000 | - | 125,000 | - | - | - | - | 125,000 |
| | 450 | 3500 | Replacement portable generators | 50,000 | 140,000 | 140,000 | - | - | - | 50,000 | 50,000 | 50,000 | 50,000 | 200,000 |
| | 450 | 3500 | Replacement $Cl_2$ Pumps | 7,500 | 7,500 | 7,500 | - | 7,500 | 7,500 | 7,500 | 7,500 | 7,500 | 7,500 | 37,500 |
| | 450 | 3500 | Emergency chart recorder replacement | 2,000 | 2,000 | 2,000 | - | 2,000 | 2,000 | 2,000 | 2,000 | 2,000 | 2,000 | 10,000 |
| | | | Subtotal Machinery/Vehicles/Equipment | 342,500 | 457,500 | 279,544 | 185,000 | 154,500 | 339,500 | 224,500 | 89,500 | 289,500 | 224,500 | 1,167,500 |
| | | | TOTAL SEWER SYSTEM ENTERPRISE FUND | $ 6,929,900 | $ 7,094,900 | $ 5,784,944 | 367,000 | 12,745,112 | 13,112,112 | $ 5,716,577 | $ 234,500 | $ 434,500 | $ 369,500 | $ 19,867,189 |

# CAPITAL IMPROVEMENT PLAN
# FIVE YEAR SCHEDULE BY DEPARTMENT/FUND

| | Fund | Dept. | | FY 2019 Adopted Budget | FY 2019 Amended Budget | FY 2019 Estimated Actual | FY 2020 Carry Forward From Prior | FY 2020 New Funding Required | FY 2020 Total Budget FY 2020 | FY 2021 | FY 2022 | FY 2023 | FY 2024 | Total 5 Year CIP Plan |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| BEACH PARKING FUND | *Public Safety* | | | | | | | | | | | | | |
| | 470 | 1600 | Security video access system - beach parking lots | $ 25,000 | $ 25,000 | $ - | 25,000 | - | 25,000 | $ 50,000 | $ 50,000 | $ 50,000 | $ 50,000 | $ 225,000 |
| | 470 | 2100 | Watercraft | | | | - | - | - | - | | 60,000 | - | 60,000 |
| | 470 | 2100 | ATV Replacements | 25,000 | 25,000 | 23,076 | - | - | - | 25,000 | 25,000 | - | - | 50,000 |
| | 470 | 2100 | Police Aide Vehicles | 20,000 | 20,000 | 20,194 | - | 25,000 | 25,000 | 20,000 | 20,000 | 20,000 | 20,000 | 105,000 |
| | 470 | 2100 | Pick-up Truck (2 trucks 3 year replacement cycle) | 25,000 | 25,000 | - | - | - | - | 25,000 | - | 25,000 | - | 50,000 |
| | 470 | 2100 | New Parking Meter (1 meter) | - | - | - | - | - | - | 12,000 | - | - | - | 12,000 |
| | 470 | 2100 | Lightning Detection System | - | - | - | - | - | - | 26,000 | - | - | - | 26,000 |
| | | | Subtotal Public Safety | 95,000 | 95,000 | 43,270 | 25,000 | 25,000 | 50,000 | 158,000 | 95,000 | 155,000 | 70,000 | 528,000 |
| | *Public Works (Maintenance)* | | | | | | | | | | | | | |
| | 470 | 4100 | Bowman's Beach Park Playground Equipment | - | - | - | - | 10,000 | 10,000 | - | 10,000 | - | 10,000 | 30,000 |
| | 470 | 4100 | Utility vehicle/Gator (TDC funded) | - | - | - | - | 16,000 | 16,000 | 16,000 | - | - | - | 32,000 |
| | 470 | 4100 | Pick-up truck(s) (TDC funded) | 35,189 | 35,189 | 34,189 | 1,000 | 35,000 | 36,000 | 30,000 | 30,000 | 30,000 | 30,000 | 156,000 |
| | 470 | 4100 | Mower (TDC funded) | - | - | - | - | - | - | 10,000 | 10,000 | - | - | 20,000 |
| | 470 | 4100 | Dump body for pick-up (TDC funded) | 4,000 | 4,000 | 4,000 | - | - | - | 4,000 | 4,000 | 4,000 | 4,000 | 16,000 |
| | 470 | 4100 | Tractor (TDC funded) | 50,000 | 50,000 | 49,999 | - | - | - | 40,000 | - | - | - | 40,000 |
| | 470 | 4100 | Trailer for Skid Steer | 8,000 | 8,000 | 8,000 | - | - | - | - | - | - | - | - |
| | 470 | 4100 | Trash/recycling bins (TDC funded) | 8,991 | 8,991 | 8,991 | - | 10,000 | 10,000 | 10,000 | 10,000 | 10,000 | 10,000 | 50,000 |
| | 470 | 4100 | Water fountain for beaches (TDC funded) | 3,145 | 3,145 | 3,145 | - | - | - | 4,000 | 4,000 | 4,000 | 4,000 | 16,000 |
| | 470 | 4100 | ADA accessibility equipment | 25,000 | 25,000 | 14,692 | 10,308 | - | 10,308 | 15,000 | - | 15,000 | - | 40,308 |
| | 470 | 4100 | Cat Skid Steer | - | - | - | - | - | - | - | - | 60,000 | - | 60,000 |
| | | | Subtotal Public Works | 134,325 | 134,325 | 123,016 | 11,308 | 71,000 | 82,308 | 129,000 | 68,000 | 123,000 | 58,000 | 460,308 |
| | *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 | Shared use path widening | - | - | - | - | 75,000 | 75,000 | 75,000 | 75,000 | 75,000 | 75,000 | 375,000 |
| | 470 | 4100 | Bowman's Changing Area Rehab Project | - | - | - | - | 30,000 | 30,000 | 200,000 | | - | - | 230,000 |
| | 470 | 4100 | Tarpon Bay restroom (TDC grant #41918) | 466,023 | 634,395 | 634,395 | - | - | - | - | - | - | - | - |
| | 470 | 4100 | Shoreline Stabilization - Turner Beach (TDC) | 250,000 | 272,621 | 50,000 | 222,621 | 300,000 | 522,621 | - | - | - | - | 522,621 |
| | 470 | 4100 | Lighthouse cottage interior rehabilitation | - | - | - | - | - | - | 500,000 | - | - | - | 500,000 |
| | 470 | 4100 | Bowman's Beach Bridge Replacement (TDC + City Match) | 600,000 | 600,000 | 53,500 | 546,500 | - | 546,500 | - | - | - | - | 546,500 |
| | 470 | 4100 | Bowman's Park Dune Walkover Repairs (TDC) | 190,000 | 197,175 | 318 | 196,857 | - | 196,857 | - | - | - | - | 196,857 |
| | 470 | 4100 | Bowman's Playcube for Playground | - | 13,883 | 13,882 | - | - | - | - | - | - | - | - |
| | | | Subtotal Improvements | 1,506,023 | 1,718,074 | 752,095 | 965,978 | 480,000 | 1,445,978 | 850,000 | 150,000 | 150,000 | 150,000 | 2,745,978 |
| | | | TOTAL BEACH PARKING ENTERPRISE FUND | $ 1,735,348 | $ 1,947,399 | $ 918,381 | 1,002,286 | 576,000 | 1,578,286 | $ 1,137,000 | $ 313,000 | $ 428,000 | $ 278,000 | $ 3,734,286 |
| | | | TOTAL ENTERPRISE FUNDS | $ 8,665,248 | $ 9,042,299 | $ 6,703,325 | 1,369,286 | 13,321,112 | 14,690,398 | $ 6,853,577 | $ 547,500 | $ 862,500 | $ 647,500 | $ 23,601,475 |
| | | | CITY WIDE TOTAL CAPITAL IMPROVEMENTS | $ 10,935,443 | $ 11,413,567 | $ 7,635,036 | 2,461,850 | 15,252,667 | 17,683,267 | $ 11,288,821 | $ 4,104,344 | $ 1,739,594 | $ 1,466,000 | $ 36,282,026 |

# CAPITAL IMPROVEMENT PLAN
# FISCAL YEAR 2019 JUSTIFICATIONS

| | Fund | Dept. | Project | FY 2020 | Description of Project | Impact on Operating Costs |
|---|---|---|---|---|---|---|
| INFORMATION TECHNOLOGY | 300 | 1600 | EnerGov Permitting & Planning Software | $ 40,000 | EnerGov software from Tyler Technologies. | Annual maintenance fee of $22,658. |
| | 300 | 1600 | Offsite redundant storage servers ("cloud computing") | $ 15,000 | This will reduce annual hardware costs, staff time to monitor server backups and annual electrical power costs. This technology will provide enhanced disaster recovery capabilities as there will be constant connectivity to City servers where there is an internet connection. The utilization of cloud technology significantly reduces the amount of staff time needed and makes available city data. | Annual subscription costs for services as servers are transitioned to the Cloud of approximately $10,000. |
| | 300 | 1600 | Backup high-speed Internet connectivity | $ 10,000 | As the City becomes more dependent on access to the Cloud, there is an increased need to provide more reliable and redundant network connectivity. | This will be an annual expense of $40,000 |
| | 300 | 1600 | Upgrade/replace core network components | $ 10,000 | Annual funding for the City's core network devices. Each year, equipment needs to be replaced due to either having failed or going off warranty. | None recurring. |
| | 300 | 1600 | Replace City servers | $ 8,000 | Server replacement project which allows the City to effectively plan for the end of life of its servers. This project allows the replacement of 1 - 2 servers per year. | None recurring. |
| | 300 | 1600 | City network wireless upgrade for users (802.11) | $ - | The current City wireless system was installed using low cost home type technology. The demand for wireless by City devices cannot be met reliable with current technology. | None recurring. |
| | 300 | 1600 | 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 | 1600 | Security cameras | $ 30,000 | Additional security and monitoring | None recurring. |
| | 300 | 1600 | Upgrades to City internet website location | $ 75,000 | The City's website needs to be upgraded form the current system that is near end of life. Additionally, the design of the site needs to be modernized. | None recurring. |
| | 300 | 1600 | Network management and security management | $ 80,000 | The city needs to allocate additional resources to implement advanced cybersecurity. With the skill set needed in this area, it would be preferable to contract with top tier firm specializing in cybersecurity.<br>An RFQ will be released to select a firm for a multiyear engagement to manage the City's advanced cybersecurity technology, develop an implementation plan, and procure the technology. | No additional costs. |
| | 300 | 1600 | Surface tablets for plan reviews | $ 11,000 | Hardware upgrade for City's new permitting and planning software | None recurring. |
| | 300 | 1600 | Police and Recreation Department Networking | $ 8,000 | Routine replacement for end of life network hardware | No additional costs. |
| | **TOTAL INFORMATION TECHNOLOGY** | | | **$ 293,000** | | |
| POLICE | 300 | 2100 | Supervisor vehicle (5-yr replacement cycle) | $ 265,344 | Lease of patrol cars. Year one of a four year lease. | Standard vehicle repair and maintenance |
| | 300 | 2100 | PD laptops for in-car & field reporting | $ 20,000 | Annual cost for replacement technology equipment in vehicles. | None recurring. |
| | **TOTAL POLICE DEPARTMENT** | | | **$ 285,344** | | |
| S.E.M.P. | 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.** | | | **$ 20,000** | | |

# CAPITAL IMPROVEMENT PLAN
# FISCAL YEAR 2019 JUSTIFICATIONS

| | Fund | Dept. | Project | FY 2020 | Description of Project | Impact on Operating Costs |
|---|---|---|---|---|---|---|
| BUILDING | 169 | 2400 | Building department facility improvements | $ 650,000 | Building Department space improvements. | None recurring. |
| | 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** | **$ 675,000** | | |
| PUBLIC WORKS | 300 | 7250 | Replace A/C units | $ 241,150 | 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 | Additional City Hall generator | $ 25,000 | The existing City Hall generator doesn't have sufficient capacity to power the City's needs during an extended power outage. This project would involve the installation of an additional emergency generator to supplement the existing generator. Power is essential to allowing the City government to function for the residents. Phase 1 in FY2019 would include evaluation and design with Phase 2 construction commencing in FY2020. | 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 | Pickup Trucks - Replacement | $ 35,000 | Public Facilities maintenance personnel 1/2 ton pickup truck | None recurring. |
| | 300 | 7250 | Police Department modernization pre-construction activities | $ 200,000 | Upgrade and modernization of the Police Department wing of City Hall to include gender diversity and technological initiatives. | None recurring. |
| | 300 | 7250 | Parking lot light upgrade | $ 58,000 | City Hall grounds parking lot light upgrade to coincide with BIG Arts construction | Reduced operating due to energy efficiency |
| | 300 | 4100 | City Hall facility repairs | $ 120,000 | 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. |
| | 300 | 4100 | Traffic Management Initiatives | $ 35,000 | Purchase of a system that will satisfy the need to monitor traffic flow and distribution throughout the island. | None recurring. |
| | | | **TOTAL PUBLIC WORKS** | **$ 779,150** | | |

# CAPITAL IMPROVEMENT PLAN
# FISCAL YEAR 2019 JUSTIFICATIONS

| | Fund | Dept. | Project | FY 2020 | Description of Project | Impact on Operating Costs |
|---|---|---|---|---|---|---|
| | 370 | 7200 | Gym Partition Cover (8') | $ 21,000 | Sinking Fund Asset Replacement Schedule | None recurring. |
| | 370 | 7200 | Camera/Video Security System | $ 21,364 | Sinking Fund Asset Replacement Schedule | None recurring. |
| | 370 | 7200 | Upgrade network equipment | $ 25,105 | Sinking Fund Asset Replacement Schedule | None recurring. |
| | 370 | 7200 | WT Equip | $ 50,000 | Sinking Fund Asset Replacement Schedule | None recurring. |
| | 370 | 7200 | WT Treadmills (7) Replace 1 every year | $ 6,406 | Sinking Fund Asset Replacement Schedule | None recurring. |
| | 370 | 7200 | WT Rec Bikes (3) | $ 3,750 | Sinking Fund Asset Replacement Schedule | None recurring. |
| | 370 | 7200 | Thorguard System | $ 28,000 | Sinking Fund Asset Replacement Schedule | None recurring. |
| | 370 | 7200 | Pool Motors/Pumps | $ 12,000 | Sinking Fund Asset Replacement Schedule | None recurring. |
| | 370 | 7200 | Pool Sand Filters Lap Pool A | $ 15,000 | Sinking Fund Asset Replacement Schedule | None recurring. |
| | 370 | 7200 | Pool Sand Filters Lap Pool B | $ 15,000 | Sinking Fund Asset Replacement Schedule | None recurring. |
| | 370 | 7200 | Pool Handicap Lift Leisure | $ 7,500 | 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 | Pool Lifeguard Chair | $ 5,000 | Sinking Fund Asset Replacement Schedule | None recurring. |
| | 370 | 7200 | Stainless steel pool deck | $ 27,000 | Sinking Fund Asset Replacement Schedule | None recurring. |
| | 370 | 7200 | Automatic Doors | $ 6,500 | Sinking Fund Asset Replacement Schedule | None recurring. |
| | 370 | 7200 | Osprey Room Equipment | $ 2,000 | Sinking Fund Asset Replacement Schedule | None recurring. |
| | 370 | 7200 | HVAC Energy Improvements | $ 12,000 | Sinking Fund Asset Replacement Schedule | None recurring. |
| | 370 | 7200 | Shade Structure | $ 10,000 | Sinking Fund Asset Replacement Schedule | None recurring. |
| | 370 | 7200 | HVAC Chiller Pump Replacement | $ 22,500 | Sinking Fund Asset Replacement Schedule | None recurring. |
| | 370 | 7200 | Men's/Family restroom tile resurfacing | $ 8,000 | Sinking Fund Asset Replacement Schedule | None recurring. |
| | 370 | 7200 | Polish concrete floors annually | $ 7,250 | Sinking Fund Asset Replacement Schedule | None recurring. |
| | 370 | 7200 | Upper windows | $ 7,000 | Sinking Fund Asset Replacement Schedule | None recurring. |
| | **TOTAL RECREATION SINKING FUND** | | | **$ 326,875** | | |

# CAPITAL IMPROVEMENT PLAN
# FISCAL YEAR 2019 JUSTIFICATIONS

| | Fund | Dept. | Project | FY 2020 | Description of Project | Impact on Operating Costs |
|---|---|---|---|---|---|---|
| TRANSPORTATION | 301 | 4100 | Palm Ridge Road improvements | $ 16,000 | 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 | Periwinkle Way box culvert repairs | $ 50,000 | Replacement due to current condition and estimated life. A larger opening is proposed to allow more flushing for the Shell Harbor and Sanibel Harbor canals, resulting in improved water quality in the canals. The replacement box culvert will be deeper to accommodate the homeowners along the canals with boats. The Periwinkle Bridge is scheduled for replacement in 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. |
| | 301 | 4100 | Beach Road Water Control Structure Rehabilitation Project | $ 175,000 | Beach Road water control structure was constructed in 1991. Since that time no major repairs have been performed. Structure is currently in need of a major project to repair concrete and sluice gate issues. | None recurring. |
| | 301 | 4100 | Bay Drive Box Culvert | $ 110,000 | Bay Drive Box Culvert was constructed in 1988. Based upon current structural inspections, the culvert requires concrete delamination repairs. | None recurring. |
| | 301 | 4100 | Dredget Sanibel Slough | $ 125,000 | As a part of the Watershed Management Plan, Johnson Engineering did surveys and modeling as part of the City's Community Rating System. The results of the modeling and surveying identified choke points and areas requiring enhancements to maintain stormwater for a 25 year storm event as required by City's NPDES Permit | None recurring. |
| | 301 | 4100 | Tahiti-Jamaica Drainage Improvements | $ 100,000 | Tradewinds Subdivision (Tahiti –Jamaica Dr.) was first platted in 1958 prior to current stormwater regulations. At that time, the water was stored in drainage areas and discharged into the Gulf of Mexico. Current regulations required discharge to the Gulf of Mexico to be removed. Subsequent City projects attempted to direct overflow to a swale on Sanibel Captiva Road eastward to a canal that connects to the Sanibel River system. During the January rains, a significant amount of water built up in the southernmost (Gulf) portion of the subdivision creating a pocket that flooded across several subdivisions. THIS FUNDING IS 25% MATCH OF HMGP GRANT FUNDED PROJECT FOR TOTAL AMOUNT OF $400,000 | None recurring. |
| | 301 | 4100 | East Rocks Area Drainage Improvements | $ 37,500 | East Rocks Subdivision has an outfall to the Sanibel Slough Drainage System. The front of the subdivision at West Gulf Drive sits lower than the surrounding area and does not interconnect with the subdivision drainage possibly due to phasing. This project will redirect the flow by grading and paving; add additional catch basins; and extend the existing drainage to the front of the subdivision. THIS FUNDING IS 25% MATCH OF HMGP GRANT FUNDED PROJECT FOR TOTAL AMOUNT OF $150,000 | None recurring. |
| | | | **TOTAL TRANSPORTATION** | **$ 613,500** | | |

# CAPITAL IMPROVEMENT PLAN
# FISCAL YEAR 2019 JUSTIFICATIONS

| | Fund | Dept. | Project | FY 2020 | 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 | 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 | $ 400,000 | Engineering for all Donax Plant Improvements<br>Task 1. Pre-Design Study (Complete 2017)<br>Task 2. Design and Permitting 2017-2018<br>Task 3. Bidding and Design Services 2017-2019<br>State Appropriations | None recurring. |
| | 450 | 3500 | Donax Process Improvement - Construction | $ 11,295,612 | There is an overall Citywide effort to improve water quality, which includes reducing nitrogen and phosphorus in inland and adjacent water bodies. The Donax Water Reclamation Facility produces an effluent which is used to irrigate the 3 golf courses on the island and condominium along Middle and West Gulf Drives which contain nitrogen and phosphorus. Although the levels are well within the Florida Dept. of Environmental Protection permit, as a steward of the land, the City could reduce the amount of nitrogen and phosphorus in the effluent. The simplest modification would be to retrofit the existing sand filters to de-nitrification filters. This would result in the removal of nitrogen to approximately 1.5 mg/L and have the lowest capital investment. It should be noted however, that these improvements will likely NOT result in effluent which meets the strict requirements of the Numeric Nutrient Criteria rule. The plant does not directly discharge to State and Federal inland water bodies or estuaries and is not required. | None recurring. |
| | 450 | 3500 | Metal tank replacement - Wulfert plant | $ 750,000 | Aquastore metal tanks are beyond the recommended lifespan for a metal tank. The Donax tank will be removed with the Donax Plant Improvements and Wulfert tank will need to be replaced for an increase in durability and lifespan. | None recurring. |

# CAPITAL IMPROVEMENT PLAN
# FISCAL YEAR 2019 JUSTIFICATIONS

| | Fund | Dept. | Project | FY 2020 | Description of Project | Impact on Operating Costs |
|---|---|---|---|---|---|---|
| | | | Phase 4B Sewer Construction<br>4A carryforward<br>2019 4B (Engineering) | $ 132,000 | 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 | Replacement crane truck - 746 | $ 110,000 | The City has 5 crane trucks, which are critical to sewer maintenance crews who must pull lift station pumps for replacement or repairs. The timely replacement of the trucks is necessary to reduce down time thus improving efficiency. | None recurring. |
| | 450 | 3500 | Replacement operations pick-up truck (1/2 ton) - 900 | $ 35,000 | Funding includes replacement of existing pickup trucks in 2013 and 2015. These trucks are on a 7-8 year replacement cycle. The timely replacement of trucks reduces down time for repairs, thus improving productivity. Replacements delayed due to the current vehicle condition and economic conditions within the City. | None recurring. |
| | 450 | 3500 | Wulfert emergency generator replacement | $ 125,000 | Current stationary generator has failed due to age. This project replaces stationary generator in accordance with FDEP permit requirements. | None recurring. |
| | 450 | 3500 | Replacement $Cl_2$ 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** | **$13,112,112** | | |

# CAPITAL IMPROVEMENT PLAN
# FISCAL YEAR 2019 JUSTIFICATIONS

| | Fund | Dept. | Project | FY 2020 | Description of Project | Impact on Operating Costs |
|---|---|---|---|---|---|---|
| BEACH PARKING | 470 | 1600 | Security video access system - beach parking lots | $ 25,000 | 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. | Minimal (electricity) |
| | 470 | 2100 | Police Aide Vehicles | $ 25,000 | 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 | 4100 | Bowman's Beach Park Playground Equipment | $ 10,000 | The timely replacement of the playground equipment is needed for safety. | None recurring. |
| | 470 | 4100 | Utility vehicle/Gator (TDC funded) | $ 16,000 | Public Works has two utility vehicles (small John Deere gators on a 5 year replacement schedule), one is a 2015 model and the other is a 2016 model. These vehicles have proven invaluable in performing minor maintenance in the parks and for vegetation maintenance along the paths, as well as, litter pickup on the beaches. The 2016 model at Bowman's is utilized more on a day to day basis due to the size of the park and is in need of replacement. The timely replacement of vehicles is necessary to prevent excessive downtime and thus improve operational efficiency. | None recurring. |
| | 470 | 4100 | Pick-up truck(s) (TDC funded) | $ 36,000 | There are currently eight pickup trucks (on a 7-year replacement cycle) assigned to beach maintenance. These pickups are necessary to transport personnel to the beach parks to perform necessary maintenance. The timely replacement of trucks is necessary to prevent excessive downtime and thus improve operational efficiency. | None recurring. |
| | 470 | 4100 | Trash/recycling bins (TDC funded) | $ 10,000 | The parks utilize Bear Proof Trash / Recycling Bins to prevent animals from getting into the cans. Updating these cans and installing new ones in various locations will help with litter pick up and save time. | None recurring. |
| | 470 | 4100 | ADA accessibility equipment | $ 10,308 | 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 | Shared use path widening | $ 75,000 | 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 | Bowmman's Changing Area Rehab Project | $ 30,000 | The existing changing area at Bowman's Beach Park needs to be updated. It will be upgraded to a more family friendly facility and provide more privacy and security. This phase is for Engineering and Permitting. | None recurring. |
| | 470 | 4100 | Shoreline Stabilization - Turner Beach (TDC) | $ 522,621 | The existing shoreline at Turner Beach has eroded significantly due to stormy weather. Stabilization improvements needs to be completed in order to maintain a safe and enjoyable beach experience for visitors. Engineering services to begin this year and construction anticipated for next year. | None recurring. |
| | 470 | 4100 | Bowman's Beach Bridge Replacement (TDC + City Match) | $ 546,500 | 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 (TDC) | $ 196,857 | dune vegetation, which prevents storms from damaging the critical dune systems. Protecting the dunes which provide critical habitat is a great environmental benefit. The existing structures have outlived its life and needs to be repaired for safety. Replace the existing structures for ADA accessibility and install Tandeck composite material for longevity. | None recurring. |
| | | | **TOTAL BEACH PARKING** | **$ 1,578,286** | | |
| | | | **CITY WIDE TOTAL CAPITAL OUTLAY** | **$17,683,267** | | |

# 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.

***Millage (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, 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.

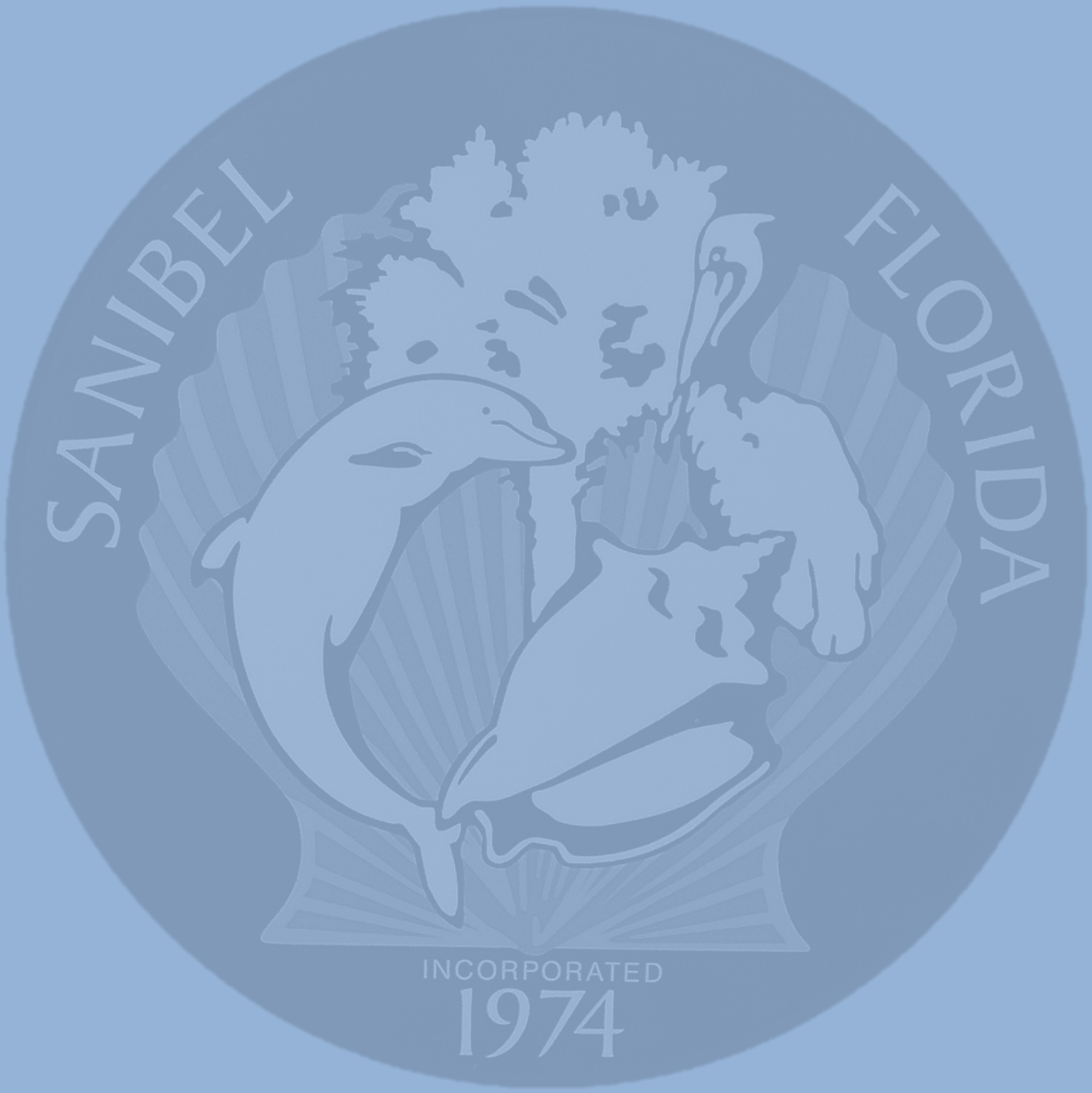
***Rolled-back millage rate*** – The millage rate necessary to produce the same amount of property tax dollars as received during the previous budget year. New construction is excluded from the roll-back calculation.

***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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